



MONEY TALKS:

YOUR TICKET TO A STRONG
EMPLOYEE OWNERSHIP CULTURE

CROA | November 2023
Zebulon LLC



SPECIAL REQUEST:

**WILL YOU SHARE YOUR PROGRESS
AT CROA '24?**

Creating an

**EMPLOYEE
OWNERSHIP
CULTURE**

in your outfit

RESULTS YOU'LL SEE

AFTER TODAY'S SESSION:



MORE ENGAGEMENT

... for your business's future



MORE MOTIVATION

... to do a job well done



MORE EMPATHY

... for the struggles you face as a leader



MORE MONEY

Dividends, raises, bonuses, benefits

YOU CAN CALL ME

ZEB.

- **Certified Public Accountant**
- **BA in Business Administration**
- **Speaker at:**
 - America Outdoors
 - Idaho Outfitters & Guides Association
 - Montana Outfitters & Guides Association
 - Association for Challenge Course Technology
 - Adventure Travel Trade Association
- **2023 Finalist:**
 - “Most Innovative Practitioner” by CPA.com



YOU CAN CALL ME

ZEB.

- Fractional CFO / Executive For Hire
- Outfitters nationwide

Sierra  South

WILDMAN
Adventure Resort

Imperial
RIVER CO.


Downstream
adventures

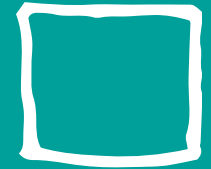
MOMENTUM  TREE EXPERTS



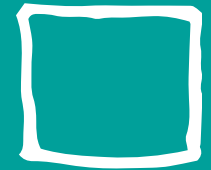
TODAY'S TALKING POINTS



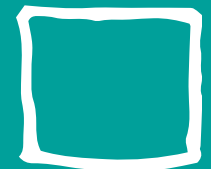
INTRODUCTION



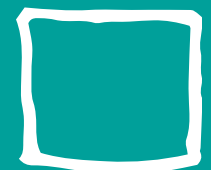
WORKFORCE TRENDS



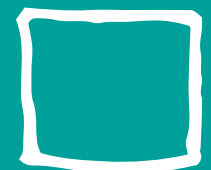
LEADERSHIP CULTURE



EMPLOYEE
OWNERSHIP CULTURE



EMPOWER
EMPLOYEE OWNERS



CONCLUSION

MONEY TALKS:

YOUR TICKET TO A STRONG
EMPLOYEE OWNERSHIP CULTURE





THE STATE OF THE WORKFORCE



Employees in 2023 crave

MEANINGFUL WORK, LONG-TERM STABILITY

and roles that emphasize **WORKER WELL-BEING.**



Source: Randstad



INTRODUCTION



WORKFORCE TRENDS



LEADERSHIP CULTURE



EMPLOYEE OWNERSHIP CULTURE



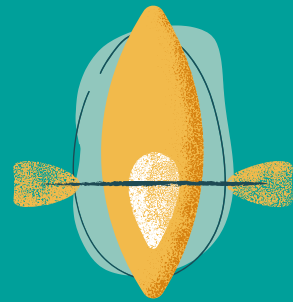
EMPOWER EMPLOYEE OWNERS



CONCLUSION



THE STATE OF THE WORKFORCE



WORKERS

- Better pay
- Year-round stability
- More growth opportunities

Question for employers:

WHAT DO YOU WANT

from your workforce?



EMPLOYERS WANT:

- Better-quality hires
- Accountability
- Reliability & retention

INTRODUCTION

WORKFORCE TRENDS

LEADERSHIP CULTURE

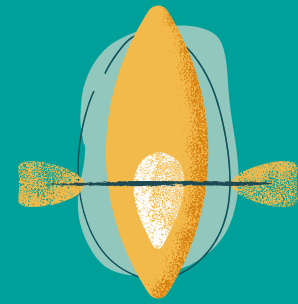
EMPLOYEE OWNERSHIP CULTURE

EMPOWER EMPLOYEE OWNERS

CONCLUSION



THE STATE OF THE WORKFORCE



WORKERS

- Better pay
- Year-round stability
- More growth opportunity



EMPLOYERS

- Better-quality hires
- Accountability
- Reliability & retention



INTRODUCTION



WORKFORCE TRENDS



LEADERSHIP CULTURE



EMPLOYEE OWNERSHIP CULTURE



EMPOWER EMPLOYEE OWNERS



CONCLUSION



THE TONE AT THE TOP



Those at the top of the organization should be **honest, show integrity,** and uphold an **ethically-correct** corporate culture.

The **tone at the top,** as the name implies, starts at the top and **TRICKLES DOWN** into middle-management and eventually to the bottom line.

A company with a poor tone results in a company that is more likely to: Display **UNETHICAL BEHAVIOR,** engage in **FRAUDULENT ACTIVITY,** and **NOT SUPPORT INTERNAL CONTROLS.**



Source: Corporate Finance Institute

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS
- CONCLUSION



THE TONE AT THE TOP



Those at the top of the organization should be **honest, show integrity,** and uphold an **ethically-correct** corporate culture.

The **tone at the top**, as the name implies, starts at the top and **TRICKLES DOWN** into middle-management and eventually to the bottom line.

A company with a poor tone results in a company that is more likely to: Display **UNETHICAL BEHAVIOR,** engage in **FRAUDULENT ACTIVITY,** and **NOT SUPPORT INTERNAL CONTROLS.**



Source: Corporate Finance Institute



INTRODUCTION



WORKFORCE TRENDS



LEADERSHIP CULTURE



EMPLOYEE OWNERSHIP CULTURE



EMPOWER EMPLOYEE OWNERS



CONCLUSION





THE TONE AT THE TOP

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE**
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS
- CONCLUSION



EMPLOYEE OWNERSHIP CULTURE

- What **employees** want
- What **employers** want



PASSIVE OR PROACTIVE

(Taking no action IS an action)

- Passive = Majority of outfitter culture
- Proactive = You define the culture you want for your outfit

Leaders:

**IT STARTS
WITH YOU**



EMPLOYEE OWNERSHIP CULTURE

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE**
- EMPOWER EMPLOYEE OWNERS
- CONCLUSION



In a world of uncertainty, financial stressors, and organizational upheaval, creating a **CULTURE OF OWNERSHIP** among your employees can go a long way to helping them:

- IMPROVE THEIR FINANCIAL WELL-BEING,
- BUILD LOYALTY, and
- BECOME MORE PRODUCTIVE, ENGAGED WORKERS.



Source: Morgan Stanley



EMPLOYEE OWNERSHIP CULTURE



EDUCATE



COMMUNICATE



DELEGATE

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE**
- EMPOWER EMPLOYEE OWNERS
- CONCLUSION



EMPLOYEE OWNERSHIP CULTURE

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE**
- EMPOWER EMPLOYEE OWNERS
- CONCLUSION



COMMUNICATE



DELEGATE



EDUCATE

- Be transparent & open
- Debunk “guide math” myths
- Share the real ins and outs of running an outfit



EMPLOYEE OWNERSHIP CULTURE

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE**
- EMPOWER EMPLOYEE OWNERS
- CONCLUSION



EDUCATE



COMMUNICATE



DELEGATE

- Be clear & consistent
- Their actions directly impact their pay
- Psychological safety
- Communication is a two-way street



EMPLOYEE OWNERSHIP CULTURE



EDUCATE



COMMUNICATE



DELEGATE

- Let them show you what they're made of
- Let them demonstrate their ability to elevate your outfit

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE**
- EMPOWER EMPLOYEE OWNERS
- CONCLUSION



EMPLOYEE OWNERSHIP CULTURE

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE**
- EMPOWER EMPLOYEE OWNERS
- CONCLUSION



EDUCATE

- Be transparent & open
- Debunk “guide math” myths
- Share what it’s really like to run an outfit



COMMUNICATE

- Be clear & consistent
- Their actions directly impact their pay
- Psychological safety
- Communication is a two-way street



DELEGATE

- Let them show you what they’re made of
- Let them demonstrate their ability to elevate your outfit



EMPLOYEE OWNERSHIP CULTURE



EDUCATE

- Be transparent & open
- Debunk “guide math” myths
- Share what it’s really like to run an outfit



COMMUNICATE

- Be clear & consistent
- Their actions directly impact their pay
- Psychological safety
- Communication is a two-way street



DELEGATE

- Let them show you what they’re made of
- Let them demonstrate their ability to elevate your outfit



INTRODUCTION



WORKFORCE TRENDS



LEADERSHIP CULTURE



EMPLOYEE OWNERSHIP CULTURE



EMPOWER EMPLOYEE OWNERS



CONCLUSION



EMPLOYEE OWNERSHIP CULTURE



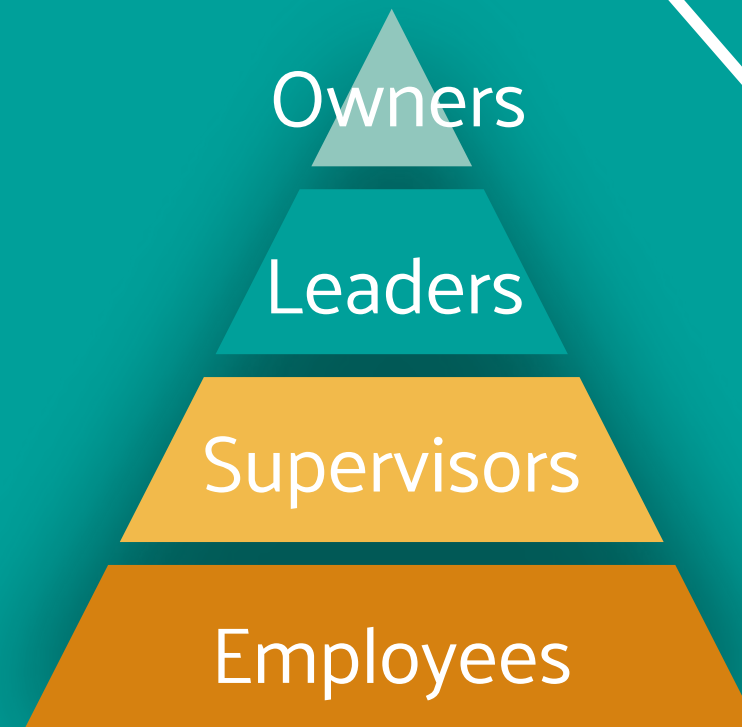
EDUCATE



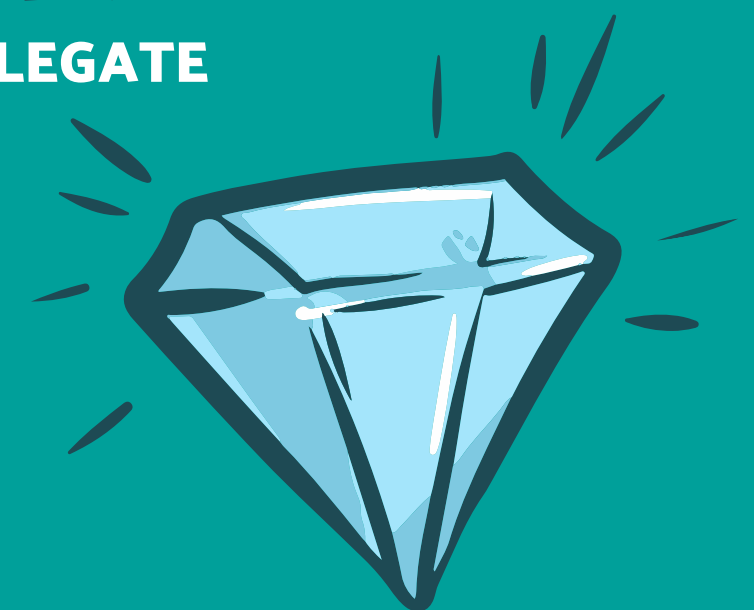
COMMUNICATE



DELEGATE



OWNERSHIP PYRAMID



- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE**
- EMPOWER EMPLOYEE OWNERS
- CONCLUSION



100% SUCCESS RATE

ARKANSAS RIVER, COLORADO



“This is **exactly** what we did this year and it had a noticeable impact. Not only to our **bottom line**, but to my **peace of mind**.

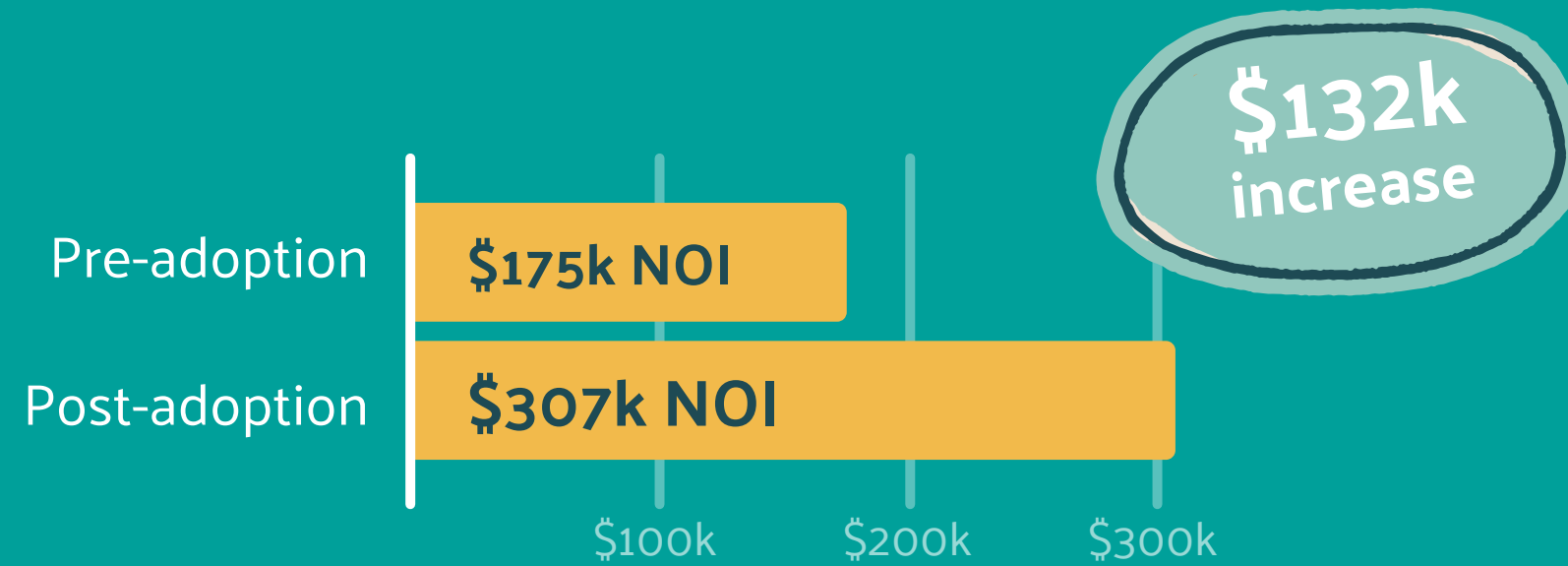
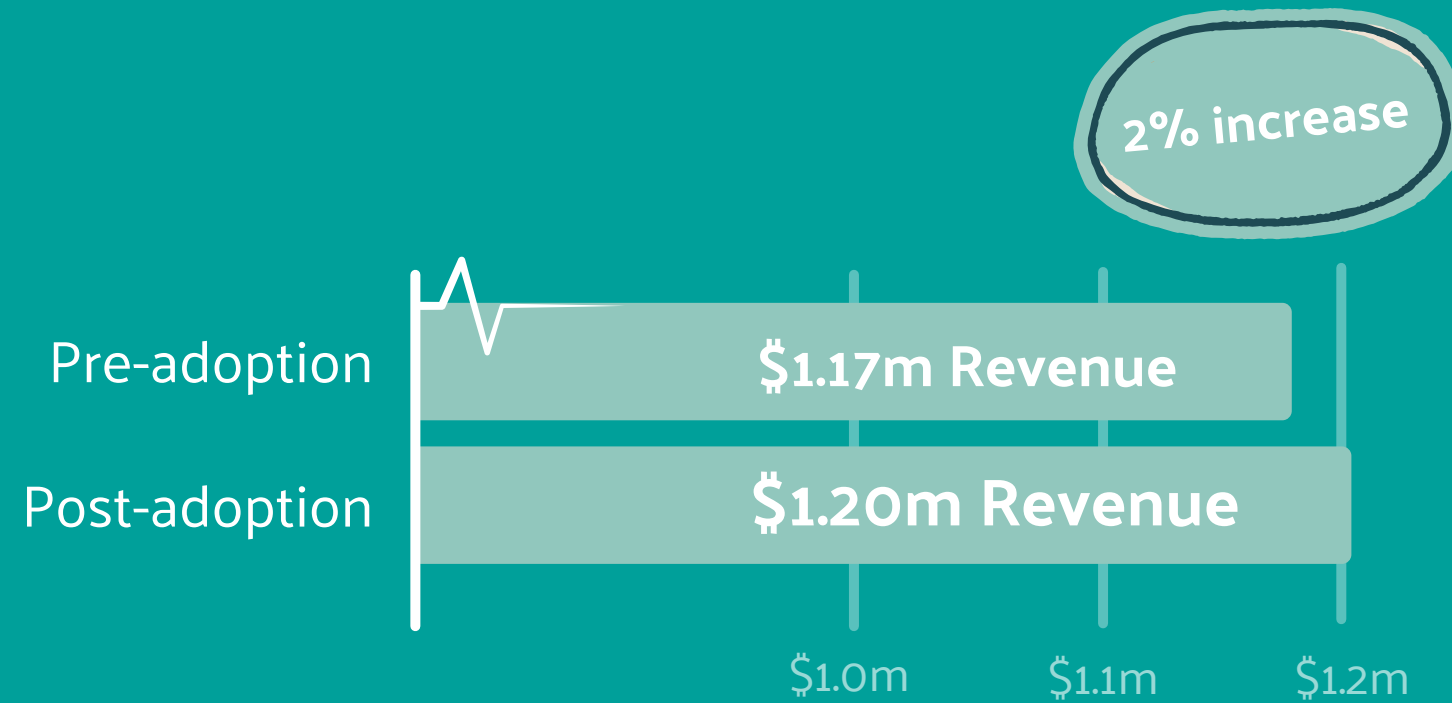
Just knowing that when my managers made decisions they took into account the **financial impact** along with risk management, guest satisfaction, and other core principals, was a **huge weight off my shoulders.**”

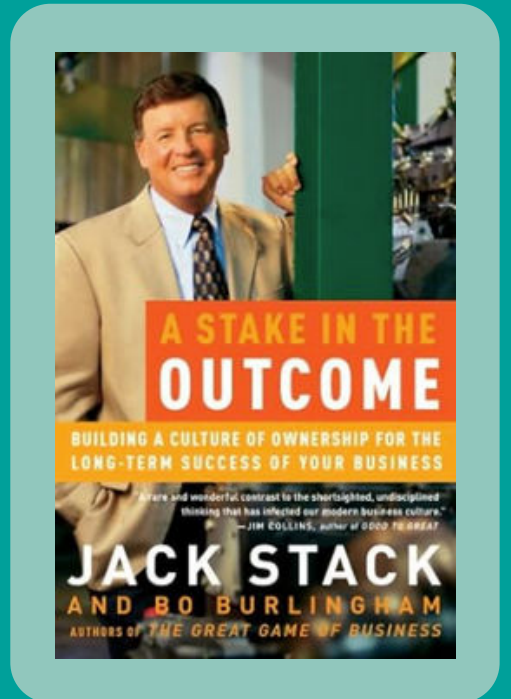
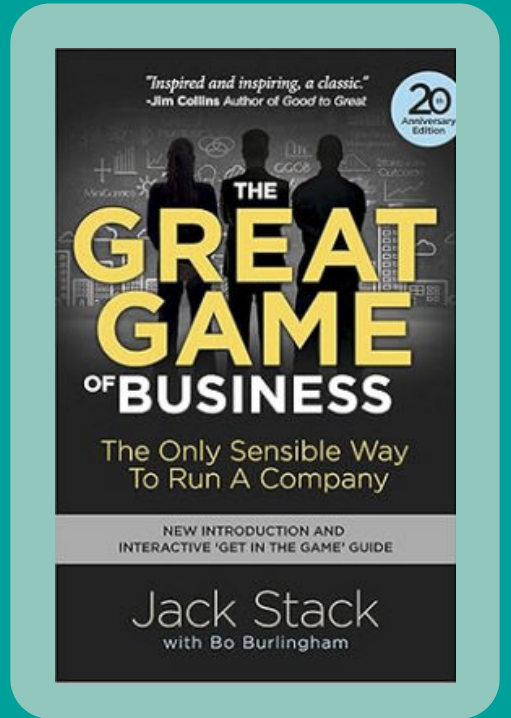
- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE**
- EMPOWER EMPLOYEE OWNERS
- CONCLUSION



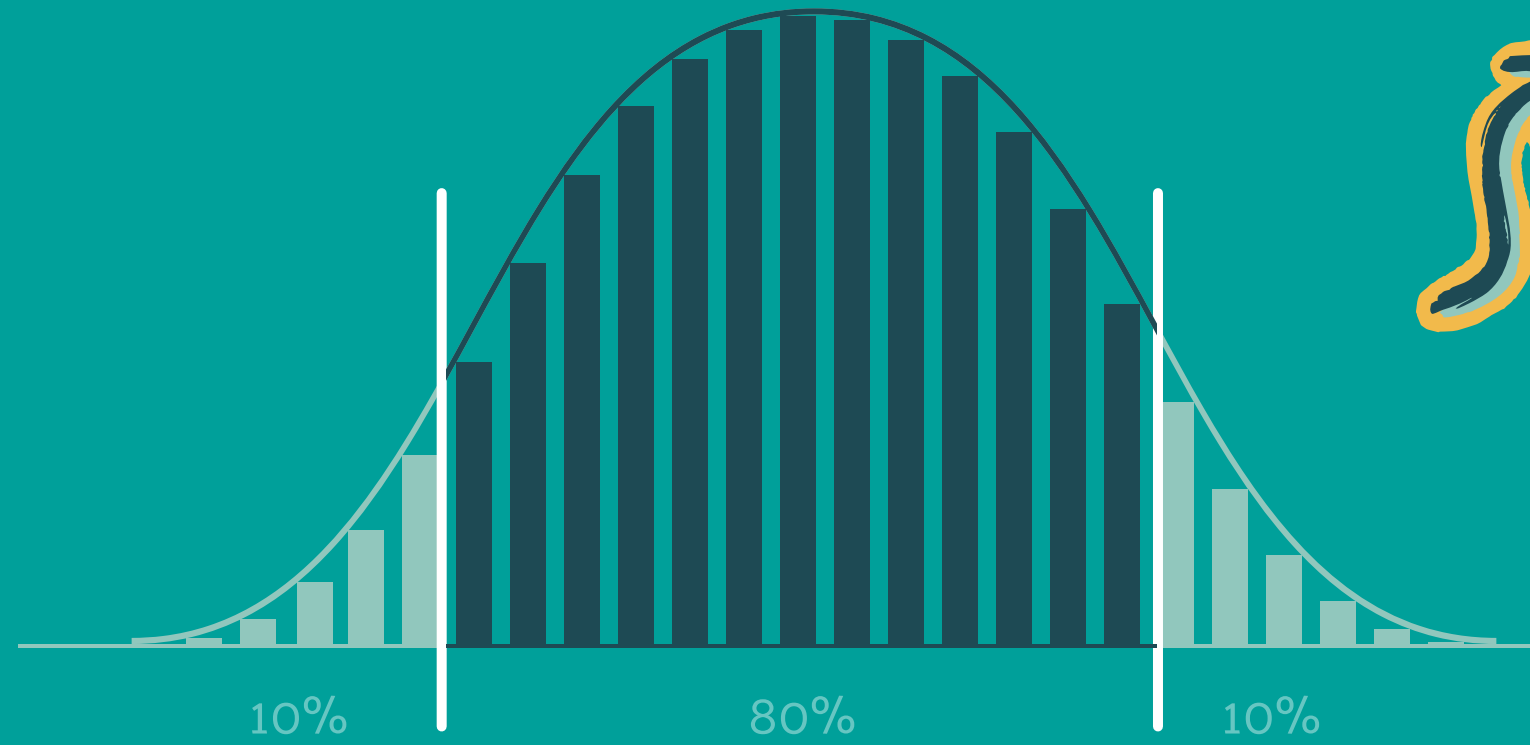
100% SUCCESS RATE

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE**
- EMPOWER EMPLOYEE OWNERS
- CONCLUSION





- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS
- CONCLUSION



Haven't shared any financial knowledge

Have shared the whole dang kitchen sink



EMPOWERING EMPLOYEE OWNERS

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS**
- CONCLUSION

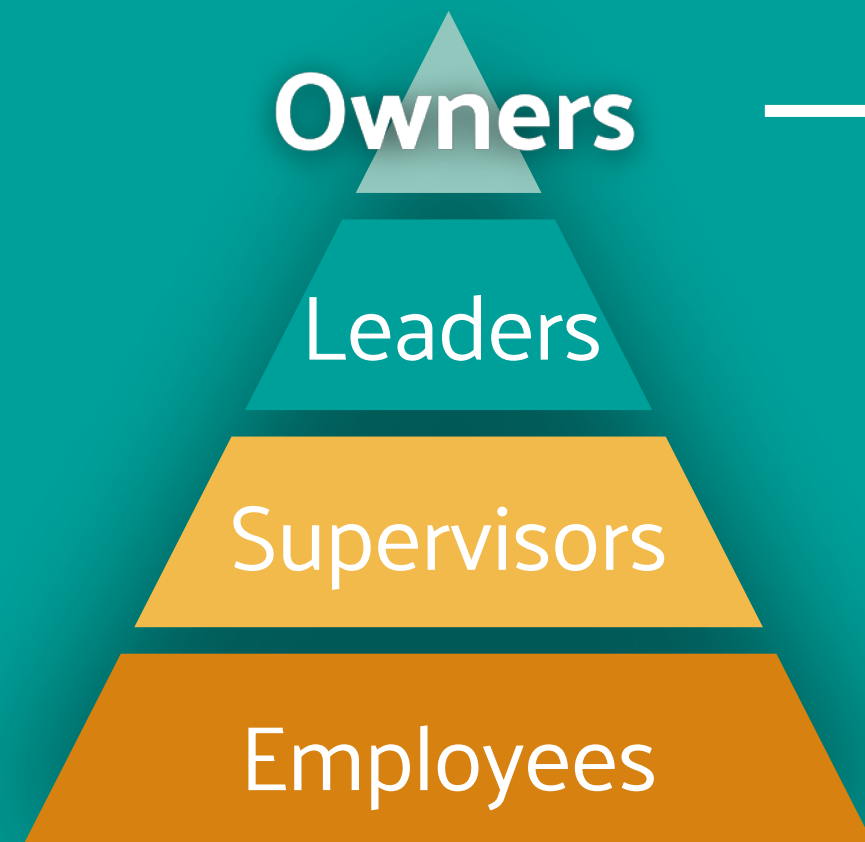


OWNERSHIP PYRAMID



EMPOWERING EMPLOYEE OWNERS

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS**
- CONCLUSION



- Formal communication & education
- Plain ol' financial statements
- Long-term financial planning
- Market analysis
- Pricing strategies
- Industry comparables
- Wage & salary discussions
- Bonuses & incentive plans

OWNERSHIP PYRAMID



EMPOWERING EMPLOYEE OWNERS

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS**
- CONCLUSION



BOOST YOUR EMPLOYEE OWNERSHIP CULTURE
by Educating Managers on Your Outfit's Financials

- Top managers, more formal approach:
1. Learn personal & professional motivators
 2. Introduce financials
 3. Embrace collaboration & accountability

OWNERSHIP PYRAMID

Article link at the end 



EMPOWERING EMPLOYEE OWNERS

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS**
- CONCLUSION



EDUCATE



COMMUNICATE



DELEGATE

- Define personal, financial, & business goals
- Play “Guide Math”
- “Available for Employees” analysis

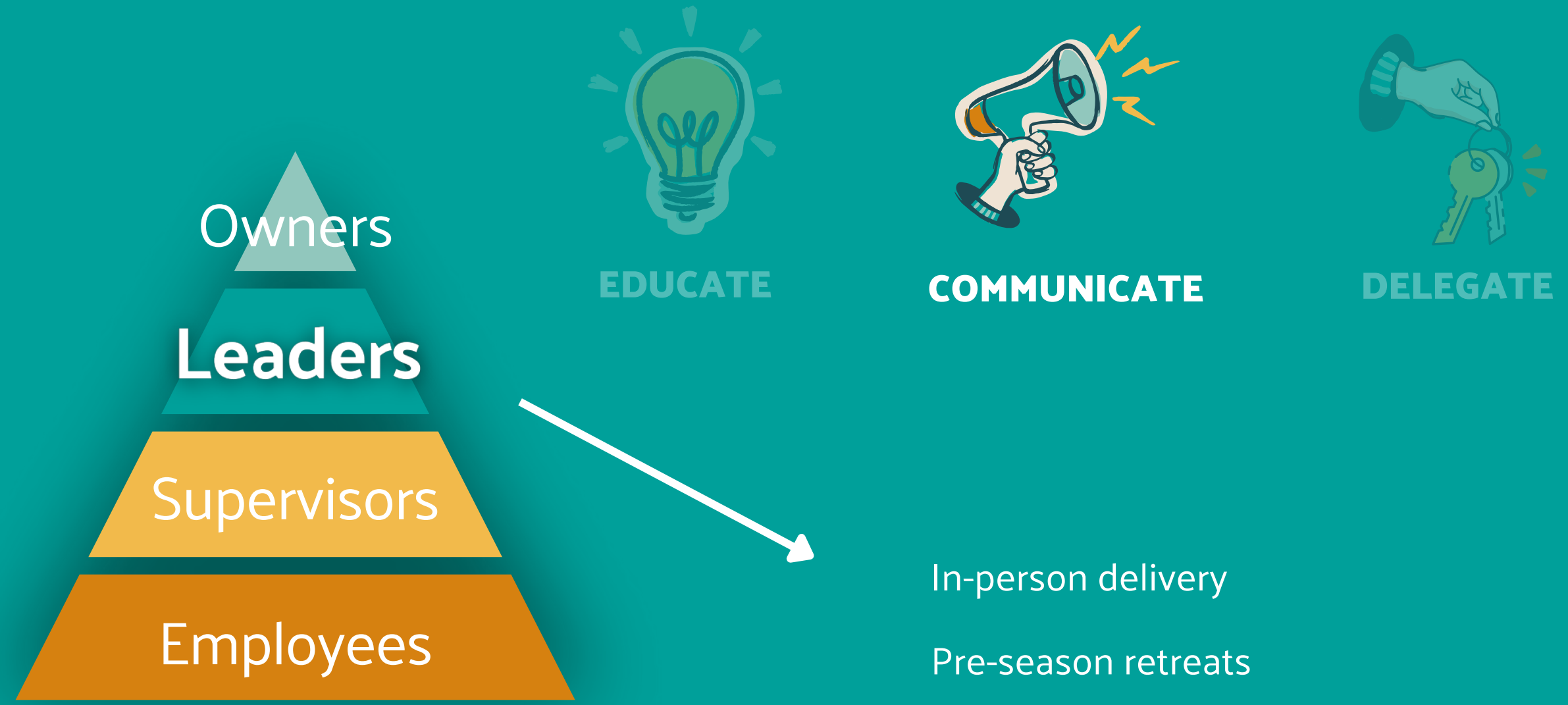
OWNERSHIP PYRAMID





EMPOWERING EMPLOYEE OWNERS

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS**
- CONCLUSION



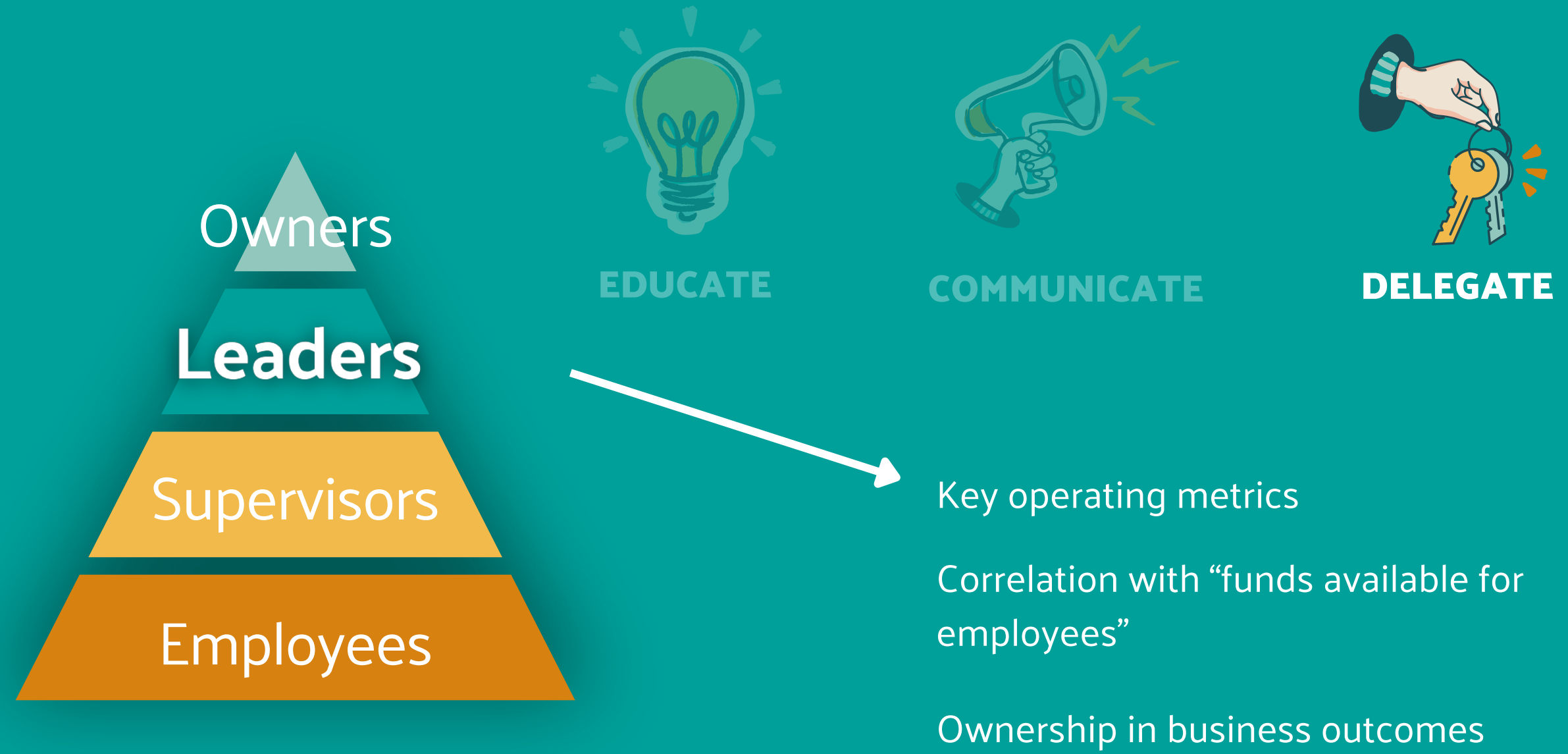
- In-person delivery
- Pre-season retreats
- Cost-benefit reasoning

OWNERSHIP PYRAMID



EMPOWERING EMPLOYEE OWNERS

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS**
- CONCLUSION



OWNERSHIP PYRAMID



EMPOWERING EMPLOYEE OWNERS

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS**
- CONCLUSION



OWNERSHIP PYRAMID

Key operating metrics

- Sales dollars
- Average customer spend
- Target spend per reservation
- Number of reviews
- Number of 5-star reviews
- Accident-free days
- Guide late-starts/no-shows
- End-of-season “stoke” factor
- End-of-season retention numbers



EMPOWERING EMPLOYEE OWNERS



TIMING:

- Begin well before start of season
- Gradually share more as season approaches
- Encourage them to ask questions
- Share away!

- Give them the keys. Really.
- Let them prove they're worth it



- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS**
- CONCLUSION



EMPOWERING EMPLOYEE OWNERS

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS**
- CONCLUSION



- Less formal
- Bite-size pieces
- Gamify the system
- Consistency is key

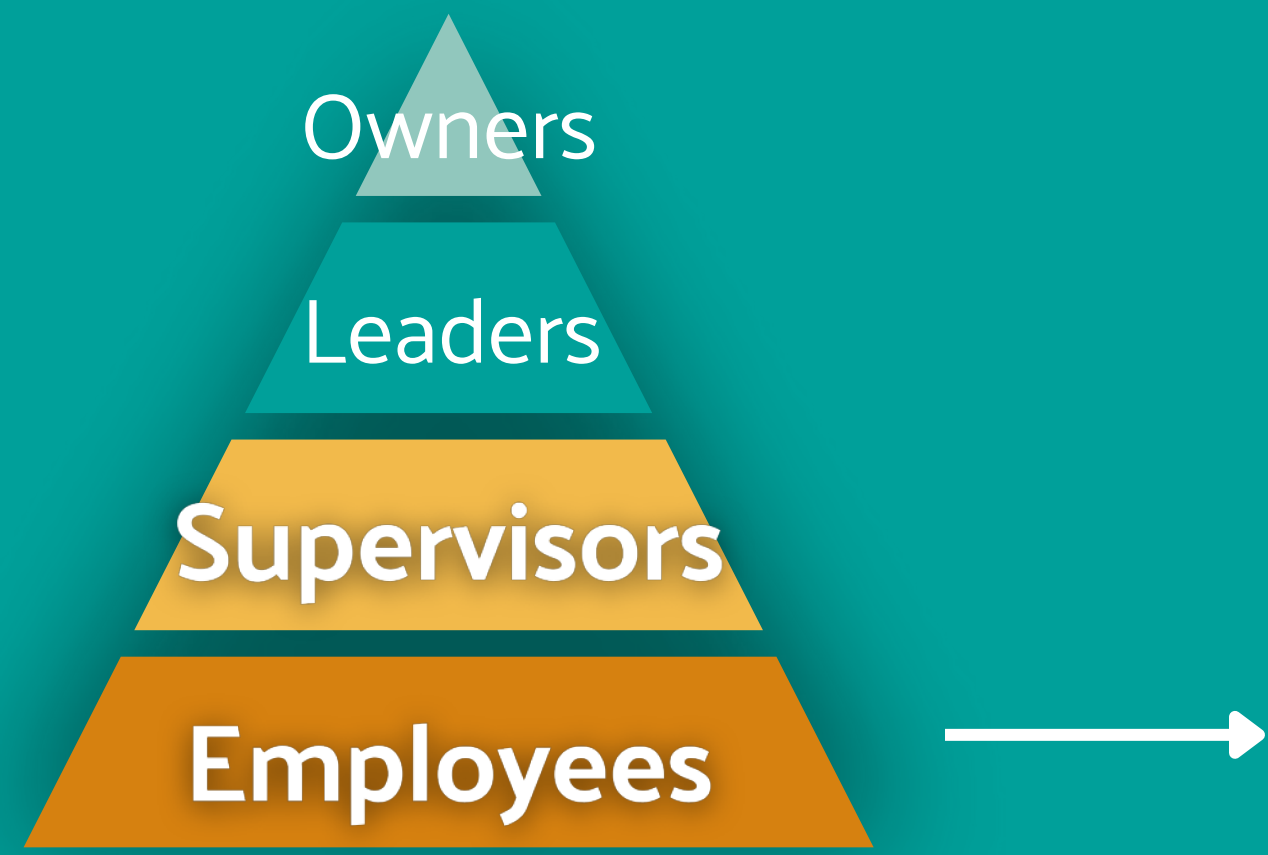
OWNERSHIP PYRAMID



EMPOWERING EMPLOYEE OWNERS

Just ask David Costlow!

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS**
- CONCLUSION



OWNERSHIP PYRAMID

EDUCATE:

- Training Skits
- Supervisors educate employees

COMMUNICATE:

- Consistent, weekly sessions
- Share knowledge on on outfit spending

DELEGATE:

- Give clear instructions
- Opportunity for accountability



EMPOWERING EMPLOYEE OWNERS

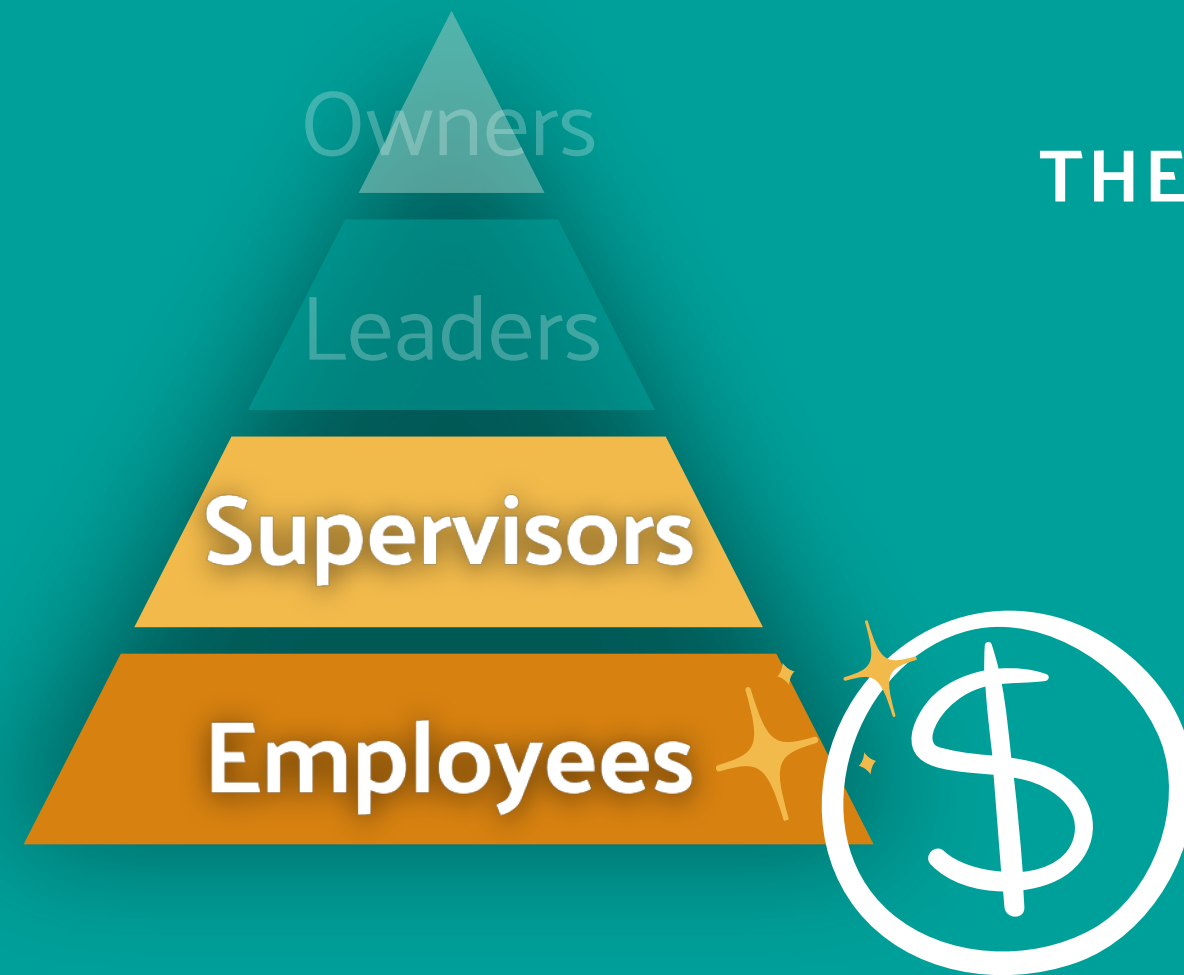
- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS**
- CONCLUSION





EMPOWERING EMPLOYEE OWNERS

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS**
- CONCLUSION

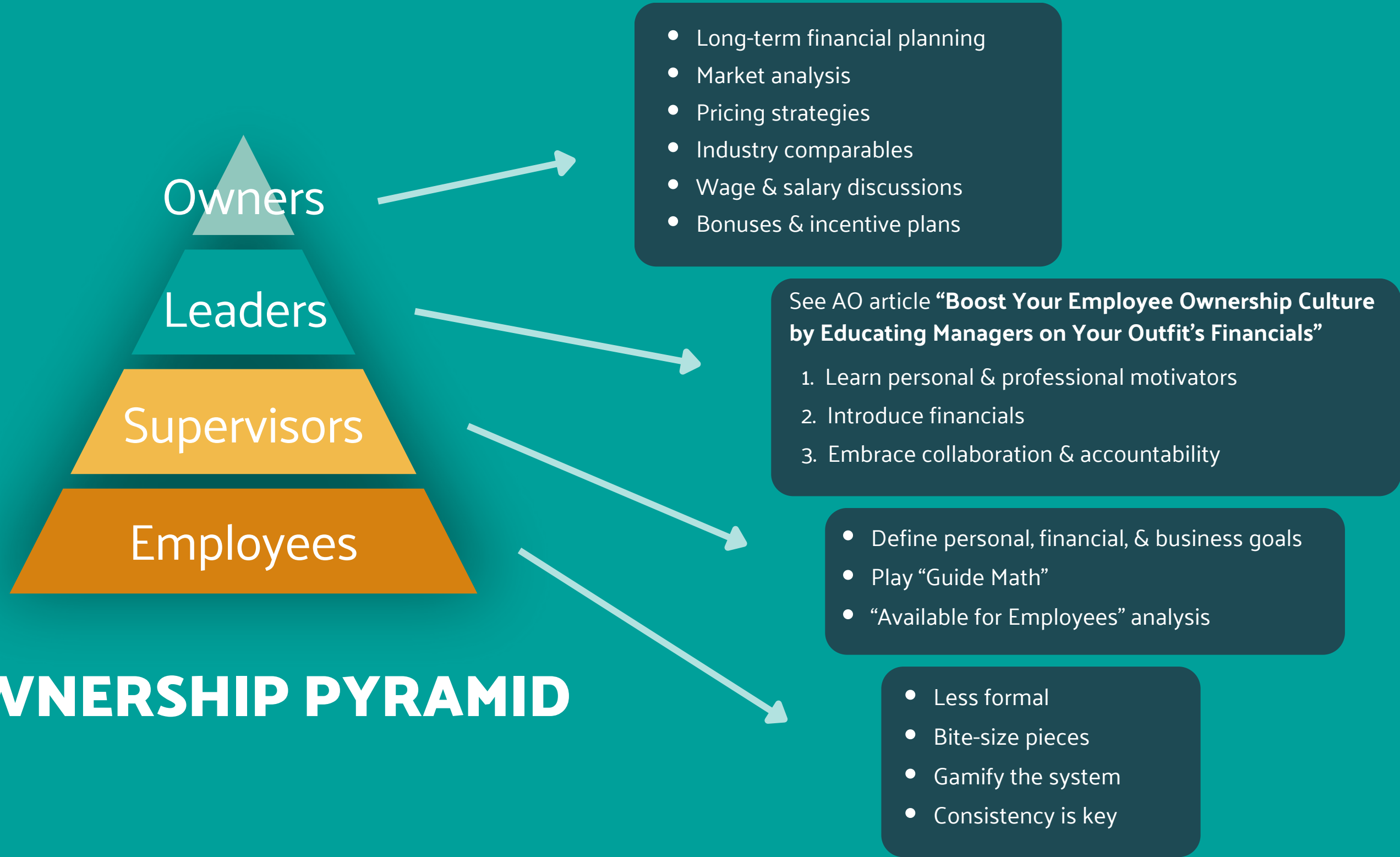


THE SKY'S THE LIMIT!



EMPOWERING EMPLOYEE OWNERS

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS**
- CONCLUSION





CONCLUSION

- INTRODUCTION
- WORKFORCE TRENDS
- LEADERSHIP CULTURE
- EMPLOYEE OWNERSHIP CULTURE
- EMPOWER EMPLOYEE OWNERS
- CONCLUSION

ACTIVITY:

- 3-5 Minutes
- Open “Notes” app on your phone
- Write down **five things**

zeb@zebulonllc.com



1. One culture aspect you're proud of



2. One culture aspect you'd like to improve



3. One concrete action to take toward improving it



4. Exactly which financial details you will share...



5. ... and with whom you'll share them.





THANK YOU



ZEBULON LLC

America Outdoors - "Inflation-Proof your Outfit"
Friday, Dec. 9 (Phoenix, AZ)