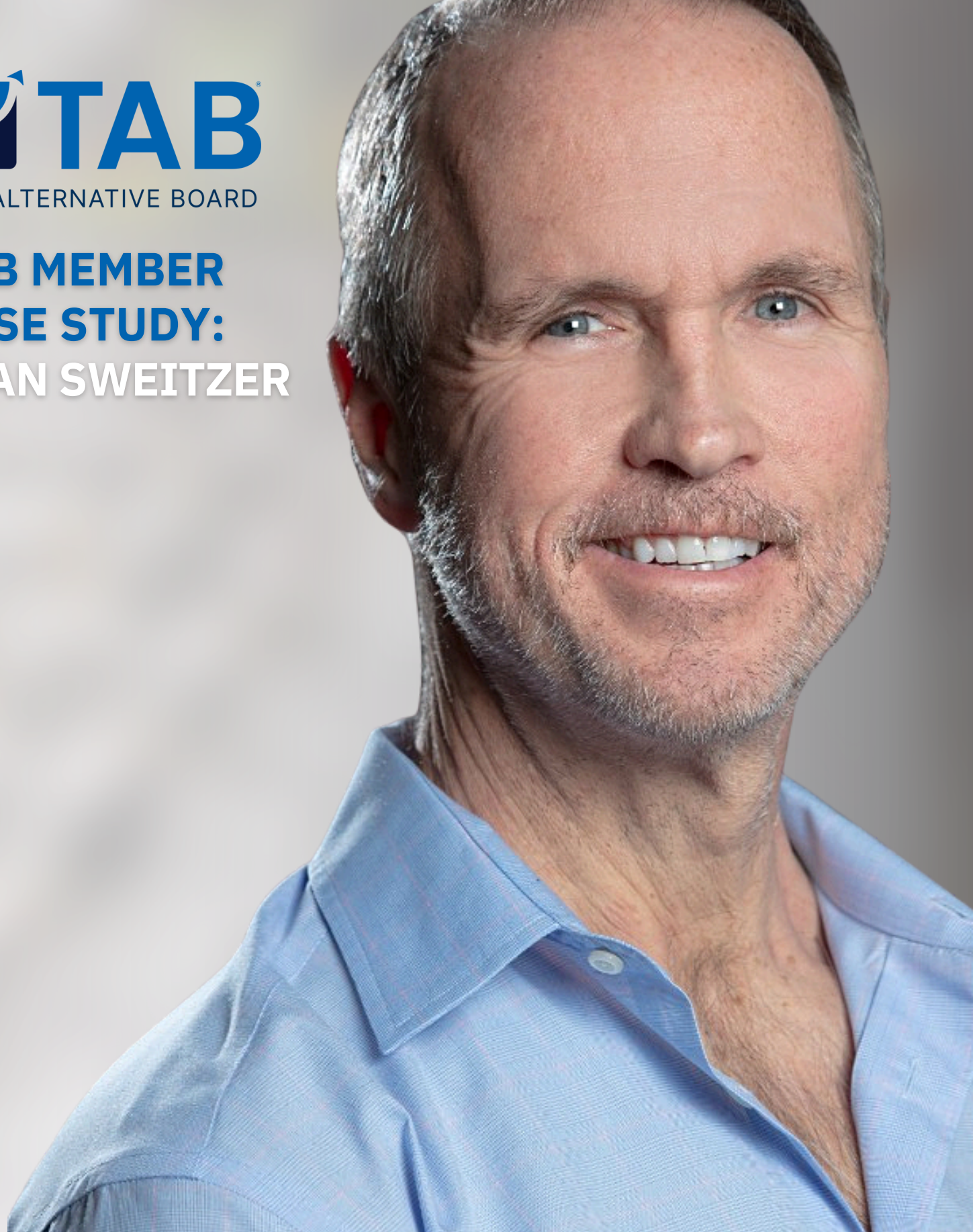




THE ALTERNATIVE BOARD

**TAB MEMBER
CASE STUDY:
ALAN SWEITZER**



ALAN SWEITZER IS THE CEO OF ROYAL CATERING,

a Dallas-Fort Worth hospitality business offering complete catering services for companies, schools, and government entities. Like most businesses, the pandemic hit Alan's company hard. Turns out TAB was a key part of his recovery strategy.

Alan Sweitzer worked in hospitality his entire life, so when he purchased Royal Catering in 2001, he knew a thing or two about the industry. But what he didn't realize at the time was just how much global events and disasters would impact his successful B2B commercial catering company.

"When I bought the business, I converted it from a deli and delivery service into the corporate catering market," Alan said. "That same year 9/11 hit. Then in 2008 we went through the Great Recession and a lot of corporate clients stopped catering for a year."

Alan said that those challenges, along with losing 40% of their revenue stream when a big customer went out of business in 2006, taught him an important lesson.

"We learned how important it is to diversify our customer list. That way, if we lose a client it is never more than maybe 8% of our business. Diversification can truly save your business in just about any recession-related scenario."

Alan's diversification theory was certainly put to the test when the COVID pandemic hit in 2020. "We lost more than 90% of our business overnight," he said. "It was weird and surreal."

Turns out, Alan's diversification strategy worked. One client Royal Catering had picked up along the way was FedEx. And it just so happened that the shipping company's business was booming during the pandemic. "They were really our only client for the rest of 2020. They pretty much carried us."

But weathering the COVID storm also meant leveraging available government programs.



"We were fortunate because we are a low-debt business. We own our offices, facilities, and vans. So almost all the money from our PPP loans was spent on payroll. We had a great relationship with our banker and our CPA, which also helped a lot."

One important thing Alan felt was missing for him at the time was a peer advisory board and facilitator he could turn to for answers and support.

"I was part of a business owner group for five years, but they lacked a professional moderator and the meetings turned more social than having any actual merit. I was like 'I really don't have time for a party right now, I am trying to survive.'"

That's when Alan turned to TAB. Alan met his TAB Board facilitator in 2021 and felt like he could truly draw from the business coach's experience and expertise. And he said that he liked the fact that his fellow TAB Board members were extremely professional and took moving their businesses forward very seriously. A stance he truly appreciates.

"In my old group, we might spend hours on someone's marital problems or getting cocktails. My TAB Board discusses how to develop job scaping opportunities and career paths for our best employees. You know, important stuff like that. It's fun, but it's not about going to happy hour."

With his business once again thriving on the other side of the pandemic, Alan said he's now focused on culture and HR for the foreseeable future. "And it's a big plus to have my TAB board to work on that with me."

