

Recovery strategies cont. from page 29

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Q. What have you learned as a result of the COVID-19 crisis?

A. Take nothing for granted—it can all change drastically in a moment. Plan for contingencies, even if they seem distant or farfetched. Our remote work plans

and experience led to a surprisingly smooth transition when our office closed its physical facility—work went on without skipping a beat.

Q. What will you/your organization do differently moving forward?

A. Staggered, more flexible work hours and fewer people on site at the same time seems likely for at least the time being. For clients, we will continually monitor and adapt to new rules and business conditions arising from the recovery from COVID-19 closures and business disruptions.

Q. How will the professional beauty business be different moving forward?

A. Hopefully, not as much dependence on single-country suppliers of critical ingredients and components. Radically increasing online sales will radically increase the need to control counterfeits and knockoffs that can destroy hard-won business very quickly.

Q. What will be key to the industry's recovery?

A. Adaptability. “Same ol’ same ol’” won’t be the same. Business will come back but will return in a different form, with new winners and losers. What worked 10 years ago did not necessarily work last year, and what worked last year very well might not work next year.

While you face the new and unexpected issues, remember to pay attention to the old issues, such as proper classifications of contractors and employees, proper wage and hour decisions and methods of employee termination. Those classic issues have not been suspended and will bite owners who disregard them in emergency conditions or think the new rules have automatically eliminated the old ones. If anything, the contract and labor disruptions of the emergency conditions will exaggerate those issues.