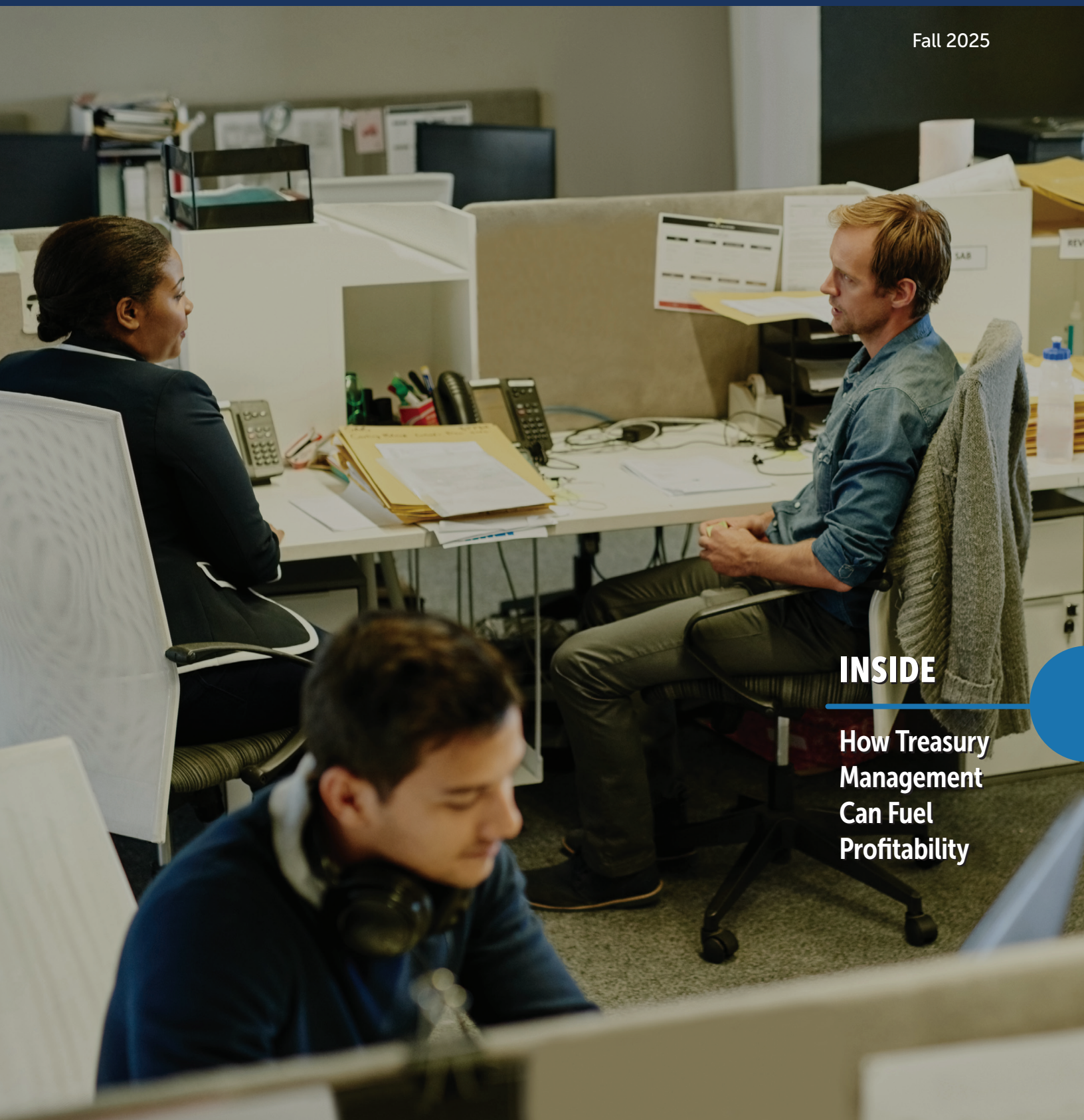
DollarBank

Business INSIGHTS

The Magazine for Hampton Roads Business Professionals

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INSIDE

How Treasury Management Can Fuel Profitability



Celebrating 170 Years — Thank You for Being Part of Our Story

Dollar Bank, the nation's largest independent mutual bank, is proud to announce its 170th anniversary, marking a remarkable legacy of financial inclusion, community dedication and stability, since its founding on July 19, 1855.

Reaching this milestone is a tribute to long-standing relationships, steady stewardship and the trust customers like you have placed in us across generations. We thank you for your partnership and hope you'll enjoy celebrating with us throughout the year as we honor our shared history and look ahead to continued growth together.

Our dedicated and knowledgeable employees are the core of our success and service to the community. In this issue of Business Insights, our team draws on their hands-on experience with local businesses to bring practical guidance on topics such as treasury management, cash-flow best practices and responding to changing customer needs, with the goal of helping your business operate more efficiently and profitably.

We're proud to feature the stories of two of your fellow Hampton Roads business owners whose testimonials highlight how trusted banking relationships have helped their businesses grow and thrive.

Our Community Corner story focuses on our team's initiatives to give back and strengthen the communities we call home. We're thrilled to congratulate Michelle Newton, Branch Manager of our Tidewater Office, for being selected as the winner of the Dollar Bank Inclusion Champion Award. Please enjoy reading about her efforts and join us in congratulating her.

Thank you for being part of our story. Please enjoy this issue and let us know how we can continue to support you and your business.



Read past issues and sign up to receive Dollar Bank Business Insights in your inbox.

David Paradise

Senior Vice President, Virginia Division



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Tips for Managing and Strengthening Your Ca$h Flow

Cash continually flows into and out of businesses: A customer makes a purchase or pays an installment (cash in); the company orders inventory, pays utilities or makes payroll (cash out). Business leaders are tasked with maintaining a positive cash flow to ensure their companies' financial obligations can be met in a timely fashion. Further, businesses with strong cash flow may be able to capitalize on investment and growth opportunities that would otherwise not be available to them.

It's not always easy getting to that positive cash position. Successful cash flow management requires planning, processes, discipline and ongoing analysis. The following tips may help.

Know where you stand: Track and forecast your cash position

Keeping tabs on your cash inflows and outflows is vital to your company's success. In addition to tracking all cash coming in and going out, setting up a 12-month cash flow statement gives you an at-a-glance view of your cash position at any given time. This statement also provides a foundation for developing a cash flow forecast, which should detail income and expense projections to help you anticipate potential cash shortages and surpluses so you can adjust your budget.

Control spending to reduce cash outflows

We all know that reining in costs is important to profitability; it is similarly important to cash flow. Regular review and analysis of your cash flow statement and forecast will help you see where dollars are going and pinpoint where you could make more prudent spending decisions.



For example, your business may be spending more on travel, overtime, subscriptions or other flexible costs than necessary. Reducing those costs could help bolster your cash flow. Likewise, consider whether each larger expenditure is a good investment before you dive in. Will it increase revenue? Improve efficiency? Reduce other related costs?

Secure a financial safety net and flexible resources

There may be moments in your cash management journey when you encounter expenses that your cash on hand won't cover or that you'd prefer to finance over time. Building an emergency cash reserve and setting up a business line of credit can help you manage these scenarios.

While your ideal emergency cash balance depends on a variety of factors, a good rule of thumb is to maintain cash savings of three to six months of operating expenses. Once you determine the amount that makes sense for your business, work toward saving and maintaining that level of cash.

Another essential tool in your cash flow toolbox is a business line of credit. A line of credit provides a ready source of cash to fall back on during times of change or uncertainty, and it also enables you to strategically finance certain short-term expenses such as large orders or equipment repairs.



Large, one-time purchases may be better financed through a business term loan. The Dollar Bank Business Express Loan, for example, offers qualified borrowers fast loan funding up to $200,000 for equipment, inventory, capital improvements and more. Dollar Bank also offers business term loans for financing long-term assets: buildings, equipment, leasehold improvements, working capital, etc.

Enable your customers to pay you faster

Timely, predictable payments are critical to cash flow. If yours is a retail operation, you likely collect payment at the time of sale. You can make payments easier for customers by offering a variety of card or electronic payment options.

If your customers are businesses, talk with them about how they prefer to pay— and make sure your company is set up to accept their payment type. Set clear expectations regarding how and when you will invoice, and how many days the client has to pay. Also do a credit check of new customers to ensure they have a track record of on-time payments.

Many companies find that offering an early payment discount, such as a discount of 2% if paid within 10 days, motivates customers to pay promptly. Those early payments can help improve your monthly cash flow.

Conversely, late payments slow cash flow and may compromise your cash position. You may opt to impose a late payment fee that is compliant with related state regulations and communicated in writing, and should have a process in place for following up on overdue payments. Make sure your accounts receivable team acts swiftly and flags management of repetitive delinquencies.

Pay your bills on time

When you are the customer, always pay your bills on time to avoid late fees, credit report hits and potential damage to your supplier relationships. When you establish a new relationship, negotiate terms favorable to your cash position. For example, a 45-, 60- or 90-day payment period may be better for cash flow than



30 days, since it gives you time to collect from your customers. Paying electronically allows you to hold on to your cash a little longer.

Also ask your suppliers about any discounts you may qualify for as a regular customer. Any breaks they can offer you on pricing or payment scheduling can be helpful to your cash flow efforts, so take the time to establish open communication and build long-term, mutually beneficial relationships.

Keep close tabs on your inventory

Optimizing your stock levels can make a world of difference to your cash flow. When you overstock, inventory sits in the warehouse, tying up your cash. Understock and you risk losing sales. Fortunately, inventory management tools provide real-time tracking that enables you to monitor inventory levels and automate ordering so you can maintain a balance that ensures you can meet customer demand.

Tap into technology

Inventory management technology is just one instance where digitizing processes can benefit your business. Accounting software enables you to digitize data entry, invoice generation, payment tracking, forecasting and other tasks. Automation platforms can help you streamline budget controls, automate financial reporting, generate financial planning insights and more. Overall, technology can reduce the time your employees spend on these activities, minimize human error and provide greater transparency into your cash flow position.

Talk with your business banker

Cash flow management can be challenging, so don't hesitate to reach out for insights and advice.

Meet Julie Bartley

Vice President, Business Banking Manager

Julie is a Hampton Roads native and has more than 25 years of experience in retail, business banking and commercial lending.

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How Treasury Management Can Fuel PROFITABILITY

As you seek exciting new ways to rev up the profitability of your company, don't forget the basics of checking under the hood. While many business leaders overlook the potential of treasury management, savvy cash managers know it can provide their businesses with financial strength to meet day-to-day operational needs, opportunities to invest in new ventures, resilience in times of disruption or uncertainty, and, ultimately, enhanced profitability.

What is treasury management? In short, it is the set of integrated activities that determine how a company's financial resources are managed. These activities include the oversight and management of bank accounts, incoming and outgoing payments, risk mitigation, investment, liquidity, working capital, financial planning, compliance and more.

A strategic approach to treasury management can help you make the most of your company's money. By optimizing cash flow, mitigating risk and maximizing returns, you help ensure financial stability and profitability.

Optimize your cash flow with payment processing automation

One of the basics of treasury management is optimizing cash flow; in other words, managing cash inflows and outflows to your company's greatest advantage. This means collecting on debts owed to you as quickly as possible, while paying your own bills at the most opportune moment. That might be the due date or a specified early payment date that earns you a worthwhile discount.

Automation is key to cash flow management. When compared with manual processes, today's automated invoicing and payment solutions can deliver increased accuracy, efficiency and visibility, as well as time and cost savings. A growing number of business leaders are adopting these technologies to help their AR/AP teams accelerate incoming payments, issue timely outgoing payments and more easily track the status of payments. The best of these technologies seamlessly integrate with a company's existing accounting platform and enable the customized setup of workflows to accommodate specific needs and goals.

For example, you might set up your AP automation to schedule payments to one vendor 10 days after invoice receipt to take advantage of an early payment discount, with other vendors

set to a default payment schedule of 30 days that allows you to hold on to your money for as long as possible without incurring late fees. You might also set up AR functions to send invoices, reminders and subsequent notices on a particular schedule. Once you've set your system up, your invoicing and payment processes should run like clockwork.

Mitigate risk using fraud protection tools

In 2024, 79% of organizations were victims of payments fraud attacks or attempts, according to the 2025 AFP® Payments Fraud and Control Survey Report. Checks continued to be the payment method most often subjected to fraud, as 63% of respondents reported that their organizations had experienced check fraud. These statistics point to a need for continuing diligence and proactive intervention by business leaders charged with keeping their companies' financial resources safe. In the face of increasingly sophisticated and frequent payment scams, fraud protection has become integral to effective treasury management.

Fortunately, fraud protection tools have evolved to meet the moment. For example, Dollar Bank offers treasury management clients these solutions designed to protect businesses from unauthorized transactions:

- Positive Pay and Payee Positive Pay, which verify the authenticity of checks and ACH payments presented for payment; those that don't hold up to this scrutiny are presented back to the customer for further investigation and action.
- Automated Clearing House (ACH) notification service, debit block and debit filter, which empower a company to authorize or decline ACH payment transactions.
- Remote Deposit, which eliminates the need for checks to be transported to the bank by enabling their secure deposit from your office.

Each of these tools plays an important role in fraud prevention; together, they provide an integrated solution for safeguarding payments and ensuring your peace of mind.

Maximize returns through wise liquidity management

The money your company has on hand at any given time should be put to good use — not sitting idly by. You can optimize your company's liquidity by pooling excess cash into a sweep account, a money market account or certificates of deposit (CDs), where your money may have the opportunity to earn greater returns.

Dollar Bank's Zero Balance Account (ZBA) and Automatic Borrow Sweep are good examples of tools that help make the most of idle cash. ZBA automatically centralizes available funds from multiple accounts into one place for investments, loan payments and other needs. Automatic Borrow Sweep applies excess balances (based on your established target balance) to paying down your business line of credit, while shielding your checking account from overdrafts.

Use visibility to your advantage

The transparency that is available for monitoring business bank accounts as well as internal cash-related activities and transactions is vital to treasury management success. Understanding where your cash is coming from, how it's flowing through your organization and where shortages are likely to arise equips you to effectively forecast future cash needs and keep your company on track toward its financial goals. Tap into online banking tools that give you instant visibility into your accounts, and take full advantage of the reporting and analysis tools provided through your AP/AR technology.

Know, too, that the treasury management professionals at Dollar Bank are available to work with you on customized solutions to help you achieve your goals. Feel free to contact the Dollar Bank Treasury Management team at 1-855-282-3888, Monday - Friday, 8:30 AM - 5:00 PM.

Meet Jose Emenaker

Assistant Vice President, Treasury Management

Jose is a Hampton Roads native. He has more than 16 years of experience in retail and business banking in the Hampton Roads area.

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Changing Customer Behavior and Trends:

How to Keep Pace and Win



As new technologies burst onto the scene, economic and cultural shifts accelerate, and social media influencers set lifestyle fads on fire, it can be tough for businesses to keep up with the pace of change. Yet — no matter what business or industry your company is part of — ongoing success hinges on your ability to identify and leverage changing customer needs.

From an internal perspective, early identification of trends enables a business to make well-informed decisions about next steps related to resource allocation, innovation, marketing direction, customer experience and more. From the customer's perspective, a business at the forefront of trends may be viewed more positively than other companies — as a market leader that not only understands and values its customers' needs but also keeps them on the cutting edge of advances.

How do you position your business to make the most of changes in customer behaviors and trends? Be aware of what your customers are saying and doing. Keep your finger on the pulse of your industry. Encourage your employees to get in on the excitement. And, most importantly, be ready to move!

Engage with your customers

Your established customers can be an invaluable source of insight into the next big trends. Want to know what new product or service would make their lives easier or better? Ask them! If you or your team members have direct interaction with customers, you can initiate face-to-face conversations to find out what they're thinking, or you can simply pose a question or two on social media. You could ask, for example, what chore they'd like to cut out of their lives, whether they're spending more or less on personal products than they did a year ago, or what recent video sparked their imagination.

Knowing what's on customers' minds may help you reimagine what you're bringing to market, and asking for their opinions demonstrates the value you place on satisfying their needs and building an even stronger relationship with them.

Analyze available data

Whether you use sophisticated analytics software or rely on your existing CRM system and business dashboards, make full use of your customer data. Customer behavior patterns may point to shifts in purchasing habits and preferences that help you forecast emerging trends. Some software takes users a step further by enabling the use of historical data for predictive modeling. You can also tap into free social media and web analytics tools, such as Instagram Insights and Google Analytics, to identify trending topics and gauge customer sentiment.

Track industry developments

If your goal is to keep a step ahead of your competitors, you need to know what they're doing and understand why. We can all learn from others, so stop, look and listen at every opportunity. Show up for industry events; tune in to keynote speeches; network with other decision makers by joining associations, committees and online communities; and read everything you can get your hands on. If your business serves consumers, add viewing social media influencer blogs and videos to this list. The more you know, the better equipped you'll be to anticipate and respond to new trends and expectations.

Spend some time checking out the latest advances in other industries, too — maybe you'll envision new applications of those innovations in your own industry. Watch what leading companies are doing and open your mind to every possibility.

Empower your employees

Sharing your vision of the company as a market leader and innovator is crucial to developing an all-hands-on-deck approach. Make sure every employee understands the strategic objectives and priorities of the organization, including your desire to respond quickly to changing customer trends and behaviors. Make them part of the excitement of new products or service launches, and provide them with any necessary training related to updates of existing processes. Encourage employees at all levels to share their own ideas for new products, services, processes and approaches. You never know where — or from whom — that next big idea will come.

Be ready to move!

Having foresight into consumer trends is of little value if your team and processes aren't agile enough to turn opportunities into tangible innovations. Put a collaborative, systematic process into place that empowers your team to move nimbly from concept and development through implementation and scaling. Establish clear protocols for idea evaluation and selection. Allocate resources for research and development, to include conducting customer focus groups and hands-on testing. Develop a marketing and media plan for promoting and launching your new product or service.

Staying on the cutting edge of what's happening in your market and having a plan in place for capitalizing on its momentum positions your business for ongoing success.

Meet Christina Russ

Vice President, Business Banking

Christina is a Virginia Beach native and the daughter of a Naval officer. She has 26 years of experience in retail, private banking and business banking.

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Dr. Amanda J. Meyers-Kuper, owner of Body Logic Massage & Chiropractic and Cindi Hechinger, Dollar Bank VP of Business Banking.

Photo by Tammy Cynar Photography

Body Logic Massage & Chiropractic Empowers Patients to Thrive

To Amanda J. Meyers-Kuper, DC, MSACN, healthcare is anything but a "time is money" proposition. She runs her chiropractic, therapeutic massage and nutrition counseling practice, Body Logic Massage & Chiropractic, on the steadfast belief that getting to know patients is key to developing an effective plan for their health and well-being.

"Patients often come in thinking we only want to talk about their mechanical issues and pain, but they find out quickly we're also interested in their health history, job, exercise and eating habits — everything that has brought them to where they are today. The more we know more about their life, the better-equipped we are to determine their best path forward," Dr. Amanda explains.

She began sharing an office with an established Virginia Beach company, Body Logic Massage, shortly after graduating from New York Chiropractic College. With her Doctor of Chiropractic, Master of Science in Applied Nutrition and Bachelor of Exercise Science degrees, she provided a variety of treatment options. After a few months, she acquired the practice, reintroducing it as Body Logic Massage & Chiropractic in 2010.

"Chiropractic school prepared us to be chiropractors, but not business owners, so I completed a course with the Small Business Development Center in Norfolk that enabled me to create a business plan," says Dr. Amanda. "I've learned a lot about running a profitable practice since then, which I attribute in large part to my network of advisors."

Her professional circle includes her business advisor, accountant, bookkeeper and business banker. "When I saw the opportunity to purchase our office space, my business advisor recommended I talk with Cindi Hechinger, Vice President of Business Banking at Dollar Bank. She helped me secure an SBA 504 loan in the face of challenging circumstances, making it possible for us to buy our space rather than pay expensive rent."

Dr. Amanda and her husband, Dr. Scott Kuper, who joined Body Logic Massage & Chiropractic as a doctor, educator and "Neck Ninja" in 2012, envision expanding the multidisciplinary practice.

She notes recent additions like dry needling and therapeutic laser have greatly benefited patients. Looking ahead, she expects continued growth in services and education, teaching even children how to care for their bodies without drugs or surgery to empower lifelong health.

Community Corner

2025 Inclusion Champion Award

The Dollar Bank Inclusion Champion Award recognizes an employee who notably demonstrates the Bank's value of inclusion through their work and engagement with coworkers, customers and the community by building relationships, valuing diverse perspectives, supporting local communities, advancing respect and inclusion and serving as an ally or mentor.

The winner of the award is Michelle Newton, branch manager of the Tidewater Office.

Michelle is passionate about financial literacy and has been instrumental in teaching Dollar Bank's financial education program. She received commendation





Tomeka Wallace, owner of Happy Café.
Photo by Tammy Cynar Photography

Happy Café: Leave Your Worries at the Door

When Tomeka Wallace moved her Happy Café from her hometown of Blackstone to Virginia Beach in 2019, she didn't expect customers to make the two-and-a-half-hour trek to have breakfast, lunch or Sunday brunch in the new, larger restaurant. Then she started seeing those familiar faces at the door. Turns out they missed the 50+ signature sandwiches the café serves on a rotating basis, the vegan and gluten-free options that cater to those with special dietary needs, the comfort foods that bring back memories of home-cooked meals, and the bread pudding that is in such high demand Wallace sells it online to ship to customers nationwide.

"I started the business in Blackstone because I would visit my grandmother there every weekend, and there was nowhere to go for coffee. I initially thought of opening a coffee shop, but realized it would be difficult to generate enough sales in such a small town to make the business profitable," Wallace shares. "So I built a menu with sandwiches, smoothies, salads and other healthy options."

After hearing from her clientele that they'd like to see fried foods on the menu, Wallace made some adjustments and was soon packing the house, often with lines out the door — an amazing achievement for an entrepreneur with no previous restaurant or professional culinary experience.

I've always had an entrepreneurial side; I just didn't find my niche until I opened Happy Café," she says, recalling previous business ideas she entertained before and during her 13 years working for an insurance agency. "I come from a family of cooks. Both my parents cooked. My grandmother was a chef on the military base in Blackstone. And my aunt was a chef at a local restaurant for 20 years. I started cooking when I was 7."

Happy Café has given Wallace the opportunity to combine her love of cooking with her drive for business success. "I get a lot of support for my business and my personal finances from Dollar Bank," she says. "One of our customers introduced me to the bank last year, and I have since refinanced my home and opened both business and personal accounts. Mr. Hinton, Vice President of Community Development, regularly brings guests to the restaurant, and Mr. Hawkins, Loan Center Officer, recently helped me refinance my home. They're good people — always checking in. I just referred them to a friend who's getting ready to start a business."

Wallace, whose Happy Café is known for its upbeat, communal vibe, "Don't worry, eat happy!" plans to expand. She envisions a lounge where guests can share small bites and wine while relaxing with friends and family. "We want to do all we can to help them relax and enjoy their time at Happy Café."



This summer, Michelle Newton (pictured back right) organized a diaper drive and volunteer event for the Women's ERN that benefited the Greater Hampton Roads Diaper Bank.

from The Norfolk VA Housing Authority for her work bringing the program to the community.

Michelle also has played a key role in expanding Dollar Bank's Employee Resource Networks in Virginia. She is an active member of several ERNs and promotes the advantages of joining the groups to all employees.

Michelle said that Dollar Bank's history has inspired her to actively demonstrate inclusivity. "The mission of being an inclusive community bank inspires me to prioritize inclusivity and community service in my personal and professional life. I am a strong believer that small actions can lead to meaningful change."



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