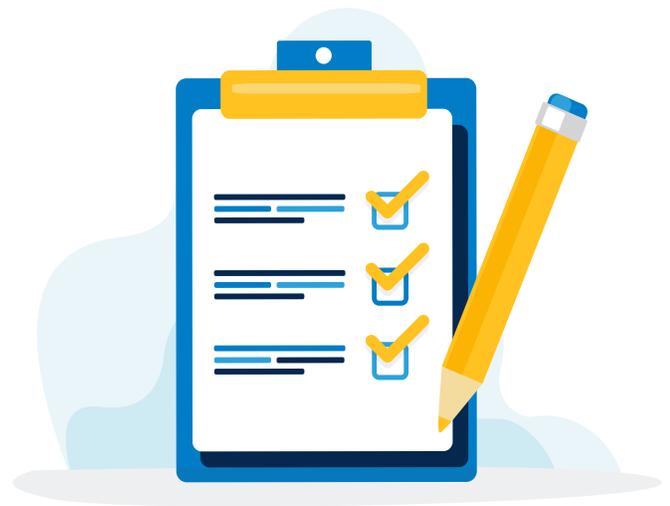


# CORONA CRISIS PLAYBOOK

# Planning

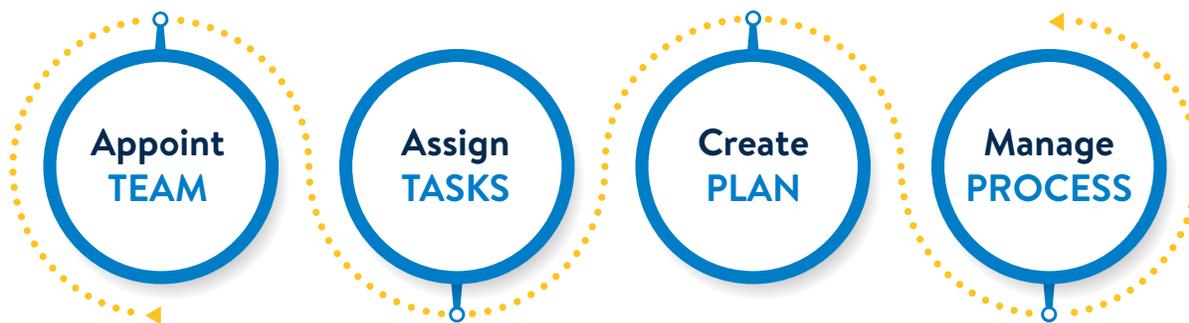


The purpose of this guide is to help you create a plan that outlines everything you need to do to protect your business and the families you serve. You can use this guide to create a plan to survive during the crisis & thrive through the recovery. Forecast & prepare every mission-critical area of your business and explore different strategies and business models to adapt to the changing market dynamics.

**Disclosure:** This document is provided for information purposes only and is not intended as legal, tax, medical or any other professional advice. The document is provided “as is” and without any representations and warranties of any kind. Businesses should consult with their own legal and other professional advisors to determine their legal obligations in response to the Covid-19 crisis. Bottom line, we’re passing on what we have learned, in an attempt to help you, but you need to listen to your advisors because we don’t have all the information relevant to your business.

# Planning

## 1 Create a Crisis TASK FORCE



### Appoint Team

Appoint a dedicated team of leaders from different disciplines to create and manage your strategy, in all mission-critical areas of your business, including, but not limited to: capital management, communications, human resources, virtual workforce, facility management and other critical areas of your business.

### Assign Tasks

Assign areas of responsibility to leaders in each mission-critical area of your business.

### Create Plan

Create a detailed action plan that describes what needs to be done, how, by whom and by when. Meet daily to review the strategy and tactical action plan, so you can adjust quickly as the market changes.

### Manage Process

Manage the process by meeting daily and confirming all assigned tasks were completed. It is important to be nimble so you can be prepared to adjust quickly as market conditions change.

# Planning

## 2 Create a Plan to Survive the Crisis & THRIVE DURING THE RECOVERY

### Manage, protect & grow your people & your business

Create a plan that outlines everything your business needs to do to manage, protect and grow your people and your business during and after the crisis. By planning proactively, you will minimize the risks during this crisis and maximize the opportunities after the crisis.

### Create a comprehensive plan

Include capitalization, communications, operations, facility management, inventory, human resources, health services and other mission-critical parts of your business.

### Defensive & offensive strategies

Create defensive and offensive strategies that are ready-to-implement, depending on the market conditions. Be prepared to shift from defense to offense, to grow market share while other businesses are on the sidelines.

## 3 Forecast & Prepare for BEST & WORST CASE SCENARIOS

### Stress test your financials

Simulate different scenarios to forecast how to manage cash flow, if and when revenue decreases. Conduct financial stress tests to determine your cash flow positions in multiple scenarios, from best to worst case scenario, assuming you lose 25%, 50%, 75% and 100% of your revenue.

### Absenteeism in the workplace

Plan for a high level of absenteeism in your workplace, due to sick employees, those who stay home to care for sick family members, and those who must stay home with children. Educate your leadership team on how to properly handle employees who are sick, while also managing the operations with a skeleton crew. Create a skeleton-staffing strategy and processes for running your business with a smaller workforce, potentially up to half of your current staff. Cross-train employees to perform critical functions so the workplace can operate if key employees are absent.



## Identify ALTERNATE SUPPLY CHAINS

Prioritize the acquisition of supplies that are mission-critical to generate short term revenue. Find additional suppliers, to hedge against the limited ability for your suppliers to manage the demand for their services while a large portion of their workforce could be absent from work.

# Planning

## 4 Coronavirus CHECKLIST

The Coronavirus Checklist gives you all the steps you need to take during and after an outbreak to protect your employees, customers and everyone you serve.

### DURING AN OUTBREAK Steps to Take

- Work with the local health department and community partners to implement response plans.
- Update partners, stakeholders, employees, and customers regularly and continue to promote healthy habits.
- Address the potential fear and anxiety that may result from rumors or misinformation.
- Clean frequently touched surfaces and objects.
- Increase space and limit contact between employees & customers (avoid handshakes).
- If someone develops symptoms, immediately isolate them and give them a clean disposable face mask. Note that face masks are intended to protect others, not the person wearing them.
- Separate sick individuals and call for medical advice.
- Consider alternatives for employees and customers who are at high risk for complications from respiratory disease, including older adults and those with chronic health conditions.

### AFTER AN OUTBREAK Follow Up

- Discuss and document lessons learned. Gather feedback from employees, customers, community partners, and stakeholders.
- Improve preparedness plans accordingly.
- Maintain community partnerships. Participate in community-wide emergency preparedness activities.
- Test and update plans regularly.

# Planning

## 5 Planning ACTION PLAN

Action

Who

When

Establish a dedicated team of leaders comprised of different disciplines.

Assign areas of responsibility to leaders in each mission-critical area.

Create an action plan that describes the what, how, who and by when.

Meet daily to review action plan and manage the process.

Create defensive and offensive strategies that are ready-to-implement, depending on the market conditions.

Simulate different scenarios to forecast how to manage cash flow, if and when revenue decreases.

Conduct financial stress tests to determine your cash flow positions in multiple scenarios, from best to worst case scenario.

Plan how to serve customers if employee absenteeism increases.

Cross-train employees to perform critical business functions so the workplace can operate even if key employees are absent.

Monitor absentees, implement flexible worksites, hours and establish processes for maintaining a smaller workforce.

# Planning

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## 6 Planning RESOURCES

- ✔ [Corona Guide for Businesses](#)
- ✔ [Corona Guide for Families](#)
- ✔ [PPP Playbook](#)
- ✔ [10 Benefits for Small Businesses](#)
- ✔ [Harvard Business Review: Resources to Help your Small Business Survive the Coronavirus](#)
- ✔ [Leading through Corona: Bain Consulting](#)
- ✔ [Impact of Crisis on Growth Company Valuation](#)
- ✔ [Center for Disease Control: Plan, Prepare and Respond to Coronavirus Disease 2019](#)