

Navigating your Business Through The COVID-19 Crisis



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LEADING THROUGH 4 DISTINCT SCENARIOS

The COVID-19 Pandemic has created uncertainty and additional challenges for most organizations. Leading your team through this disruption and the strategies that will need to be used to recover on the other side will vary depending on which of the 4 scenarios you are in:

1

Phoenix:

A need to “rise from the ashes”

2

Retrench:

Opportunities are limited right now, and there will be a lag in recovery after the crisis

3

Adapt:

Pivoting business to seize new opportunities

4

Thrive:

Growth is unprecedented and uncontrolled

1. Phoenix

“We were fragile before this crisis, but this is the killer. We’ve now reached a tipping point. What can I do now?”



- Any organization that was marginal before the disruption AND can't or won't reinvent themselves;
- There are many external threats and organizational weaknesses present;
- Any organization can be in a Phoenix scenario, regardless of industry

Preserve as much capital as possible

Preserve people and talent to plan for the “rising of the phoenix”

Live your values and honour your people

Make sure your customers and employees will be proud of your brand, despite a negative outcome

Learn from this experience for the next disruption

2. Retrench

“We did not see this coming. This disruption exposes weaknesses in our business model and operations that we need to fix fast!”



Organizations who are going to survive in the future, but are going through significant impact now. They will recover, but there may be a lag in recovery after the crisis.

- Dine-in restaurants and bars
- Sports and entertainment
- Travel and tourism

Cut capacity and hibernate if necessary. Focus on cash management and right costing/right sizing

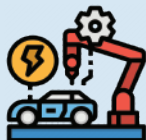
Sustain service when possible, maintain brand image and quality

Keep key resources informed and aligned (suppliers, customers, employees)

The recovery period will be steep. Plan for the future with various scenarios and time frames

3. Adapt

“This exposes weaknesses in our business model, but we have been agile about adapting our operations to capitalize on new opportunities”



Organizations who saw some clear opportunities and have adapted their operations to meet the needs of the market in the new environment such as:

- Retailers who transitioned to e-commerce and curbside pickup
- Distilleries making hand sanitizer
- Manufacturers who are temporarily making ventilators and PPE

Serve your customers, ramp up operations and protect employees

Seize opportunities by re-purposing what you do and how you do things. Increase capacity in the right areas

Be flexible and responsive to the needs of the market while maintaining the quality of your brand

Plan various scenarios for what to do when this subsides, how to get operations back to normal, or embrace the “new normal”

4. Thrive

“This is a huge opportunity for us but we don’t have the right strengths to capitalize on it. We don’t have the capacity to handle this increased demand”



Organizations who are experiencing uncontrolled and unprecedented growth and an overwhelming increase in demand. They cannot sustain their business at this rate.

- Essential services (healthcare, delivery services etc.)
- Fulfillment centers
- Video conferencing companies

Establish and prioritize key services

Gain/maintain control with clear communications plans to staff, suppliers and customers

Keep your team aligned to your mission, values and vision of tomorrow when this subsides

Increase capacity to meet demands where possible. If not, maintain your brand without sacrificing quality