

— SCVEDC —

LOCAL RESPONSE TO
THE GLOBAL PANDEMIC

PRESENTED BY



LARGE EMPLOYER ROUNDTABLE

COPING WITH **VOLATILITY**

- ✓ Those who prepare for the things they can control are in a better position to react to uncertainty.
- ✓ Establish best practices for natural disasters, health emergencies, utility failures, cyber-attacks or market shocks.

BUSINESS CONTINUITY PLAN

- ✓ Business continuity is the process of assessing risk and creating a set of safeguards.
- ✓ Reprioritize high-level goals and objectives for your business.



———— ELEMENTS MAY INCLUDE ————

- ✓ Creating a working group (in advance) to manage crises. Establish teams for legal, IT, HR, etc.
- ✓ Conduct a business impact analysis and identify single points of failure.
- ✓ Develop a plan for preventive, response and recovery strategies.
- ✓ Identify gaps, protocols and responses:
 - What will we do in case of lost power, internet or access to physical office?
 - What would be a tolerable downtime for your employees and customers?
 - How will you communicate without internet or phones?
 - How will you manage documents, information and data?
 - Have a mass-messaging system in place (such as Simplified Alerts).
 - Run simulations (tests).

YOUR EMPLOYEES MAY NOT BE PREPARED FOR VIRTUAL WORK

- ✓ Restate roles and responsibilities (they may shift in a crisis).
- ✓ Bolster your employee-facing technologies.
 - Do you have the right collaboration tools, and does your team know how to use them?
 - Master virtual meetings (proctor, help desk, documentation, time-zones)
 - How will your project management change?
- ✓ Do you have work-from-home policies and procedures in place?
- ✓ Set expectations with managers and recognize your employees' working conditions (shift in mindset).



CONTINGENCY

PLAN

SCENARIO A

Loss of
25% Revenue

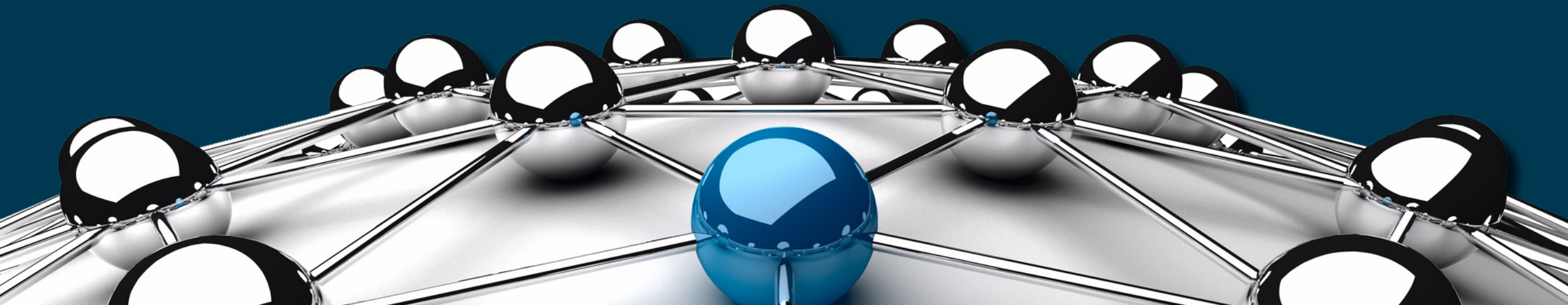
Risk Level	Role	Action	Annual Cost	Timeline
Medium	CEO	Notify Board		1 day
		Communicate with team		5 days
	CFO	Notify lenders	\$4 million	5 days
		Restate forecast		7 days
		Reforecast scenario cash flow/ratios		7 days
	Sales	Consolidate Account Management 5>4		5 days
	Ops/HR	Revise workflows		14 days
		RIF 20 FTE		21 days
		Close PA call center		21 days
		Consolidate into Tucson call center		21 days

CONTINGENCY PLANNING

- ✓ Ensure you have valid revenue models based on predictive key performance indicators
- ✓ Stress test P&L, balance sheet, cash flow and bank covenants
- ✓ What if this is a sustained economic slowdown that lasts more than a few months?
- ✓ Clarify roles for communication
- ✓ How will you manage the massive human capital risks and costs associated with these realities (Brian K.)?

THINGS YOU SHOULD **DO NOW**

- ✓ Redirect your sales team
- ✓ Reinforce policies and procedures and cross-train, especially for single points of failure
- ✓ Develop a communication plan (including all-hands meetings) and a resource center
- ✓ Conduct performance reviews, develop learning plans and create a learning library
- ✓ Look for new opportunities to serve your customers



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DECIDE WHAT TO DO

NEXT

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