

Coronavirus 2020 Strategy Toolkit

An open-source scenario planning toolkit to prepare for a range of possible futures



This is a time of tremendous uncertainty and change. Coronavirus is impacting our health, society, and economy in unprecedented ways. This moment calls for decisive action from leaders even though events will unfold in unknown ways.

In times like this, Scenario Planning allows leaders to take meaningful actions by exploring a range of possible futures, rather than betting on a single prediction.

What follows is an open-source planning methodology and toolkit, including base scenarios, that can be customized to help you guide your team in setting and updating strategy.

If you haven't seen it, we encourage you to [read this article](#), which provides an overview of the methodology. As you use this toolkit, feel free to share your scenarios and learnings with us so we can continue to evolve and improve it.

If you have any questions, please contact us at hello@triumgroup.com or visit our website at www.triumgroup.com.

Doug Randall
The Trium Group

Will Harper
The Trium Group

About these materials

Outcomes

By the end of this process, you will have...

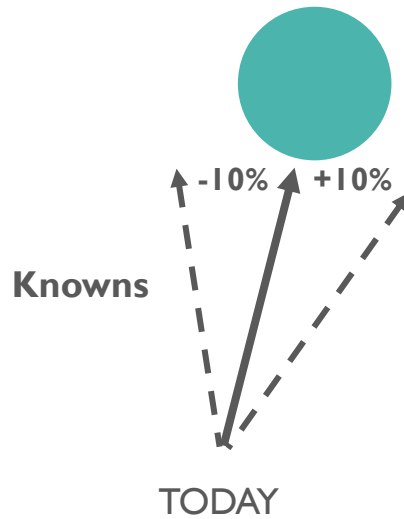
Aligned as a team on possible futures and how to address them

Developed strategies and plans for leading your organization through this time of unprecedented uncertainty and volatility

Created a greater sense of clarity by exploring and planning for a range of possibilities

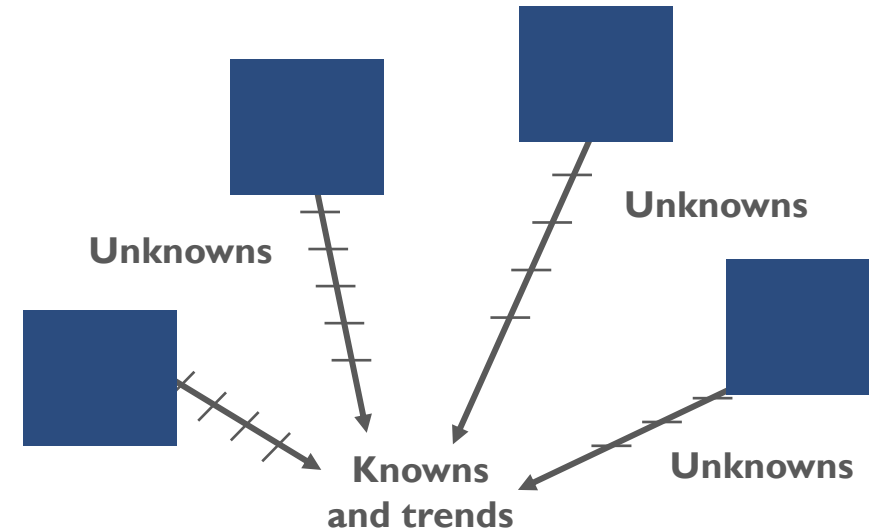
Identified signals to watch for to make sense of events as they unfold

-Scenario Planning is the strategic antidote to uncertainty_____



Forecast-based planning

In less volatile environments, companies make a prediction about how things will be and set strategy accordingly. Forecast-based planning implicitly assumes the future will be like the past with slight variances.



Scenario-based planning

When the future is unlikely to be like the past and decisive action is required now, scenario planning is needed. Here, leaders explore different possible futures to expand their perspective, take no-regrets moves, and identify signals to watch for that allow them to more effectively make sense of events as they unfold.

The scenario planning process

1

Refine and customize the scenarios

Review and customize the base scenarios that follow. Outline and add second and third order impacts that logically flow from the scenarios as they apply to your organization, industry, and geographic location.

2

Create winning strategies for each scenario

Consider your company's current strengths and underlying capabilities to design a strategy and plan for each of the four scenarios.

3

Identify no-regrets moves

Review the strategies designed for each scenario and identify any no-regrets moves that apply across all the scenarios.

4

Update your existing strategy

Based on the scenarios and your no-regrets moves, update your existing strategy to enable you to act decisively in the near-term, while making small bets that prepare you for emerging possibilities and protect you from potential threats.

5

Monitor, track, and be resilient

Develop an approach to monitoring and tracking conditions and linking them to the scenarios. This ensures your company strategy is calibrated with the evolving landscape.

Four possible futures for the coronavirus pandemic

Based on conversations with business leaders, as well as analysis of expert opinions, the following are four possible scenarios for how the health, social, and business landscapes could look on January 1, 2021. The goal of this exercise is not to identify which scenario is most probable, but to use the different scenarios to expand your thinking and awareness, and thus design a more clear and flexible approach to planning during uncertain times. Often when undertaking this process, leaders will realize that they have been assuming an unstated “official future” in their strategies.



Gradual Recovery

While significant, the coronavirus **health, social, and economic disruption was shorter and shallower than many expected** due to effective responses – from government, businesses and citizens.

Life and business essentially returned to normal, with some pruning and modifications.



Fits and Starts

The coronavirus pandemic and associated responses were **uncoordinated and unpredictable, and marked the beginning of a new period of global volatility.**

Decision making and investment continues to be constrained due to the volatility.



Perfect Storm

Coronavirus followed the path of the **most dire pandemic, economic, and societal predictions**, resulting in significant fatalities and a global economic crisis more severe than the financial crisis of 2008-09.

The economic crisis is felt by all and is expected to have a long-lasting impact on consumer spending, economic health, and even national security.



The Great Correction

The global **response to coronavirus was highly effective, and resulted in a significant shift in society’s worldview**, paving the way for a wave of innovation in technology, business, and politics.

Signs of a “great awakening” give hope that business leaders and institutions will come together to create a more sustainable and balanced world.

Step One

Refine and customize the scenarios



Refine and customize the scenario

Gradual Recovery

Process guidance

Review and customize the base scenario. Use the prompts and other relevant questions to outline and add second and third order impacts that logically flow from the scenarios as they apply to your organization and industry.



GRADUAL RECOVERY Base Scenario

Through a combination of effective global medical responses and economic stimulation at state and federal levels, the disruption was shorter and shallower than many expected. By fall 2020, life was starting to feel almost normal again as the global pause was lifted and sensible testing, tracing, social behaviors, and treatments kicked in. This led to widespread confidence that herd immunity will kick-in and a vaccine will quickly be widely distributed. Social distancing restrictions were balanced with a commitment to re-open the economy in a systematic but aggressive way. Travel and tourism re-started, gig-economy workers re-booted, and unemployment dropped. Financial markets began rebounding as pent-up demand increased consumer spending and the economy seemed on track to grow in 2021.

How will our **supply chains** be disrupted?

What will the **impact on personnel** be?

What actions will our **competitors** take?

How will **customer expectations** change?



Refine and customize the scenario

Fits and Starts



FITS AND STARTS Base Scenario

It was a year of unprecedented volatility as society balanced its physical and economic health. Social distancing lasted until summer when infection rates finally decreased. The economy rebounded briefly, but then another round of infections hit, and social distancing was again required. With this second cycle of economic impact, volatility further increased with escalating trade wars, fiscal policy experimentation, and conflict among local, state, and federal government responses. It's looking like *two months on, one month off* social distancing will be the new norm until a vaccine arrives mid-2021. Industries that rely on people gathering have particularly suffered, and major disruptions and economic duress continue for almost all companies.

Process guidance

Review and customize the base scenario. Use the prompts and other relevant questions to outline and add second and third order impacts that logically flow from the scenarios as they apply to your organization and industry.

How will our **supply chains** be disrupted?

What will the **impact on personnel** be?

What actions will our **competitors** take?

How will **customer expectations** change?



Refine and customize the scenario

Perfect Storm



PERFECT STORM

Base Scenario

COVID-19's impact matched the most pessimistic predictions, with over one million deaths throughout the year in the U.S. alone. Many businesses were forced to pause indefinitely, leading to bankruptcies, foreclosures, and unemployment well above 20%. Liquidity issues across industries exceeded those of 2008-09 and economic policy solutions and bailouts provided only temporary relief. The stock market took a massive hit and won't begin to recover until mid-2021. It will take several years to return to pre-crash highs. Companies that survived did so through a combination of luck, deep and significant cuts, restructuring of liabilities, stimulus policies, and smart reallocation of effort and resources.

Process guidance

Review and customize the base scenario. Use the prompts and other relevant questions to outline and add second and third order impacts that logically flow from the scenarios as they apply to your organization and industry.

How will our **supply chains** be disrupted?

What will the **impact on personnel** be?

What actions will our **competitors** take?

How will **customer expectations** change?



Refine and customize the scenario

The Great Correction

Process guidance

Review and customize the base scenario. Use the prompts and other relevant questions to outline and add second and third order impacts that logically flow from the scenarios as they apply to your organization and industry.



THE GREAT CORRECTION



Base Scenario

The economic impact of coronavirus was less severe than many predicted, mostly because of fast and dramatic actions by government, businesses, and citizens. Six weeks of social distancing flattened the curve and calmed the societal vibe. We learned to cooperate across political parties and geographic jurisdictions to address the threat, and managed disruption better than expected. By summer, we emerged from the disaster with a transformed, collective outlook. The crisis elevated companies in industries like distance learning, online shopping, and alternative health-and-wellness delivery models. It also spurred innovation in technology, business, and politics. More sustainable, collaborative, resilient models of living and working began proving themselves out, with less travel, consumption, and waste. Successful firms adapted to this new outlook and are thriving in this “great correction.”



www.triumgroup.com

How will our **supply chains** be disrupted?

What will the **impact on personnel** be?

What actions will our **competitors** take?

How will **customer expectations** change?

Step Two

**Create winning strategies for
each scenario**

2

Create a winning strategy for the scenario

Gradual Recovery



GRADUAL RECOVERY Base Scenario

Through a combination of effective global medical responses and economic stimulation at state and federal levels, the disruption was shorter and shallower than many expected. By fall 2020, life was starting to feel almost normal again as the global pause was lifted and sensible testing, tracing, social behaviors, and treatments kicked in. This led to widespread confidence that herd immunity will kick-in and a vaccine will quickly be widely distributed. Social distancing restrictions were balanced with a commitment to re-open the economy in a systematic but aggressive way. Travel and tourism re-started, gig-economy workers re-booted, and unemployment dropped. Financial markets began rebounding as pent-up demand increased consumer spending and the economy seemed on track to grow in 2021.

Process guidance

Consider your company's current strengths and underlying capabilities to design a strategy and financial plan for each of the four scenarios. The plan should address the core ways your company would operate if you knew the scenario had a plausible outcome.

What **strategy** would be most successful for our organization in this scenario?

How does this strategy connect to our **purpose, capabilities, and assets**?

How would we **grow, scale, and transform** if we knew this scenario had a highly plausible outcome?

2

Create a winning strategy for the scenario

Fits and Starts



FITS AND STARTS Base Scenario

It was a year of unprecedented volatility as society balanced its physical and economic health. Social distancing lasted until summer when infection rates finally decreased. The economy rebounded briefly, but then another round of infections hit, and social distancing was again required. With this second cycle of economic impact, volatility further increased with escalating trade wars, fiscal policy experimentation, and conflict among local, state, and federal government responses. It's looking like *two months on, one month off* social distancing will be the new norm until a vaccine arrives mid-2021. Industries that rely on people gathering have particularly suffered, and major disruptions and economic duress continue for almost all companies.

Process guidance

Consider your company's current strengths and underlying capabilities to design a strategy and financial plan for each of the four scenarios. The plan should address the core ways your company would operate if you knew the scenario had a plausible outcome.

What **strategy** would be most successful for our organization in this scenario?

How does this strategy connect to our **purpose, capabilities, and assets**?

How would we **grow, scale, and transform** if we knew this scenario had a highly plausible outcome?

2

Create a winning strategy for the scenario

Perfect Storm

Process guidance

Consider your company's current strengths and underlying capabilities to design a strategy and financial plan for each of the four scenarios. The plan should address the core ways your company would operate if you knew the scenario had a plausible outcome.



PERFECT STORM

Base Scenario

COVID-19's impact matched the most pessimistic predictions, with over one million deaths throughout the year in the U.S. alone. Many businesses were forced to pause indefinitely, leading to bankruptcies, foreclosures, and unemployment well above 20%. Liquidity issues across industries exceeded those of 2008-09 and economic policy solutions and bailouts provided only temporary relief. The stock market took a massive hit and won't begin to recover until mid-2021. It will take several years to return to pre-crash highs. Companies that survived did so through a combination of luck, deep and significant cuts, restructuring of liabilities, stimulus policies, and smart reallocation of effort and resources.

What **strategy** would be most successful for our organization in this scenario?

How does this strategy connect to our **purpose, capabilities, and assets**?

How would we **grow, scale, and transform** if we knew this scenario had a highly plausible outcome?

2

Create a winning strategy for the scenario

The Great Correction

Process guidance

Consider your company's current strengths and underlying capabilities to design a strategy and financial plan for each of the four scenarios. The plan should address the core ways your company would operate if you knew the scenario had a plausible outcome.

THE GREAT CORRECTION Base Scenario

The economic impact of coronavirus was less severe than many predicted, mostly because of fast and dramatic actions by government, businesses, and citizens. Six weeks of social distancing flattened the curve and calmed the societal vibe. We learned to cooperate across political parties and geographic jurisdictions to address the threat, and managed disruption better than expected. By summer, we emerged from the disaster with a transformed, collective outlook. The crisis elevated companies in industries like distance learning, online shopping, and alternative health-and-wellness delivery models. It also spurred innovation in technology, business, and politics. More sustainable, collaborative, resilient models of living and working began proving themselves out, with less travel, consumption, and waste. Successful firms adapted to this new outlook and are thriving in this “great correction.”



What **strategy** would be most successful for our organization in this scenario?

How does this strategy connect to our **purpose, capabilities, and assets**?

How would we **grow, scale, and transform** if we knew this scenario had a highly plausible outcome?

Step Three

Identify no-regrets moves _____

3 What no-regrets moves are prudent across the four possible futures?

Process guidance

Review your strategies for each scenario and identify no-regrets moves. No-regrets moves are strategies that differentiate your company, are purpose-aligned in most scenarios, and don't undermine the company in other scenarios.

What **costs can be reduced** without jeopardizing your strategic foothold?



Gradual Recovery

What **opportunities** are promising regardless of what scenario occurs?



Fits and Starts



Perfect Storm

What actions have you been considering, but postponed and **can now pursue** because they are robust across the scenarios?



The Great Correction

Step Four

Update your existing strategy

4

What other actions will we take in addition to no-regrets moves?

Process guidance

With an understanding of the range of potential future outcomes and clarity around no-regrets moves, design or update your strategy. Consider the company's risk tolerance, investment posture, and cash position. Build your strategy with confidence that you are not planning for a single future forecast, and instead are considering a wide range of potential future scenarios.

In addition to the no-regrets moves, what **new actions** will you take?

What initiatives, strategies, and investments will you **stop**?

4

Our updated strategy

Process guidance

With an understanding of the range of potential future outcomes and clarity around no-regrets moves, design or update your strategy. Consider the company's risk tolerance, investment posture, and cash position. Build your strategy with confidence that you are not planning for a single future forecast, and instead are considering a wide range of potential future scenarios.

What **outcomes** will we achieve in the next...

30 days?

90 days?

1 year?

What **3-5 strategic pillars** will we focus on and **who will be responsible** for each?

- 1.
- 2.
- 3.
- 4.
- 5.

Step Five

Monitor, track, and be resilient

5

How will we make sense of events as they unfold?

Process guidance

The scenarios provide a common language your team can use to monitor the evolution of uncontrollable conditions related to the virus, economy, and industry. Align on the key indicators that are important to track to effectively make sense of your environment.

What **signals** will indicate that elements of this scenario are unfolding?



Gradual Recovery



Fits and Starts



Perfect Storm



The Great Correction

5

What is our approach to managing our strategy through the coronavirus pandemic?

Process guidance

Develop an approach to monitoring and tracking conditions and then link them to the scenarios so you stay calibrated with the evolving landscape.

How and when will we **make sense of current events**?

How and when will we **update and refine our strategy, financials, and plans**?

How will we **communicate** with our employees, partners, and other stakeholders?

About Trium



About The Trium Group

Trium brings a uniquely broad, yet integrated approach to bear in diagnosing situations and customizing solutions

We are one of the few firms in the world that offer **full-fledged strategic advisory services with coaching and leadership development.**

Our capabilities enable us to **intentionally connect human dynamics to issues of strategy, organization, and process.**

When these elements are addressed simultaneously and systematically, **results are truly transformational.**

Since 1998, our mission has been to **change the world by changing the way business leaders think...**it is one of the many reasons we are trusted by leaders from some of the most renowned companies in the world.



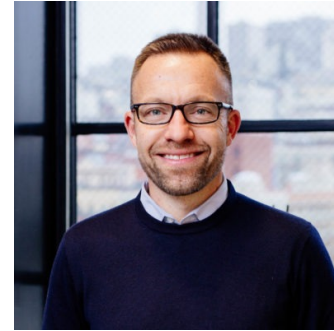
Our Leadership



Andrew Blum



Monica Chi



Darren Gold



Catherine Gray



Doug Randall



Annette Templeton



Mark Teitell





www.triumgroup.com | hello@triumgroup.com