## COVID-19 BUSINESS ASSESSMENT CHECKLIST

Use this checklist to help you narrow down the most important questions you should be asking:

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| **How do we deliver product and services - in person?** | • Identify roles that are business critical to remain in person  
• Identify roles that can be temporarily suspended  
• Identify and convert other business necessary roles into remote capable  
• Overlay necessary employee safety modifications and additional IT infrastructure as needed | • Determine if business critical roles move to remote-capable over time  
• Identify additional support/training required for employees working in new processes  
• Identify new tools (IT and others) to assist and consider changes to performance review/coaching processes | • Consider delivery of products and services without significant in-person interaction  
• How does this positively or negatively impact employee experience?  
• Identify areas to maintain the new normal and not resort back to previous processes |
| **How does our volume impact our headcount?** | • Assess the FTE needs to deliver using multiple % of current volume (25%, 50%, 75%)  
• Identify if excess headcount can be redeployed in other parts of business  
• Consider alternate arrangements – furloughs, reduced work schedules  
• Evaluate emergency government support plans and impacts to employee benefits/welfare plans | • Develop an employee ramp-up plan for return to increased volumes  
• Identify additional support/training for employees in new or different roles  
• How do we support our employees on furlough or reduced work schedules? | • How can we change or create new roles to make employees more cross-functional?  
• How do we create an employee career path that is more diversified or has opportunities to advance into other parts of the business?  
• How do we empower employees to reimagine their role in the company? |
| **Does our business require the mobility of our employees?** | • Identify employee travel requirements and restrictions  
• Reassess business needs for travel and consider alternative arrangements (Video/Conference calls)  
• Consider changes to employee compensation arrangements based on commissions which require covering large geographies | • Assess impact of lack of travel on performance metrics - positive/negative  
• Consider alternative performance metrics based on new processes and expectations  
• Assess impact of lack of travel on customer and employee satisfaction | • Consider broader changes to these highly mobile roles based on a non-mobile experience  
• Could staggered or other alternative travel schedules improve both employee engagement and retention and customer satisfaction? |
| **How productive can our workforce be remotely?** | • Identify process changes needed to work remotely  
• Clearly define roles and expectations  
• Ensure IT infrastructure and capacity exists to handle larger remote workforce  
• Establish new communication protocols/processes for managing remote teams | • Develop a plan to capture input from employees on how to improve experience and efficiency  
• Develop a plan to continue to have teams engage socially and with live interaction (video)  
• Increase frequency and diversity of touchpoints and feedback from team leaders | • Consider what your current metrics are for a high-performing productive employee – have there been myth-busting changes in those metrics/criteria?  
• Consider how this might change what your idea of an ideal workforce looks like – do you make changes in your recruiting process to be open to broader scope of candidates? |
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| **How do we meet customers’ needs and get product or services to them?** | • Review your supply chain and distribution channels. Identify likely disruption points  
• Identify potential solutions for broken or disrupted chain  
• Develop a communication strategy for impacted customers – re-level expectations on changes to delivery methods and timing | • Re-evaluate customer delivery approach  
• Consider how technology can be utilized to modify customer experience  
• Develop mechanisms to track “new” customer experience | • Review what your value proposition is to your customer – did your customers agree?  
• Reconsider where you say you differentiate yourself from competition – did that hold true during this adversity?  
• Are the customers you have, the customers you are targeting/should be targeting? |
| **How does demand for our product change?** | • Update material & demand planning, model multiple scenarios  
• Consider impact on current finished inventory or service capacity, consider options to create demand to move existing stock faster (discounting, other outlets) and/or stockpile inputs | • Consider ways to increase frequency and efficiency of production planning cycle to more quickly adapt to volatility  
• Consider ways to increase engagement with your customers and suppliers to facilitate greater partnership and transparency to mutual challenges  
• Consider alternative uses of existing products/services or unused capacity | • How nimble is your supply chain? How strong are your relationships? Could you adapt quickly to the volatility – what needs to change?  
• Is your data and the processes through which you see your data good enough to make timely decisions – where did it breakdown? |
| **Where does our product get made, how centrally managed is it and what is our control over it?** | • Review your contractual obligations or purchase commitments based upon your ability to control supply and output (how outsourced are you?)  
• Develop a plan for remote management – increase plant interaction & reporting  
• Consider how IT infrastructure and security and physical security measures need to change | • Consider contracts and potential opportunities to flex or renegotiate terms  
• Reassess business continuity plan – does it fit for COVID-19 challenges?  
• Consider development of dedicated operations response team | • Re-evaluate in-source vs. outsource choices. Are there ways to mitigate future risk of either choice?  
• Are you close enough to how, where, & when your products are made or services delivered to effectively manage it? How could technology close the gap? |
| **How much volume can we produce or deliver?** | • Identify new capacity targets given restraints based on disruptions up and downstream  
• Develop a communication plan to reset expectations on future production  
• Consider how you can assist or create alternatives to fill customer’s new gaps | • Develop a plan to ramp-up for when volumes return  
• Review how you communicate with customer regarding current and future status  
• Consider how you continue to attract new customers with depressed volumes | • Are there new suppliers/customers we need to identify and add in order to reduce volatility?  
• How flexible is our production capacity to produce across our entire product/service portfolio?  
• How can I get better data to analyze/stress test these types of risks to my organization before they happen? |
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| **What was our cash need to handle our current operations?** | • Identify current sources of cash in the very near term  
• Understand current run rate to meet current business commitments  
• Prioritize all sources and uses of cash | • Develop robust short-term cash flow projections – 30, 60, 90 days. Develop new processes to increase discipline where needed  
• Create action plan within the organization around maintaining/increasing cash | • Do you regularly update your cash flow needs? How good is your model?  
• Can you quickly evaluate multiple scenarios?  
• Do you know what your mission critical spending is? |
| **How much cash do I expect to generate based on expected volume changes?** | • Adjust your current forecasting models  
• Determine volume levels which trigger defined financing/cash saving/other decision-time actions | • Work with ops/sales to identify opportunities to move product/services faster-promotions/discounts/rebates  
• Develop a strategy with suppliers and other vendors to change payment terms or defer payments | • How closely linked are financial forecasting and production planning?  
• Do you know what products/services generate the most profitability?  
• How long does it take you to determine profitability? Is it fast enough to quickly adapt? |
| **How much flexibility do you have to access new sources of financing?** | • Review your current bank agreements – examine covenants  
• Determine current capacity in existing financing arrangements  
• Talk to your existing financing partners about expanded financing or alternative financing based upon updated forecasting | • Review all government funding programs and consider in combination with traditional and non-traditional financing options  
• Consider alternative ways to increase cash – delayed spending/tax planning/others  
• Schedule more frequent interactions with lenders, consider developing new short-term metrics | • How do you determine your financing arrangements and relationships?  
• How do you decide how much capacity you need? Is it just based on what someone will lend you?  
• Does it meet the demands of your strategic plan? |
| **How can you change your investment resources allocation?** | • Evaluate all current projects  
• Determine ability to expand working capital through delayed project/capex spending  
• Prioritize projects based on critical business framework | • Consider prioritizing projects/revenue programs that come with a quicker take-off and slowing longer-term projects as needed  
• Develop a clear alignment of projects and potential projects to strategy plan – ensure funding for only projects that are aligned | • Do you have a robust project approval/alignment plan? Is it strategically aligned?  
• Why are certain projects pursued and others declined?  
• What data are you using to make those decisions? |
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| **What is our current positioning in the community?** | • Identify your key community relationships (business, charitable, governmental)  
• Identify key areas where your business needs help or can provide help/guidance/input | • Evaluate ways to drive ethical/moral decision making in the business community  
• Consider ways to be a standard setter to protect community stakeholders | • How was your position in the community prior to the crisis, an asset or liability?  
• Did other businesses with a better position fare better? What needs to change to your brand in the community? |
| **How do the business changes we have to make impact our community brand?** | • Consider brand/community impact of business decisions  
• Develop a communication plan for setting expectations | • Consider new metrics for measuring company impact  
• Consider ways to increase frequency of communication with community to track their changing needs | • How are you measuring the impact your community has on your bottom line - could you? should you?  
• Do you think of your community as a key stakeholder of your business - where do you prioritize it? How does this crisis change that priority? |
| **Where and how do we make our community investments - time, treasure, focus?** | • Identify areas of significant investment in the community across the spectrum  
• Consider ongoing commitments to continue to fund, support, give time | • Consider ways to increase internal mobilization around impacting community  
• Consider developing community response teams and how employees unable to remote work can be utilized to assist in the community instead of the business | • Are you focused on the right things in the community?  
• How did you choose what to invest in the community? Is it consistent with your purpose as an organization? Does it matter? |
| **How can we continue to positively impact our communities?** | • Identify alternative ways to continue to impact the community given new restrictions and new business situation  
• Rebalance portfolio of investment across time, treasure, focus to fit current new normal | • Develop teams/structure to continue to provide volunteer opportunities during this time  
• Partner with organizations to co-develop solutions to rethink how you can be impactful | • Does your organization spend enough time impacting the community? How do you determine the right amount?  
• How are you making that decision? With what data and through what lens? |