COVID19
BUSINESS SURVIVAL GUIDE

Why you need a Business Survival Guide?
Because you want to 'Positive Stress Test' the impact on your business now, don't wait for it to happen and then react. Below are 25 Tasks to help drive the business in these difficult times.

STEPS	ACTION	RESPONSIBLE	DONE
1. The War Room (Virtual)	Now is the time for strong leadership. Bring all your business leaders together in person via video conferencing daily where all issues and challenges from the list below are reviewed, contingencies made, and updates shared with the appropriate people. Ensure you have an online information system (Trello, basecamp, Asana) or a Google spreadsheet that all members have access to. The War Room must be a place of calm and considered strategic decision making.		☐
2. Appoint a of Pandemic & Disease Manager	Identify two leaders within the team who are to keep up to date with all the government & world health organisation advice and report back to the 'War Room' as changes occur.		☐
3. Hygiene & Sanitation Policy	Set up a Hygiene Committee. Formulate and circulate a hygiene policy and deliver workspace social distancing and isolation advice to all staff that includes pre-cautions to take when cleaning and enforce it. Implement a sanitisation/cleaning and disinfecting regime starting with high risk surfaces and instruct staff on personal care requirements. Provide staff with sanitisers, gloves etc. as well as posters on hygiene & cleaning requirements at specific locations.		☐
4. Remote Communication	Establish appropriate remote communication tools for internal and external communications. Explore the use of a combination of Skype, Zoom, Whatsapp and/or GotoMeeting for external communications. Explore Slack for internal communications. See guidelines on "Using Zoom for remote communications."		☐

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STEPS	ACTION	RESPONSIBLE	DONE
5. Remote Access	Establish systems for remote access to programs and data files so that it is possible for as many employees to work remotely. Investigate "cloud" solutions. Utilise the software selected in "#1. The War Room" to enable task allocation and monitoring. See video on using Trello for Task Management.		☐
6. Communication with Staff	Daily routine of calm communication from the CEO/Owner to all staff is essential. Use platforms like email, slack, Whatsapp, zoom or video and provide your team an update from the 'War Room' on information important to your team. It is important to emphasise to your staff the risk posed to the business and their employment of exposure outside the workplace and to encourage staff to adapt their behaviour accordingly.		☐
7. Daily Team Huddles	Implement a daily cycle of team huddles using video conferencing, if required. Huddles should be maximum of 15 minutes in duration with a tight agenda. Review Team KPIs, major blockages, looming issues and any special focus for the day. This is critical for monitoring team morale. Face-to-face meetings should be stand up around a whiteboard or charts.		☐
8. Communication with Customers & Suppliers	Weekly or twice weekly routine of communication from the client managers or company CEO is essential. Using email or video will keep your customers and suppliers up to date on any developments, plans and changes to the way you service them, or they work with your business.		☐
9. Audit Customer Demand & Credit Risk Audit	Audit your customer list and review the potential demand for your products or services over the next month/3months/6months, etc., will it go up or down? Consider each customer's credit risk again. Also, review your current credit policy, you may need to tighten or relax your credit terms to ensure you and your client's longevity. Consider what your business can afford to do.		☐
10. Scenario Plans	Develop detailed Scenario Plans that highlight potential future outcomes. Develop business strategies to address all/each scenario. Establish monitoring programs to determine if specific scenarios are developing.		☐
11. Sales Trends	Assess and routinely report sales trends for the week/month/3 months etc. Use actuals and rolling 1 month/3-month/6-month/12-month totals to assess real trends. Consider if there is opportunity to pick up new clients, if your competitors can't supply. What is your strategy to hold and grow sales?		☐

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STEPS	ACTION	RESPONSIBLE	DONE
12. Financial Status & Projection	Assess current cash reserves and credit facilities, ensure you have a 3-month, 6-month & 12-month projected cashflow that includes significant downturn in trade. 15%, 30%, 50%. This information will be key to how you manage staffing and overheads. Get in contact and stay in contact with your bankers.		☐
13. Supplier Supply & Survival Risk Audit	Using a Failure Mode Effect Analysis (FMEA technique) to assess the potential cause & effect of key suppliers not being able to supply raw materials and parts, then develop contingency strategies based on the likely occurrence, detection and severity to identify the risk priorities then move to eliminate the risks.		☐
14. Transport & Logistics Contingency	Assess the capacity of your current logistic & transport suppliers and seek options if your current supplier has failures.		☐
15. Staffing & Rotations	Be proactive & realistic, so get on the front foot and plan for significant absences. Consider work rotations or shifts (day on/day off) to isolate and protect some staff from cross infection if their work requires staff to be onsite. Where staff can work from home (e.g. admin & tele-sales) encourage it and resource it accordingly.		☐
16. Closure of Services & Sites	Consider 'temporary' closing of sites and services where high public traffic occurs, whether risk v reward is questionable (e.g. reception has a phone or bell with instructions for patrons to follow).		☐
17. HR Commitments & Staff Leave	Research the new 'Isolation Leave Policy' through Fair Work. Staff who need to or decide to leave work due to symptoms or are 'at risk' can access sick leave, annual leave, carers leave, long service leave or annual leave in advance, The aim is to keep your team employed. Leave without pay might be another option.		☐
18. Return to work after infection policy	Review and implement the Fair Work CV19 guidelines and update your return to work policy for infected staff. If an outbreak occurs, before any staff return to work, ensure the site is cleaned and the return to work policy is applied. Seek specific advice on this cleaning protocol.		☐
19. Hibernation of Products	Consider hibernating products and services that are not giving the business a return on investment.		☐

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20. Contract Cleaning & Sanitation	Don't be complacent. Do your research now and identify and/or recruit a contract cleaning team, should urgent full sanitisation of your business be required. They will need to be a skilled company with experience to ensure your business is fully sanitised. Increase frequency of current cleaning. Consider re-purposing existing team members as cleaning crew with appropriate training and instruction on hygiene.		☐
21. Expenses Review	Now is the time to shave expenses where possible and apply lean practices. Reduce overheads by looking for efficiency and waste audit all departments immediately. Complete a 7 Wastes Program.		☐
22. Insurance Review	Review where your business insurance policy stands in regard to business interruptions, there may be a claim opportunity.		☐
23. Capex & Government Support	Take the time to review Capex and determine the spending using a traffic light system. Review and access all state & federal government support programs. Take the opportunities available to ensure business longevity.		☐
24. Opportunity Search	In every crisis there is opportunity and they will present themselves throughout the turbulence. Keep your eyes and minds open to new opportunities. It might be a rethink on how you currently service your clients, it might be that remote working of staff becomes 'business as usual' after the Covid19 crisis abates. The important thing is your business is positioned to take advantage of these opportunities that will present themselves.		☐
25. Be ready for the uplift in market demand	As with all severe events globally, they do eventually clear. While the disruption they leave behind can have lasting impact business does return to normal or be it a 'new normal'. Ensure your planning in time frames of 3 months, 6 months, 12 months or longer so you are poised and ready to capitalise as business returns to normal.		☐

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RESOURCES

RESOURCES	DESCRIPTION	LINKS
Trello	Trello is a web-based Kanban-style list-making application. See video on using Trello for Task Management.	https://trello.com/
Basecamp	Basecamp is a project management app that you can access in your browser and on your phone. It gives you the tools you need to set up to-dos, a schedule, create and upload documents and files, message and chat with your colleagues, and check in regularly with your group—all in one place!	https://basecamp.com/
Asana	Asana is a web and mobile application designed to help teams organize, track, and manage their work.	https://asana.com/
Google Spreadsheet	Google Sheets is a spreadsheet program included as part of a free, web-based software office suite offered by Google within its Google Drive service.	https://www.google.com/sheets/about/
Skype	Millions of individuals and businesses use Skype to make free video and voice one-to-one and group calls, send instant messages and share files with other people on Skype.	https://www.skype.com/en/
Zoom	Zoom is a cloud-based video conferencing platform that can be used for video conferencing meetings, audio conferencing, webinars, meeting recordings, and live chat. See guidelines on "Using Zoom for remote communications."	https://zoom.us/

RESOURCES (continued)

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Whatsapp	WhatsApp is a messaging app that lets users text, chat, and share media, including voice messages and video.	https://apps.apple.com/au/app/whatsapp-messenger/id310633997
GotoMeeting	Online meeting and web conferencing tool that enables businesses to collaborate with customers, clients or colleagues via the Internet in real time.	https://www.gotomeeting.com/
Slack	Slack is a collaboration hub that can replace email to help you and your team work together seamlessly.	https://slack.com/
Setting KPIs for Your Business	Russell Cummings, Business Coach, explores simple tools for setting KPI's for your business.	https://www.youtube.com/watch?v=ORJll9T4bt4
Disaster Scenario Planning	The Disaster Scenario Planning tool will guide you on documenting a survival plan for the business, with different approaches depending on the severity of the crisis, as well as identifying opportunities for improvement.	https://player.vimeo.com/video/393399813
Failure Mode Effect Analysis (FMEA)	Failure Mode Effect Analysis (FMEA) is a systematic method of defining, identifying, prioritizing and eliminating product, process or service problems before they occur.	https://player.vimeo.com/video/87416243

RESOURCES (continued)

RESOURCES	DESCRIPTION	LINKS
Coronavirus (COVID-19): Advice for Employers	To ensure, so far as is reasonably practicable, the health and safety of their workers and others at the workplace. This includes providing and maintaining a work environment that is without risk to health and safety and adequate facilities for workers in carrying out their work, so far as is reasonably practicable.	https://www.safeworkaustralia.gov.au/doc/coronavirus-covid-19-advice-employers