

CORONA CRISIS PLAYBOOK

Action Plan



In this section you will find action plans for every section of this playbook. These action plans summarize the most important best practices in a format that makes it easy for you to assign actions to different team members along with a timeline for completion. We recommend that you review the action plans with your leadership team and customize them for your business.

Disclosure: This document is provided for information purposes only and is not intended as legal, tax, medical or any other professional advice. The document is provided “as is” and without any representations and warranties of any kind. Businesses should consult with their own legal and other professional advisors to determine their legal obligations in response to the Covid-19 crisis. Bottom line, we’re passing on what we have learned, in an attempt to help you, but you need to listen to your advisors because we don’t have all the information relevant to your business.

Planning

1 Planning ACTION PLAN

Action

Who

When

Establish a dedicated team of leaders comprised of different disciplines.

Assign areas of responsibility to leaders in each mission-critical area.

Create an action plan that describes the what, how, who and by when.

Meet daily to review action plan and manage the process.

Create defensive and offensive strategies that are ready-to-implement, depending on the market conditions.

Simulate different scenarios to forecast how to manage cash flow, if and when revenue decreases.

Conduct financial stress tests to determine your cash flow positions in multiple scenarios, from best to worst case scenario.

Plan how to serve customers if employee absenteeism increases.

Cross-train employees to perform critical business functions so the workplace can operate even if key employees are absent.

Monitor absentees, implement flexible worksites, hours and establish processes for maintaining a smaller workforce.

Capital Management

2 Capital Management ACTION PLAN

Action	Who	When
Review Stimulus Programs and customize the action plan in each of the funding programs playbooks.		
Create coordinated approach to focus on cash that addresses payables, receivables, and inventory		
Determine what capital investments are necessary for the near term based on cash forecasts		
Identify alternate financing options		
Explore how your existing assets could be used to generate alternate revenue sources		
Apply for Paycheck Protection Program. Review Paycheck Protection Action Plan		
Contact your financing partners to ensure your available lines of credit remain available, and to explore additional finance options		
Create cash flow sensitivity analysis		
Review receivable collection process and focus on customer-specific payments		
Establish an agreement with your suppliers if you need to delay payment		
Audit payables and receivables transactions to manage cash flow		
Identify where you can convert fixed costs to variable costs		
Review insurance policies & business interruption coverage		
Research legislation regarding all the new tax credits and employer benefits		

Capital Management

3 Paycheck Protection Program ACTION PLAN

Action	Who	When
Prepare documents listed in Guide to Applying for a PPP Loan		
Read the loan application form and borrower information sheet. Send any questions to your legal and financial advisors.		
Contact your current bank to ask if they are participating in the program		
Calculate how much you can borrow through the Paycheck Protection Program. Guide to Calculating Max Loan Amount		
Calculate possible reductions to your loan forgiveness amount. Guide to Loan Forgiveness		
Submit your loan application to the bank you choose Guide to Applying for a Loan		
Document your payroll and operating expenses		

Communications

4 Communications ACTION PLAN

Action

Who

When

Schedule an all-hands meeting to review & distribute the [Corona Care Guide for Businesses](#) with your employees.

Share [Corona Care Guide for Families](#) with all your employees, customers, vendors, partners, and community.

Distribute [Corona Care Guide for Families](#) via email, text, website, social media, and other direct channels.

Create a clearly defined communication plan to update your employees, customers, partners, vendors, and community.

Make sure your employees know where to get up to date information, whether on a website, email, conference calls, video conferences etc.

Conduct daily video conferences to inspire and inform your team and to gather feedback.

Look for opportunities to recognize your team and celebrate victories publicly, to inspire others.

Discuss challenges openly with your team, invite them to help you find the causes and solutions.

Provide resources for employees that are experiencing hardship. Listen for ways you can help or connect them with someone who can.

Share videos that inspire and inform your team on how they can use this challenging time to learn, grow and improve, personally and professionally.

Carefully consider your messaging – state the facts, outline the impact, share safety measures with your employees

Articulate work-from-home, time-off, and travel policies to your employees; update on an as-needed basis

Create assets that outline to your customers the measures you are taking to ensure the safety of your employees and your customers.

Human Resources

5 Human Resources ACTION PLAN

Action

Who

When

Schedule meeting to review & distribute the [Corona Care Guide for Businesses](#)

Share & distribute [Corona Care Guide for Families](#) with all your employees, customers, vendors, partners, and community

Implement training & processes, tools and resources that protect their health and wellness, at work and home

Educate & emphasize prevention best practices including social distancing, respiratory etiquette and hand hygiene by all employees

Frequently check the [U.S. Center for Disease Control and Prevention \(CDC\) for Coronavirus \(COVID-19\)](#)

Provide instructions to employees of [what to do if they get sick](#)

Establish a process for employees to inform the HR department about possible exposure & create a policy for sick employees returning to work

Research your workers compensation and health insurance policies

Develop your HR Plan.

Review HR practices (for more information visit the [Department of Labor](#) and the [Equal Employment Opportunity Commission](#))

If lay-offs/furloughs are necessary, develop a detailed communication plan

Research laws, regulations and policies with respect to employee entitlements, such as severance pay, accrued vacation and sick day payouts.

If lay-offs/furloughs are necessary, communicate with former employees in terms of benefits, reference requests, verification of employment

Review and comply with the new “Families First Coronavirus Response Act.” Learn about the rules [here](#).

Virtual Workforce

6 Virtual Workforce ACTION PLAN

Action	Who	When
Define & Communicate a strategy for working from home		
Ensure all staff has the necessary equipment for working remotely		
Establish structure daily check-ins between manager and employee		
Establish “rules of engagement”		
Create proper workflows to help employees stay on task		
Set up Video conferencing to stay connected with you staff		
Set up online chat to help employees stay connected & communicate company-wide messaging		

Facility Management

7 Facility Management ACTION PLAN

Action	Who	When
Create a plan around cleaning and sanitizing the business		
Define process & daily checklists for what is cleaned, how and when		
Upgrade your cleaning supplies to keep with demand		
Refill soap often & have alcohol-based (60%) sanitizer in all restrooms		
Provide employees with necessary tools to keep their workspaces clean		
Encourage social distancing		
Discourage employees from sharing phones, headsets, and other equipment		
Encourage everyone to do their part to disinfect		

8 Marketing ACTION PLAN

Action	Who	When
Schedule an all-hands meeting to review & distribute the Corona Care Guide for Businesses with your employees		
Share Corona Care Guide for Families with all your employees, customers, vendors, partners, and community		
Distribute Corona Care Guide for Families via email, text, website, social media, and other direct channels		
Shift budgets to promoting at-home and delivery-based options		
Evaluate marketing investments per campaign		
Audit creative to ensure relevance to the current environment		
Communicate with your customers the status of your operations via email		
After serving, educate your community about factory incentives (to potentially save them money)		
Launch a “We are Open Business” Strategy		
Maintain the appropriate tone in your messaging		
Explore a no-contact solution for your business		
Consider a PSA to educate your community on prevention		
Set up technology, people and processes to ensure a fluid pick-up and delivery experience for customers.		
Provide car-buyers with digital retailing tools for conducting research, securing financing and structuring their deal.		