

Covid-19 Turnaround Management

To develop continuation scenarios, the following questions should be answered on the business model board ...

Key Partners

Which suppliers are critical?
Are there possibilities to reduce the dependency in the short term?
Which suppliers can be bridged or replaced?
How high is the dependency on one supplier from our company?
What information do they need to make themselves crisis-proof?
How can the coordination with suppliers be generally closer during the crisis?
What do you know about the crisis readiness of your service providers, especially in outsourcing?

Key Activities

Which core processes are particularly critical (supply chain)?
Which subsequent processes are indispensable for service DL/customer relations?
Which effects can occur due to a crisis and are there safe alternatives?

Key Resources

Which key know how carriers are critical for which core processes?
What is the preparation for a possible failure?
How capable is the management of acting at all times? What emergency solutions are available?

Value Proposition

How can you mitigate the problems of your customers during the crisis?
How can you support your customers beyond the existing range of services?
How can you use the crisis situation to strengthen your relationship with your customers?
How can you work on solutions for + with your customers across value chains?
How can you positively surprise your customers during the crisis?
How can you use your online channels for third-party products?

Customer Relationship

How open and resilient is the information flow with customers?
How can you increase the exchange of information on measures/assessments of your customers?
How can you personalize the contact to your customers even more?

Channels

Which sales channels are affected by the crisis and how?
How can they be bridged or replaced if necessary?
What preparatory measures are to be taken for the resumption?

Customer Segments

How high is the dependency on one customer segments?
How high do you estimate the probability of a decline in sales > 25% /50%/75% per segment?
In which segments are there opportunities for catch-up effects?
Which contractual relationships with customers are at risk?
Which new / former customers could buy their products now due to the crisis?

Costs/Expenses/Liquidity

How do reduced sales volumes affect our capacity utilization?
Where are the risks of cost increases within the supply chain?
What costs are associated with increased stock-keeping / reduction of inventory production? How do these changes affect liquidity?
How crisis-proof are our financing instruments (e.g. lines, factoring etc.)?

Income/Prices/Sensitivities

How well are you prepared for a default of your most important customer?
What happens if your customers generally pay late?
What are the effects on prices? Sales quantities / increased stock levels?
How can we create financial leeway together with our customers?