



SILICON  
COULOIR



**COVID-19**

**Business Crisis Management Guide**

## Business Crisis Management Guide – Our Wydaho Community

In this time of rapid change and ambiguous horizons, we at Silicon Couloir want to provide support and direction to our community of entrepreneurs and businesses. The COVID-19 virus has put our community in a tailspin and has been defined as a crisis within our nation. It is the intention of this document to provide some grounding direction in the midst of the uncertainty.

While there is no silver bullet to be found for any given business, the following pages reflect sound wisdom within the crisis context. It is not meant to be a solution to any given challenge but a possible roadmap for action when many feel lost and in a “whiteout”.

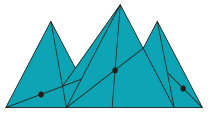
It is times like these that foster and create opportunities for leadership in organizations. We believe that your greatest asset as a business owner is your own leadership practices and health. It is also critical to allow the leadership of employees to flourish and assist. Allowing others to step up when needed helps everyone. We hope that we also help each other in our community and entrepreneurial ecosystem.

A well-known Teton mountaineer, Paul Petzoldt, often said that the first thing to do in a mountain crisis is step back and “smoke a cigarette”. It was a metaphor for making the point to first take action to calm oneself and also see the big picture in an event.

We hope the following pages will offer direction and help guide your impending decisions. ***Together, we will emerge stronger and more united than ever.***

*Yours In Service - Silicon Couloir Board & Executive Director*

# COVID-19 Business Crisis Management Priorities and Recommendations



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## People First

- Calm yourself (put your mask on first!)
- Implement best current guidelines to protect the health and safety of yourself, your employees and your stakeholders. Set company policies:
  - Cleaning / sanitizing
  - Remote work
  - Commuting
  - Travel policies
  - If someone gets sick
- Over communicate with your team to address uncertainty and stress
- Communicate openly and often with your customers, suppliers, partners, investors and other all stakeholders with updates

## Assess the Situation

- COVID-19 virus situation and guidance
- Cash Flow assessment & burn rate
- Put in place rapid-reporting cycles so that you can understand how your business is being affected, where mitigation is required, and how to provide operational updates
- Network – who can help you?
- Resources – what is available?
- Supply Chain and Distribution Chain. Attempt to stabilize supply chains by using safety stocks, alternative sources, and working with suppliers to solve bottlenecks. Where rapid solutions are not possible, co-develop plans, put in place interim solutions, and communicate plans to all relevant stakeholders.

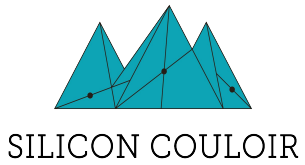
## Stabilize Operations

- Establish a regular situation communication event with your team (start with daily)
- Operations to address:
  - Health/safety of the team
  - Situation update
  - Review priorities and associated completed actions
  - Create new actions to move the ball forward
- Conserve cash / cut all possible expenses

## Plan Forward

- What if you and/or your employee(s) gets sick?
- Ensure back-up for critical positions
- Think long-term
- Scenario Plan
  - Next month
  - Next quarter
  - Next year
- How long can your business survive?
- Is there a current opportunity for your business in this crisis? This may require a pivot
- Is there a future opportunity when the situation stabilizes?

# COVID-19 Business Crisis Management Action Timeline



NOW

Week 1

Week 2

Week 3

Week 4

Week 5

Week 6

## Act Calmly & Urgently

- Protect yourself & employees
- Organize leadership team
- Communicate your crisis plan
- Set up regular (daily) communication
- Develop a mindset for nimble decision-making & action

## Lay Groundwork for Immediate Priorities

- Continue consistent communication events
- Push leadership downward into organization
- Assess cash needs & take action to cut expenses
- Spend only on critical functions
- Give employees gift of your leadership
  - Compassion
  - Trust
  - Hope
  - Stability of your leadership
- Get help / resources (financial, people, your network)
  - Federal, state, local gov't
- Develop a contingency plan if you or others get sick
- Assess how long can your business survive (cash flow)

## Focus on Critical Action Plans

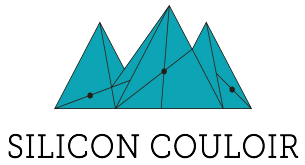
- Develop short-term goals – strategy, tactics, deliverables for each goal
- Stabilize operations & develop a consistent workflow
- Identify critical decisions that will impact the organization
- Scenario plan & create contingencies
  - Next month
  - Next quarter
  - Next year
- Is there a current opportunity for your business in this crisis?

## Plan Forward

- Think long-term
- Is there a future opportunity when the situation stabilizes?
- Does your business need to pivot?

# COVID-19 Business Crisis Management

## Example Communication Tool



Priority	Example Actions (these will change with time)	Status
<b>Health / Safety</b> (NOW & ongoing)	<ul style="list-style-type: none"> <li>• Remote working if possible – use online tools -- Zoom, Google Hangout, Slack</li> <li>• Establish rigorous cleaning protocol for team and office</li> <li>• Stay home if sick</li> </ul>	
<b>Assess the Situation</b> (NOW & ongoing)	<ul style="list-style-type: none"> <li>• Establish regular communication with team</li> <li>• Stress test business (if revenue drops by 50% how long can you stay in business?)</li> <li>• Speed up use of management reporting – balance sheets, inventory, payroll</li> </ul>	
<b>Stabilize Operations</b> (week 1 then ongoing)	<ul style="list-style-type: none"> <li>• Develop a contingency plan if you or others get sick (split into 2 teams if possible)</li> <li>• Cut expenses: freeze hiring, no discretionary spending, etc.</li> <li>• Pay close attention to daily and weekly cash flow</li> <li>• Talk to big suppliers, customers, investors, board members &amp; financial partners – discuss risks/mitigations</li> <li>• Ensure all critical operational teams have back-up, trained members</li> </ul>	
<b>Plan Forward</b> (week 4 then ongoing)	<ul style="list-style-type: none"> <li>• Brainstorm opportunities for your business to pivot</li> </ul>	

### **You are the Leaders**

- Step up and take a stand
- Peer and self leadership is key
- Remember and reiterate your organization's core values

### **Over Communicate**

- If you don't tell the story, people will create their own rumors and stories

### **Everyone is Impacted**

- Whether or not you are affected by COVID-19 directly, the community is and your actions affect others
- Don't ignore the crisis – develop a plan now

### **Leadership Starts with You**

- Your biggest asset is you -- believe in yourself
- How you treat employees will garner loyalty in future, even in face of possible layoffs
- Be respectful, open and take care of your team as best you can

### **Ask for Help**

- Utilize your network and resources

**[Silicon Couloir COVID-19 Response: www.siliconcouloir.com/covid-19](http://www.siliconcouloir.com/covid-19)**  
Keep up-to-date with business resources and information in our Wydaho region.