



Management checklist for the COVID-19 crisis

March 2020

Areas to consider when you deal with the COVID-19 crisis



Put emphasis on communication

- Develop a proactive and reactive crisis communication plan, review often as situation evolves, launch it both internally to employees and externally to clients.
- Establish frequent, positive and transparent communication with key stakeholders (e.g. employees, customers, suppliers, financial partners, public).
- Ensure alignment with all key stakeholders to facilitate new mode of operations.
- Manage your public image to avoid any negative public opinion and take advantage of opportunities to enhance your corporate reputation.



Build a crisis-resilient workforce

- Optimize corporate HR policy (leave, travel, etc.) and implement safe / flexible work arrangements (e.g. remote working, clean and disinfected workplace).
- Strengthen pandemic safety education, establish fact-based employee self-protection guidelines and increase awareness of safety and risk prevention.
- Establish staff health monitoring system (secure and confidential) to facilitate decision-making on supporting actions.



Establish a crisis command center

- Establish clear direction from top management.
- Nominate task force leadership team (and back-ups) with clear responsibilities over crucial matters (e.g. personnel, health & safety, communication, finance, supply chain, digital).
- Swiftly assess situation to identify critical issues, main risks and vulnerabilities and plan for immediate action.
- Monitor situation and plan implementation on a daily basis to take corrective actions.



Address financial & tax implications

- Adjust budgets, implementation plans and cash-flow plans.
- Develop early warning mechanisms to promptly identify disruptions in trade, markets, etc.
- Use scenario planning to assess short to mid term financial impact and establish liquidity monitoring mechanism.
- Negotiate financing terms and leverage any government incentives.
- Actively monitor changes in labor, tax, health & safety regulation and instructions to ensure compliance.



Live your purpose

- Evaluate possible ways to contribute to the fight against COVID-19 and be part of the overall solution.
- Identify services / products to provide for free and support the community.
- Assess opportunities to collaborate with other enterprises and engage in activities for the common good.
- Regard the crisis as an opportunity to enhance your CSR initiatives.



Embrace technology and digital solutions

- Use technology to establish non face-to-face, flexible work and collaboration solutions.
- Plan for substantial increase in network and systems usage and put contingency plans in place to ensure availability of technology.
- Establish enhanced (7x24 hours if needed) support for users and systems.
- Take advantage and optimize e-commerce, if applicable.



Navigate the cyber impacts

- Plan for increased cybersecurity risks due to remote working.
- Allocate appropriate resources for quick response to incidents.
- Strengthen organizational Identity Access Management.
- Ensure that employees are aware of increased threats, including phishing.
- Evolve security safeguards and systems to prevent intrusion (systems recovery).



Enhance agility and speed of action

- Accept the risk of acting with limited or imperfect information.
- Establish mechanisms to rapidly collect information from reliable sources to inform key decisions.
- Empower employees to make business decisions, ensuring that objectives and limits are clear.
- Establish cross-functional teams to deal with specific problems and provide them the authority to make decisions and implement solutions.



Manage operational & supply chain risks

- Assess critical vulnerabilities, risks and potential disruptions in operations with a heavy focus on supply chain.
- Develop contingency plans for operational disruption.
- Understand impacts on contractual obligations.
- Consider safety stocks and alternative supply sources.
- Collaborate with customers and suppliers to synchronize operations to priorities within constraints.

The road to resilience against COVID-19



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