

Crisis management / Transformation



		First 40 days	Next 4 months	Next 4 years
FOCUS		SURVIVE	REVIVE	THRIVE
KEY	Leadership	<ul style="list-style-type: none"> • Transmit calm • Communicate 	<ul style="list-style-type: none"> • Align on short term goals • Give purpose and direction • Communicate 	<ul style="list-style-type: none"> • Give purpose and direction • Reasons to believe
	People	<ul style="list-style-type: none"> • Support & protect all employees. 	<ul style="list-style-type: none"> • who is core, where is core. • which skills are core. 	<ul style="list-style-type: none"> • Reorganize • Keep – acquire talent
Mergers & Acquisitions		<ul style="list-style-type: none"> • Stop 	<ul style="list-style-type: none"> • Explore new opportunities • Buy pipeline M&A only if severely discounted -30/50% 	<ul style="list-style-type: none"> • Buy in the first 1-2 year when valuations will still be good and pause in years 3-4 as they go up.
Sales		<ul style="list-style-type: none"> • Don't look! 	<ul style="list-style-type: none"> • Focus in market share gains • Reposition your pricing, promo, packs • Start projecting timing of recovery 	<ul style="list-style-type: none"> • Leverage market share gains to grow faster than competition when market revives • Integrate sales from acquired competitors to become #1
Competition		<ul style="list-style-type: none"> • Collaborate 	<ul style="list-style-type: none"> • Collaborate • Do competitive modeling to see who might be vulnerable. 	<ul style="list-style-type: none"> • Assess the winners and losers • Leverage competitor disruption to grow positions.
Innovation		<ul style="list-style-type: none"> • Pause 	<ul style="list-style-type: none"> • Launch only true breakthrough 	<ul style="list-style-type: none"> • Align innovation to new strategic choices
Brand support		<ul style="list-style-type: none"> • Freeze everything 	<ul style="list-style-type: none"> • Reduce BS and adapt Brand message to crisis • Only Targeted investments 	<ul style="list-style-type: none"> • Reset brand support levels to grow the business
OPEX		<ul style="list-style-type: none"> • Extreme Reduction of non labor costs 	<ul style="list-style-type: none"> • Plan different reorganization scenarios depending in sales evolution 	<ul style="list-style-type: none"> • Execute first reorganization • Later recruit again in skills you do not have
Inventory		<ul style="list-style-type: none"> • Don't look! 	<ul style="list-style-type: none"> • Reduce Inventory • Sell slow movers at discount • Protect top Sellers with enough stock, they will never be slow movers • Analyse portfolio Simplification 	<ul style="list-style-type: none"> • Drive the simplification of portfolio • Focus on top profitable sku's, new sku's bringing innovation and the ones for growing channels like ecommerce
Accounts Receivable		<ul style="list-style-type: none"> • Protect cash over sales 	<ul style="list-style-type: none"> • Provide for bad debts • Maintain AR control • Support the best and most reliable customers that Will get reinforced after crisis. 	<ul style="list-style-type: none"> • Give attractive prompt payment discounts to customers to get cash in