



**GROWTH CLUB**  
CENTRAL VICTORIA

# **RECOVERY BOOT CAMP PROGRAM 2020**

**Webinar 1: Monday 1 June 10:00am**

*Sharp*  
Accounting



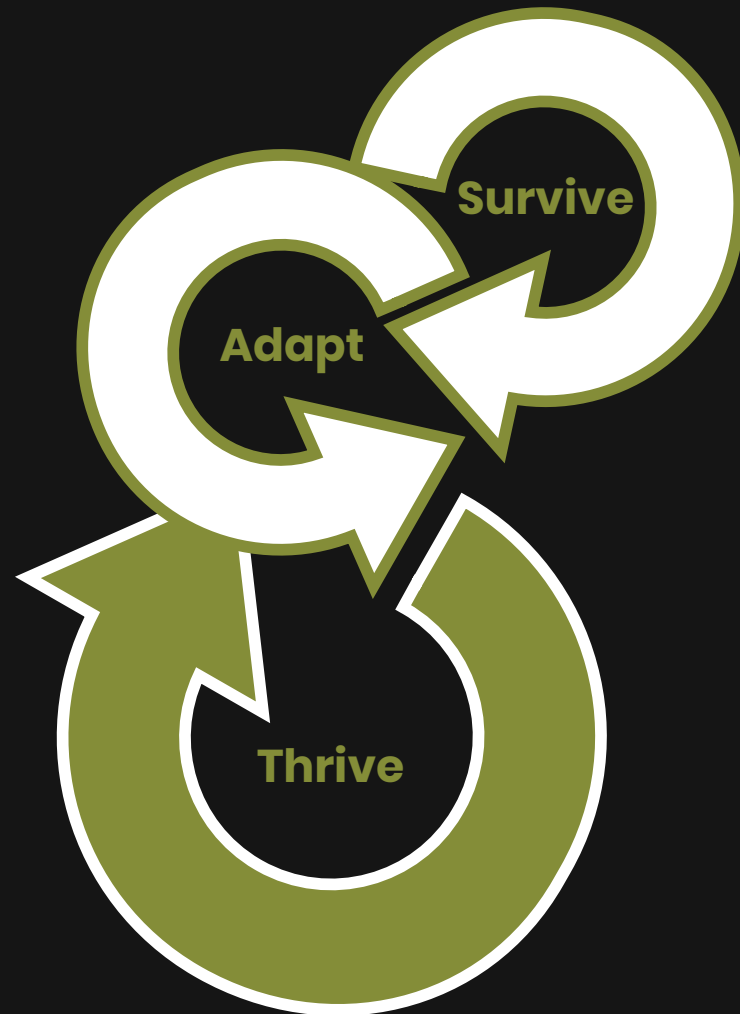
SALES SH/FT

**Myers  
Strategic  
Marketing.**

# Webinar 1 – Survive



**SURVIVE**  
**ADAPT**  
**THRIVE**



## **TODAYS ROADMAP**

### **SURVIVE**

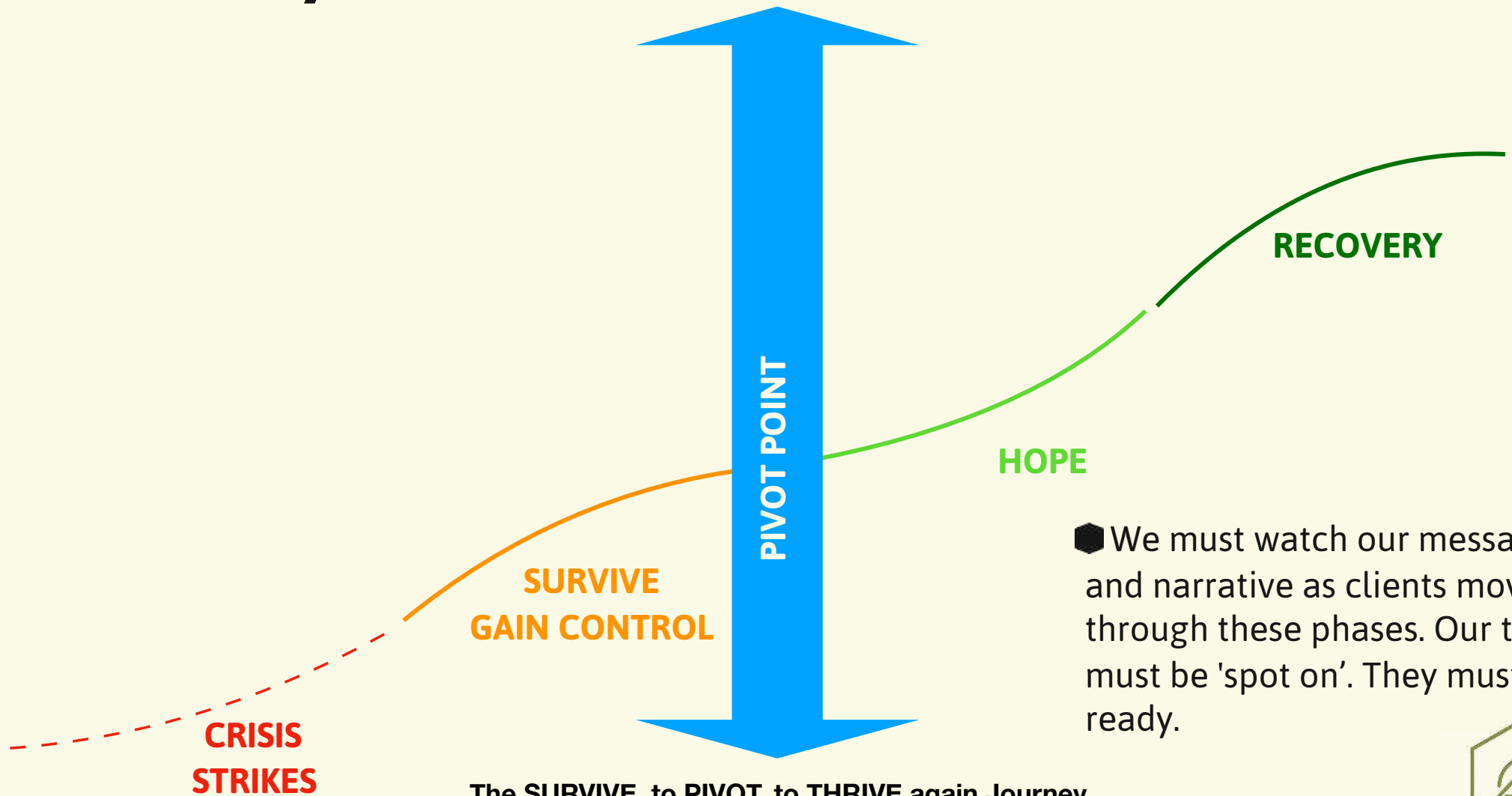
- **Manage your Scenario Plans**
- **Focus on the right things**
- **Look after yourself and your people**

**...let's get started**



# **Manage your Scenario Plans**

# Where are you?



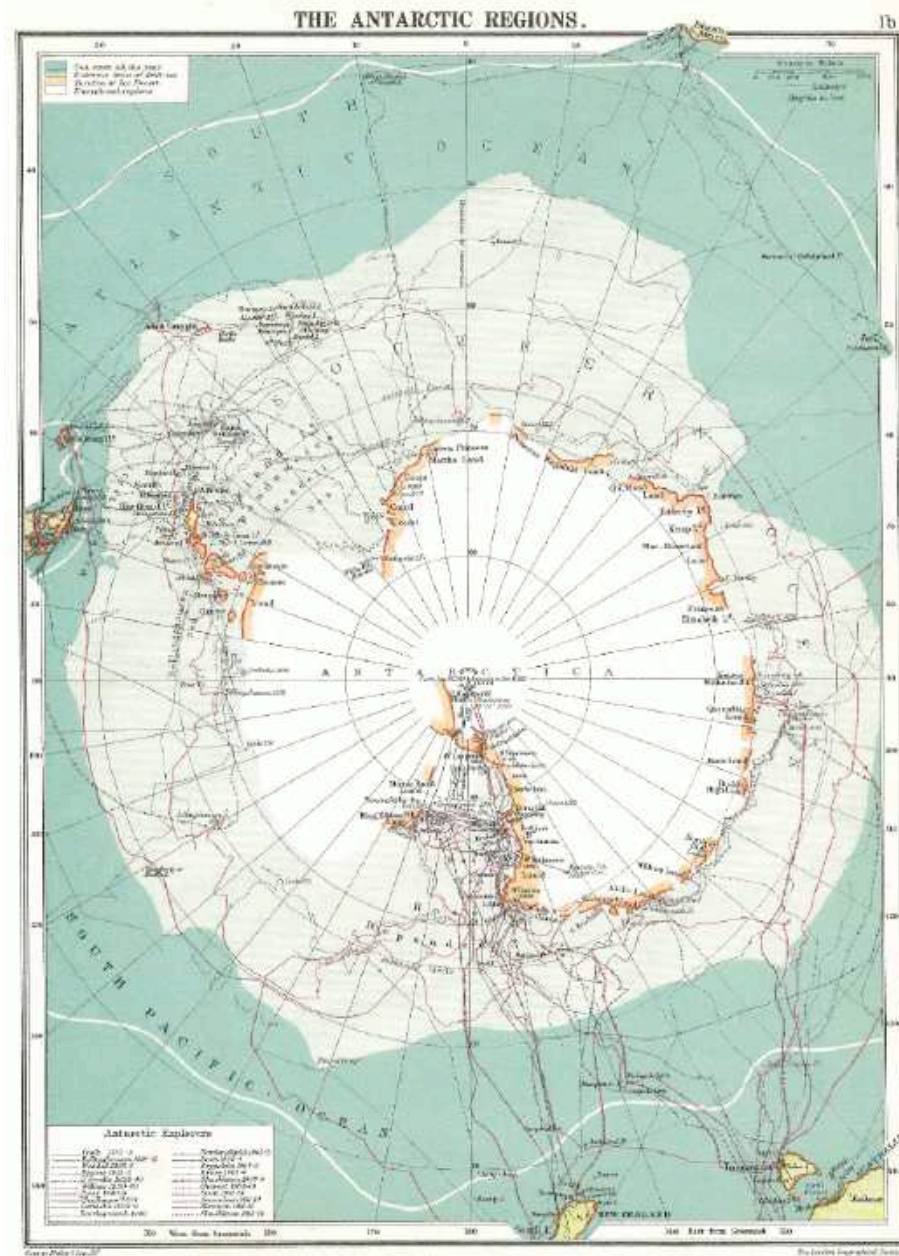
■ We must watch our message and narrative as clients move through these phases. Our timing must be 'spot on'. They must be ready.

The **SURVIVE**, to **PIVOT**, to **THRIVE** again Journey





# You Need A Map To Navigate This Crisis



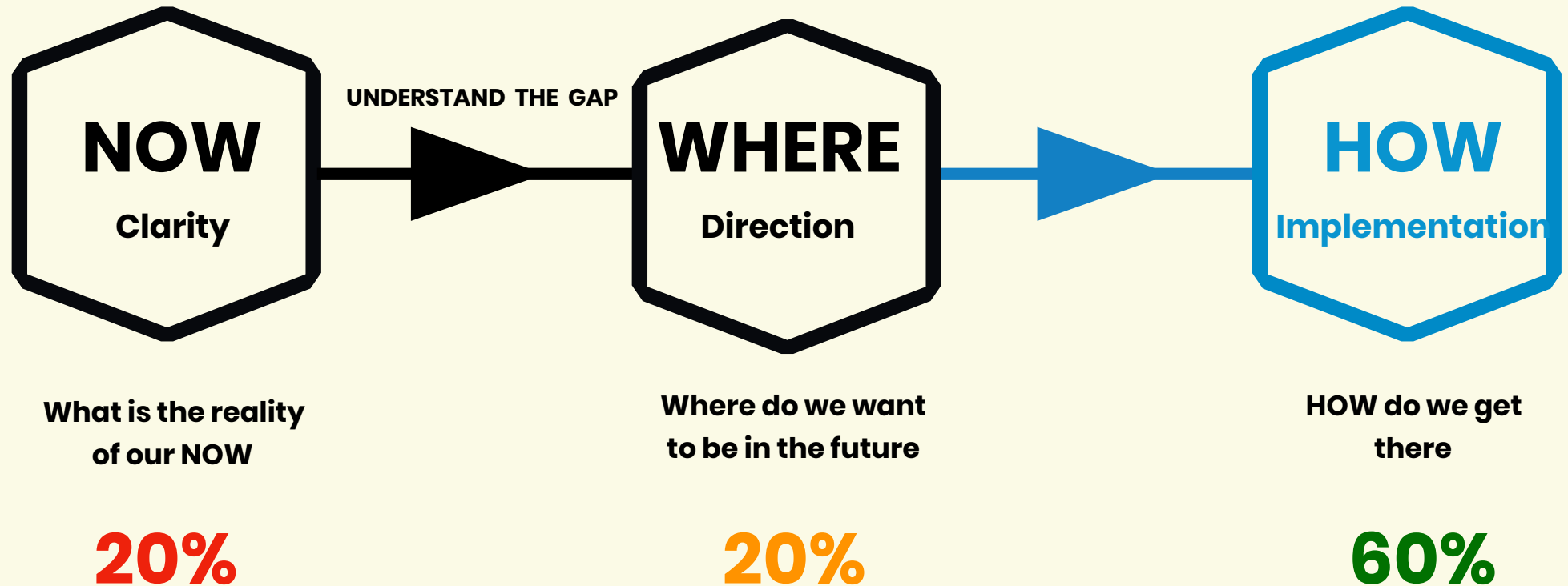
# Business Leader Journey

## Navigating this difficult crisis

powered by MINDSHOP	SURVIVE	PIVOT - ADAPT	THRIVE
	Adapt rapidly to the current market conditions in one of three severity categories: busy but disruption, low impact or high impact.	Explore innovations, pivot strategies, adapt delivery or business models and develop new products or services for an evolved marketplace.	Be on the front foot as the market slowly returns in some areas and rapidly returns in others. Be ready with improved capabilities, clear strategies and a stable business to meet emerging market needs.
<b>ALL SCENARIOS</b> Strategies applicable to all impact severities	<ul style="list-style-type: none"> <li>As a leader keep calm, strategic and in regular communication with your team, suppliers, advisors and customers.</li> <li>Have a disaster scenario plan in place based on your circumstances for business continuity. Receive quality financial direction to develop an appropriate survival strategy.</li> <li>Create a core group from the leadership team for a daily 'war room' discussion on priorities, strategies and actions.</li> <li>Embrace online technologies for all communication.</li> <li>Have a clear 30-day <u>One Page Plan</u> for the business reviewed weekly (if not daily) and adapted monthly as required with the core leadership team.</li> <li>Watch stress levels and mindset for all (you and team) and take time away for mental health and fitness</li> </ul>	<ul style="list-style-type: none"> <li>Review your business vision. Has anything now changed due to the crisis?</li> <li>Where are there opportunities to pivot into new markets or new products / services? Are there opportunities for growth in new markets?</li> <li>Review innovation / technology opportunities around your products / services you can fast-track or bring-forward in your planning during this time of high disruption. Review best practice and competitors.</li> <li>Where are there opportunities to evolve the structure of the organisation?</li> <li>What capabilities and resources are required for potential innovations? Is there new people talent or training that is required for future success?</li> <li>Perfection is the enemy of good. Get new thinking 80% right and move. Embrace Minimum Viable Solution (MVS) thinking. Experiment and trial before making a big investment. Watch making big decisions too quickly.</li> <li>Consider a new Sales Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Do a Growth Plan to accelerate new sales with lessons learnt and evolved products and services on offer.</li> <li>Support the development of highly targeted marketing activities (around high growth, high profit service offerings) with an evolved sales process.</li> <li>Implement an authentic <u>contact program</u> for customers.</li> <li>Evaluate <u>change success</u> probability to guarantee success.</li> <li>Use a <u>Strategic SWOT</u> to help as you return to normal to leverage what you learnt through the crisis into strategies that should be included to your strategic plan.</li> <li>Have a new Sales Strategy aligned to all.</li> </ul>
<b>BUSY</b> Business still going well but disruption to way you operate. Demand may even be increasing	<ul style="list-style-type: none"> <li>Review operational capability to ensure can demand fluctuations</li> <li>Review <u>risk mitigation strategies</u> as demand fluctuates and health concerns need addressing in all areas of the business</li> <li>Review recruitment options. Stay strong on criteria / values.</li> <li>Create a new daily rhythm to manage the team and communicate priorities remotely or safely in person.</li> <li>Regular review of market trends to update disaster scenarios</li> </ul>	<ul style="list-style-type: none"> <li>Do a strategic plan to explore using any excess funds gained during this time to fund 'wild cat' new opportunities and innovations.</li> <li>How can you evolve your product / service surround and reimagine them in an evolved market?</li> <li>Review the team to look for future leaders discovered through this crisis who can step up in the business. Accelerate them.</li> </ul>	<ul style="list-style-type: none"> <li><u>Run rapid problem solving</u> meetings to solve pressing growth challenges and manage potential drop off in demand as crisis abates.</li> <li>Capitalise on strengths built during this period to attract new customers. Use war stories.</li> <li>Leadership development of identified emerging future leaders.</li> </ul>
<b>LOW IMPACT</b> 10-20% reduction to revenue with uncertainty and short-term impact	<ul style="list-style-type: none"> <li>Determine how team members can be re-purposed during this time to help in other areas OR work on future planned projects</li> <li>Review <u>risk mitigation strategies</u> as demand fluctuates and health concerns need addressing in all areas of the business</li> <li>Regular review of market trends to update disaster scenarios</li> <li>Where can you reduce costs and inefficiencies?</li> <li>Develop sales technique online while out of the field.</li> </ul>	<ul style="list-style-type: none"> <li>Do a strategic plan focused on recovering lost business and evolving into potential new product and service areas.</li> <li>How can you evolve your <u>product / service surround</u> and reimagine them in an evolved market?</li> <li>Review the team to look for future leaders discovered through this crisis who can step up in the business. Accelerate them.</li> <li>Begin a reset of Sales Strategy and Sales team.</li> </ul>	<ul style="list-style-type: none"> <li>Re-connecting with lost customer segments via the <u>contact program</u> that should have stayed active during the crisis.</li> <li><u>Priority management</u>.</li> <li>Leadership development of identified emerging and future leaders.</li> <li>Set Tactical Sales Plans and update forecasts.</li> </ul>
<b>HIGH IMPACT</b> More than 50% reduction in revenue or business has stopped	<ul style="list-style-type: none"> <li>Develop a plan to reduce as many costs in order to 'hibernate' core parts of the business during this brief period of disruption.</li> <li>Determine key leaders and team needed to plan for recovery</li> <li>What professional development can be undertaken while in hibernation? What will be a new rhythm for the business?</li> </ul>	<ul style="list-style-type: none"> <li>Do a strategic plan focused on returning as a leaner, evolved business post the crisis where this is an opportunity to make major changes to the way you do business and the people if required.</li> <li>Review the potential market trends post crisis and prioritise changes to operational structure, models the business can embrace.</li> <li>Complete a new Sales Strategy and forecast.</li> </ul>	<ul style="list-style-type: none"> <li>Re-connecting with lost customer segments via the <u>contact program</u> that should have stayed active during the crisis.</li> <li><u>Priority management</u></li> <li>Recruitment of new team members for the business.</li> <li><u>Workforce planning</u> within a re-imagined business.</li> <li>Align all to the new Sales Strategy. (All are in sales now)</li> </ul>
<b>STRATEGIC SUPPORT</b> Mindshop tools, courses available to help you	<ul style="list-style-type: none"> <li>In online courses: <ul style="list-style-type: none"> <li>✓ <u>Strategic Planning &amp; Profit Improvement</u></li> <li>✓ <u>Self Confidence &amp; Personal Growth</u></li> <li>✓ <u>Sales Performance</u></li> <li>✓ Other courses where immediately needed In the</li> </ul> </li> <li>In the toolbox: <ul style="list-style-type: none"> <li>✓ <u>Disaster Scenario Planning</u></li> <li>✓ <u>Workforce Planning / Continuity Planning</u></li> <li>✓ <u>Waste Audits</u></li> <li>✓ <u>Risk Mitigation - FMEA</u></li> <li>✓ <u>One Page Plan</u></li> <li>✓ <u>Rapid Problem Solving</u></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>In online courses: <ul style="list-style-type: none"> <li>✓ <u>Developing strategy in volatile times</u></li> <li>✓ <u>Leadership Development</u></li> </ul> </li> <li>In the toolbox: <ul style="list-style-type: none"> <li>✓ <u>Competitor Analysis</u></li> <li>✓ <u>Change Success</u></li> <li>✓ <u>Strategic SWOT</u></li> <li>✓ <u>Product Portfolio Analysis</u></li> <li>✓ <u>Product Surround</u></li> <li>✓ <u>Rapid Problem Solving</u></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>In online courses: <ul style="list-style-type: none"> <li>✓ <u>Growth Strategy</u></li> <li>✓ <u>Problem solving skills</u></li> <li>✓ <u>Tactical Sales Planning</u></li> </ul> </li> <li>In the toolbox: <ul style="list-style-type: none"> <li>✓ <u>Mindshop Process</u></li> <li>✓ Range of Sales Strategy tools</li> <li>✓ <u>Must-Should-Could</u></li> <li>✓ <u>Change Success</u></li> <li>✓ <u>Issue Ranking</u></li> <li>✓ <u>Workforce Planning</u></li> <li>✓ <u>Rapid Problem Solving</u> with strategic SWOT</li> </ul> </li> </ul>



Where to spend your time?



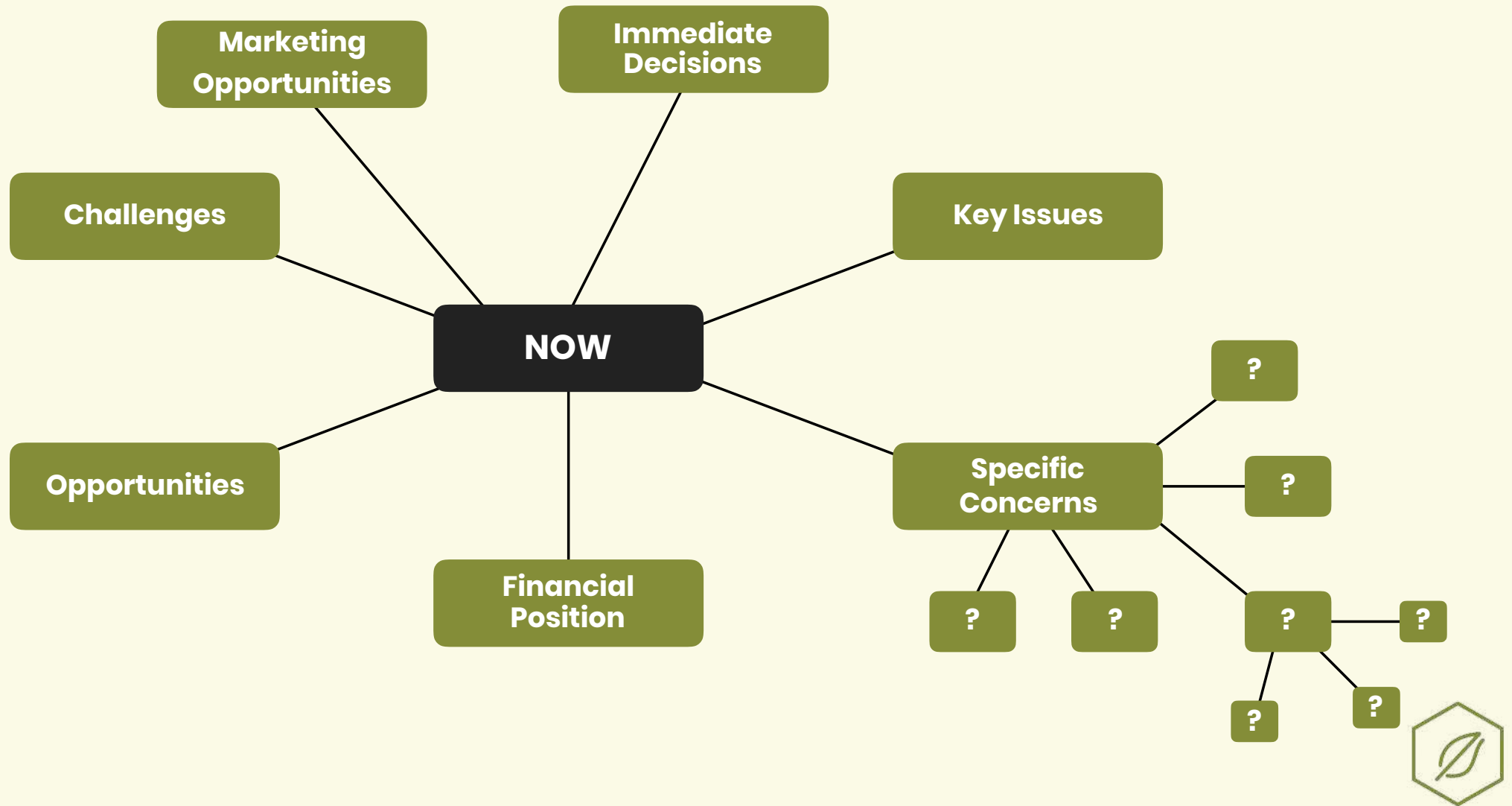


1. **IMMEDIATE DECISIONS** - *No procrastination*
2. **DIAGNOSIS** - *Key Issues*
3. **KEY CHALLENGES** - *That are easily identifiable*
4. **SPECIFIC URGENT CONCERNS** - *Short-term*
5. **OPPORTUNITIES** - *Where's the potential?*

# NOW Analysis



# NOW Mind Map



1. Current Vision

2. Impact of the disaster on the Vision

3. 3 Scenarios (Light-Medium-Heavy or Short-Medium-Long Term)

**For example**

**Low severity** - Minimal disruption, business as usual

**Medium severity** - impacts 10-20% revenue, cash, capacity etc.

**High severity** - a disaster over 50% revenue loss

**To ensure everything is considered for each scenario, use a PESTEL Analysis and also list the assumptions you are making for each one.**

Worksheet 1

# WHERE Analysis



# 3 Scenarios – 3 Simple fall back plans with Assumptions

**Scenario 1 ... BAU**

**Assumptions**

**Scenario 2 ... 30% Down**

**Assumptions**

**Scenario 3 ... 50% Down**

**Assumptions**



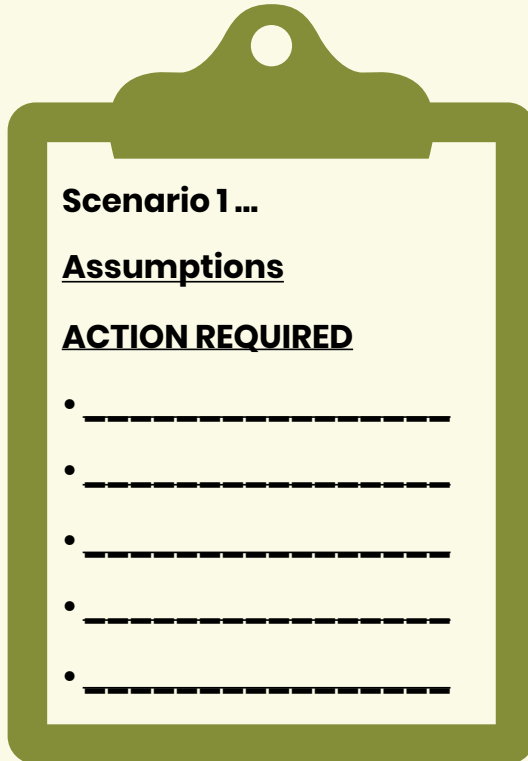
- What are the key urgent issues for the next 1, 7 and up to 30 days that we need to work on?
- If the severity escalates what will we do?
- **RISK:** What are the risks and how do we mitigate them? *FMEA Tool*
- **WASTE:** How much cost do we potentially need to remove and where? *Profit / Waste Tool*
- **GROWTH:** Are there opportunities to grow? *Growth Model, Product Portfolio and Forcefield Analysis*

# HOW to Respond





# 3 Scenarios – Actions

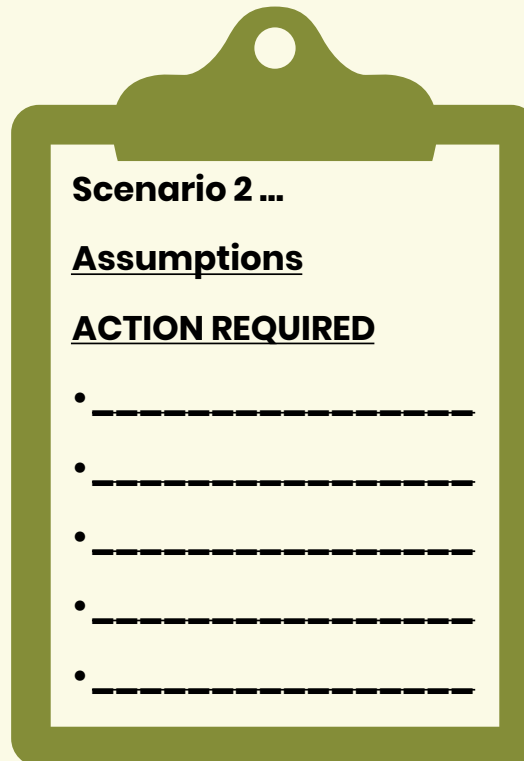


**Scenario 1...**

**Assumptions**

**ACTION REQUIRED**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

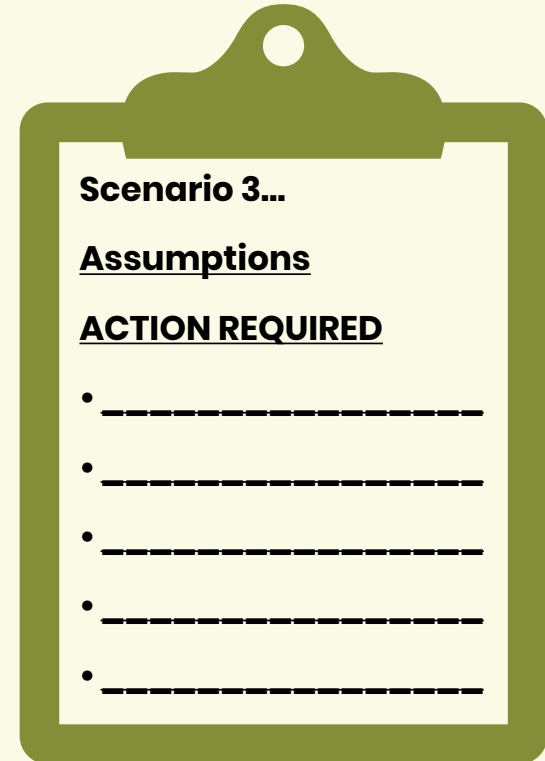


**Scenario 2 ...**

**Assumptions**

**ACTION REQUIRED**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



**Scenario 3...**

**Assumptions**

**ACTION REQUIRED**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



- The objective is to collect all the core actions into a clear one page plan for next 30 days. The process can be repeated after that, or sooner
- Is the plan capable of success under each of the three scenarios? What could stop us? Change Success Model
- Ensure we can keep the plan current at all times and it may need weekly or even daily reviews
- We need to communicate the plan to all
- Objective and Key Results (OKR's) or KPI's for accountability for all actions
- Prepare to “pivot” the strategy or model as we get more insight on the issues
- Lock in accountability loops between you and your Trusted Advisor (to help you closely navigate through the next few months)



# One Page Plan – Now, Where, How?

NOW		WHERE	
1. 2. 3.		1. 2. 3.	
HOW			
STRATEGIES	ACTIONS	BY WHO	BY WHEN
	1. 2. 3.		
	1. 2. 3.		
	1. 2. 3.		
	1. 2. 3.		



# Full Process Recording

Available through YouTube Link

<http://youtu.be/O05zTY0gAHo>



**COVID-19, DISASTER  
SCENARIO PLANNING**



# Your War Room





# Accountability Rhythm & Rigour



- Decide on who will be involved
- Just do it!
- Review the plan weekly adapting and pivoting as we go
- Daily Huddle if necessary
- Set a time, place and format (F2F or virtual) for your next catch-up
- Survive and prosper!



**Some  
final  
thoughts**





**Focus on the  
right things**

By repeatedly asking the question “Why” (5 is a good rule of thumb), you can peel away layers of symptoms which can lead you to the root cause of the problem. Each time the question is answered, ask “Why?” again.

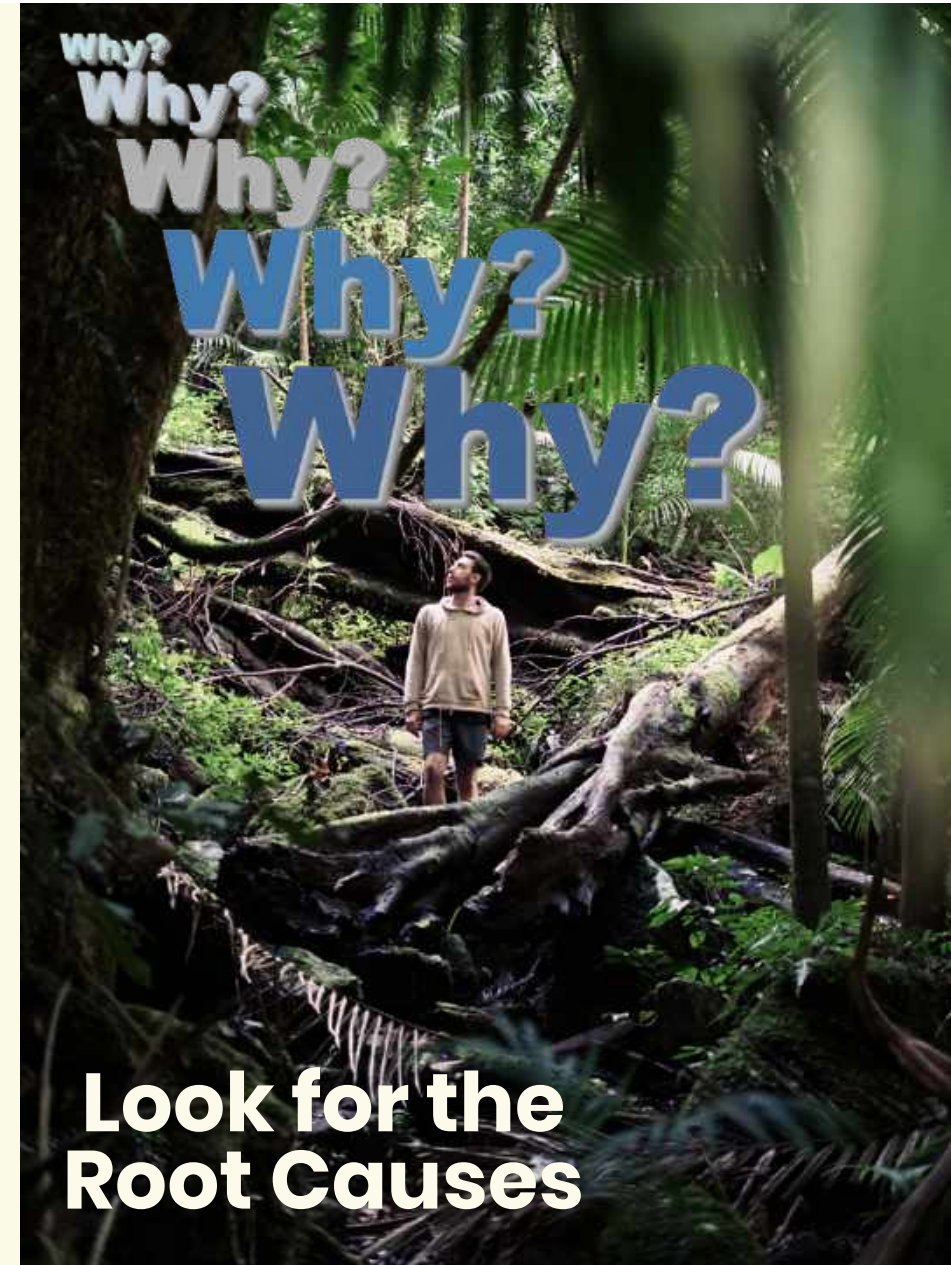
**Why** are our sales dropping? **Our sales people struggle to sell**

**Why** don't our salespeople sell effectively? **They have not been trained properly**

**Why** haven't our salespeople been trained properly? **We don't have an agreed methodology / process for selling**

**Why** don't we have an agreed process? **It has never been defined**

**Why** hasn't it ever been defined? **We have been too in a comfort zone as a business to fix it**



# Issue Ranking

ISSUE	OTI Opportunity to Improve	Supports Profit & Growth	Score	ACTION
Cash	8	8	16	?
Staff Morale	5	7	12	
Sales Retention	9	10	19	
Technology	4	5	9	
Supply Chain	7	7	14	
Service Levels	3	8	11	





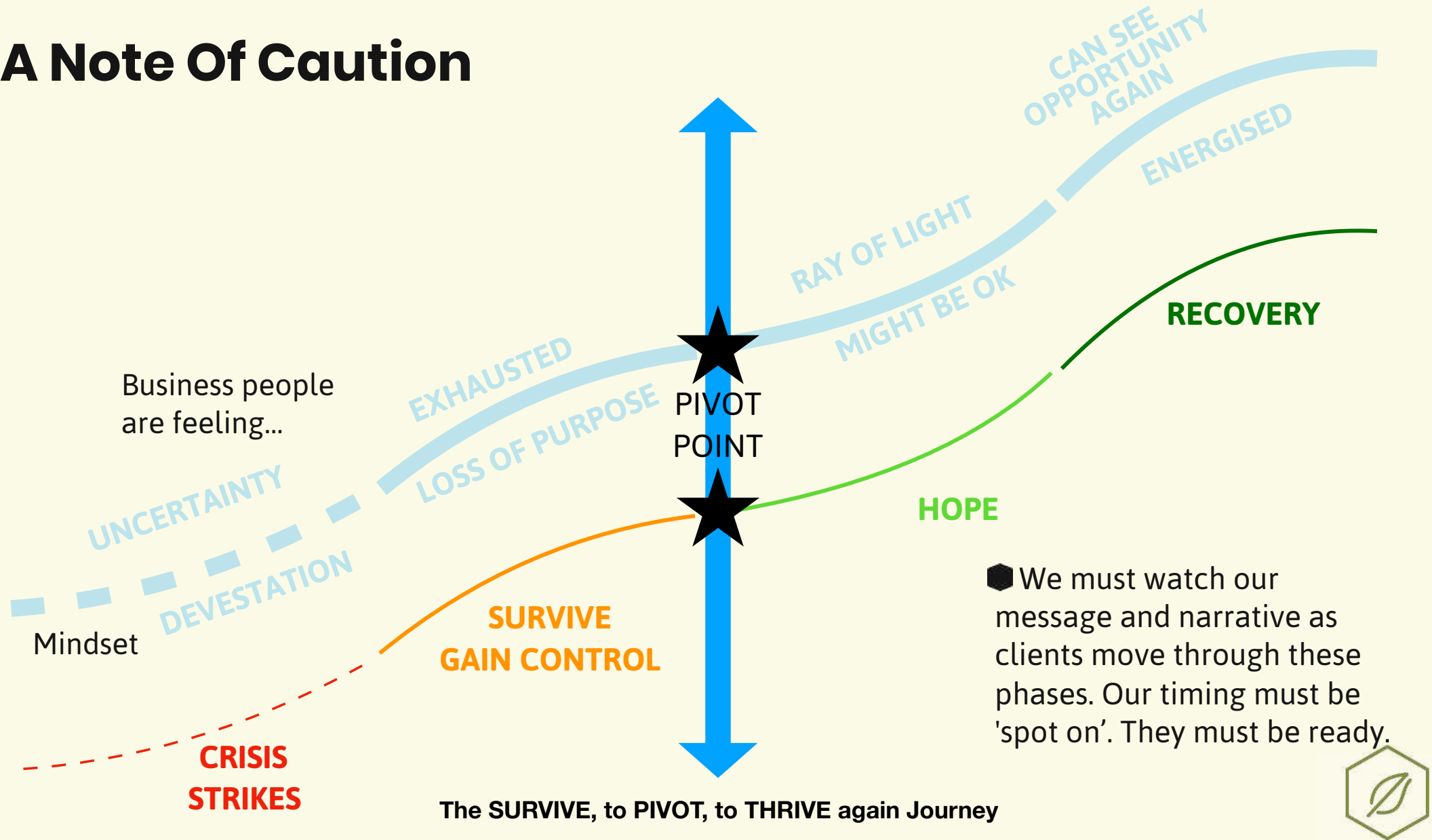
**NOT ALL ISSUES ARE  
COVID-19 ISSUES**





**Look after yourself  
and your people**

# A Note Of Caution



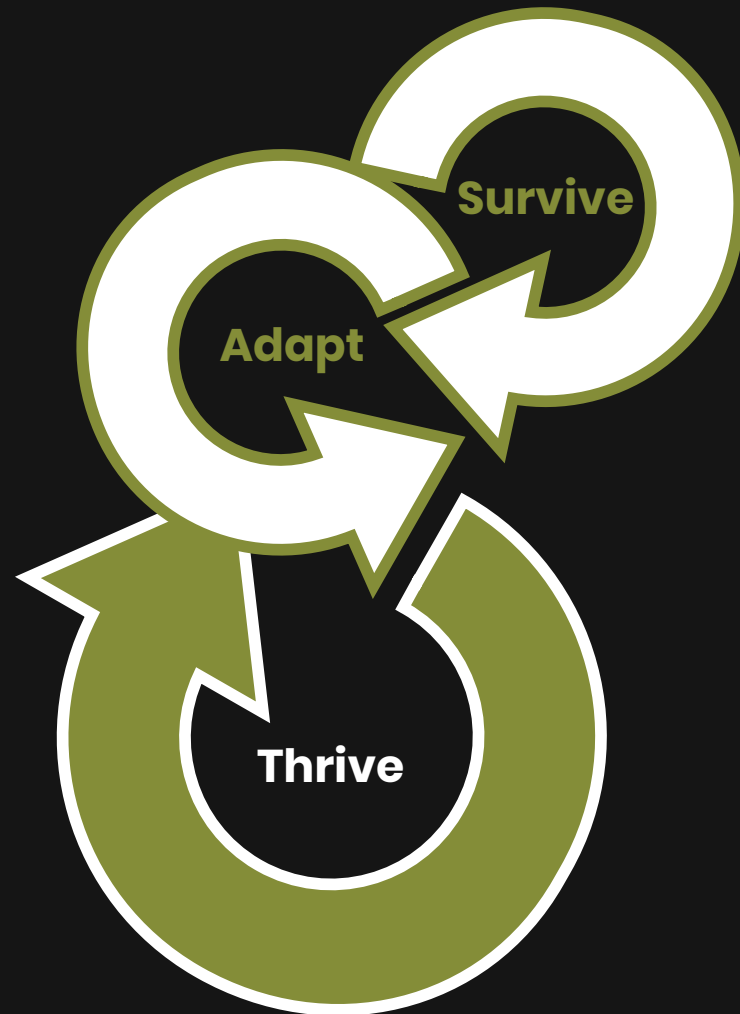
**PAST**  
=  
**Depressed**

**PRESENT**  
=  
**Mindful**

**FUTURE**  
=  
**Anxious**

**MINDFUL**  
or  
**MIND FULL**





## **TODAYS JOURNEY**

### **SURVIVE**

- **Manage your Scenario Plans, do them if you haven't and keep reviewing and refining them as you go**
- **Focus on the right things by getting to the root cause and use the Issue Log**
- **Look after yourself, be aware of where your people are and be Mindful not Mind Full**

**...any questions?**



# ADDED LEARNING

- Your support coach is here for you, as am I
- Reflect on these materials





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# THANK YOU ANY QUESTIONS

Webinar 2: **Monday 1 June 10:00am**

Webinar 3: **Friday 5 June 10:00am**

