

Business Continuity Planning Checklist

Steps	Key Activity	Sub-activities	Time Frame		
			Few weeks	3 months	6 months
1.0 Immediate Actions					
1.1	Create a 12 m cashflow statement	Break down expenses	x		
1.2	Review Expenses & Build scenarios	Review all non-negotiable fixed operating expenses vs. avoidable expenses. Develop your revenue expectations	x		
1.3	Calculate and analyse monthly running costs	Understand how long the business will be able to sustain itself based on available cash (No additional sales growth).	x		
1.4	Establish Burn Rate	Understand monthly burn rate for the organisation i.e. rate at which you are going through cash reserves.	x		
1.5	Identify easy recoveries	Follow-up on recoveries from completed projects (if any) where budget was already allocated	x		
1.6	Quick collections	Review and follow up on pending small payments (follow-up with customers where there is a chance of recovery)	x		
1.7	Negotiate better terms with suppliers	Longer credit periods for existing payments, lower rent from landlord	x	x	
1.8	Ask staff to take immediate salary cuts	Start with Senior Management (-20%)	x	x	
1.8	Take stock	Take a complete stock of inventory	x		
1.9	Estimate duration of inventory	How long will inventory last?	x		

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2.0 Optimise Financial Resources			
2.1	Get rid of Inventory	Offer discounts to customers for cash sales and advance payments so as to get rid of your existing inventory quickly.	X
2.2	Credit sales	Avoid credit sales.	X
2.3	Understand Shortfall	Based on cashflow statement, understand your financial requirements	X
2.4	Prepare Action plan to reduce shortfall	Business Continuity plan	X
2.5	Negotiate Terms	Engage with financiers and FIs to determine possibilities for extension of loan terms, part waivers etc.	X
3.0 Investigate Local Rescue Schemes			
3.1	End User schemes	Identify financial schemes available for the end user.	X
3.2	Alternative income streams	Identify government and NGO programmes where your assets or manpower can be used.	X
3.3	Alternative Products & Services	Alternative programmes to secure cash flow (health, food security, production for PPE or other related sectors)	X
3.4	Optimise allocation (Industry)	Outreach to competitors and partners to optimise allocation of inventory (mutually beneficial trades).	X
4.0 Structure HR for a Crisis			
4.1	Know where your people are	Map where current employees, contractors and dealers are based against projects/customers.	X
4.2	Diversify distribution geography	Engage with dealers or associates for sales and leads in their areas (for existing and diversified product and service lines).	X
4.3	Work around travel restrictions	Extended sales arm through agents due to travel restrictions.	X
4.4	Capacitate staff	Capacitate staff - hiring freezes will mean less division of labour, more jack of all trades.	X
4.5	Reduce staff (per process) to minimum	Convert fixed to variable costs, make staff redundant	X

5.0 Select Your Best Customers / Drop the Losers			
5.1	Core Customer base	Identify which existing customers can still be served with maintenance and after-sales.	x
5.2	Extended Customer Base	For unreachable customers - reschedule, change expectations, work with others.	x
5.3	Identify impact of lost service revenue	For unreachable customers - calculate loss of revenue	x
5.4	Recover equipment from non-paying customers	Replenish inventory	x
5.5	Best Customers	Prioritise pipeline orders (existing inventory) based on price sensitivity of customers, access to cash.	x
6.0 Work around Supply Issues			
6.1	Map Suppliers	Map existing suppliers, their location to determine likelihood of procurement problems in the next 3-6 months.	x
6.2	Identify local alternatives	Identify alternate and new local suppliers, keeping in mind pricing, credit and supply timelines etc.	x
6.3	Establish pricing impact	Establish pricing from local suppliers for components	x
6.4	Alternative spare parts	Identify alternate components for easy procurement (eg: lead acid batteries or alternatives in the absence of lithium ion).	x

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