





4.5	Model scenarios and use worst-case scenarios to stress test your business model with a focus on profitability and liquidity	MC1, DE1, DE4	x		x			
4.6	Conduct global scenario planning and the hierarchy of levers and actions for different scenarios	MC2, DE1, DE2, DE4, EY1	x		x			
4.7	Identify possible risks in the supply chain	DE2, DE4, EY1	x			x		
4.8	Assess risks, if possible data based, and formulate response strategies	DE2, DE4, EY1	x	x	x			
4.9	Assess customer and supplier financial health to identify risks	DE2		x		x		x
4.10	Enhance focus on workforce/labor planning	DE4		x			x	
4.11	Prepare for plant closures	DE4	x				x	x
4.12	Measure and manage dynamic factors / indicators within the system	BC2	x	x	x			
5	Design a flexible system							
5.1	Apply functional redundancy and diversify contracts, platforms etc.	BC3, MC1, DE3	x			x	x	x
5.2	Balance just-in time and just in-case production to ensure sufficient backup inventory of key parts and safety stock	MC2		x			x	x
5.3	Evaluate and prepare alternative logistics options	MC2, DE1, DE2, DE3, DE4	x	x				x
5.4	Confirm customer and product priorities, create strategy of inventory allocation	DE1		x			x	x
5.5	Define production substitution logic and rules	DE2	x				x	
5.6	Implement dynamic sales and operations planning	DE2	x				x	x
5.7	Anticipate and prepare for mismatched regional availability and demand for logistics assets	DE2			x	x		x
5.8	Reduce number of choke point in the supply chain through plan for temporary or alternate supply	DE3, DE4	x			x	x	x

5.9	Review the tax, customs, duties considerations of the new supply chain flows	DE2	x	x	x	x
5.10	Plan alternate supply chains based on geographic and business resilience considerations	DE3	x	x	x	
6	Empower people and create culture					
6.1	Empower employees to work and collaborate effectively in any circumstances, adapt with new approaches to talent management and capability development	BC1, EY1	x		x	
6.2	Keep investments in mission-critical talent especially for digitization	MC1	x	x	x	x
6.3	Rethink skills and working models and cross train staff	BC1, DE2	x	x	x	
6.4	Cultivate engaged employees through a sense of purpose	DE4	x		x	
6.5	Empathize with employees (continue hourly pay, emending leave policies etc.)	DE4	x		x	
7	Enable agile actions					
7.1	Ramp up and automate operations, balancing speed, cost, quality, and safety	BC1		x	x	x
7.2	React quickly to manage disruptions in supply chain logistics, manufacturing, development, and corporate functions	BC1	x		x	x
7.3	Create contingency plans for responding to disruptions in case of simple change	BC3	x		x	x
7.4	Enable faster decision making by an information center	MC1	x	x	x	
7.5	Plan how to initiate closures and how to reroute production	DE1	x		x	x
7.6	Enable production scheduling agility to quickly change production schedules based on real-time developments	DE1, DE4	x			x
7.7	Update inventory policy and planning parameters	DE1, DE4	x		x	x
7.8	Prepare for increased absenteeism due to flexible sick leave and local policies	DE4, DE1	x		x	
8	Ensure employees' safety (in case of a health crisis)					

8.1	Educate people on symptoms and prevention	DE1, DE4	x		x		
8.2	Review health records and arrange alternative work arrangements where necessary	DE1	x		x	x	
8.3	Reinforce screening protocols and allow flexible sick leave	DE1, DE4	x		x		
8.4	Restrict non-essential travel	DE1, DE4	x		x		
8.5	Promote flexible working arrangements	DE1	x		x	x	
8.6	Support employee mental health and wellness esp. when using remote work, by open transparent considering leadership and a long-term change of culture	DE2, DE4	x		x		
8.7	Decide on return plan for employees and how to ensure worker safety and well-being	DE3		x	x		
8.8	Enhance health capabilities e.g. testing, certification, tracking, tracing, data storage etc.	DE4, EY1	x		x		
9	Ensure liquidity						
9.1	Deploy an asset-light business model	BC1	x		x		
9.2	Continuously adjust the cost structure to demand and optimize the asset portfolio and net working capital	BC1	x	x	x	x	
9.3	Identify levers for financial performance, e.g. discretionary expense reduction, hiring freeze etc. and consider cash flow	BC1, DE2, DE4	x		x	x	x
9.4	Operate an expenses-driven cost model	BC1	x			x	
9.5	Apply digital and analytics tools to manage cash and working capital	BC1, MC1	x		x	x	x
9.6	Rationalize portfolio e.g. by divesting underperforming businesses early	MC1	x			x	x
9.7	Focus on operational effectiveness to maintain and expand cost lead	MC1	x			x	x

9.8	Develop a treasury plan, collection and reduction of aged accounts receivable, extend payables	DE1	x			x			x
9.9	Develop a cash strategy for recovery	DE2		x		x		x	
9.10	Reduce drivers for external spending, renegotiate prices and contract terms while working thoughtfully with struggling suppliers	DE2, EY1	x	x		x		x	
9.11	Align key lending and investor stakeholders on terms, timing and capital availability	DE3	x	x		x		x	
9.12	Reorientate stakeholders around cash generation vs. profit generation	DE3	x	x		x			x
9.13	Catalogue sources of cash available to the company e.g. unused credit lines, government aid programs	DE3, DE4	x	x			x		x
9.14	Define non-negotiables (products, services, customer segments, business lines, employee segments etc.)	DE4	x			x			
9.15	Simplify products and optimize asset utilization	EY1	x				x	x	
10	Identify revenue opportunities								
10.1	Acquire new post-crises business and conduct investments in growth and rarely impacted sectors early	MC1	x	x				x	
10.2	Review and recreate value proposition (e.g. create new features and services)	MC1, DE3		x				x	
10.3	Find opportunities for new cross-industry collaboration	DE3		x		x			
10.4	Anticipate new emerging business model	DE4, EY1		x				x	
10.5	Generate new customer leads despite general consolidation	EY1	x						x
10.6	Adjust marketing and communications with customers	EY1	x					x	x
11	Increase robustness								
11.1	Apply redundancies to provide a buffer against the unexpected	BC3, MC2	x	x		x		x	x
11.2	Apply separate modules (subsidiaries, plants) as circuit breakers to help prevent the collapse of a system	BC3	x	x				x	x
11.3	Diversify suppliers and sourcing (also geographically)	MC2	x			x			



13.9	Rethink the technical architecture and install an extended network of digital solutions	DE3	x	x
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Sources:

- [BC1] <https://www.bcg.com/de-de/publications/2020/digital-path-to-business-resilience>
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- [BC3] <https://www.bcg.com/de-de/publications/2017/globalization-strategy-reeves-levin-building-resilient-business-inspired-biology>
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- [DE3] <https://www2.deloitte.com/global/en/insights/economy/covid-19/guide-to-organizational-recovery-for-senior-executives-heart-of-resilient-leadership.html>
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- [EY1] [https://www.ey.com/en\\_gl/covid-19/enterprise-resiliency-nine-areas-of-focus-for-covid-19-crisis-management](https://www.ey.com/en_gl/covid-19/enterprise-resiliency-nine-areas-of-focus-for-covid-19-crisis-management)