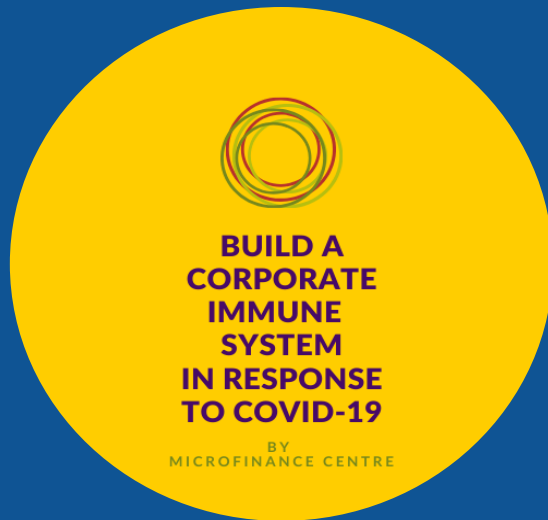# How to Build a Corporate Immune System in Response to COVID-19

**Business continuity**

9/04/ 2020

# Webinar house keeping rules

- Please switch off your webcam

- Please swith off your microphone during the presentation

- Please write your questions in the chatbox

The webinar is **recorded**

It will be available at mfc.org.pl

# EaSI Technical Assistance to the European Microcredit Sector

**European Commission**
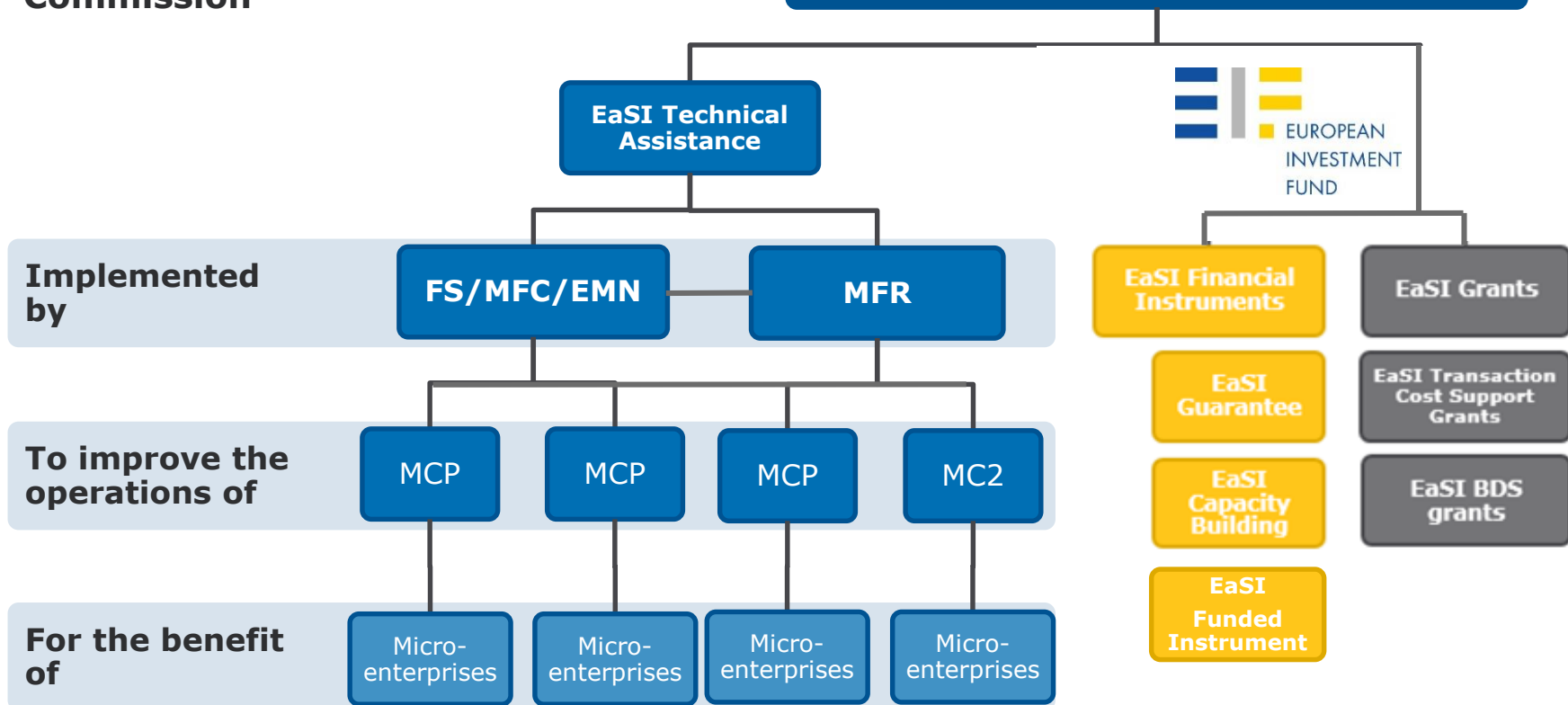
**DG Employment, Social Affairs and Inclusion**

**Programme Snapshot 2019**

# EaSI Technical Assistance within the EU Programme for Employment and Social Innovation (EaSI)

**Funded and managed by the European Commission**

European Commission

**EaSI Funding Programme**
**Microfinance and Social Entrepreneurship axis**

EaSI Technical Assistance

EUROPEAN INVESTMENT FUND

**Implemented by**

FS/MFC/EMN — MFR

EaSI Financial Instruments

EaSI Grants

**To improve the operations of**

MCP | MCP | MCP | MC2

EaSI Guarantee

EaSI Transaction Cost Support Grants

EaSI Capacity Building

EaSI BDS grants

EaSI Funded Instrument

**For the benefit of**

Micro-enterprises | Micro-enterprises | Micro-enterprises | Micro-enterprises

# The EaSI Technical Assistance Service Providers

### Service Providers

**Technical Assistance:**

» Frankfurt School of Finance and Management gGmbH (FS) – Consortium Leader for the Technical Assistance Services
» Microfinance Centre (MFC) – Consortium Partner
» European Microfinance Network (EMN) – Consortium Partner

**Assessment, Evaluation and Ratings:**

» MF Rating – Provider of Institutional Assessments, Rating and Evaluations
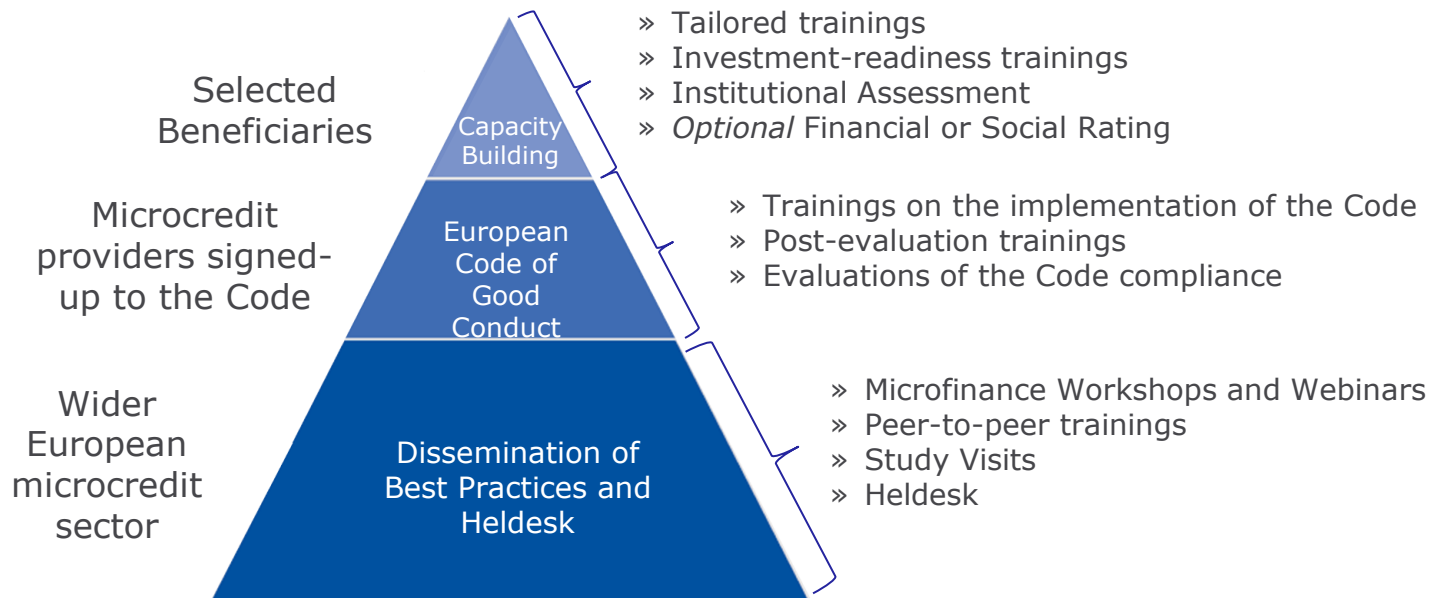
### Project Beneficiaries and Geographic Coverage

» Public and private financial intermediaries (greenfield microfinance institutions, non-bank microcredit providers, fintechs, licensed banks and guarantee granting entities) in all Member States of the European Union, as well as providers from Albania, North Macedonia, Iceland, Montenegro, Norway, Serbia and Turkey may respond to dedicated Calls for Expression of interest to request EaSI Technical Assistance.

### How to Apply for Technical Assistance?

» Before applying eligible microcredit providers must first sign-up to or endorse the European Code of Good Conduct for microcredit provision.
» To apply respond to open Calls for Expression of Interest published on the ec.europa.eu/social/easi webpage.

# EaSI Technical Assistance Overview

## What is offered to whom?

Selected Beneficiaries

Capacity Building

» Tailored trainings
» Investment-readiness trainings
» Institutional Assessment
» *Optional* Financial or Social Rating

Microcredit providers signed-up to the Code

European Code of Good Conduct

» Trainings on the implementation of the Code
» Post-evaluation trainings
» Evaluations of the Code compliance

Wider European microcredit sector

Dissemination of Best Practices and Heldesk

» Microfinance Workshops and Webinars
» Peer-to-peer trainings
» Study Visits
» Heldesk

July 2018

July 2022

Project Duration – 4 years

# EaSI Technical Assistance

**For more information, about:**

Technical Assistance, contact:
**easi.ta@fs.de**

Ratings and Evaluations, contact:
**easi.ta@mf-rating.com**

The EaSI Programme, visit:
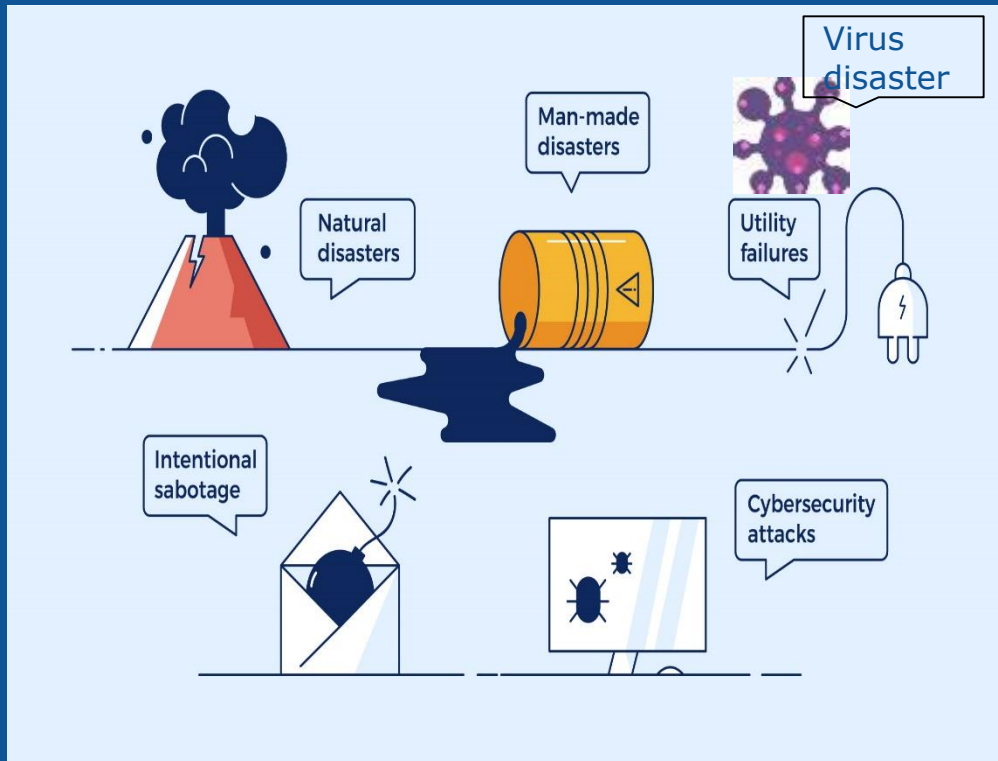**ec.europa.eu/social/microfinance**

European Commission

Artur Munteanu

Entrepreneur, Finance Executive and
Enterprise Development Expert



Kinga Dąbrowska,

Programs Manager, MFC

# Agenda

*Economic Cycles*

*External Factors and Their Impact*

*Business Continuity Definition*

*Business Continuity Process and Policy*

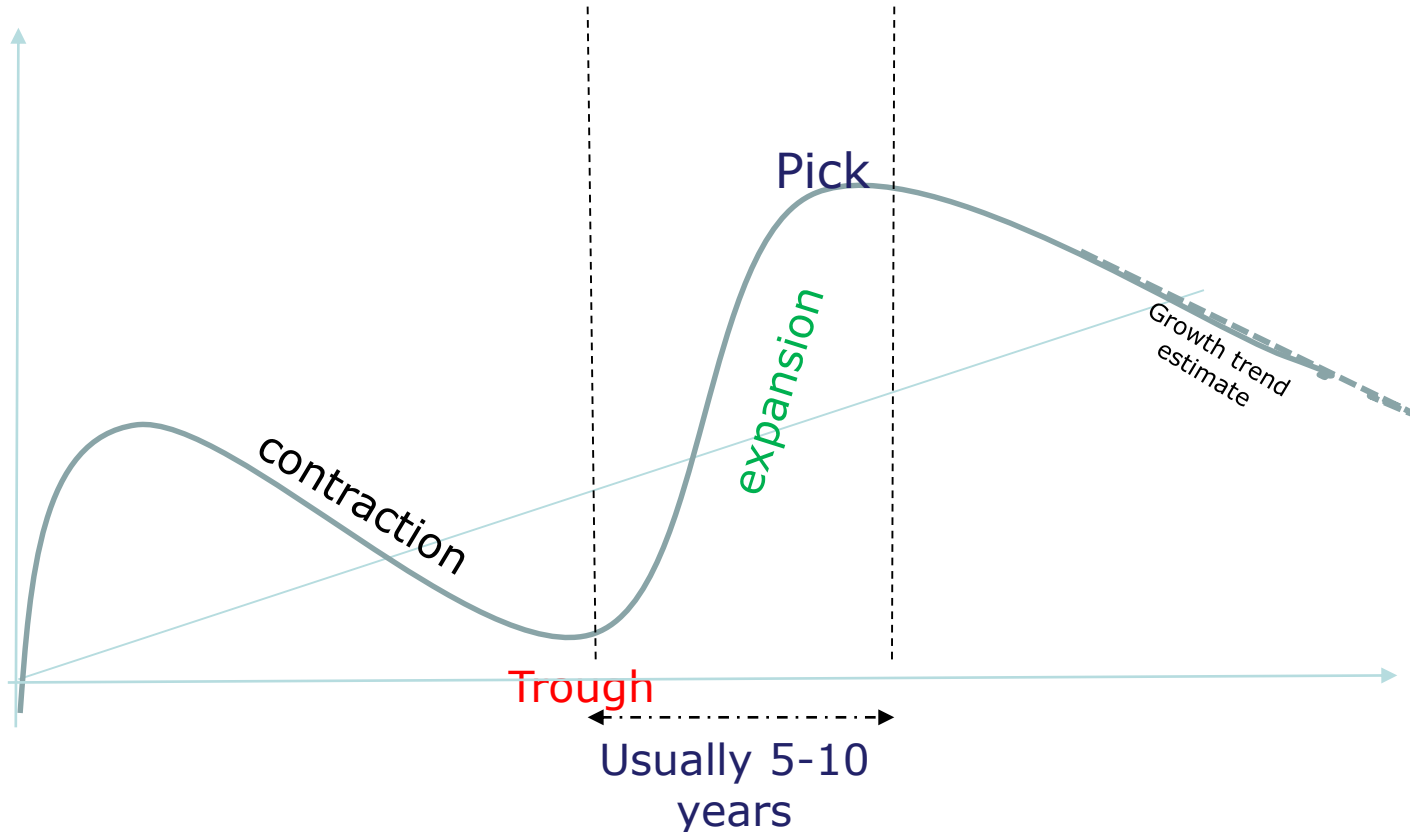*Business Continuity Strategy*

*HR Continuity*

*IT Continuity*

*Liquidity and Financing*

*Communication in Crisis*

*Sample action plan*

# Business/Economic cycles
## *Monitor closely were we are?*

# Business and Economic Cycles

*The four primary phases of the business cycle include:*

*Expansion: A speedup in the pace of economic activity defined by high growth, low unemployment, and increasing prices. The period marked from trough to peak.*

*Peak: The upper turning point of a business cycle and the point at which expansion turns into contraction.*

*Contraction: A slowdown in the pace of economic activity defined by low or stagnant growth, high unemployment and declining prices. It is the period from peak to trough.*

*Trough/Recovery: The lowest turning point of a business cycle in which a contraction turns into an expansion.*

*Arthur Burns and Wesley Mitchell in their text "Measuring Business Cycles."*

# Business and Economic cycles

*What do you do with external information?*

*What have you done with external information?*

*Who is responsible to observe, **collect data** and measure risk and impact?*

- **Risk analyst, Treasurer, Risk Manager, Economist?**
- **CFO, CEO?**

# Business and Economic Cycles

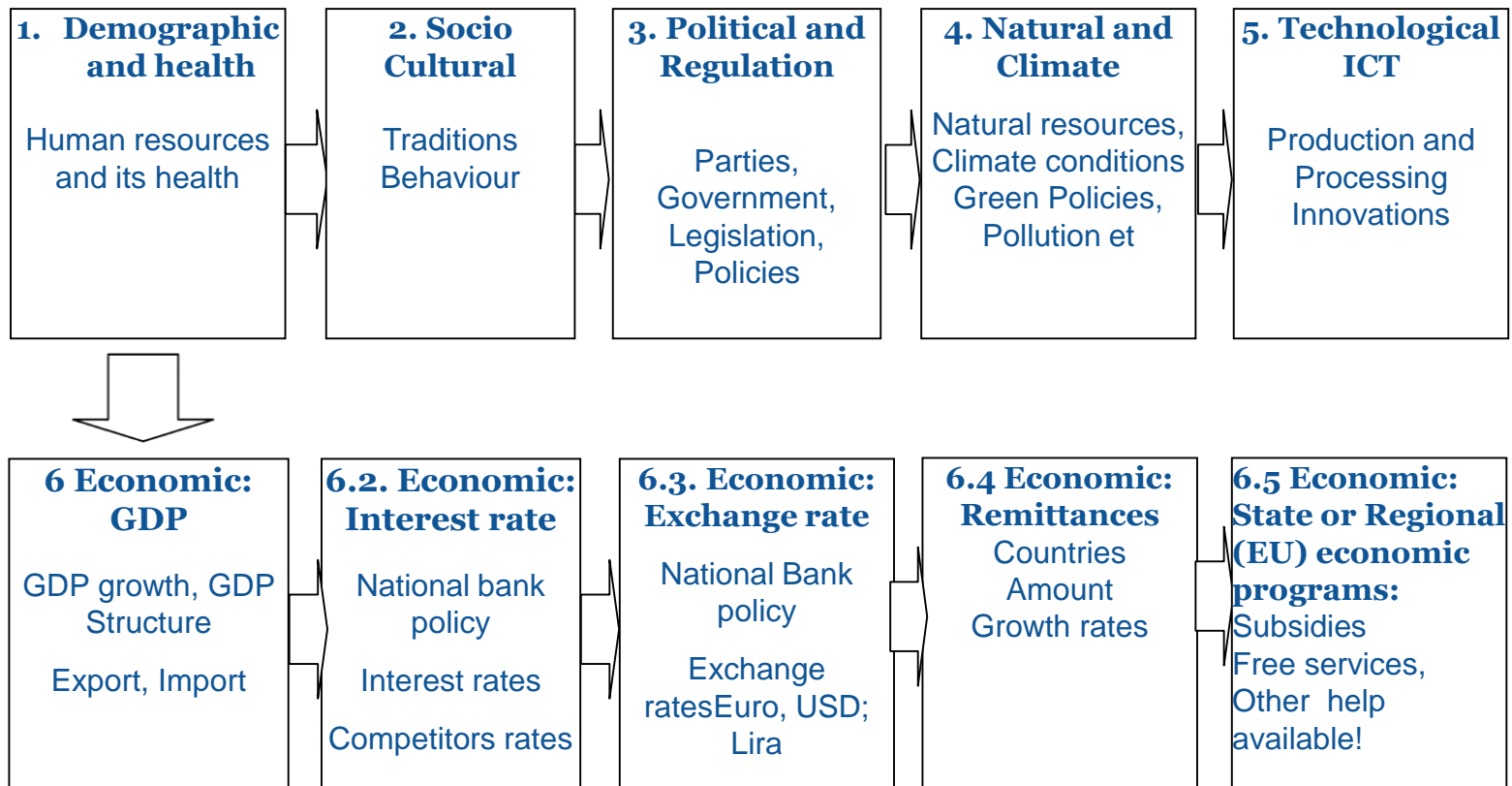*Who is responsible to **decide** on key action based on data collected?*

- **CFO, CEO, a committee (risk, business continuity, etc), Board?**

*Is the info collection and decision process formalized?*

- **Yes,**
- **No,**
- **Partially**

# Factors/Drivers Affecting Businesses and Key Actions

# External group of factors

| 1. Demographic and health | 2. Socio Cultural | 3. Political and Regulation | 4. Natural and Climate | 5. Technological ICT |
|---|---|---|---|---|
| Human resources and its health | Traditions Behaviour | Parties, Government, Legislation, Policies | Natural resources, Climate conditions Green Policies, Pollution et | Production and Processing Innovations |

| 6 Economic: GDP | 6.2. Economic: Interest rate | 6.3. Economic: Exchange rate | 6.4 Economic: Remittances | 6.5 Economic: State or Regional (EU) economic programs: |
|---|---|---|---|---|
| GDP growth, GDP Structure<br><br>Export, Import | National bank policy<br><br>Interest rates<br><br>Competitors rates | National Bank policy<br><br>Exchange ratesEuro, USD; Lira | Countries Amount Growth rates | Subsidies Free services, Other help available! |

# External Factors and Corporate Action

● *COVID 19 virus confirmed in China in Wuhan in December!*

- What have you done when you heard about the virus in China in December?

- Who was responsible to transform external signs into the stress test and readiness for the new crisis?

- What should you have done?

"Clean the dust" from your business continuity plan and adjust it

# External Factors

**TABLE 1.** Patients, deaths, and case fatality rates, as well as observed time and mortality for n=44,672 confirmed COVID-19 cases in Mainland China as of February 11, 2020.

| Baseline characteristics | Confirmed cases, N (%) | Deaths, N (%) | Case fatality rate, % | Observed time, PD | Mortality, per 10 PD |
|---|---|---|---|---|---|
| Overall | 44,672 | 1,023 | 2.3 | 661,609 | 0.015 |
| Age, years | | | | | |
| 0–9 | 416 (0.9) | – | – | 4,383 | – |
| 10–19 | 549 (1.2) | 1 (0.1) | 0.2 | 6,625 | 0.002 |
| 20–29 | 3,619 (8.1) | 7 (0.7) | 0.2 | 53,953 | 0.001 |
| 30–39 | 7,600 (17.0) | 18 (1.8) | 0.2 | 114,550 | 0.002 |
| 40–49 | 8,571 (19.2) | 38 (3.7) | 0.4 | 128,448 | 0.003 |
| 50–59 | 10,008 (22.4) | 130 (12.7) | 1.3 | 151,059 | 0.009 |
| 60–69 | 8,583 (19.2) | 309 (30.2) | 3.6 | 128,088 | 0.024 |
| 70–79 | 3,918 (8.8) | 312 (30.5) | 8.0 | 55,832 | 0.056 |
| ≥80 | 1,408 (3.2) | 208 (20.3) | 14.8 | 18,671 | 0.111 |
| Sex | | | | | |
| Male | 22,981 (51.4) | 653 (63.8) | 2.8 | 342,063 | 0.019 |
| Female | 21,691 (48.6) | 370 (36.2) | 1.7 | 319,546 | 0.012 |
| Occupation | | | | | |
| Service industry | 3,449 (7.7) | 23 (2.2) | 0.7 | 54,484 | 0.004 |
| Farmer/laborer | 9,811 (22.0) | 139 (13.6) | 1.4 | 137,992 | 0.010 |
| Health worker | 1,716 (3.8) | 5 (0.5) | 0.3 | 28,069 | 0.002 |
| Retiree | 9,193 (20.6) | 472 (46.1) | 5.1 | 137,118 | 0.034 |
| Other/none | 20,503 (45.9) | 384 (37.5) | 1.9 | 303,946 | 0.013 |

# External Factors and Corporate Action

*COVID 19 virus statistics from China available on February!*

44672 cases confirmed, 1000 deaths, fatality rate 2.3% ( data from previous slide)

- What have you done when you had data details about the virus in China in February?

- Who was responsible to transform external data into the company stress test and readiness for the crisis?

- What should you have done?

  - How many of your clients import products from China or sell products from China (30%, 100%)?

# External Factors and Corporate Action

*The virus was confirmed to have spread to France on 24th of January 2020, when the first COVID-19 case in Europe!*

- **What have you done when you heard about the virus in EU in January?**

- **Who was responsible to transform external signs into the company stress test and readiness for the crisis?**

- **What should you have done?**

  What percentage of portfolio is linked to remittances from France, Italy or other countries?

  What percentage of portfolio is linked to tourism or other sectors to be afected?

# External Factors and Corporate Action

🔴 *The virus is confirmed in your neighborhood or in your team!*

- **What have you done?**
- **Who was responsible to transform external signs into the company stress test and readiness for the new crisis/"storm" stage?**
- **What should you have done?**
- **What do you plan to do?**

# Conclusions: external factors and corporate action
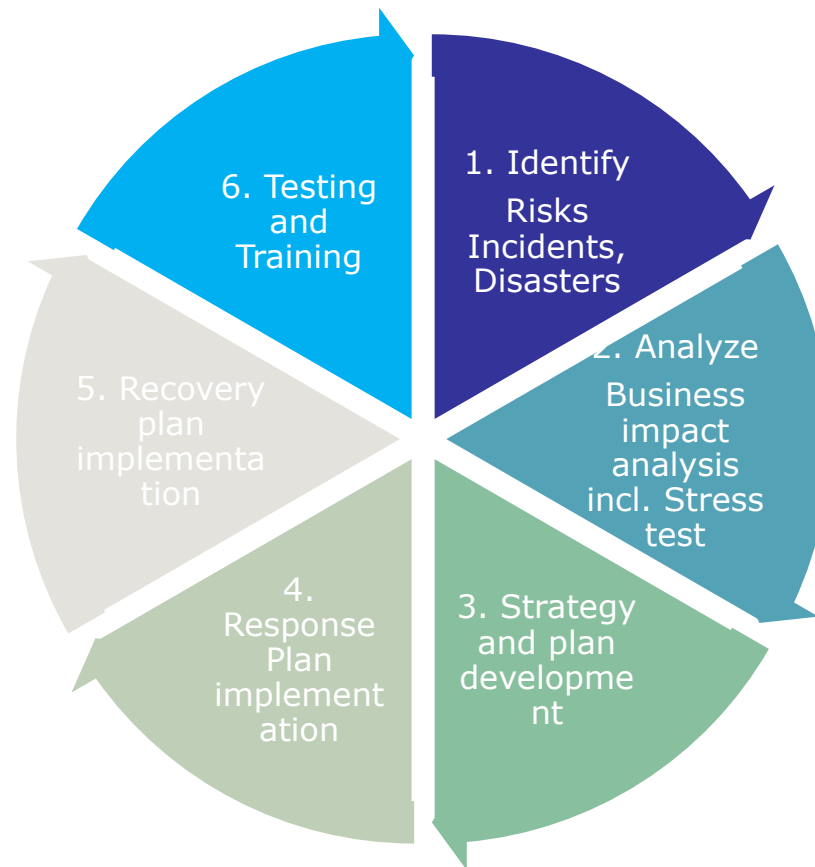
*Always look for earlier signs!*

- **Clarify exactly who from the company employees are monitoring what?**
- **What markets, what segments?**
- **Who is stress testing and what?**
- **What measurements/ statistics external and internal we are looking for?**

*Activate or design and activate your business continuity plans (BCPl):*

- **Increase liquidity**
- **Decide on data sharing besides e-mail (not too many channels, not concentrated on one channel).**
- **Purchase necessary equipment and or accessories**

# Business Continuity Definition

# Business Continuity (BC)



1. Identify Risks Incidents, Disasters

2. Analyze Business impact analysis incl. Stress test

3. Strategy and plan development

4. Response Plan implementation

5. Recovery plan implementation

6. Testing and Training

# Business Continuity Definition

*Business continuity encompasses*

*- **a loosely defined set of activities:** assessment, analysis, planning, preparatory and related activities which are intended to ensure that an organization's critical business functions will*

*-**either continue to operate** despite serious incidents or disasters,*

*- **or will be recovered** to an operational state within a reasonably short period.*

# Business Continuity (BC) Definition

*Business continuity is*

*- **a defined set of activities:** assessment, analysis, planning, preparatory and related activities which are intended to ensure that an **organization's critical business functions** will*

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*-**will be recovered** to an operational state within a reasonably short period.*
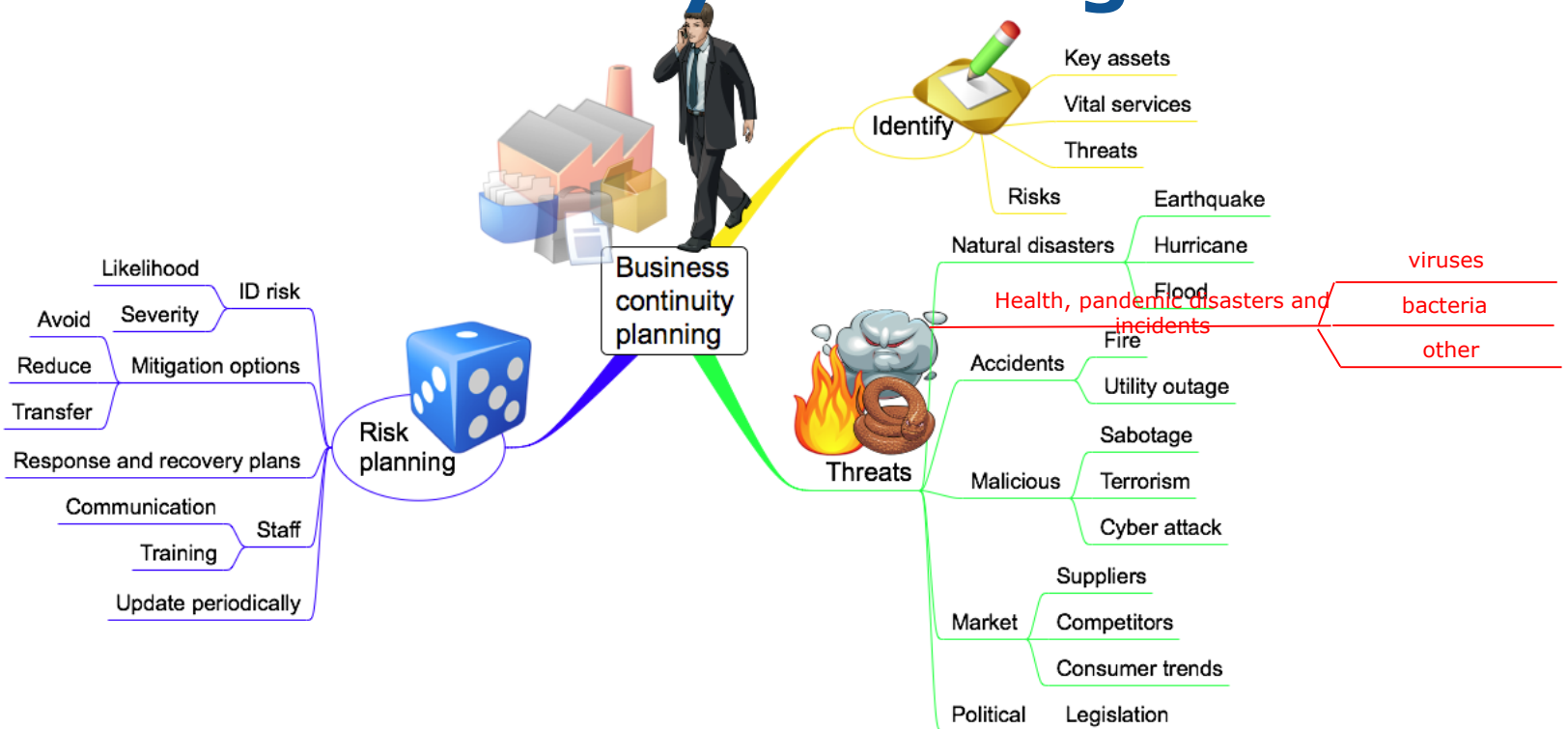
# Business Continuity Definition

*BC is the ability of an organization to maintain essential functions during, as well as after, a serious incident or disaster has occurred.*

*BC is about establishing processes, procedures and plans that aim to prevent interruptions to mission-critical services, and re-establish full function to the organization as quickly and smoothly as possible.*

*BC is about contingency planning, is about a course of action designed to help an organization respond effectively to a significant future event or situation that may or may not happen. Plan B.*

# Business Continuity Planning



**Identify**
- Key assets
- Vital services
- Threats
- Risks

**Natural disasters**
- Earthquake
- Hurricane
- Flood

**Health, pandemic disasters and incidents**
- viruses
- bacteria
- other

**Accidents**
- Fire
- Utility outage

**Threats**

**Malicious**
- Sabotage
- Terrorism
- Cyber attack

**Market**
- Suppliers
- Competitors
- Consumer trends

**Political**
- Legislation

**Risk planning**

**ID risk**
- Likelihood
- Severity

**Mitigation options**
- Avoid
- Reduce
- Transfer

**Response and recovery plans**

**Staff**
- Communication
- Training

**Update periodically**

# Business Continuity Definition

*What is pandemic disaster or incident?*

- **One person from top management infected and missing from work for a month. Is this a disaster for the company?**
- **10% of clients infected? 10% of staff infected?**
- **5% of clients died? 5% of staff died?**

| Clients | | | | | | Staff | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Infected and not working | | | Death | | | Infected and not working | | | Death | | |
| 10% | 25% | 50% | 5% | 10% | 20% | 10% | 25% | 50% | 5% | 10% | 20% |
| | | | | | | | | | | | |

# Business Continuity Policy

# Business continuity policy structure

- ❑ **Purpose and scope of business continuity management**
- ❑ **Links to general objectives and other documents**
- ❑ **Setting business continuity objectives**
- ❑ **Responsibility for business continuity (committee, responsible positions)**
- ❑ **Continuity by function: HR, IT, liquidity and financing, physical sites, transportation etc**
- ❑ **Continuity by type of incidents**
- ❑ **Measurement**
- ❑ **Business continuity plan**
- ❑ **Activation and deactivation of business continuity plan**
- ❑ **Acquiring of resources**
- ❑ **Communication**
- ❑ **Validity and document management**

# Business Continuity Plan (ISO 22301)

- ❑ **Purpose and scope of business continuity plan**
- ❑ **Reference documents**
- ❑ **Assumptions**
- ❑ **Roles and responsibilities**
- ❑ **Pre-Incident - early stage identification plan and key actions on each function/department of the company**
- ❑ **Incident response per each function/department of the company**
- ❑ **Recovery plan**
- ❑ **Order of recovery and recovery time objective (RTO)**
- ❑ **Required resources**

# Business Continuity Plan (ISO 22301)

*Assumptions -* the prerequisites that need to exist in order for this plan to be effective.

*Purpose and scope of business continuity plan -* why is this plan developed, its objectives, which parts of the organization it covers and who should read it.

*Reference documents* – to which documents does this plan relate? Normally, these are Business Continuity Policy, Business Impact Analysis/Stress Test, Risk Management

# Business Continuity Plan (ISO 22301)

*Pre-Incident* - *early stage identification plan and key actions for each function/department of the company*

*description of step-by-step actions and responsibilities for earlier stage identification and action: manpower, facilities, infrastructure, accessories, software, information, and processes, including interdependencies and interactions with other activities and external interested parties*

*Incident response per each function/department of the company -*

*description of step-by-step actions and responsibilities for recovering manpower, facilities, infrastructure, software, information, and processes, including interdependencies and interactions with other activities and external interested parties*

# Business Continuity Plan (ISO 22301)

**_Roles and responsibilities –_**

_who will be responsible for managing the early stage identification and reaction activities, for disruptive incident, for post incident activities and who is authorized to perform certain activities in case of all stages – e.g. activation of the plans, urgent purchasing, back up, replacement, communication with media, etc._

**_Recovery plan -_**

_this is normally a type of recovery plan that focuses on recovering the HR resources, information and communication technology infrastructure, other resources and infrastructure. This include as well order of recovery and recovery time objective (RTO)._

# Business Continuity Plan (ISO 22301)

*Required resources*

- ❑ a list of all the employees,
- ❑ third-party services, facilities, infrastructure,
- ❑ information,
- ❑ equipment, etc.

that are necessary to perform the recovery, and who is responsible to provide each of them.

# Strategy in Crisis

# Perceived threat vs. innovative opportunity

*50% or 100% of MSMEs businesses are or will be closed*

*Millions of unemployed*

*Zf.ro on 9th of aprilie 2020 estimates 2 million of unemployed, (circa 10% unemployment rate in Romania*

# Growth or survival of our clients individuals and MSMEs

*Business in sectors on the basis of the pyramid will continue to exist.*

*What are they? Food etc For how long?*

*Will we go back to a life model where we will grow our own food?!*

*Business on the top will stop for a while or will go bankrupt.*

*What are these businesses?*

*HORECA, Clothing and Fashion, etc*

# Strategy in crisis

- Close office: Work from home 100% vs. 50x50% (half working form home half working from office)

- Critical functions working from office with new activated rules for pandemic crisis

- Grow business including new clients as planned

- Grow business including new clients via online channel only

- Stop all lending activities, keeping only cash management services

- Stop some activities ( lending to new clients and lending to some group of existing clients)

- Restructure of loans: all loans vs. a part of loans (decide, amend policy)

- Stand still except cash management

- Close business 100%

# HR Continuity

# HR continuity: understanding incidents

*What was the usual percentage of people getting seek in autumn, winter, spring due to seasonal flue and did not come to work?*

V
10%

20%

>35%

*What is the percentage of staff that may be infected with corona virus COMD19 and are not working ?*

10%

20%

V
>35%

# HR Continuity: Preventing

create, print, distribute, place in branches and online icons to
   describe   instructions/procedures

use instructions from  department of health

if health departments recommend add to medical kits antivirals and antifever/antipyretic

# HR Continuity: Preventing Social Distance

# HR Continuity: Prevention

*1.5, 2, 3 meters from each other*

*Social distance rule may be applied not only for clients but for staff members as well.*

*This medially increases the nr. of m2 of office you need or decreases the number of staff that work at the same time, meaning decreasing productivity.*

# HR Continuity: in branches

- ❑ **1.5, 2, 3, 4 meters from each other**
- ❑ **add another table between the client's chair and the officer's table**
- ❑ **Do not handle any document from officer's hand to client's hand. Put it on a new table between client's and officer's desk and wait for some time before you**
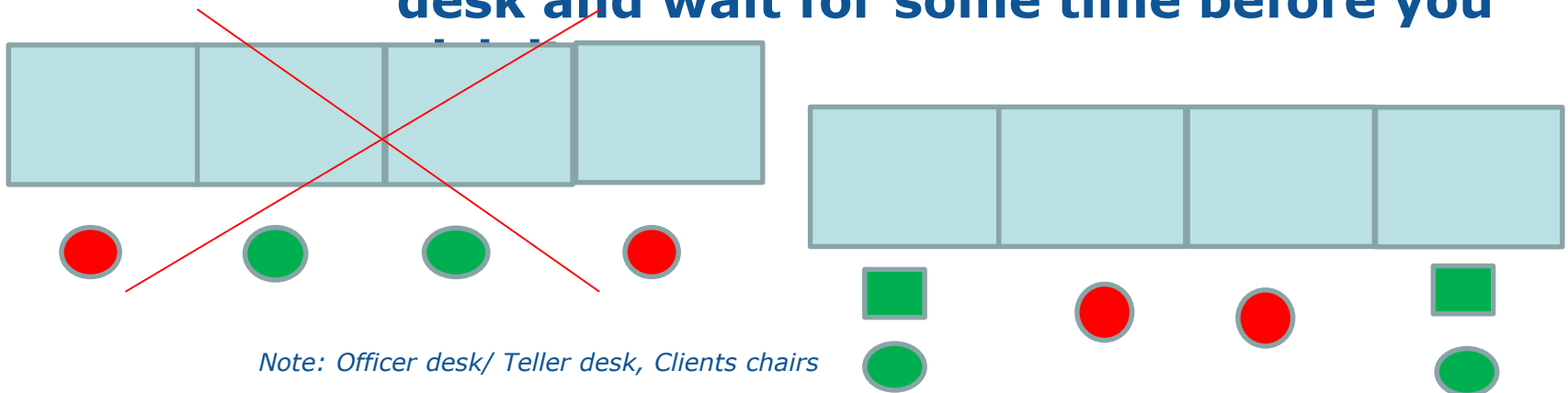
*Note: Officer desk/ Teller desk, Clients chairs*

# HR Continuity: Protection

- ❑ **Working in branches in shifts with the condition to disinfect the surfaces every hour. The quality of      disinfections?!**
- ❑ **There is a difference between antibacterial and anti-virucide.**
- ❑ **Antibacterial kills bacteria but not viruses. Attention to staff with allergies!**
- ❑ **Consult a doctor. New Function - company doctor!**

# HR Continuity: Protection Accessories

- ❑ **Working in branches in shifts**
- ❑ **with the condition to have the right accessories and equipment**

*Note: There is difference between masks. In some countries it is recommended at list FFP2 in case somebody is infected.*

| Protection Level | OEL Protection | AFL Protection |
|---|---|---|
| **FFP1** | 4x | 4x |
| **FFP2** | 12x | 10x |
| **FFP3** | 50x | 20x |

# HR Continuity: Protection Accessories

- **Working in branches in shifts with the condition to have the right equipment**

- **Estimate and purchase protective screen or glasses and special medical coveralls, using strictly in case of severe infections in the office, neighborhood, region**

# HR Continuity: Back up



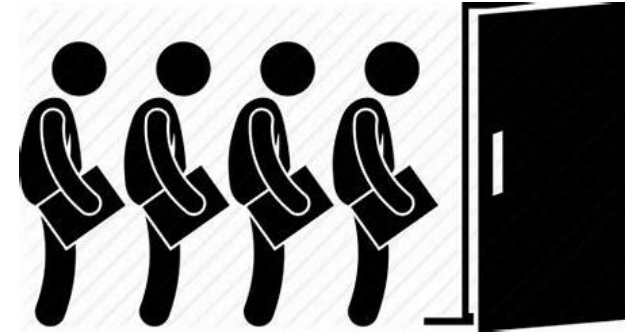*How many players are in an indoor volleyball team? 4,6 or 12?*

*12 :*

*6 are playing and*

*6 sit on the bench ready to be a substitute*

# HR Continuity: Back up

*For example, if normally we had 2 specialists in finance department to making cash transfer ( one preparing and singing and another one controlling and cosigning), in pandemic disasters we need to have 6 specialists in total. We need to know when the second team and the third team will start to act.*

*If we had  only 1 IT specialist, although even in good times 2 or 3 recommended, we need to have 3 in total in pandemic crisis ready to act.*

*A register available online on health situation is needed to be checked every morning.*

# HR Continuity: Security and New Roles

- Security team of your offices and assets including cash! Test how will it work in the pandemic. Do they have necessary equipment?

- Are they now responsible for checking that each staff member and clients that enter the office are disinfected at highest standard?

- Have you checked that they really perform new duties?

- Are they now responsible for checking if staff and clients that enter the office have high temperature?

# HR Continuity: Train for Back up

*Back up staff, Who are they?*

*Vice CEO, Vice CFO, Finance Department back up, Risk department back up, Lending department back up, other back up staff*

- **Did they attend the right training?**
- **Do they have the necessary access to all company resources?**
- **Do they know when to step in?**
- **Activation and deactivation of back up?**
- **Can you recruit some volunteers (for example: students their last years!)**
- **Do you have online recruitment policy?**

# IT Continuity

# IT Continuity:

*IT HR (see slides above)*

*IT policies including IT security*

*Hard and soft resources*

*Data back up equipment, services and processes*

*Internet access and back up service*

*New passwords for new users ( back up users)*

*Log register*

*Note: In the field of databases in computer science, a **transaction log** (also **transaction** journal, database **log**, binary **log** or audit trail) is a history of actions executed by a database management system used to guarantee ACID properties over crashes or hardware failures. Physically, a **log** is a file listing changes to the database, stored in a stable storage format.*

# IT Continuity:

- ❑ Can all IT specialist work from home? or do we need transportation to get IT specialists to the office or servers safely?
- ❑ Do we have enough laptops or desktop computers to work from home? Are they strong enough?
- ❑ What critical functions does a strong computer need at home?
- ❑ Do we have a contract with second internet provider? Do we have a second e-mail account that we can start cc all e-mails?
- ❑ Do we have electricity generator in the office or were the server is deposited? Does the electrical generator connect automatically and servers continue to work?

# IT Continuity:

- **What if my laptop shuts down and is not powering on?**

- **Can I work from tablet? Can I work from the phone? Do I know how? Is there an instruction/procedure that I can read or should I call IT specialists. If 20 staff members call the IT specialist it means the processes do not exist and the staff is not trained.**

- **Do all staff members have Microsoft office on the phone, or other working softs or packages?**

# Liquidity and Financing Continuity

# Liquidity and Financing

*What sources do we have and  what can we raise:*

- **What shareholders can do?**

  - Can shareholders postpone dividend payments?
  - Can shareholders increase equity? (all shareholders, only a part of shareholders)

- **What Board members and Top Management can do?**

  - Postpone or cancel Capex? Postpone or cancel big items on Opex
  - Rent payment freezing/postponement and or cancelling
  - Salary cut, bonuses cut - no bonuses. If bonuses are paid, is returning total bonus o a part back to the company or staff?

# Liquidity and Financing 2

*What sources do we have and what can we raise?:*

*What existing lenders can do?*

- **Standstill,**
- **Rollover/Restructuring,**
- **New loans**

*Any new lender?*

- **Mezzanine**

*Maybe is time to talk about merging between smaller MFIs, MCPs, FI etc*

# Liquidity and Financing 3

*What sources do we have or can we get:*

*What Government, National Banks or National Commissions for Financial Markets are planning to do?*

- **Participate actively in Government incentive design**
- **Apply for subsides to cover a part of salaries for staff in technical unemployment**
- **Apply for credit lines**
- **Start a equity or mezzanine fund for SMEs**

# Communication

# Communication
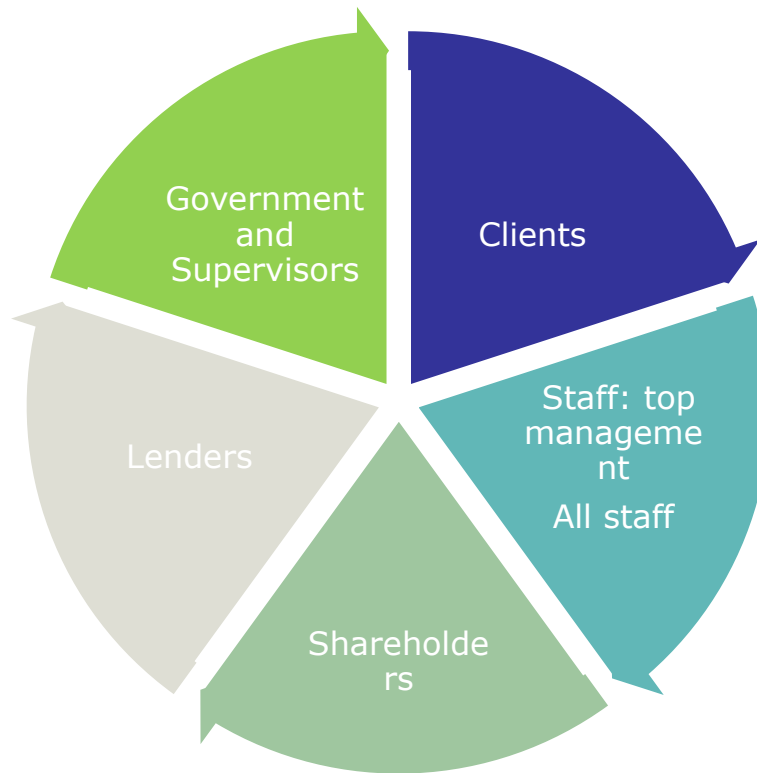
# Communication

- ❑ **Clarify shareholders intentions**
- ❑ **Clarify lenders intentions**
- ❑ **Get 1-2 key supporters from lenders on individual preparatory discussions**
- ❑ **Establish bi-weekly communication plan with lenders**
- ❑ **Invite reps of shareholders to the communication with lenders**
- ❑ **Get ready for discussions with lenders**
- ❑ **Summary of cash flow stress test scenarios**
- ❑ **Key messages to deliver**

# In conclusion
# Key actions

# Sample BC Plan/ Part 1

| | resp. person | m-3 | m-2 | week -4 | week -3 | week-2 | week-1 | week 1 | week 2 | week 3 | week4 | m2 | m3 | mX |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Your existing BCPr and BCPlan** | resp. person | | | | | | | | | | | | | |
| Check, compare with best practices, adjust improve as you go | | | | ▓ | ▓ | ▓ | ▓ | ▓ | | | | | | |
| Clarify responsibilities of team members and committees | | | | ▓ | ▓ | ▓ | ▓ | ▓ | | | | | | |
| Activate BCPlan | | | | | | | ▓ | ▓ | | | | | | |
| | | | | | | | | | | | | | | |
| **Monitor closely external factors from the Economic Cycle perspective** | | | | | | | | | | | | | | |
| Find earlier signs | | | | ▓ | ▓ | ▓ | ▓ | ▓ | | | | | | |
| Decide on key actions based on external signs | | | | | | ▓ | ▓ | ▓ | ▓ | | | ▓ | | |
| | | | | | | | | | | | | | | |
| **Special crisis committee meetings** | | ▓ | | ▓ | | | | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ |
| | | | | | | | | | | | | | | |
| **Necessary equipment and accessories** | | | | | | | | | | | | | | |
| Purchase | | | | ▓ | | ▓ | ▓ | ▓ | | | | | | |
| Train how to use | | | | | | ▓ | ▓ | ▓ | ▓ | | | | | |
| Prepare (Hand mande) | | | | | | | | ▓ | ▓ | ▓ | | | | |
| | | | | | | | | | | | | | | |
| **Clarify and implement back up for HR** | | | | ▓ | | | ▓ | ▓ | | | | | | |
| Staff health register | | | | | | | | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ |
| Job responsibilities in the crisis based on BC plan activation | | | | | | | | ▓ | ▓ | ▓ | ▓ | | | |
| Back up team 1 in action | | | | | | | | | | ▓ | | ▓ | | |
| Back up team 2 in action | | | | | | | | | | | ▓ | | ▓ | |

# TO DO List/ Key actions

| | m-3 | m-2 | week -4 | week -3 | week-2 | week-1 | week 1 | week 2 | week 3 | week4 | m2 | m3 | mX |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Test, adjust IT back up including alternative communication channels** | | | | | ▓ | ▓ | ▓ | ▓ | | | | | |
| Second, third internet provider | | | ▓ | | | | | | | | | | |
| Second, third IT specialist or firm | | | | | | ▓ | ▓ | ▓ | | | | | |
| Access of back up team to software's and servers | | | | | | | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | |
| | | | | | | | | | | | | | |
| **Revise liquidity and financing policy** | | | | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | | |
| Amend liquidity limit | | | | | ▓ | ▓ | | | | | | | |
| Identify new sources of liquidity | | | | | | ▓ | ▓ | ▓ | | | | | |
| Proactive comunication with Government | | | | | | | | | | | | | |
| | | | | | | | | | | | | | |
| **Communication plan** | | | | | | | | | | | | | |
| Clarify shareholders intentions | | | ▓ | | | | ▓ | ▓ | ▓ | | | | |
| Clarify lenders intentions | | | | | | | | ▓ | ▓ | ▓ | ▓ | | |
| Get key supporters from lenders | | | | | | | | ▓ | ▓ | ▓ | ▓ | ▓ | |
| Establish biweekly communication plan with lenders | | | | | | | | | | | | | |
| Invite reps of shareholders at the communication with lenders | | | | | | | ▓ | ▓ | | | | | |
| Get ready for discussions with lenders | | | | | | | ▓ | ▓ | ▓ | | | | |
| Summary cash flow stress test, | | | | | | | | | | | ▓ | ▓ | |
| Scenarios, key messages | | | | | | | | | | | | | |
| **Decide on clients rollover** | | | | | | | | | | | ▓ | ▓ | |
| **Decide on liabilities rollover** | | | | | | | | | | | ▓ | | |
| | | | | | | | | | | | | | |
| **Dezactivate BCPl** | | | | | | | | | | | | ▓ | ▓ |

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# TO DO List 2 part

| | resp. person | m-2 | week -4 | week -3 | week-2 | week-1 | week 1 | week 2 | week 3 | week4 | m2 | m3 | mX |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Check your existing BCPr and BCPlan | | | | | | | | | | | | | |
|   Compare with best practices, adjust improve as you go | | | ▓ | ▓ | ▓ | ▓ | | | | | | | |
|   Clarify responsibilities of team members and committees | | | ▓ | ▓ | ▓ | ▓ | | | | | | | |
| | | | | | | | | | | | | | |
| Monitor closely external factors from the Economic Cycle perspective | | | | | | | | | | | | | |
|   Find earlier signs | | | ▓ | ▓ | ▓ | ▓ | | | | | | | |
| Decide on key actions based on external signs | | | | | ▓ | ▓ | ▓ | | | | | ▓ | |
| | | | | | | | | | | | | | |
| Special crisis committee meetings | | | | | | | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ |
| | | | | | | | | | | | | | |
| Purchase necessary equipment and accessories | | | | | ▓ | ▓ | ▓ | | | | | | |
| | | | | | | | | | | | | | |
| Clarify and implement back up for HR | | | | | | ▓ | ▓ | | | | | | |
|   Staff health register | | | | | | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ | ▓ |
|   Job responsibilities in the crisis based on BC plan activation | | | | | | | ▓ | ▓ | ▓ | | | | |
|   Back up team in action | | | | | | | | | ▓ | ▓ | ▓ | ▓ | ▓ |

# How to Build a Corporate Immune System in Response to COVID-19 – webinar series

- 15.04, 11:00 – 12:30 CET - Stress test for success

- 16.04, 9:30 – 11:00 CET - Loan restructuring and refinancing policies and agreements

- 22.04, 13:00 – 14:30 CET - Amendments to lending policy for new products and online channels

- 23.04, 11:00 – 12:30 CET - Risk management for beginners and back-up staff

- 29.04, 11:00 – 12:00 CET - Financial planning and financial modelling

MICROFINANCE CENTRE