



PRIORITIES FOR BUSINESS CONTINUITY



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1. People



2. Cash and Liquidity

3. Supply Chain Model

4. Top Line Recovery

5. Cyber Security

6. Information Technology Strategy



1. People



A

Ensure information flow and calls to address employees' questions.

B

Communicate hygiene good practices: hand cleaning, distancing measures, use of masks...

C

Adjust working place protocol: increase in-office cleaning, number of employees/sqm, visitors' admission. Provide new tools, training and support to the employees to let them perform their task in a new environment,

D

Adjust travel policies and ensure to have in place appropriate infrastructure to organize fruitful web meetings,

E

Ensure compliance with regulatory requirements and engage with unions,



2. Cash and Liquidity



A

Maintain a constant cash flow monitoring with 2/3 months rolling forecast

B

Put in place a Cash Committee for performing analyses and prioritizing initiatives with an immediate effect on the business

C

Review NWC in detail to identify improvement areas with a direct impact on cash levels

D

Cooperate with suppliers and clients making a tradeoff between cash availability and profitability (eg. Use tools of dynamic discounting, offering discounts in case of advanced payments)

E

Promptly access to the tools offered by government and private sector for delaying the payments due dates and the business financial commitments



3. Supply Chain Model



A

Crisis team: define priorities of the entire supply chain and distribution framework

B

Map the constraints over suppliers/production units/distribution network and **grade them** by level of criticality

C

Micro-supply chain: define a "micro-supply chain" environment ensuring the **replenishment continuity** of core products while promoting flexibility over others

D

Alternative sourcing to ensure **replenishment continuity** in the short term and **reducing risks** in the mid/long term through dual sourcing

E

Logistics task force: define a contingency plan with 3PL/4PL providers for goods receiving (inbound) and introduce different delivery methods to stores/clients (outbound)



4. Top Line Recovery



A

Estimate accurately **Covid-19 impact on top line**, by geographical markets, product lines and client categories

B

Update clients care process focusing on **customer service as a fundamental asset** for promoting relationship and trust with the clients

C

Understand **restrictions effects over consuming patterns** in order to perform **promotional activities** sustaining the revenue flow in the next future

D

Put in place a specific **task force** for a prompt updating of **e-commerce channel with respect** to assortment and usage in order to reach new client segments

E

Update your **business model**, identifying new market positioning, new ways for product offering and exploitation of currently under-used assets



5. Cyber Security



A

Improve **Threat Intelligence**, activating information channels to protect against new threats (eg. Phishing campaigns) both internally (teleworking) and externally (web site)

B

Focus on **security** regarding **operational infrastructure** (connectivity, assets, applications) supporting core process and services...

C

Define effective **awareness campaigns** for **teleworking security risks mitigation**. In case of requests of security level downgrading for improving operational efficiency (eg simplified access methods, opening of not standard services) consider the possible impacts and track all the configuration changes

D

Take the maximum care for **digital channel security** both for **clients** (e-commerce) and **internal business functions**, verifying possible weak points generated by a continuous emergency status

E

Identify possible **new elements** that could increase **vulnerability** (eg. new cooperation platforms, new third parties) ensuring security and legal compliance (eg privacy)



6. Information Technology Strategy



A

Strengthen new communication channel with clients and suppliers, like e-commerce, e-payment, e-SCM, identifying areas/services with space for scalability and flexibility

B

Review IT project priorities, timing, resources allocation, possible savings and drawbacks on the business initiatives

C

Monitor and continuously upgrade the IT infrastructure and architecture resilience considering business continuity, ensuring solutions for increased flexibility of workload, service efficiency and quality

D

Accelerate adoption of Digital Workplace solutions, aiming at a more agile/flexible working environment making the crisis an opportunity for change

E

Review the ICT service sourcing model with suppliers in order to agree upon Service Delivery and Service Desk operational models, ensuring a more effective user support

