



Ready. Set. Reopen: Your Bounce-Back Strategic Action Plan

Are you ready to reopen? Prepped for the pivot? Guess what? Sometime soon stir crazy people will be ready to engage with your organization. Your future will be guided by macro-level milestones, largely driven by public health indicators and a combination of local and state policies.

Launch your task force. It's time to get started. There is much to learn as we plan for the next normal.

Differentiation Zone® has created your **Bounce-Back Plan**. We advise you to focus on essential actions for the next one to two years.

Pivot Your Strategy	Prepare for the Next Normal
In this section, we address the realities of today.	In this section, we prepare you for the work ahead.
Your Goals:	Your Goals:
Create a resilient strategy	Get ready for testing
Redesign your business model	Learn about tracking
Prep your people	Anticipate a vaccine
Revamp your facilities	
Fast-track pandemic supplies	
Communicate transparently	

Your plan template is on the following pages and organized in two sections. Feel free to make it yours. These objectives and recommended action steps are intended to fill in the gaps of new areas, such as public health testing, that historically haven't been included in strategic plans.

Bounce-Back Strategic Action Plan

Pivot Your Strategy

Goal	Objectives to achieve the goals	Actions to achieve the objectives	Deadlines and Assignments
<p>Create a resilient strategy</p>	<ul style="list-style-type: none"> - Identify what matters most to customers - Reassess the competitive landscape - Monitor the game changing forces with the greatest potential to impact us in these arenas: the economy, COVID-specific, public policy, people, and technology - Create our action plan with a differentiation strategy 	<p>Review trends from public sentiment and voice-of-the-customer research</p> <p>Study 3-5 main competitors</p> <p>Scan external forces</p> <p>Update scenario planning capabilities</p> <p>Craft a new differentiation strategy</p> <p>Use this template to create a 1-2 year strategic action plan</p> <p>Monitor the plan</p> <p>Update plan as necessary</p> <p><i>Write in your own:</i></p>	<p>Deadline:</p> <p>Assignment(s):</p>

Goal	Objectives to achieve the goals	Actions to achieve the objectives	Deadlines and Assignments
Redesign your business model	<ul style="list-style-type: none"> - Optimize service delivery - Update capacity requirements - Rethink revenues and expenses - Create financial pro formas and cash-flow projections 	<p>Optimize online service delivery</p> <p>Redesign in-person service delivery. Determine realistic service levels</p> <p>Update staffing model, facility requirements, and equipment needs</p> <p>Estimate revenue reductions due to decreased service capacity or demand</p> <p>Forecast future revenue from current and potential new sources</p> <p>Estimate new pandemic-specific expense categories</p> <p>Identify new investments in people, technology, processes, and brand</p> <p>Identify possible expense reductions</p> <p>Forecast cash flow</p> <p>Update financial pro forma</p> <p><i>Write in your own:</i></p>	<p>Deadline:</p> <p>Assignment(s):</p>

Goal	Objectives to achieve the goals	Actions to achieve the objectives	Deadlines and Assignments
<p>Prep your people</p>	<ul style="list-style-type: none"> - Support and train your team - Redesign jobs - Use an equity lens to address inclusivity, diversity, and access - Plan for PPE, enhanced hygiene, and pertinent sanitizing procedures 	<p>Learn from professional associations and industry experts</p> <p>Obtain HR advice</p> <p>Engage staff in sharing ideas, innovations, and recommendations</p> <p>Communicate consistently</p> <p>Launch a training team</p> <p>Create and implement a training plan</p> <p>Update HR manual, employee policies and other operational documents</p> <p><i>Write in your own:</i></p>	<p>Deadline:</p> <p>Assignment(s):</p>

Goal	Objectives to achieve the goals	Actions to achieve the objectives	Deadlines and Assignments
<p>Revamp your facilities</p>	<ul style="list-style-type: none"> - Identify retrofits required to ensure appropriate social distancing - Determine essential investments - Determine “permanent” changes until we have a combination of effective testing, surveillance, and vaccines - Innovate where possible - Plan for impacts on job design, staffing, and collaboration 	<p>Learn from industry experts, thought leaders in other industries, and commercial real estate professionals</p> <p>Identify retrofits and associated requirements, including revised layouts, equipment usage, etc.</p> <p>Determine staffing options to use with the retrofitted space, such as staggered shifts and days</p> <p>Purchase supplies, furniture, and equipment</p> <p>Arrange for installation</p> <p>Transition to newly redesign facilities</p> <p>Gather staff and customer feedback</p> <p>Optimize as necessary for efficiency and effectiveness</p> <p><i>Write in your own:</i></p>	<p>Deadline:</p> <p>Assignment(s):</p>

Goal	Objectives to achieve the goals	Actions to achieve the objectives	Deadlines and Assignments
<p>Fast-track pandemic supplies</p>	<ul style="list-style-type: none"> - Determine what is necessary for the near-term and long-term for personal protective equipment (PPE) and sanitizing/disinfecting - Create a plan for PPE use - Create plan for sanitizing and disinfecting our facilities 	<p>Identify industry experts to advise us</p> <p>Scout for local and national guidelines for our field / industry</p> <p>Learn about quality, costs, supply chains, lead times, and more</p> <p>Identify staffing, and what we might outsource (such as disinfecting)</p> <p>Plan for when sufficient supplies will be available to us</p> <p>Order pandemic supplies</p> <p>Update policies and procedures</p> <p>Train our people</p> <p>Implement pandemic supply program</p> <p>Reorder as necessary</p> <p><i>Write in your own:</i></p>	<p>Deadline:</p> <p>Assignment(s):</p>

Goal	Objectives to achieve the goals	Actions to achieve the objectives	Deadlines and Assignments
<p>Communicate transparently</p>	<ul style="list-style-type: none"> - Create and implement a communications plan with key messages to ensure transparency, brand alignment, and consistency of messages 	<p>Seek advice from PR professionals, professional associations, and human resources professionals to determine ideal messaging</p> <p>Communicate consistently and strategically with all stakeholders</p> <p><i>Write in your own:</i></p>	<p>Deadline:</p> <p>Assignment(s):</p>

Bounce-Back Strategic Action Plan

Prepare for the Next Normal

Goal	Objectives to achieve the goals	Actions to achieve the objectives	Deadlines and Assignments
<p>Get ready for testing</p>	<ul style="list-style-type: none"> - Learn about COVID-19 tests and prepare to implement as recommended or required - Take an equity lens to address inclusivity, diversity, and access - Create a testing plan and protocol, including appropriate staffing, records retention, and communications for both antibody tests and body temperature checks - Update human resources policies, procedures, and handbook - Identify and prepare to address risk management issues 	<p>Engage with chamber of commerce, industry association, and experts such as local health department, state health department, and medical community</p> <p style="padding-left: 40px;">Who has authority to enact new public policies, laws, and/or regulations?</p> <p style="padding-left: 40px;">What tests are under development? Body temperature, antibody, etc.</p> <p style="padding-left: 40px;">What are the steps and stages to go from lab discovery to public distribution?</p> <p>Learn about COVID-19 tests and checks</p> <p style="padding-left: 40px;">How are the tests administered? By whom?</p> <p style="padding-left: 40px;">What will our policies be?</p> <p style="padding-left: 40px;">What equipment, supplies, and credentialing is required?</p>	<p>Deadline:</p> <p>Assignment(s):</p>

Goal	Objectives to achieve the goals	Actions to achieve the objectives	Deadlines and Assignments
		<p>How do we ensure Equity? HIPPA? Confidentiality?</p> <p>Determine what is mandatory and what is recommended</p> <p>Investigate HR guidelines and employment laws</p> <p>Identify options to outsource to a reliable provider</p> <p>Determine if we should conduct temperature checks for employees and/or guests entering the facilities</p> <p>Establish a protocol when someone is turned away</p> <p>Update HR policies, procedures and employee handbook</p> <p>Create a risk management plan</p> <p><i>Write in your own:</i></p>	

Goal	Objectives to achieve the goals	Actions to achieve the objectives	Deadlines and Assignments
<p>Learn about tracking</p>	<ul style="list-style-type: none"> - Learn about tracking, including contact tracing and public health surveillance - Identify how we might need to engage with these efforts - Learn about voluntary tracking technology under development by Google and Apple - Update human resources policies, procedures, and handbook as necessary 	<p>Engage with experts such as state health department, local health department, public health agencies, and school of public health</p> <p>What is contact tracing, tracking and public health surveillance?</p> <p>How does the system embrace equity, inclusion, diversity and access?</p> <p>How is data obtained? Shared?</p> <p>How are decisions made based on the data?</p> <p>How are those decisions communicated with the public? Used in making policy decisions?</p> <p>Join an industry working group or other gathering to stay abreast of milestones</p> <p>Monitor results</p> <p>Revise this plan to address periodic resurgence of infection and need for stepped-up internal procedures</p>	<p>Deadline:</p> <p>Assignment(s):</p>

Goal	Objectives to achieve the goals	Actions to achieve the objectives	Deadlines and Assignments
		<i>Write in your own:</i>	
Anticipate a vaccine	<ul style="list-style-type: none"> - Learn about the vaccine development process - Understand when a vaccine might be available so we can pivot our plan - Identify implications for business operations, human resources and risk management - Update human resources policies, procedures, and handbook 	<p>Engage with experts such as local health department and medical providers</p> <p>Learn about vaccines.</p> <p>Who has authority to enact new public policies, laws, and/or regulations?</p> <p>Who approves medical treatments?</p> <p>How can we take an equity lens? Address inclusivity, diversity, and access?</p> <p>What sorts of vaccines are in development?</p> <p>What are the steps and stages to go from lab discovery to public distribution?</p> <p>What is the anticipated timeline?</p> <p>What are the HR guidelines? Laws?</p> <p>How are the vaccines administered?</p>	<p>Deadline:</p> <p>Assignment(s):</p>

Goal	Objectives to achieve the goals	Actions to achieve the objectives	Deadlines and Assignments
		<p>Who administers them? What training and credentialing is required?</p> <p>Monitor availability, effectiveness, procurement and lead time</p> <p>Create HR supports, such as time off from work to on-site vaccinations</p> <p>Update human resources and operating policies as required</p> <p>What will our policies be?</p> <p>How do we ensure HIPPA? Confidentiality?</p> <p>Identify risk management issues and update plan</p> <p><i>Write in your own:</i></p>	