



THE IVEY  
ACADEMY

# OPERATING IN A CRISIS

April 30<sup>th</sup> 2020



# OPERATING IN A CRISIS

STEP 1: Take Ownership

STEP 2: Challenge Your Business Model

STEP 3: Communicate

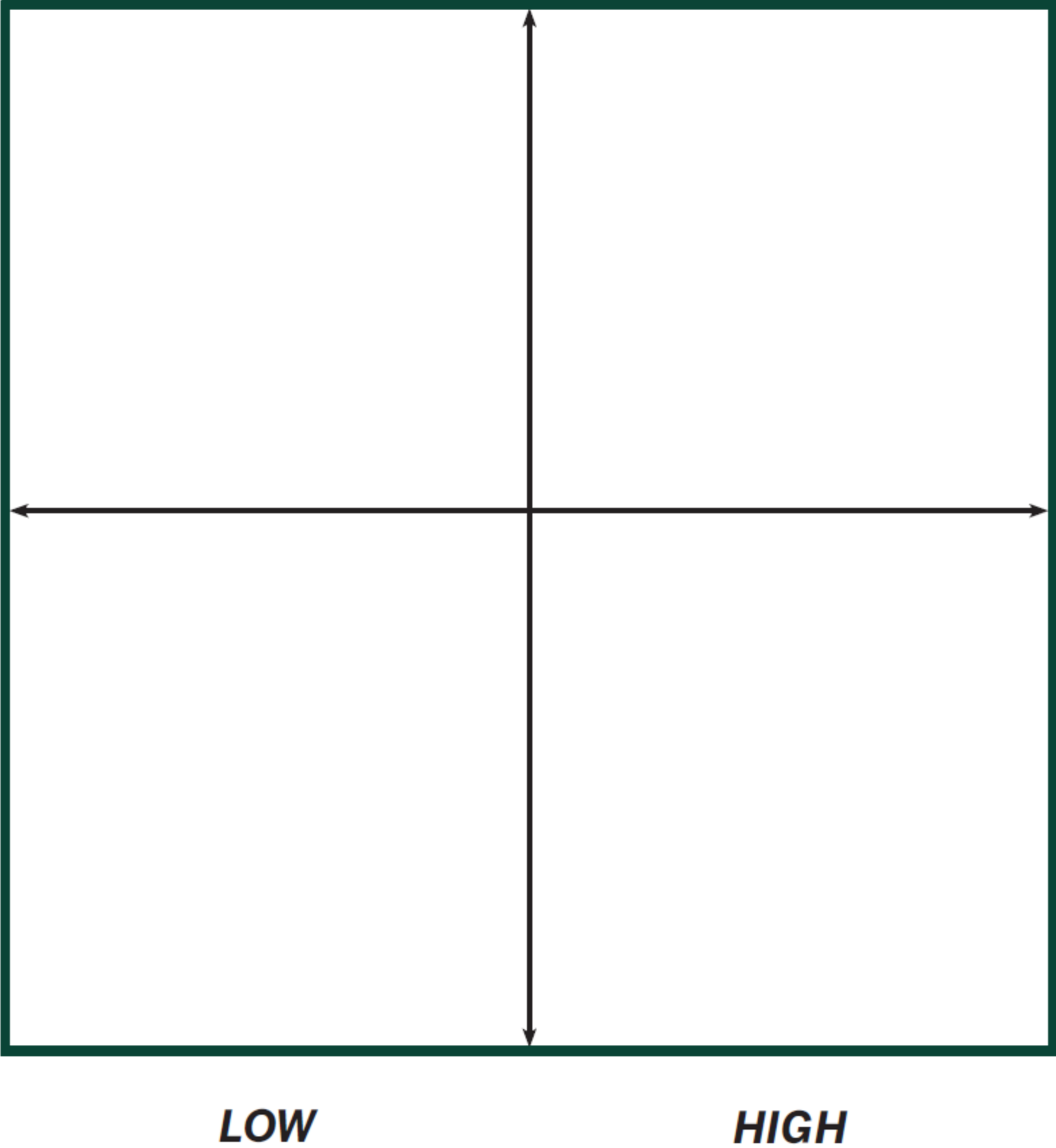
STEP 4: Implement Your Plan

STEP 5: Lead By Example

STEP 6: Go On The Offensive

# How concerned should your business be?

Business Resilience Matrix



### Financial Resilience

- Strong balance sheet (cash, low debt)
- Access to credit
- Corporate parent shelter

### Business Model Resilience

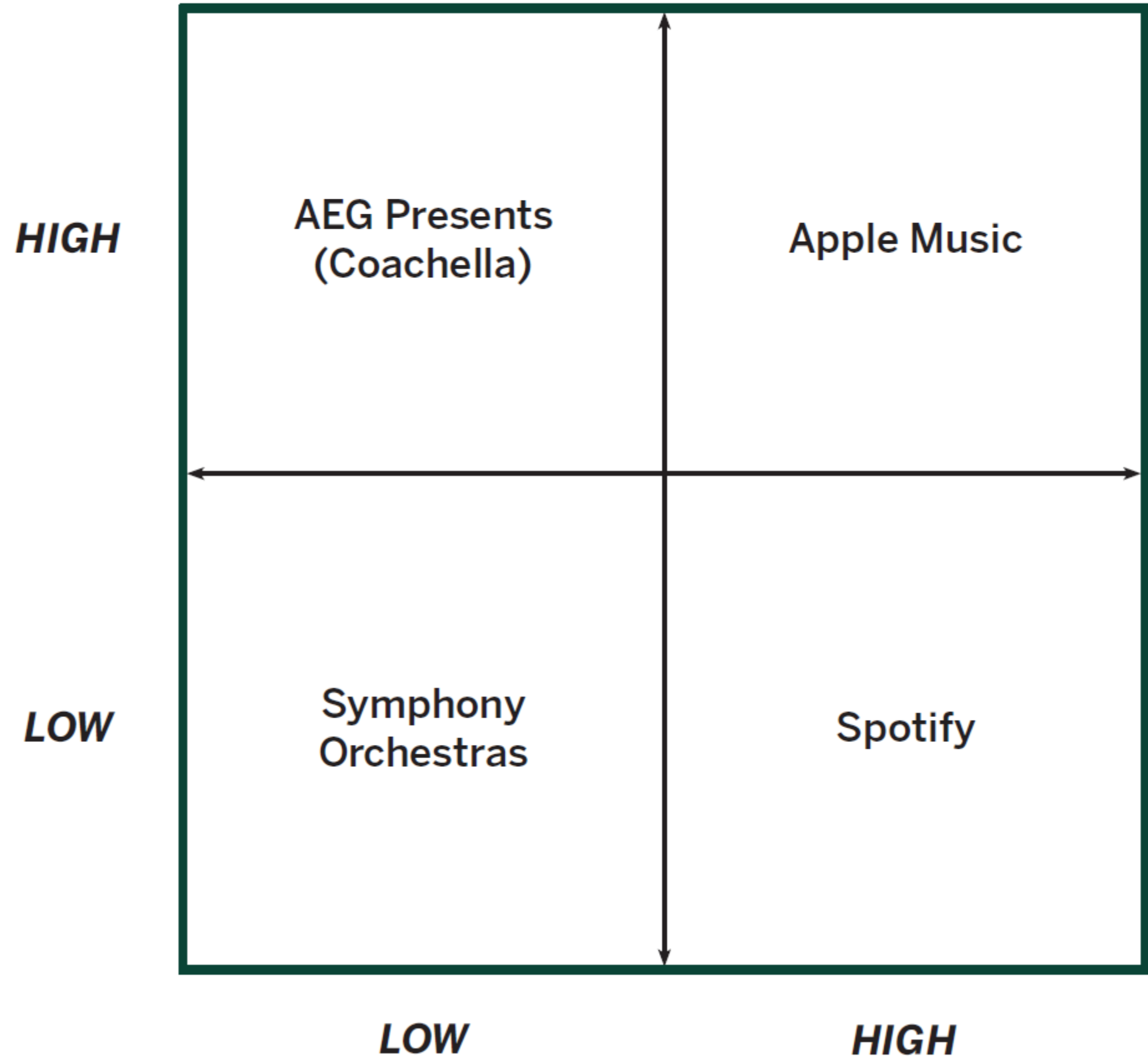
- Solid business fundamentals (P&L)
- Staple/non-discretionary purchase
- Low to moderate cash outlay
- Digital or *digitizable* purchase and fulfillment

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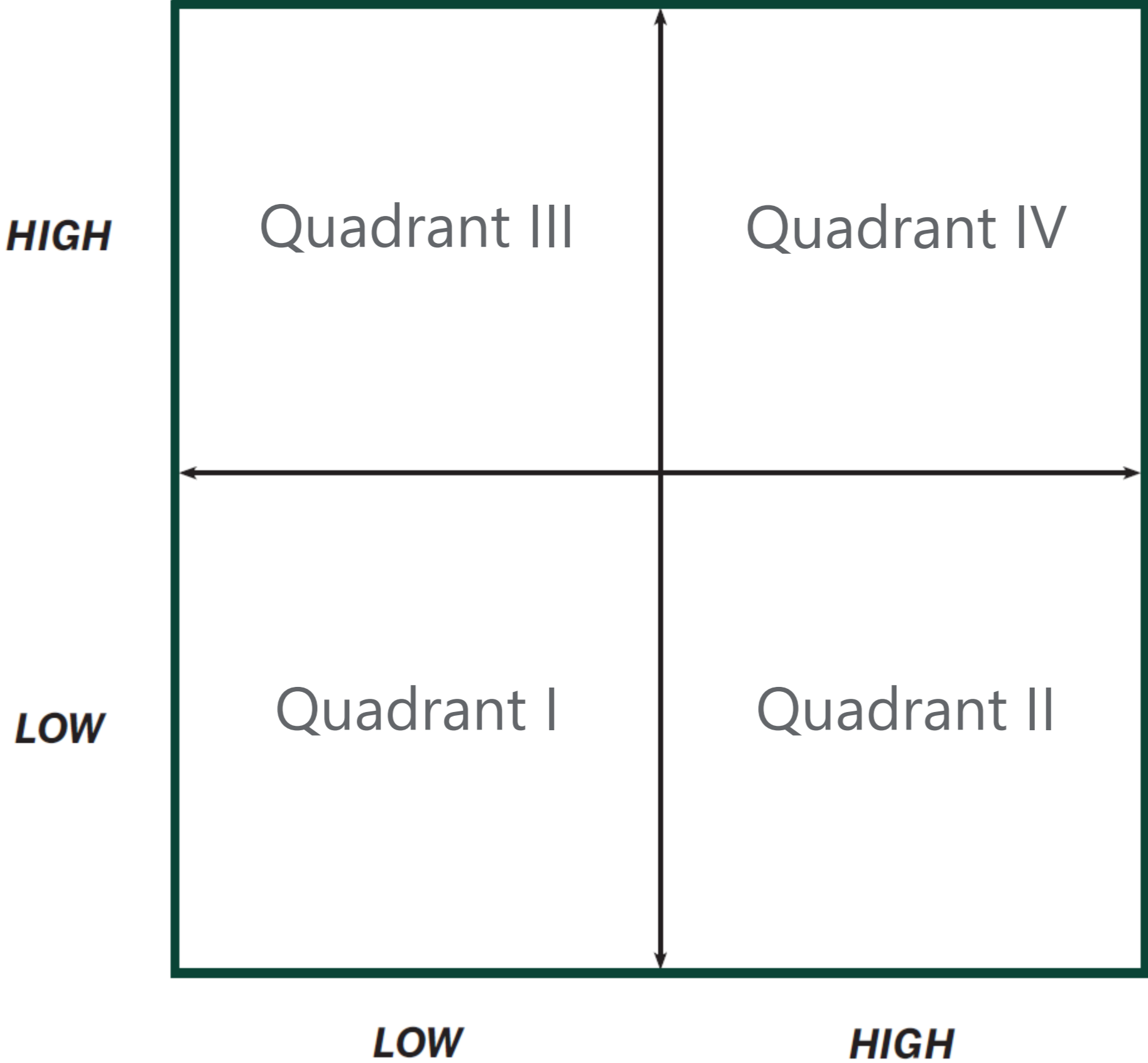


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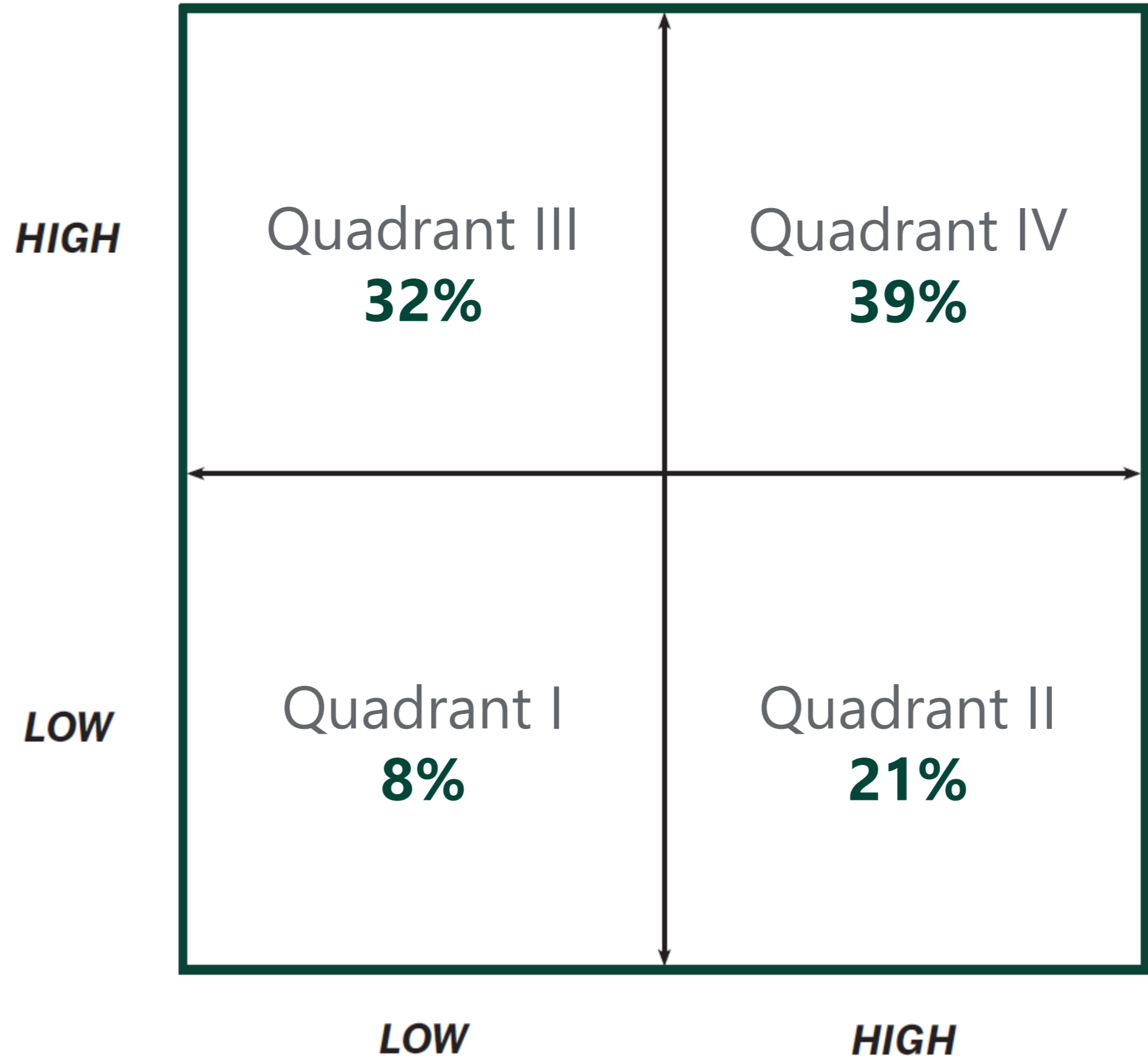
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