

OnStrategy Workshop

# **Building a Cash Runway & 90-Day Plan**

Toolkit for Protecting the Health of Your Business & Staying Economically Viable



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# Purpose & How to Use the Toolkit

**Build a business continuity plan for your business, specifically focusing on:**

- Aligning your team around trigger events
- Knowing your cash runway
- Adapting your 2020 Plan w/ a 90-day action plan

***How to Use the Toolkit – Facilitate with your team!***

**PowerPoint + Recorded Video:** Self-directed workshop

**Canvas to Protect the Health of Your Business:** Thinking sheet & 90-day action plan

**Cash Runway Excel:** Build your cash runway

***#WeAreAllInThisTogether***

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# A Few Considerations...



Everyone's situation is **unique**. Approach is for leaders w/ authority.



Goal is to maintain **sustainability & create certainty** > vendors, customers, employees.



Take care of your **staff's health and safety** first.



This approach is to **gain alignment**, not to replace CFO/CPA analyses.



Good looks like directionally correct to **create laser-sharp focus**.

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# **6 Steps to Protecting Your Business**

- 1. Identify Risk & Opportunity Areas**
- 2. Build a Cash Runway**
- 3. Establish Trigger Events & Pre-Established Moves**
- 4. What to Share With Your Banker**
- 5. Adapt Agile Planning Principles & Set Your Management Cycle**
- 6. Modify your 2020 Plan w/ a 90-Day Action Plan**

# Identifying Risks & Opportunities

From your vendors to your customers to your customer's customers



# Assess Your Current State

Brainstorm the external dynamics and internal resources to inform actions you can take to protect the health of your business.

## External Dynamics

## Internal Resources

### Opportunity Areas:

What are some areas where you can add more value?

- Customers/Clients
- Partners
- Vendors

### Risk Areas:

Where are the areas at risk?  
How might you mitigate?

- Customers/Clients
- Partners
- Vendors

### Opportunity Areas

### Risk Areas

### People

### Projects

### Cash

### People:

How can you strengthen your team?

- Process changes
- Training opportunities
- Innovative approaches to work

### Projects:

What are the strategic projects that could advance your business?

- Goal/OKR development
- Growth strategy creation
- New Projects
- Marketing campaigns

### Cash:

What are the sources of cash available to your business today?

- Savings
- Lines of credit
- Equity lines

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# Assess the Current State

*Brainstorm before planning*

External Dynamics	Internal Resources
<p><b>Opportunity Areas:</b> <i>What are some areas where you can add more value?</i></p> <ul style="list-style-type: none"><li>* Customers/Clients</li><li>* Partners</li><li>* Vendors</li><li>• Delivering work remotely</li><li>• Providing products at cost</li><li>• Discounts for pre-bookings</li></ul>	<p><b>People:</b> <i>How can you strengthen your team?</i></p> <ul style="list-style-type: none"><li>* Process changes</li><li>* Training opportunities</li><li>* Innovations</li></ul>
<p><b>Risk Areas:</b> <i>Where are the areas at risk? How might you mitigate?</i></p> <ul style="list-style-type: none"><li>* Customers/Clients</li><li>* Partners</li><li>* Vendors</li><li>• Identify those customers whose businesses are at risk</li><li>• Terms</li><li>• Payment holds</li></ul>	<p><b>Projects:</b> <i>What are strategic projects that could advance your business?</i></p> <ul style="list-style-type: none"><li>* Goal/OKR development.</li><li>* Growth strategy creation</li><li>* New Projects</li><li>* Marketing campaigns</li></ul>
	<p><b>Cash:</b> <i>What are the sources of cash available to your business today?</i></p> <ul style="list-style-type: none"><li>* Savings</li><li>* Lines of Credit</li><li>* Equity Lines</li></ul>



# Building a Cash Runway

Figuring out your cash situation & operational runway

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# Numbers You Need

*Apply to your specific situation & business.*

- **Cash on-hand & sources of cash available** (lines of credit, equity lines, etc.)
- **Average monthly operating expenses**
- **Signed vendor commitments** (if not incorporated above)
- **2020 revenue forecast** or estimate by customer

	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	TOTAL	Trend Line	Runway # of Months
<b>STEADY STATE</b>															
<b>CURRENT EXPENSES</b>															
Total Operating Expenses	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 480,000.00		
Variable Expenses	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 240.00		
Fixed Expenses	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 360.00		
Cap Ex Committed	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 480.00		
<b>Current Expense Total</b>	<b>\$40,090.00</b>	<b>\$40,090.00</b>	<b>\$40,090.00</b>	<b>\$40,090.00</b>	<b>\$40,090.00</b>	<b>\$40,090.00</b>	<b>\$40,090.00</b>	<b>\$40,090.00</b>	<b>\$40,090.00</b>	<b>\$40,090.00</b>	<b>\$40,090.00</b>	<b>\$40,090.00</b>	<b>\$481,080.00</b>		
<b>REVENUE/SALES FORECAST (Accrual)</b>															
Total Forecast	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 600,000.00		
Customer #2	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,400.00		
Client #3	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00	\$ 3,600.00		
Client #4	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 480.00		
<b>Revenue Total</b>	<b>\$50,540.00</b>	<b>\$50,540.00</b>	<b>\$50,540.00</b>	<b>\$50,540.00</b>	<b>\$50,540.00</b>	<b>\$50,540.00</b>	<b>\$50,540.00</b>	<b>\$50,540.00</b>	<b>\$50,540.00</b>	<b>\$50,540.00</b>	<b>\$50,540.00</b>	<b>\$50,540.00</b>	<b>\$606,480.00</b>		
<b>REVENUE - AT RISK</b>															
Customer #1			\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 50,000.00		
Customer #2						\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 6,800.00		
Client #3					\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 240.00		
Client #4			\$ 45,000.00	\$ 45,000.00	\$ 45,000.00								\$ 135,000.00		
<b>Revenue - At Risk Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$50,000.00</b>	<b>\$50,000.00</b>	<b>\$50,030.00</b>	<b>\$7,030.00</b>	<b>\$7,030.00</b>	<b>\$7,030.00</b>	<b>\$5,230.00</b>	<b>\$5,230.00</b>	<b>\$5,230.00</b>	<b>\$5,230.00</b>	<b>\$192,040.00</b>		
<b>Net Income (Less Revenue at Risk)</b>	<b>\$10,450.00</b>	<b>\$10,450.00</b>	<b>(\$39,550.00)</b>	<b>(\$39,550.00)</b>	<b>(\$39,580.00)</b>	<b>\$3,420.00</b>	<b>\$3,420.00</b>	<b>\$3,420.00</b>	<b>\$5,220.00</b>	<b>\$5,220.00</b>	<b>\$5,220.00</b>	<b>\$5,220.00</b>	<b>(\$66,640.00)</b>		
<b>CASH RESERVES</b>															
Equity Line			\$ 20,000.00										\$ 20,000.00		
Savings			\$ 100,000.00										\$ 100,000.00		
Line of Credit													\$ 0.00		
Additional Item here													\$ 0.00		
<b>Cash Reserves - Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000.00</b>		
<b>AVAILABLE CASH - TOTAL</b>			<b>\$80,450.00</b>	<b>\$40,900.00</b>	<b>\$1,320.00</b>	<b>\$4,740.00</b>	<b>\$8,160.00</b>	<b>\$11,580.00</b>	<b>\$16,800.00</b>	<b>\$22,020.00</b>	<b>\$27,240.00</b>	<b>\$32,460.00</b>	<b>\$32,460.00</b>		<b>10</b>
<b>"WHAT IF..." MOVES</b>															
<b>WHAT IF EXPENSE REDUCTIONS</b>															
Expense #1				\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00		\$ 8,000.00		
Expense #2				\$ 5,000.00	\$ 5,000.00	\$ 5,000.00							\$ 15,000.00		
Expense #3				\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 270.00		
Expense #4				\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 360.00		
<b>"What If" Expense Reduction Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$6,070.00</b>	<b>\$6,070.00</b>	<b>\$6,070.00</b>	<b>\$1,070.00</b>	<b>\$1,070.00</b>	<b>\$1,070.00</b>	<b>\$1,070.00</b>	<b>\$1,070.00</b>	<b>\$70.00</b>	<b>\$23,630.00</b>		
<b>AVAILABLE CASH - ADJUSTED</b>			<b>\$0.00</b>	<b>\$46,970.00</b>	<b>\$7,390.00</b>	<b>\$10,810.00</b>	<b>\$9,230.00</b>	<b>\$12,650.00</b>	<b>\$17,870.00</b>	<b>\$23,090.00</b>	<b>\$28,310.00</b>	<b>\$32,530.00</b>	<b>\$32,530.00</b>		<b>10</b>
<b>DEFENSIVE MOVES</b>															
<b>WHAT IF EXPENSE REDUCTIONS</b>															
Expense #1				\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 90,000.00		
Expense #2				\$ 5,000.00	\$ 5,000.00	\$ 5,000.00							\$ 15,000.00		
Expense #3				\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 270.00		
Expense #4				\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 40.00	\$ 360.00		
<b>Defensive Expense Reduction Total</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$15,070.00</b>	<b>\$15,070.00</b>	<b>\$15,070.00</b>	<b>\$10,070.00</b>	<b>\$10,070.00</b>	<b>\$10,070.00</b>	<b>\$10,070.00</b>	<b>\$10,070.00</b>	<b>\$10,070.00</b>	<b>\$105,630.00</b>		
<b>AVAILABLE CASH - ADJUSTED</b>			<b>\$0.00</b>	<b>\$62,040.00</b>	<b>\$22,460.00</b>	<b>\$25,880.00</b>	<b>\$19,300.00</b>	<b>\$22,720.00</b>	<b>\$27,940.00</b>	<b>\$33,160.00</b>	<b>\$38,380.00</b>	<b>\$42,600.00</b>	<b>\$42,600.00</b>		<b>10</b>

# Establish Triggers Events & Pre-Determined Moves

Preemptive, “What Ifs”, and Defensive

2

### Preemptive Moves

What's this year's revenue forecast overall and monthly average?

This Year's Revenue Target: \$ \_\_\_\_\_

Monthly Average Revenue: \$ \_\_\_\_\_

3

### "What if..." Moves

What are your trigger event(s)? (e.g. if revenue is within 10% of OpEx)

Trigger #1:

Trigger #2:

4

### Defensive Moves

What's your cash runway? How long can you operate if revenue takes a hit?

Cash Reserve: \$ \_\_\_\_\_

Monthly Operating Expense: \$ \_\_\_\_\_

# of Months: \_\_\_\_\_

*What preemptive actions can you take to protect planned revenue?*

*What actions will you take if trigger events occur?*

*What actions will you take if revenue falls close to operating expenses?*

Acquiring New Customers

**Deal List:** List potential new business. What must you do to close the business?

**Shift:** How will you shift your strategy to aggressively secure new revenue? (e.g. incentives)

**Shift:** How will you dramatically change your acquisition strategy? (e.g. guerilla marketing)

**Critical Actions:**

**Critical Actions:**

Retaining Current Customers

**Customer List:** List customers you must retain & how.

**Shift:** What can you do differently to add value to current customers? (e.g. new offering)

**Shift:** What dramatic shift will keep customers? (e.g. new terms)

**At Risk Customers:** List those at risk & how to shore up.

**Critical Actions:**

**Critical Actions:**

Managing Expenses

**Operating Expenses:** List expenses to preemptively reduce at no harm to operations. (e.g. freeze hiring)

**Triggered Reductions:** List expenses you will cut if triggers occur. (e.g. holding capital expenses)

**Defensive Reductions:** List expenses you will cut if business continuity is in jeopardy. (e.g. headcount reduction)

Est. Annual Savings:: \$ \_\_\_\_\_

Est. Annual Savings:: \$ \_\_\_\_\_

Est. Annual Savings:: \$ \_\_\_\_\_

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# Align on a Trigger Event

*With your Executive Team...*

**Pre-determine a trigger event** that will be used as a “switch” to set into motion specific actions to protect your cash flow.

## **A trigger event is:**

- Objective, quantifiable and verifiable
- Based on real-time data
- Agreed upon by the whole team

## **Examples:**

Orders declining for 4 consecutive weeks | 2 of 5 six-figure projects cancelling  
Double digit decline in revenue for 2 consecutive months

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# Establish Your Moves

## 2. Preemptive Moves

Preemptive moves are initiatives you can take today to lock in revenue or reduce expenses with no direct harm to the business.

## 3. “What If” Moves

“What if...” moves are actions you will take if pre-identified trigger events occur.

## 4. Defensive Moves

Defensive moves are as they sound, last line of defense to maintain business continuity.

***“Tell customers how they can spend money with you!!” ~ Mark Cuban***

2

### Preemptive Moves

What's this year's revenue forecast overall and monthly average?

This Year's Revenue Target: \$ \_\_\_\_\_

Monthly Average Revenue: \$ \_\_\_\_\_

3

### "What if..." Moves

What are your trigger event(s)? (e.g. if revenue is within 10% of OpEx)

Trigger #1:

Trigger #2:

4

### Defensive Moves

What's your cash runway? How long can you operate if revenue takes a hit?

Cash Reserve: \$ \_\_\_\_\_

Monthly Operating Expense: \$ \_\_\_\_\_

# of Months: \_\_\_\_\_

*What preemptive actions can you take to protect planned revenue?*

*What actions will you take if trigger events occur?*

*What actions will you take if revenue falls close to operating expenses?*

Acquiring New Customers

**Deal List:** List potential new business. What must you do to close the business?

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**Defensive Reductions:** List expenses you will cut if business continuity is in jeopardy. (e.g. headcount reduction)

Est. Annual Savings:: \$ \_\_\_\_\_

Est. Annual Savings:: \$ \_\_\_\_\_

Est. Annual Savings:: \$ \_\_\_\_\_



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# Preemptive Moves

*Reference Page 1...*

## What preemptive moves can you take to protect your revenue?

- **Acquiring New Customers:** What must you do to close low-in-the funnel deals?  
*Examples: increase marketing outreach; introductory pricing. Partner w/ competitors.*
- **Retaining Current Customers:** What can you do keep high-value & those at risk?  
*Examples: CRM - increase sales/service outreach and offer complimentary products/services; add features/services.*
- **Managing Expenses:** What expenses can you hold with no harm to operations?  
*Examples: new product development; negotiate with vendors/suppliers; professional development.*

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# “What If...” Moves

*Reference Page 1...*

## What actions will you take if trigger event occurs?

- **Acquiring New Customers:** How will you shift your strategy?  
*Examples: discounts for long-term contracts or for upfront payments; adjust product to offer lower-price alternative.*
- **Retaining Current Customers:** How will you shift to provide higher value?  
*Examples: bundle products/services; exclusive new product access.*
- **Managing Expenses:** What expenses will you pause or cut?  
*Examples: equipment upgrades or capex; bonuses and incentives.*

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# Defensive Moves

*Reference Page 1...*

## What actions will you take if revenue =< Opex?

- **Acquiring New Customers:** How will you dramatically shift your strategy?  
*Examples: lowest-cost markets; channels; re-package for price or margin.*
- **Retaining Current Customers:** How will you keep your customers?  
*Examples: loyalty discount; [early] renewal discounts.*
- **Managing Expenses:** What expenses will you cut if business is in jeopardy?  
*Examples: new hires or raises; deferred comp; R&D. Underemployment*

# Crowdsourcing Strategies

**What actions will you take that others could learn from overall & by industry?**

Acquiring Strategies

Retaining Strategies

Managing Expenses/Vendors & Partners

**Link on the Toolkit Page**

# What to Share With Your Banker

**Why and how you intend to use your line of credit**

**Your Cash Runway**

**Your Continuity Plan**

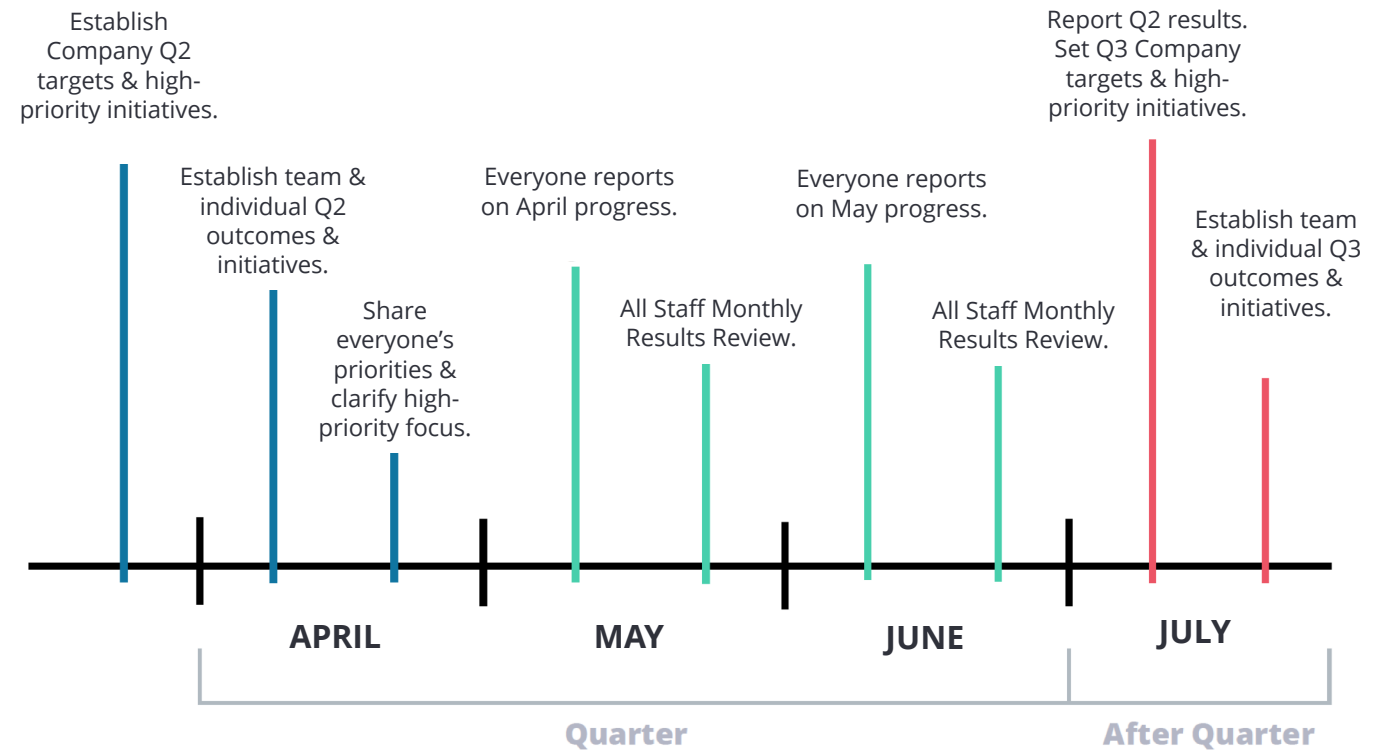
**If you don't have a line of credit, but need one: why you haven't had one  
and why you need one now**

# Agile Planning

Set up a cycle to adjust and adapt every 90 days

# Cycle of Agile Planning

- Set annual company-wide goals w/ quarterly focus.
- Set team/individual key results (outcomes & initiatives) to be delivered this quarter.
- Check in on progress monthly.
- Evaluate & calibrate quarterly.



# Modify Your 2020 Plan

Adapting your 2020 Goals w/ a 90-day action plan



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# Steps to Adapt your 2020 Plan

High priority or #together:

- 1. Company-wide Goals > Revise 90-day company-wide targets:** For company-wide, set conservative monthly targets for April, May and June. Set as high priority.
- 2. Initiatives > Narrow focus to high-priority actions from “preemptive moves”:**
  - Identify current initiatives > Modify language to reflect 90-day deliverables > Set due date as June 30 > Select high-priority in drop down.
  - Add new initiatives & strategic projects. Same steps as above.
- 3. OPTIONAL – Add a new Strategic Priority/Goal.**

# 1. Reset Q2 Company-wide Targets

The screenshot displays a 'Strategic Plan 2017-2019' interface. On the left, a list of goals is shown, with the first goal, '1.1 Generate sales of \$1.5 million by the end of the year 2017. #Public', highlighted with a red circle containing the number '1'. On the right, a 'Details' panel for this goal is open, showing a 'Performance' table with columns for 'Actual' and 'Target' values for January, February, and March. A red circle with the number '2' is placed over the 'Performance' header, a red circle with '3' is over the February 'Actual' input field, and a red circle with '4' is over the 'End of year' dropdown menu. The status is 'ON TARGET' and there is a comment from 03/28/2018: 'The performance of this goal is looking great!'.

- 1. Go to Company-wide Goals:** Click on any goal you would like to add supporting goal to open the “Detail” tray.
- 2. Select high priority or #tag**
- 3. Set Q2 Targets:** Enter targets for April, May & June.
- 4. Adjust 2020 Target:** Adjust 2020 end-of-year target.

*Repeat for all company-wide goals.*

## 2. Prioritize Current Efforts

Details

TOP PERFORMANCE CHART FEEDBACK ACTIVITY

1 **Maintain profitability with a budget allocation of 50% for business re-investment**

Owner: Administration - JoAnne Rogers

Start Date: 01/01/13 End Date: 12/31/17 2

Measure: % of budget allocated for product developm...

Priority: Normal 3

Budget: < FY17 >

Contributors: Add a contributor

Key Performance Indicator: No

Performance < FY17 >

YTD calculated using Average of Periods

Actual Target

For all current team and individual initiatives:

1. **Write for Q2 Focus** – Revise the language to reflect the specific effort or outcome intended to be delivered by June.
2. **Set Due Date** – Set as 6/30/20 OR remove the date if deferring action.
3. **Prioritize** – Set as high priority.

*Repeat for all initiatives.*

# 3. Add New Efforts

Edison Lighting Company x 2017-2019 Strategic Plan

Goal Cascade Goal cascade Performance Update FILTERS < 2018 > SAVED VIEWS

Filtered by: Fiscal year: 2018

Item	Expand All / Collapse All	Measure	Owner	Start Date	End Date	Contributors	YTD / Status	EOY Tar
1 ANNUAL REVENUE GROWTH: Increase annual revenue growth through new strategic partnerships as well growth from existing business by 2021.								
1.1 Reach \$50 million in annual revenue.		Total Revenue	BC	01/01/17	12/31/19		\$30.8m	\$50m

Create 1.1.x Department Goals below

Item	Measure	EOY Target	--owner--	Start Date	End Date
				01/01/17	12/31/19

Cancel Save

1.1.1 Develop strategic partnerships with 3 national organizations over the next year.	# of strategic partnerships developed	BC	01/01/17	12/31/19	45	24	
1.1.1.1 Develop potential partnership agreements with the top 12 professional service organizations in our industry.	# of agreements completed	PF	01/01/17	12/31/19	BJ SF	25.25	12
1.1.1.2 Present to each of top professional service organization's boards as an opportunity to expand Edison Lighting Company's partnerships.	# of board presentations	BC	01/01/17	12/31/20		24	30

1. **Determine where to add new initiative** - Hover next to the goal description to add a child goal or delete a goal.
2. **Write new initiative** - Be specific about Q2 effort or outcome.
3. **Set Q2 target** - Set your measure & target.
4. **Assign Owner & Q2 Due Date** - Assign an owner & Q2 date.

Save > Details tray > High Priority

# 4. Keep Your Focus, Share & Print

The screenshot shows a 'Goals' filter interface. At the top, there are buttons for 'FILTERS', navigation arrows, '2017', 'SAVED VIEWS', a plus sign, and a three-dot menu. Below this, a 'Filtered by:' section shows a date filter: '[Start Date: Items starting on or after 11/6/2017]'. Four red circles with numbers 1, 2, 3, and 4 are overlaid on the interface: 1 is on the 'FILTERS' button, 2 is on the 'High' priority selection, 3 is on the 'SAVED VIEWS' button, and 4 is on the three-dot menu. The main filter area includes fields for 'Keywords', 'Select goal level', 'Select priority' (with 'High' and 'Low' selected), 'Select status', 'Select strategic objectives', 'Owner' (with 'SW' selected), 'Includes' (with 'Parents' selected), 'Start Date' (04/Oct/17), and 'End Date' (04/Oct/17). At the bottom, there are radio buttons for 'Show only KPIs', 'Hide achieved', and 'Show only flagged items', and 'Clear Filters' and 'Submit' buttons.

1. **Filter Your View** – Click on the filter button
2. **View High Priorities** – If all items are selected as high priority, select this filter.
3. **Save Your View** – as Q2 Action Plan
4. **Download/Print Page** - Select the three dots. This will allow you to download the page as a PDF report.

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# What To Do In the Next 4 Weeks

## This Week:

- Schedule appointments with your banker & with your OnStrategy Senior Strategist!
- Set WFH guidelines. Identify strategic projects and delegate to your team so they can WFH productively.
- Pull your leadership team together to 1) do the canvas and 2) align on your trigger.

## Week of 3/23:

- Complete your cash runway.
- Implement your preemptive moves/actions.

## Weeks of 3/30 & 4/6:

- Update or create 3 to 5 90-day company-wide goals. Get your data sources in place.
- Establish 90-day initiatives (1 to 2 per team member).

**Week of 4/13:** Get your results management system & cycle in place.

***OnStrategy Clients:***  
Engage Senior  
Strategist and we'll  
get this  
accomplished  
together!

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# What's in the Toolkit

**PowerPoint + Recorded Video:** Self-directed workshop

**Canvas to Protect the Health of Your Business:** Thinking sheet & 90-day action plan

**Cash Runway Excel:** Build your cash runway

**Crowdsourcing Strategies by Industry**

**Articles:**

- 4 Practical Tips for Leading Remotely
- Coronavirus is the Black Swan of 2020

[www.OnStrategyHQ.com/Protect-Your-Business/](http://www.OnStrategyHQ.com/Protect-Your-Business/)