

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 contingency 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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# Presenters & Logistics

**Erica Olsen – Co-founder, Senior Strategist**

**Lorna Shepard – Senior Strategist**

**Matt Anderson – VP Commercial Banker for the Middle Market, Wells Fargo**

**Technical Issues:** Email [hello@onstrategyhq.com](mailto:hello@onstrategyhq.com)

**Questions:** Use the chat function in the Zoom Panel

**Ideas:** We will be providing a link to all of these resources as well as a Google Doc to share ideas and contribute to the conversation.

**Toolkit:** All content will be shared via a weblink after the workshop.

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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 Ask 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>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>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>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

## Preemptive Moves

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

## “What If” Moves

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

## 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?**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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# 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 Contingency Plan**

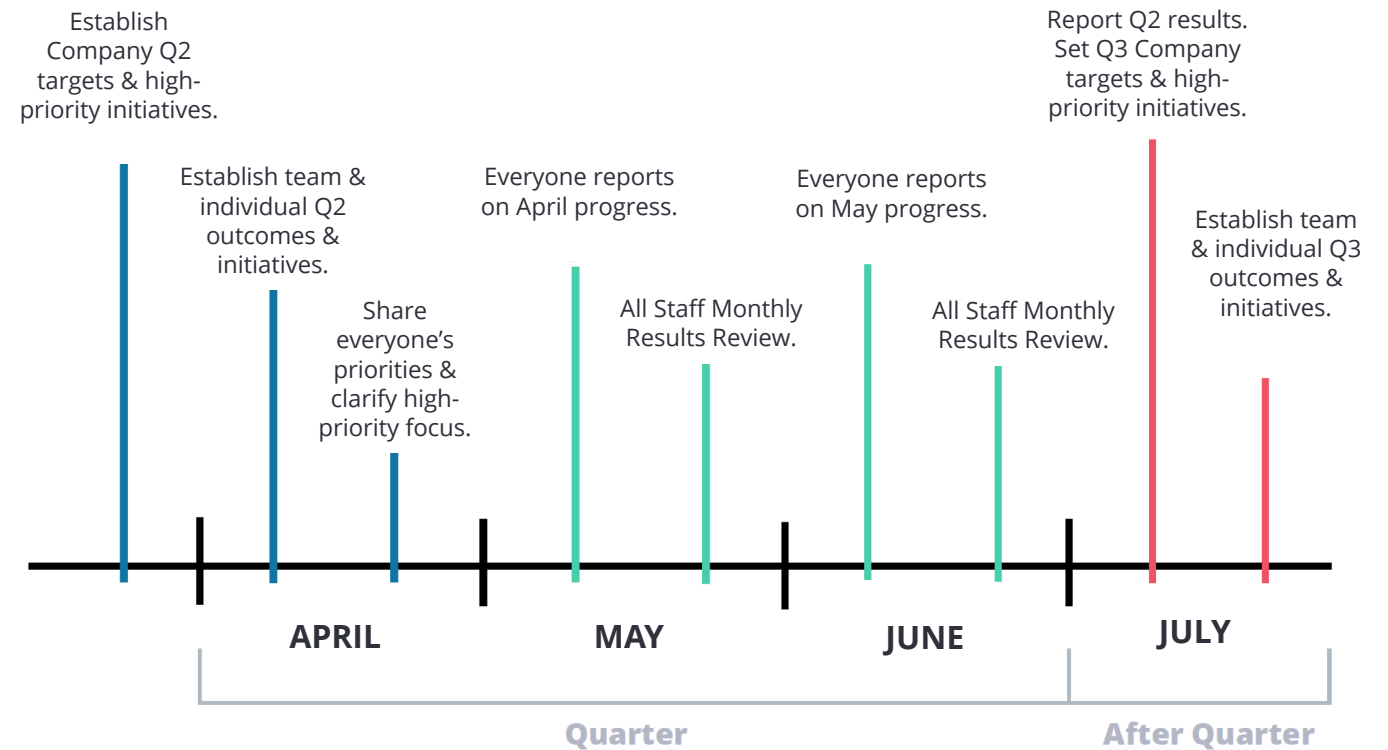
**If you don't have a line of credit, but need one: why you haven't had one  
and why you need one now**

# 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 the number '3' is over the February 'Actual' input field, and a red circle with the number '4' is over the 'Year to date' 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

© OnStrategy 2018  
ps://app.mystrategicplan.com/goals/outline#

- 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' management interface. At the top, there are controls for 'FILTERS', a year selector set to '2017', and 'SAVED VIEWS'. A search bar shows a filter for '[Start Date: Items starting on or after 11/6/2017]'. Below this are several filter sections: 'Keywords' (empty), 'Select goal level' (dropdown), 'Select priority' (with 'High' and 'Low' selected), and 'Select status' (dropdown). There is also a 'Select strategic objectives' dropdown. The 'Owner' section shows a user 'SW' and 'Includes' checkboxes for 'Parents', 'Children', and 'Contributors'. Date pickers show 'Start Date: 04/Oct/17' and 'End Date: 04/Oct/17'. At the bottom, there are three radio button groups for 'Show only KPIs', 'Hide achieved', and 'Show only flagged items', each with 'Yes' and 'No' options. A 'Clear Filters' button and a red 'Submit' button are at the bottom.

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.

1. **Filter Your View** - Click on the filter button
2. **View High Priorities** - If all items are selected as high priority, select this filter.
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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/)