

Protecting the Health of Your Business

Use this canvas as a thinking sheet to prepare for economic and market downturns.
Move ideas into action as necessary.

Org Name:

Date:

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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

Opportunity Areas

Risk Areas:

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

- Customers/Clients
- Partners
- Vendors

Risk Areas

People

People:

How can you strengthen your team?

- Process changes
- Training opportunities
- Innovative approaches to work

Projects

Projects:

What are the strategic projects that could advance your business?

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

Cash

Cash:

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

- Savings
- Lines of credit
- Equity lines

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Preemptive Moves

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

This Year's Revenue Target: \$ _____

Monthly Average Revenue: \$ _____

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"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:: \$ _____