

COVID-19 Crisis Management Toolkit for Women-owned Businesses

SHETRADES COMMONWEALTH GUIDEBOOK



About SheTrades

THE SHETRADES INITIATIVE

The International Trade Centre launched the SheTrades initiative to create an ecosystem of integrated solutions that empower women economically through greater participation in trade and investment.

THE GOAL: Connect 3 million women to market by 2021.

THE PLAN: To work with partners including governments, private sector partners, international organizations, and others to expand opportunities for women entrepreneurs.

Through country-based activities, SheTrades enables women entrepreneurs to improve the quality of their products and services.

THE SHETRADES COMMONWEALTH PROJECT

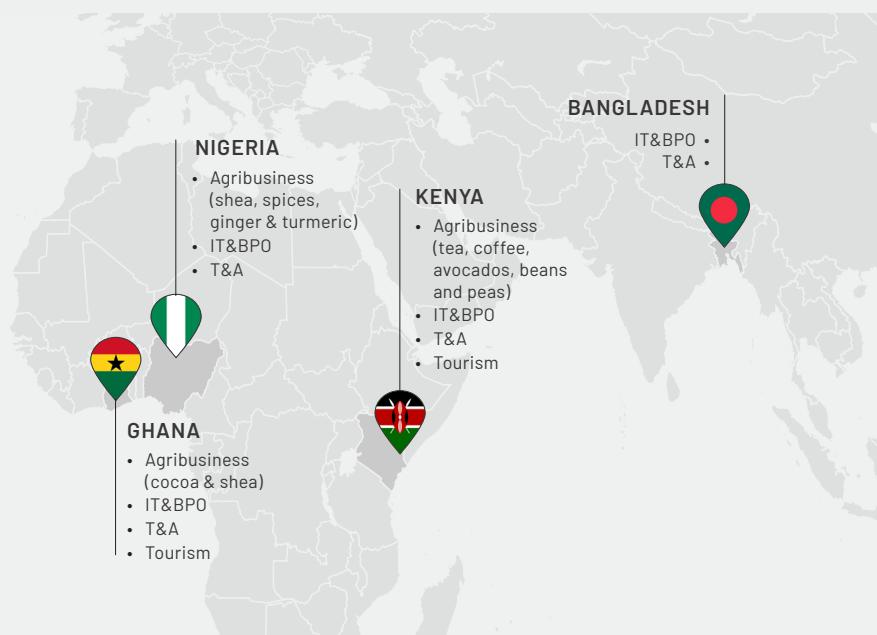
The SheTrades Commonwealth project aims to increase economic growth and job creation in Commonwealth countries by enabling the increased participation of women-owned businesses in international trade. The project is funded by the UK Department for International Development (DFID) and implemented by the International Trade Centre (ITC) under the framework of the SheTrades Initiative.

COMMONWEALTH-WIDE SUPPORT: SheTrades Outlook, a key output of the project, is an innovative interactive mapping tool that focuses on how countries support women's participation in international trade. Policymakers, private sector partners, and other stakeholders will benefit from access to analysis of legislation and outcomes, best practices, and key documents.

COUNTRY-LEVEL INTERVENTIONS:

The SheTrades Commonwealth project supports:

- **Women-owned businesses** - to make them more competitive and connect them to markets, by building their competitiveness and their capacity to participate in trade, through intensive training, mentoring and coaching. In addition to supporting their participation in trade fairs and other business generation activities
- **Business Support Organizations (BSOs)** - to improve their service offerings for women entrepreneurs. It will also provide direct support to women-owned businesses,
- **The private sector partners** - to adopt business practices that create economic opportunities for women-owned businesses.



The project is implemented in Bangladesh, Ghana, Kenya and Nigeria, in the following sectors: agriculture, textiles and apparel, IT&BPO and tourism.

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*The information provided in this guidebook is accurate as at the time it was made public (21 May, 2020). However, the situation surrounding the COVID-19 crisis is evolving, and we anticipate change in figures and descriptions on current events.

**This is a working document and has not been formally edited by the International Trade Centre.

Background

THE SHETRADES COMMONWEALTH COVID-19 CRISIS MANAGEMENT TOOLKIT FOR WOMEN-OWNED BUSINESSES

The world has experienced a monumental shift in the way it operates due to the ongoing COVID-19 pandemic. As at 22 July 2020, over 15 million confirmed cases of COVID-19 have been reported. All countries and sectors under the STC Project have been impacted.

The project entered an initial understanding phase in order to assess the crisis and its impact. Efforts during this phase focused on gathering information from the project's beneficiaries and partners on the initial impact COVID-19 has had on their personnel and operations as well as their immediate needs.

To respond to identified needs, the STC project made available tools, resources, and avenues for information sharing to women-owned businesses in particular, and micro-small and medium-sized enterprises more generally. Our priority during this period is to continue support to women, businesses, and partners to ensure that they remain or become resilient to the vagaries of economic uncertainties.

For this reason, the STC project developed a COVID-19 Crisis Management Toolkit for businesses. The rationale behind this is to create a one-stop-shop for businesses on the tools and resources they need to ***manage change and plan during uncertainty.***

THE KEY OBJECTIVES OF THIS TOOLKIT ARE TO:

- Guide entrepreneurs on how to realistically assess the impact of the crisis on their businesses ;
- Guide businesses on how to clearly define a path forward;
- Guide businesses on how to draw up an action plan that is responsive to change.

Guidance Note for Women-Owned Businesses on Crisis Management & Recovery Planning

HOW TO USE THIS TOOLKIT

Men and women, boys and girls experience and respond to crises in different ways.

In several communities across the world, women are expected to take on the role of primary caregivers in the household – e.g. raising children, caring for the elderly, maintaining harmony in the family. During times of crisis, and especially in the context of the COVID-19 lockdown, the need and expectation for women to take on these roles are heightened.



Because of the above, and the fact that women have less control over the use and distribution of resources, female business owners face disproportionate burden during the pandemic. This problem is compounded by the fact that many of their businesses have been hit hard by the COVID-19 pandemic.

It is with this in mind that this toolkit was developed and simplified into a workbook format for ease of use.

LET'S GET STARTED

It is recommended that the user sets aside 30 minutes a day to assess her business resilience path and survival strategy. To derive maximum benefit from this toolkit, the Commonwealth project proposes the following ideas to help women navigate their different roles while keeping their businesses afloat:

1. [Download](#) the Resilience and Recovery Action Plan Canvas (RRAP);
2. Spend [30 minutes a day](#) thinking through various challenges and opportunities presented by the pandemic;
3. [Write down](#) thoughts in a notebook;
4. [Find a business buddy](#) or a working partner (e.g. from the SheTrades network) to act as a sounding board and provide feedback (not a “yes-man”, but someone who can give an objective and honest opinion on your thoughts and ideas).
5. Free yourself to [do what comes naturally](#) and spontaneously in your business. E.g. change of business model, embracing digitization, etc;
6. Refer to the SheTrades Commonwealth [COVID-19 Toolkit](#) for additional resources and templates;
7. Where [young adults above 18](#) are present, ask for their opinions and gather their ideas on the way forward for the business;
8. [Test your ideas](#) as soon as possible and quickly learn what is working and what is not;
9. Feel free to [contact the SheTrades team](#) in your country for further support;
10. Don't beat yourself down, [keep moving forward!](#)

Overview of the SheTrades Commonwealth Crisis Management Toolkit & RRAP Canvas

COVID-19 CRISIS MANAGEMENT TOOLKIT

The COVID-19 Crisis triggered a series of global events which have caused uncertainty and rapid changes to the business environment. Recognising the important role of women in the global economy, and the contribution of women-owned businesses (WOBs) to sustainable economic growth and safe livelihoods, the SheTrades Commonwealth Project developed this Toolkit to support WOBs' efforts at recovery and resilience.

THE COVID-19 CRISIS MANAGEMENT TOOLKIT is a one-stop reference point for WOBs looking for resources and tools to guide and inform their decision making process during and after the COVID-19 Crisis. It includes the following resources:

- The Resilience and Recovery Action Plan Canvas
- A collection of relevant business planning and decision-making guides and templates
- References to online resources, webinars, trainings and ITC market intelligence tools.



RESILIENCE AND RECOVERY ACTION PLAN CANVAS (RRAP CANVAS)

A RRAP Canvas is a business assessment and planning tool designed to support WOBs in quick and efficient decision making during a crisis.

The function of the RRAP is to ensure that WOBs have a comprehensive picture of the current and anticipated impact of the crisis to their business. This increases the likelihood that WOBs are ahead of the curve, and prepared for sudden alterations to local, regional, and global business landscape – thus rendering them more resilient and increasing their odds of recovery.

The STC project recognises that many women entrepreneurs often play dual roles in society – i.e. roles as home-makers and business leaders.

All over the world, and in countries where the STC project operates, we see that one of the immediate fall-outs of the COVID-19 crisis has been the expansion of these two roles. WOBs' responsibility now includes, in many cases, homeschooling of their children and being a business leader with greater responsibility for the safety and livelihoods of their employees. The project's COVID-19 Impact Survey conducted in March 2020 showed that 55% of respondents either temporarily reduced employment hours of their staff or laid off their staff completely.

What this expanded role translates to is an added pressure on WOBs' time: WOBs who at this critical time need to be at the helm of recovery and resilience efforts now have less time to research, plan, and strategise for their businesses.

The toolkit and accompanying RRAP Canvas is designed to support WOBs in research, planning, and strategising through the crisis, therefore facilitating agile decision making.

A complete RRAP canvas would serve as a single comprehensive road map for WOBs through the crisis, capturing information on businesses' current standing, the direction they wish to take, roadblocks to be mindful of, and actions that need to be undertaken to attain their objectives.

BUSINESS NAME	REVIEW DATE	NEXT REVIEW DATE		
(1) STRATEGIC OBJECTIVE	(2) RESPONSIBLE TEAM			
(3) BUSINESS IMPACT ANALYSIS				
(4) SCENARIO ANALYSIS (<i>key indicators</i>)				
RISKS	SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4
OPPORTUNITIES				
BEST RESPONSE (urgent actions)				
(5) STRATEGIC ACTION (next steps)	(6) CONSTRAINTS (<i>specifically as it relates to operationalising action steps</i>)			
(7) REQUIRED RESOURCES (<i>human, hard/soft infrastructure, knowledge/skill</i>)				

AN 8-STEP APPROACH TO COMPLETING THE RESILIENCE & RECOVERY ACTION PLAN CANVAS

The Resilience and Recovery Action Plan (RRAP) Canvas is designed to guide businesses through planning during times of uncertainty. It includes elements of crisis management, business continuity planning, and scenario analysis.

The canvas provides a comprehensive strategy for resilience and recovery. Though MSMEs generally are inherently predisposed to being adaptive in uncertain conditions, a majority of MSMEs do not have the resources to conduct an in-depth analysis of the impact of the COVID-19 crisis on their businesses, and are usually not structured to develop robust plans.

The RRAP canvas therefore supports businesses with timely strategic (re) assessments, planning, and decision making.



STEP 1: STRATEGIC OBJECTIVE/APPROACH

What is your business strategic objective and approach for resilience and recovery? This is the overall objective one seeks to accomplish. This will be a description of a company's general direction through its response and recovery planning. It will guide internal and external operations and communication throughout the crisis.

STEP 1: EXAMPLE

Our two priorities are to: i) Ensure the health and safety of our employees and direct suppliers; ii) Continue business operations and the delivery of our services by maintaining and respecting the confidence of quality that our clients have in our products and services.

STEP 2: RESPONSE TEAM

Who is responsible for the businesses' recovery plan and what roles do they play in the business? Which team will help achieve the objective described in "Step 1"? Who will be responsible for the different elements? Who is responsible for the planning and implementation of the resilience and recovery action plan?

The response team/ person, depending on the size of the company, will be responsible for monitoring the implementation of your RRAP. This will include flagging issues as and when they arise. The team should have the support and authority from management to act.

STEP 2: EXAMPLE

Ms. Y, CEO; Ms. X, Head of operations (team leader); Mr. V, head of finance.

STEP 3: BUSINESS IMPACT ANALYSIS

What is your core business competence? What impact has the crisis had on operations, employees, customers, and the company's finances? This captures the current state of a business. This step should guide a business in understanding the impact the crisis has had on its core competencies and its ability to continue delivering its product/service.

Ask yourself three main questions:

- i. What is your core business competence?
- ii. What is the current state of our business's, i.e. operations, people, customers and finances?
- iii. How has the crisis impacted point i) and ii) above?

STEP 3: EXAMPLE

Core Business Competences: customer services; quality of products; nimble delivery service

Operations: Inventory stock available for production over 90 days at 50% capacity; foreign suppliers shut down but local suppliers still processing (particularly household processors of shea);

People: No staff exposed to virus; all at risks staff are on quarantine; regular updates to employees via WhatsApp

Customers: Communication with customers significantly reduced, 90% of customers have been walk-in, we have no existing system to continue engagement or reach out to new customers. We are communicating with the 10% long standing customers and we have a database of them

Finances/Legalities: With the reduction in sales due to store closure, cash-in has dropped, and we are still repaying existing bank loan.

STEP 4: SCENARIO ANALYSIS

Map out scenarios from positive, mildly negative, severe, to catastrophic. What are the risks, opportunities, and possible responses to each scenario? Enter four different scenarios that could play out during and after the crisis. List the associated risks based on your projection in each scenario. Specifically identify what might happen internally or externally because of COVID-19. Next, outline/ describe the best response you can take under each scenario, while considering the information/results from your business impact analysis and your strategic objective.

EXAMPLE: SCENARIO 1 (key indicators)

Lockdown is lifted in 14 days, but only essential services/businesses are allowed to operate. Government offices remain closed. Business continues to operate at 50% capacity

RISKS	Demand for our goods drop further and pressure on cash-flow
OPPORTUNITIES	Essential services are still running; idle capacity in our delivery operations due to fall in customer orders.
BEST RESPONSE (urgent actions)	Leverage on core business competence and outsource delivery services and customer services to external essential businesses.

EXAMPLE: SCENARIO 2 (key indicators)

Lockdown continues for 60days. Inter-state and state borders shut down indefinitely.

RISKS	Disconnected from suppliers and significant stock depletion.
OPPORTUNITIES	-
BEST RESPONSE (urgent actions)	-

EXAMPLE: SCENARIO 3 (key indicators)

Lockdown lifted after 30 days, but a severe spike in confirmed cases in Nigeria and limited testing cause other countries to place trade restrictions on people and goods coming out of Nigeria. Disconnected from international suppliers, restriction on goods and people places heavy financial burden on business

RISKS	Disconnected from international suppliers, restriction on goods and people places heavy compliance pressure on production, loss of international buyers
OPPORTUNITIES	-
BEST RESPONSE (urgent actions)	-

EXAMPLE: SCENARIO 4 (key indicators)

Lockdown remains in place for 60 days, during this time the reduction in economic activity cause a hike in the cost of inputs

RISKS	Increase in prices adds extra pressure to business finances and ability to pay back existing debt, pay employee and purchase production inputs
OPPORTUNITIES	-
BEST RESPONSE (urgent actions)	-

STEP 5: STRATEGIC ACTION

What are your next steps? Based on your analysis from steps 3 & 4, identify specific solutions. What is the most reasonable next step for your business? Include a timeline for each action step. Ensure that your strategic action steps align with your strategic objective.

STEP 5: EXAMPLE

To ensure survival and redirect current business operations to focus on core competences by:

- Mapping out essential services within business area*
- Develop marketing and pricing plan to be aligned with approach*

STEP 6: CONSTRAINTS

What are the constraints to the identified strategic action steps? What are some hurdles to implementing solutions identified under Step 5?

STEP 6: EXAMPLE

Business currently operates using analogue or face-to-face engagement with customers. Outsourcing our service will put additional pressure on our system, and affect the quality of our service. Absence of online presence restricts our marketing outreach. No one in our team is skilled/ knowledgeable on digital marketing

STEP 7: REQUIRED RESOURCES

What resources do you need to implement your action steps? What resources do you need to implement the business continuity solutions/ strategic action steps (Step 5), and to overcome the constraints (Step 6)?

What are some of the institutions and existing partners that may provide these resources e.g. - which bank, HR consultancy services, part-time staff, E-commerce platforms, and suppliers/ market to increase sales outlets etc.

STEP 7: EXAMPLE

Required Resources (*human, hard/soft infrastructure, knowledge/skill*)

- Logistic management software
- Business website where businesses can order and pay for pick-ups and delivery



When women-owned businesses grow, the broader society benefits



STEP 8: RRAP TEST

Does my canvas show a clear direction to previously identified business strategic objective? Does your response for step 5 support your overall objective in step 2? Is your team clear on its role? Do you have a clear communication message?

Additional Recommended Resources

RESOURCES

Here is a list of additional resources to help businesses go deeper in their planning, all of which can be found on the [SheTrades Commonwealth COVID-19 Toolkit Page](#).

WEBINARS

- Crisis Management for SMEs by Maersk and Twill
- Leading in Times of Crisis

BUSINESS PLANNING TEMPLATES

- Business Assessment Forms
- Business continuity self-assessment
- Strategic Objective templates
- Core competence template
- SWOT Analysis Template
- Scenario Analysis Template

ONLINE RESOURCES

- ITC Covid-19 Dashboard: macmap.org/covid19
- SheTrades.com
- ITC's Market Analysis Tools: marketanalysis.intracen.org
- ITC's SME Trade Academy: learning.intracen.org/

BUSINESS NAME		REVIEW DATE	NEXT REVIEW DATE	
(1) STRATEGIC OBJECTIVE		(2) RESPONSIBLE TEAM		
(3) BUSINESS IMPACT ANALYSIS				
(4) SCENARIO ANALYSIS (key indicators)				
	SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4
RISKS				
OPPORTUNITIES				
BEST RESPONSE (urgent actions)				
(5) STRATEGIC ACTION (next steps)		(6) CONSTRAINTS (specifically as it relates to operationalising action steps)		
(7) REQUIRED RESOURCES (human, hard/soft infrastructure, knowledge/skill)				

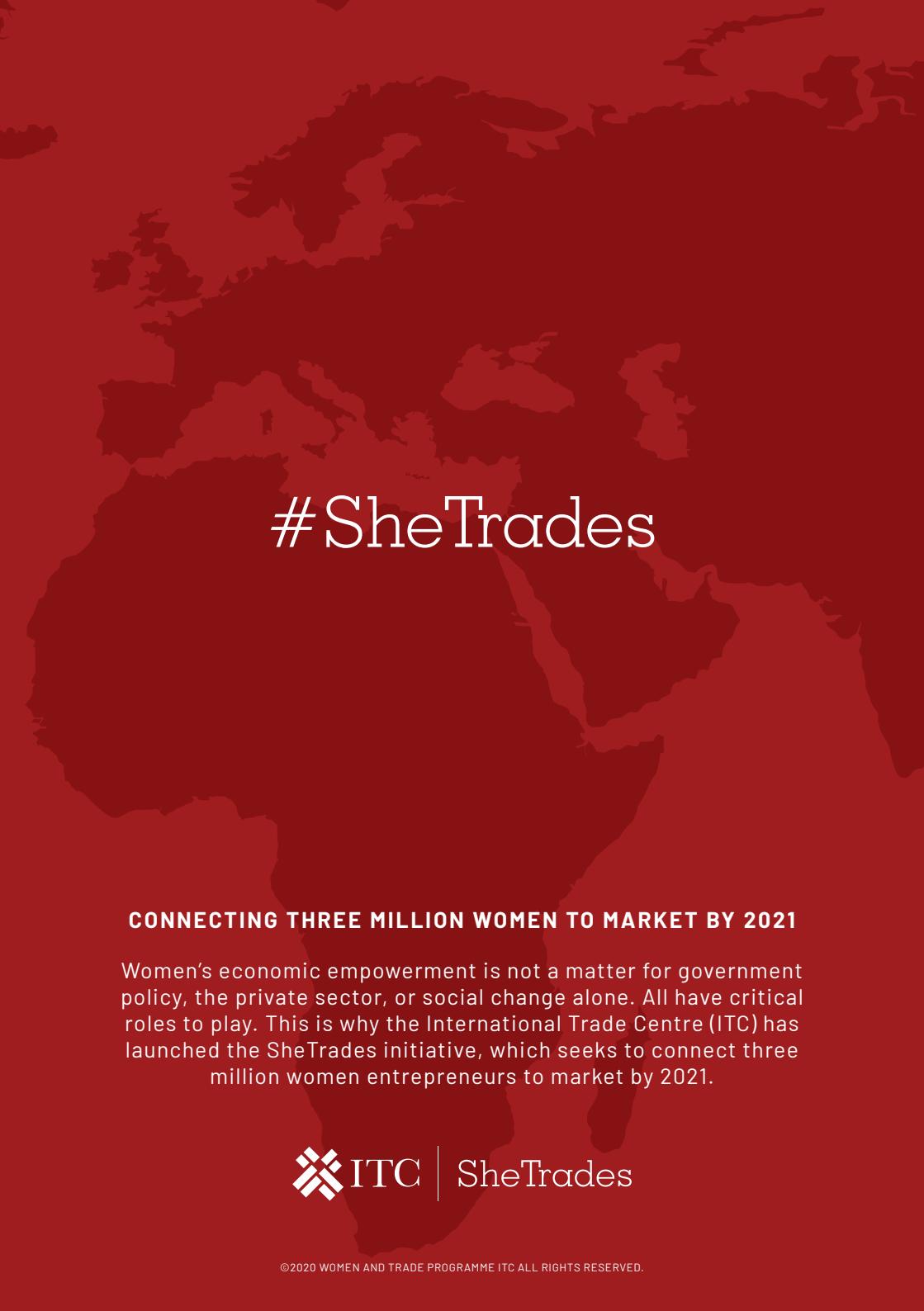
BUSINESS NAME		REVIEW DATE	NEXT REVIEW DATE	
(1) STRATEGIC OBJECTIVE		(2) RESPONSIBLE TEAM		
(3) BUSINESS IMPACT ANALYSIS				
(4) SCENARIO ANALYSIS (KEY INDICATORS)				
	SCENARIO 1	SCENARIO 2	SCENARIO 3	SCENARIO 4
RISKS				
OPPORTUNITIES				
BEST RESPONSE <small>(urgent actions)</small>				
(5) STRATEGIC ACTION <small>(next steps)</small>		(6) CONSTRAINTS <small>(specifically as it relates to operationalising action steps)</small>		
(7) REQUIRED RESOURCES <small>(human, hard/soft infrastructure, knowledge/skill)</small>				

BUSINESS NAME	REVIEW DATE	NEXT REVIEW DATE		
CJA AG Ltd	24.04.2020	23.05.2020		
(1) STRATEGIC OBJECTIVE		(2) RESPONSIBLE TEAM		
Our two priorities are to; i) Ensure the health and safety of our employees and direct suppliers; ii) Continue business operations and the delivery of our services by maintaining and respecting the confidence of quality that our clients have in our products and services.		Ms. Y, CEO; Ms. X, Head of operations(team leader); Mr. V, head finance.		
(3) BUSINESS IMPACT ANALYSIS				
Core Business Competences: customer services; quality of products; nimble delivery service. Operations: Inventory_ stock available for production over 90days at 50% capacity; foreign suppliers shut down but local suppliers still processing (particularly household processors of shea). People: No staff exposed to virus; all at risks staff are on quarantine; regular updates to employees via WhatsApp. Customers: Communication with customers significantly reduced, 90% of customers have been walk-in, we have no existing system to continue engagement or reach out to new customers. we are in touch with the 10% long standing customers and we have a database of them. Finances/Legalities: With the reduction in sales due to store closure, cash-in has dropped, and we are still repaying existing bank loan.				
(4) SCENARIO ANALYSIS (KEY INDICATORS)				
	SCENARIO 1 Lockdown is lifted in 14 days, but only essential services/businesses are allowed to operate. Government offices remain closed. Business continues to operate at 50% capacity	SCENARIO 2 Lockdown continues for 60days. Inter-state and state borders shut down indefinitely.	SCENARIO 3 Lockdown lifted after 30 days, but a severe spike in confirmed cases in Nigeria and limited testing cause other countries to place trade restrictions on people and goods coming out of Nigeria. Disconnected from international suppliers, restriction on goods and people places heavy financial burden on business	SCENARIO 4 Lockdown remains in place for 60 days, during this time the reduction in economic activity cause a hike in the cost of inputs
RISKS	Demand for our goods drop further. Pressure on cash-flow	Disconnected from suppliers and significant stock depletion.	Disconnected from international suppliers, restriction on goods and people places heavy compliance pressure on production, loss of international buyers	Increase in prices adds extra pressure to business finances and ability to pay back existing debt, pay employee and purchase production inputs
OPPORTUNITIES	Essential services are still running, idle capacity in our delivery operations due to fall in customer orders.	Membership with XX cooperative/association	Regional opportunities within ECOWAS	State government SME response fund; business partnerships
BEST RESPONSE (urgent actions)	Leverage on core business competence and outsource delivery services and customer services to external essential businesses.	Reach out to members of cooperative/association and connect with upstream state based producers	Conduct market research on product demand within ECOWAS to target new regional markets and suppliers	Apply for Government grant/funding to cushion impact on business; reach out to business partners and explore bulk purchasing
(5) STRATEGIC ACTION (next steps)		(6) CONSTRAINTS (specifically as it relates to operationalising action steps)		
Mapping out essential services within business area. Develop marketing and pricing plan aligned with approach		Business currently operates using analogue or face to face engagement with customers. Outsourcing our service will put additional pressure on our system, and affect the quality of our service. Absence of online presence restricts our marketing reach. No one on our team is skilled/knowledgeable on digital marketing		
(7) REQUIRED RESOURCES (human, hard/soft infrastructure, knowledge/skill)				
Logistic management software. Business website where businesses can order and pay for pick-ups and delivery				

BUSINESS NAME	REVIEW DATE	NEXT REVIEW DATE		
CJA Tourism and Travels Ltd	24.04.2020	23.05.2020		
(1) STRATEGIC OBJECTIVE		(2) RESPONSIBLE TEAM		
Our two priorities are to; i) Ensure the health and safety of our personnel ; ii) Continue business operations by exploring new markets and services		Ms. Y, CEO; Ms. X, Head of Human Resource (team leader); Mr. V, Business Development		
(3) BUSINESS IMPACT ANALYSIS				
<p>Core Business Competences: Customised deliveries, Integration within local communities(inclusivity), Skilled staff, Strong partnerships</p> <p>Customers: Customers in Europe have cancelled bookings, Less interaction of customers on website, Reduced number of enquiries in the last two months</p> <p>Partnerships: Most partners (e.g, hotels, restaurants) are operating at 50% capacity, while some have shut down, Some sites have put a cap on the number of visitors, Partners who produce handicrafts have supply chain constraints</p> <p>Finances: Sales have plummeted, Outstanding payment of staff, Trying to secure loans</p>				
(4) SCENARIO ANALYSIS (KEY INDICATORS)				
	SCENARIO 1 Movement restriction within the country is enforced after a spike in cases, although businesses can operate by engaging dispatch services	SCENARIO 2 Movement restriction lifted within country ; very low engagement of consumers within the country. Borders are closed	SCENARIO 3 Country travel bans to other nationals in place in many countries; no movement restriction within country ; in country situation has stabilised	SCENARIO 4 No travel restrictions worldwide ; consumers extremely concerned about health and safety. After two months, there is a global surge in cases and travel restrictions are reimposed worldwide
RISKS	Even lower demand of service. Health and safety of staff becomes a huge concern	Low sales ; finance affected	Possibility of engaging with international tourists non existent ; affects customer base	Increased competition when borders open. Less individual tours. Increased cost in undertaking enhanced hygiene and safety protocols. Loss of investment when borders close again
OPPORTUNITIES	Explore renting available transportation resources to businesses engaging in deliveries	Production of handicrafts starts to gradually increase. Restaurants starts to operate under enhanced hygiene and safety protocols	Focus on domestic market. Demand gradually increases, schools are opened and many other institutions	Increase in overall demand of service when borders open ; demand for group tours. Tapping into local market again when restrictions imposed
BEST RESPONSE (urgent actions)	Get in touch with businesses offering delivery services. Explore the development of virtual content for your business to be sold and to attract traffic to your website	Carry out research on partners operating and identify joint activities that can be undertaken with partners. Pay a visit to communities and engage with community. Buy some handicrafts and digitally market them	Define clearly value proposition. Increase targeted marketing within the country to serve respective audience	Provide unique value added services and expand gradually to regional market ; consider adding virtual services to portfolio. Explore innovative packaged tours. Communicate clearly enhanced hygiene and safety dimension on website and in interactions, overall. Undertake a gradual approach when borders are open. Fall back to plan on domestic market
(5) STRATEGIC ACTION (next steps)		(6) CONSTRAINTS (specifically as it relates to operationalising action steps)		
Developing new market strategies with a principal focus on domestic and regional markets. Train Staff on Health and Safety Protocols. Develop new services including virtual services		Lack of skill to develop virtual content within team. Motivation within team has dwindled due to break		
(7) REQUIRED RESOURCES (human, hard/soft infrastructure, knowledge/skill)				
Digital expert. New skills within team ; expert to support business development head (sole person in the enterprise for last 4 years) with innovation. Team Building Activities				

BUSINESS NAME	REVIEW DATE	NEXT REVIEW DATE		
Carole Kinoti Ltd	24.04.2020	23.05.2020		
(1) STRATEGIC OBJECTIVE		(2) RESPONSIBLE TEAM		
Our objective in this time is to (1) retain all our staff including the masai women we outsource our beading piece work to. (2) Stay relevant and respond to shifting market demands		Ms. Carole Kinoti, CEO, Head of Marketing - Bancy Musembi, Head of Production - Catherine Muthoni		
(3) BUSINESS IMPACT ANALYSIS				
<p>Core Business Competences: quality products, quick to respond to consumer needs</p> <p>Operations: all core operations still ongoing. Production ongoing but on a smaller scale, focusing on masks and big daddy blankets</p> <p>People: No staff exposed to virus, But some concern over their commute. All staff required to maintain social distancing and wear mask at all times.</p> <p>Customers: Communication with customers significantly reduced. Customer confidence has dropped as many customers are worried about the cleanliness and safety of products delivered to them</p> <p>Finances/Legalities: With the reduction in sales, cash flows are currently strained</p>				
(4) SCENARIO ANALYSIS (KEY INDICATORS)				
	SCENARIO 1 Curfew is lifted inter-county movement restrictions also lifted. A drop in infection cases and opening up of borders	SCENARIO 2 Curfew is reduced in 1 week, from 10pm to 4am, inter county movement restrictions stay in place and borders stay closed	SCENARIO 3 Curfew time is extended, to start at 5pm to 8am. Lockdown of various neighbourhoods in Nairobi such as Kibera, Kawangware due to severe spike in infections (Tailors inaccessible)	SCENARIO 4 Country goes into full lock down for 30 days, with absolutely no movement for non-essential workers. All borders closed and suspension of cargo
RISKS	Demand for our covid response goods drop & Pressure on cash-flows (Already strained)	Disconnected from suppliers and significant stock depletion.	Disconnected from some of our suppliers and work force. Complete drop in non-essential goods	Inability of staff to come to work, closure of factory, disconnected from local and international suppliers and buyers. Protests and looting
OPPORTUNITIES	Consumer confidence might be up and business can return to their core products	Increased consumer spending on clothing - maybe Dinners	Consumer demand might shift completely to either home or food. Mask and PPE will be in high demand	Consumer demand might shift completely to either home or food. Mask and PPE will be in high demand
BEST RESPONSE (urgent actions)	Leverage on core business to create new and appropriate products. Reach out to international & Regional retailers to carry some of our products thus growing our retail presence	Leverage on core business to create new and appropriate products. Reach out to international & Regional retailers to carry some of our products thus growing our retail presence	Consider developing a decorative home line and scaling up the production of masks and PPE	Consider developing a decorative home line and scaling up the production of masks and PPE
(5) STRATEGIC ACTION (next steps)		(6) CONSTRAINTS (specifically as it relates to operationalising action steps)		
Our big daddy blanket has performed incredibly well, so we are looking to scale that production and amplify the product visibility via strategic partnerships. We are also working on expanding the range to create more products like the big daddy blanket which resonate in this current climate. We are also developing an export strategy in order to serve a more global audience		The continued uncertainty on how the virus will spread in the country and its impact on our business. This uncertainty has forced us to only make short term, sometimes daily decisions. For instance, we've been buying our fabrics in small quantities, only focusing on immediate to short-term production.		
(7) REQUIRED RESOURCES (human, hard/soft infrastructure, knowledge/skill)				
Cash flows, market intelligence & trends, e-commerce platform, shipping & logistics				

BUSINESS NAME	REVIEW DATE	NEXT REVIEW DATE		
IT Solutions Limited	24.04.2020	23.05.2020		
(1) STRATEGIC OBJECTIVE		(2) RESPONSIBLE TEAM		
Our priorities are: i) Continuation of business operations and retention of existing team resources & buyers (Keep the business running / exist) Ensure as much as possible /the required minimum flow of revenue into the business, ii) Ensure the health and safety of our employees and support direct suppliers; iii) Innovation & diversification to respond to the post COVID-19 'new normal' business situation		Ms. Y, CEO; Ms. Z, CTO; Ms. X, Head of operations; Mr. V, CFO; Ms. I, Head of Innovation / R&D.		
(3) BUSINESS IMPACT ANALYSIS				
<p>Core Business Competences: Latest technology solutions , Market understanding, Excellent customer services, Skilled team, Innovation</p> <p>Operations: Bandwidth & IT equipment issues for 'working from home' staffs. Identified the key resources, essentials & non-essentials to manage/optimize in such lock down situation. International buyers mostly shut down but local suppliers still processing. Business plan is set based on forecast on possible markets / buyers to recover from this pandemic earlier.</p> <p>People: No staff is COVID-19 positive. Staffs of risky / red zones are working from home. Regular updates to employees via WhatsApp. All employees are paid in full for April & May, June onwards look very challenging to retain the full team</p> <p>Customers / Buyers: Significant portion of international orders have been canceled / put 'on hold'. Buyers are also in difficulties as the regular consumption is largely affected by the pandemic. Local and Govt. works are continuing. Active communication with all existing & potential buyers. Difficult to continue engagement or reach out to new customers / trade exhibitions. Risk is high for IT solutions in the travel & tourism, RMG, digital advertising areas. Potential sector could be health management and other services automation</p> <p>Finances/Legalities: Cash-in has substantially dropped due to the regular revenue cut. Team is trying to recover the receivables from the local & international markets to maintain the OpEx essentials. Applied for the Govt Stimulus Package subsidized working capital loan at 2%.</p>				
(4) SCENARIO ANALYSIS (KEY INDICATORS)				
	SCENARIO 1 Lockdown is lifted in 14 days, but only essential services/businesses are allowed to operate. Government offices are partially open only for emergency works. Business continues to operate at 50% capacity	SCENARIO 2 Lockdown continues for 60 more days. Interstate and state borders shut down indefinitely.	SCENARIO 3 Lockdown lifted after 30 days, but a severe spike in confirmed cases in Bangladesh / your country and limited testing cause other countries to place trade restrictions on people and goods coming out of Bangladesh. Disconnected from international suppliers, restriction on goods and people places heavy financial burden on business	SCENARIO 4 Lockdown remains in place for 60 days, during this time the reduction in economic activity cause a hike in the cost of inputs like developers' payment, equipment cost, admin expenses
RISKS	No new business and further. Pressure on cash-flow	Serious liquidity crisis to manage business operations due to almost 75% revenue drop. No work for a portion of the developers and service team and subsequent pressure to provide their monthly compensation. Uncertainty on existing 'on hold' orders.	Disconnected from international buyers, restriction on services and buyers place heavy compliance pressure. Lose market / buyers to competition. Working capital / liquidity crisis in business. Lay off to reduce cost and trying to survive	Increase in cost means even more pressure on liquidity along with no sales. For existing 'on hold' orders, price of the products are already fixed. So no scope to revise the price adjusting with the increased cost. His of losing those orders. Competitiveness will be challenging. Difficulties in maintaining the full workforce. Possibility of lay off to reduce the cost.
OPPORTUNITIES	Few countries are seeing significant improvements in the pandemic situation and started opening market slowly. We should prioritize those markets. Substantial investment will come in the health management and other services automation sector.	Enough time to research, innovate and develop new solutions and strategize for the post COVID-19 'new normal' consumers world.	Local / domestic market. Leverage on Govt. to Govt. business bi-lateral understanding and agreements, if any.	Explore ways of optimizing the cost/expenses in business.
BEST RESPONSE (urgent actions)	<ul style="list-style-type: none"> Explore local/domestic market opportunities and cater the existing orders. Keep active communication with international buyers and focus on those countries where the pandemic is getting over. Monitor and motivate the team to be prepared for the extra requirement when the pandemic is over. 	Continue exploring and serving the domestic market to keep as much revenue / cash-in as possible. Same approach for the international countries where the pandemic is in exit mode / the affect is less (African, Asian and few European countries). Identify the expenses in high essential, essential and non-essential categories. And stop all non-essential expenses and reduced essential expenses. Keep the high essential expenses / investments in priority. Recover all the receivables from the local & international markets to maintain the OpEx essentials. Apply for the Govt Stimulus Package subsidized working capital loan / other such donor support / participate in idea contest.	Understand the intensity of the issue, keep patience, communicate with team / key management members to be in the same page, motivated and strategize to overcome. Assess the financial strengths and decide on which non-essential costs to stop immediately & mid term. Ensure the team stay safe & healthy. Reach out to existing and potential buyers, update them on the country context and assure them that the IT company is becoming stronger with huge R&D to serve the buyer in post COVID-19 'new normal' era. Recover all the receivables from the local & international markets to maintain the OpEx essentials. Apply for the Govt Stimulus Package subsidized working capital loan / other such donor support / participate in idea contest.	Market intelligence to foresee variable costs changes. Reduced investment on non-essentials. Explore market where quality is more important than price (price is not the key determinant of selection).. Constantly work on value addition of the IT service from efficient technology to excellent customer service. Communicate with existing and potential buyers and inform them the country reality context with facts & figures from globally accepted sources. Inform / convince them to understand the pandemic affect, create empathy and confirm the new price will be revised once the costs started coming down.
(5) STRATEGIC ACTION (next steps)		(6) CONSTRAINTS (specifically as it relates to operationalising action steps)		
Mapping out essential and non-essentials of expenses, investments and others to survive the pandemic. Recover all receivables in local and international market to maintain the liquidity in business. Understand the changes in customer need, requirements and behavior in COVID-19 (during & post). Focus on innovation and collaboration to match the foreseeable market in 'new normal' era. Keep the communication with all existing and potential buyers, influencers and stakeholders. Reach out to Govt. subsidized loan / impact investment / grants / investment partners for support with working capital at low interest rate. Develop marketing and communication plan aligned with approach. Keep the team motivated and aligned to the pandemic survival strategies		All international exhibitions are postponed / canceled. Reaching out to buyers have become very challenging. Virtual B2B is still not widely practices by the key buyers. Access to finance / investment is a real issue for WOBs. Liquidity crisis is serious. Tried to avoid lay off of employees and paid their salaries in April & May. June looks very difficult. Cross border and within border delivery is not functional due to the pandemic.		
(7) REQUIRED RESOURCES (human, hard/soft infrastructure, knowledge/skill)				
Working capital at a low interest rate like 2%. Digital Marketing resources to enhance right virtual presence. IT equipments (laptop, router etc) to support 'work from home' staffs				



#SheTrades

CONNECTING THREE MILLION WOMEN TO MARKET BY 2021

Women's economic empowerment is not a matter for government policy, the private sector, or social change alone. All have critical roles to play. This is why the International Trade Centre (ITC) has launched the SheTrades initiative, which seeks to connect three million women entrepreneurs to market by 2021.

