

ENTERPRISE RESPONSE TO COVID-19 CRISIS



Foreword by Executive Director

The coronavirus or Covid-19 has taken the whole world by surprise. The country has been locked down for one and a half months now. The Government has come up with extensive measures to support the business community as well as the citizens. Yet the future is gloomy with increased uncertainty which is a big deterrent for businesses to operate productively and create the so much required value to sustain our socio-economic system. We nevertheless have to improve our preparedness against such uncertain developments and strengthen our capabilities to take full advantage of the upturn and stay competitive.

Whereas the easing of lockdown restrictions has already been announced, conversations are ongoing in terms of what life might look like beyond the coronavirus even though we don't know much so far about the long-term. It will, however, be imperative to learn to live with the virus while at the same time ensure that businesses stay alive. There is a lot we can achieve through teamwork, solidarity and unity. It is to be noted that the deadly and contagious Corona virus does not distinguish between ethnicities, religions, nationalities, social classes, language or gender.

For businesses to survive, it will therefore be important to strike the right balance between safety and spread whereby all precautions are taken to prevent a resurgence while we continuously innovate to put our organization back on track.

Leaders have the sacred responsibility to protect their people who are so much essential to the running of the business.

The productivity equation of output/input must today more than ever take into account the human factors of employee dedication, motivation, and the willingness to give without calculative personal gains. There is an immediate need to forge a new social contract based on trust where everybody is happy to make a sacrifice initially with the objective that everyone will be better off in the longer term.

At the level of NPCC, we have launched the Enterprise Productivity Solutions (EPS) platform, which consists of a series of guidelines which address issues such as state of health and safety of employees and customers, finance, human resources, supply chain and communications to support businesses, especially SME's, to prepare for a restart and plan towards recovery.

Following discussions with clients, we realised that the culture of Disaster Recovery and Business Continuity planning is very much missing among small and medium businesses in Mauritius. The NPCC will soon come up with a learning support service to guide the thought processes surrounding the same and strengthen the preparedness of SME's towards Covid-19 type of circumstances and other calamities. As soon as the situation permits, we will deploy our people to support you on the field. As at now our Productivity Practitioners will be available on-line to guide and support you through the challenges you are facing.

We look forward that businesses will take advantage of the EPS for a speedy recovery and to return to a situation of value creation more quickly and sustainably.

Ashit Kumar Gungah

Executive Director,
National Productivity and Competitiveness Council



Ashit Kumar Gungah
Executive Director,
NPCC



Preparing your Enterprise Response to COVID-19

The coronavirus or COVID-19 is a significant threat not only to human health but also to businesses. Following the stay at home directive from the government, it is normal to assume that people will consume less and purchase in different ways. It will also impact staff availability, especially for businesses where employees can or cannot work from home. For many businesses it may result in a fall in demand for their products or services, labour shortages and supply chain disturbances.

Being productive during the confinement will require that you work in your business as well as on your business. Figure 1 depicts the growth path during the crisis period. Following the confinement, you will continue your business operations based on your business continuity plan, which will keep your cash flow running. In parallel, a recovery plan will enable you to use this opportunity to revisit your business model, that is, how your company creates, delivers and captures value. It will enable you to identify new avenues of growth so that your business remains resilient in the future.

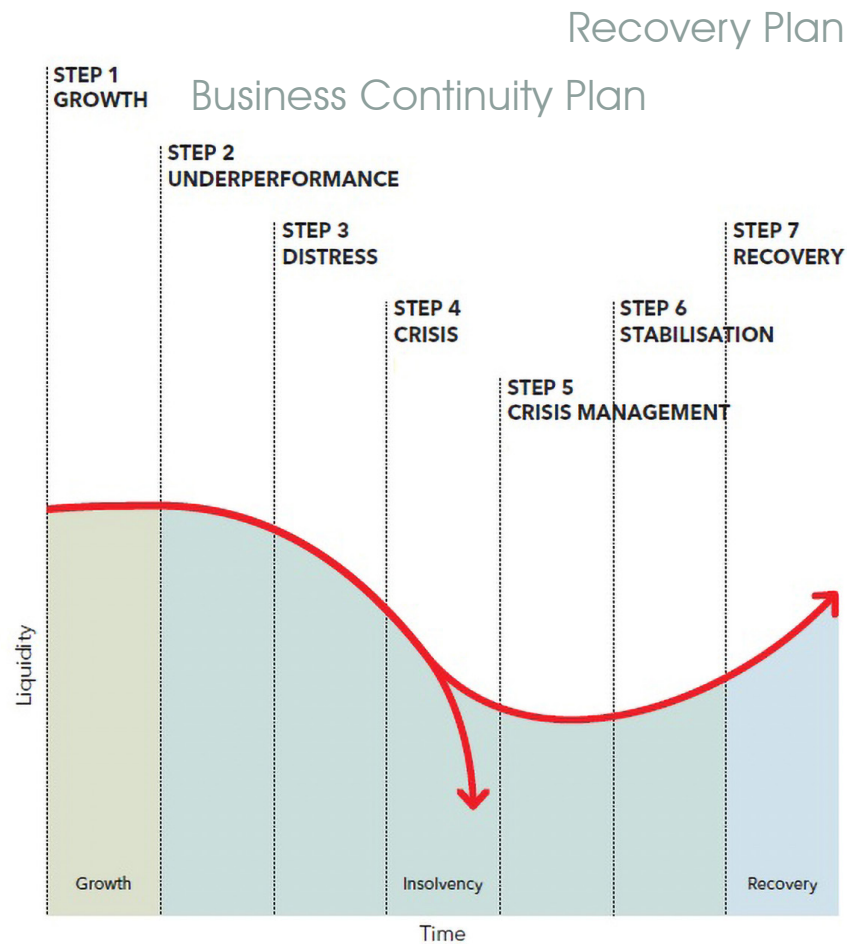
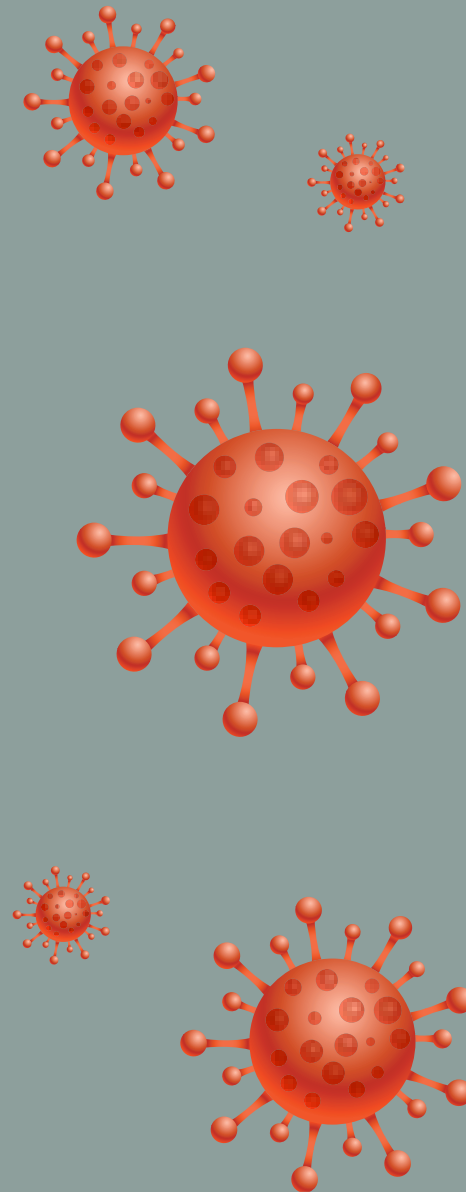


Figure 1 The growth curve during crisis

Source: <https://www.icaew.com/technical/insolvency/understanding-business-restructuring-and-insolvency/seven-stages-of-business-recovery>



During the lockdown period, your business continuity plan should outline the procedures to prevent damage, maintain productivity and help you to recover through proper emergency management procedures and strategies. Your business continuity plan should avoid panic and uncertainty so that you can respond effectively.

As part of a comprehensive strategy there is a range of actions you should consider taking now to prepare your business for COVID-19 post confinement, to place it in the best possible position, to not only navigate through the crisis but to also be better prepared to take advantage of the recovery.

The purpose of the modules herein is to provide guidelines to enterprises so that they are better prepared to respond to the COVID-19 crisis and to resume work after the lockdown period.

Although each situation, sector, organization, enterprise is different, the NPCC has identified a few core areas that one needs to consider NOW, in order to be better prepared and to maintain the running of the core business processes as well as protecting the people and assets.

Each module consists of guidelines as well as worksheets that can be downloaded and filled by the core team of the enterprise.

List of Modules

Module 1: Protect your People - Guidelines for a Healthy and more Productive Workplace.

Module 2: Examine your Cash Flow - Guidelines to know where you stand financially.

Module 3: Monitor your Sales and Marketing - Guidelines for understanding your customer behaviour and increase your sales.

Module 4: Manage your Supply Chain - Guidelines for assessing your supply chain.

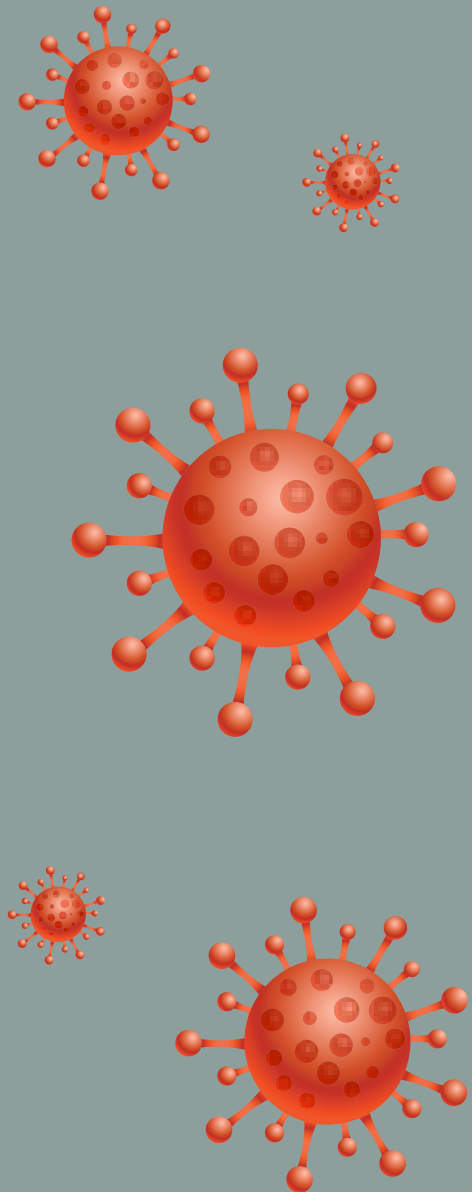
Module 5: Harness your Human Resources - Guidelines for managing your human resources in line with employment policies.

Module 6: Improve Productivity - Guidelines to identify, reduce and eliminate wastes.

Module 7: Develop a New Strategy - Guidelines for strategic planning and making a business decision.

Module 8: Reimagine your Business - Guidelines for bringing innovation to your business model.

Module 9: Communicate Effectively - Guidelines for using new communication tools.



The NPCC can facilitate the discussions for the modules where you need us most.
We can arrange for online discussions and group work.

Contact us

fmcharlotte@npccmauritius.com



National Productivity and Competitiveness Council
3rd Floor, The Catalyst
Silicon Avenue, Cybercity
Ebene 72201
Republic of Mauritius
T: (230) 467 7700 F: (230) 467 3838
E: npccmauritius@intnet.mu
www.npccmauritius.org

www.npccmauritius.org/eps



[#morisienprodiktif](https://www.instagram.com/morisienprodiktif)

GUIDELINES FOR A HEALTHY AND MORE PRODUCTIVE WORKPLACE

PROTECT YOUR PEOPLE



Importance of planning at this stage

COVID-19 raises significant challenges for enterprises. Companies throughout the globe are conceiving new ways of operating their businesses. The strategies which companies have previously worked out so scrupulously might all of a sudden feel useless. What is important at this stage is to protect the businesses from additional damages and this can only be possible if we plan ahead all the options arising and evaluate how we are going to overcome these challenges.

How can creating a healthy work environment help?

A company may have defined a very good plan for its business to start again but what will happen if employees are not willing to resume work? Can such a situation be prevented? People are facing a period of uncertainty, anxiety and fear. Thus, it becomes very important to create healthy working environments for employees to feel safe and ready to be productive at work again. If not, the company will continue to suffer from high absenteeism thus causing additional damage to the cashflow of the business.

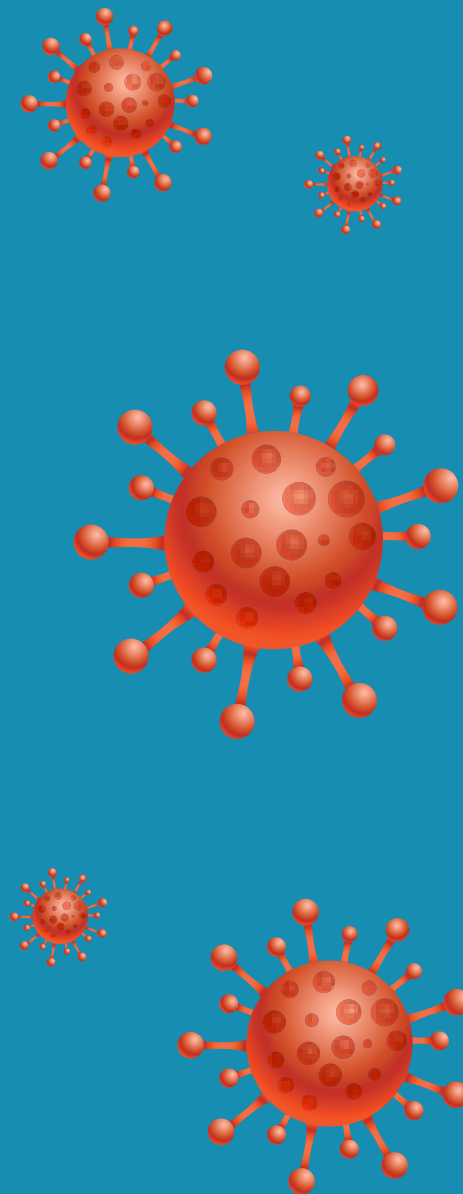


What is an Enterprise Response Team and how can it contribute to the situation?

An Enterprise Response Team (ERT) is made up of employees responsible to implement a COVID-19 response planning. The ERT should include representatives from different departments including Human Resources, Health and Safety, Operations and Communications. The team will have the overall responsibility for developing effective contingency and communication plans, coordinating and updating the plans as COVID-19 continues to evolve or regress.

Why is it important to establish an Enterprise Response Team before opening your business?

The impact of Covid-19 on enterprises may be high and the Management team will be busy handling many issues. It is thus very important for companies to use their resources intelligently so as to minimize the impact and create more value-added opportunities as may be recommended by the ERT.



The Enterprise Response Team



How to establish an Enterprise Response Team in your company?

- Identify and choose different employees from your company (preferably one from each department).
- Create a communication medium for the Enterprise Response Team (Using WhatsApp group, email etc.).
- Brief the team on the objective behind setting up a response team.
- Assign roles and responsibilities (Example: Who will create the group? etc).
- Monitor each task and act/ report accordingly.

Example of an Enterprise Response Team Plan

The worksheet is annexed and can be downloaded

COVID-19 Safety Team						
		Name of company		Meeting no		
Team Members name and Designation				Facilitator		
REF. No	Actions		PERSON RESPONSIBLE	PLANNED FINISHING DATE	COMMENTS	
					Text	Photos
1	Set up Enterprise response Team on Safety					
	1.1	Form a team to work on a plan in each department to prepare and respond to Covid-19				
	1.2	Create a whatsapp group (with a leader in each group (if applicable)				
	1.3	Explain and brief the team on what are the expectations				
	1.4	Define role and responsibilites				
	1.5	Decide on meeting time and communicate on whatsapp				
	1.6	Follow up in each department				
2	Sensitisation of employees					
	2.1	Posters in English, Creole, Bangla(if Bangladeshi workers) and French (Malagasy workforce) about the virus and precautions to be taken				
	2.2	Print visuals for the workplace and/or for the dormitories				
	2.3	Send video on You Tube to group leader and group leader to share will all members of team				
3	Cleaning and disinfection guidance and plan					
	3.1	Provide hygiene equipment				
	3.2	Prepare a plan for cleaning for each department (cleaning schedule, frequency etc)				
4	Social Distancing in working areas					
	4.1	Floor marking				
	4.2	Separate working spaces				
5	Emergency Drivers Maintenance Team					
	5.1	Create group				
	5.2	Facilitate discussion and ideas				
	5.3	Posters and checklist for each emergency vehicles				
	5.4	Videos to post on whatsapp				
	5.5	Update management				

Planning a healthy work environment for employees to resume work

Educate employees about how they can reduce the spread of COVID-19:

- Provide education and training materials.
- Look for videos and share with employees using emails or WhatsApp.
- Share digital posters on hand hygiene at the entrance of your workplace and in other workplace areas where they are likely to be seen.
- Start preparing employees by empowering and educating them.
- Give them simple tasks as a checklist to develop or to adapt to their departments.

Ensure the company is ready with all health and safety equipment

- Order Personal Protective Equipment - PPE (Face masks etc.) for your employees ahead.
- Make provision for sanitizing hand rub dispensers.
- Provide soap and water in the workplace.
- Place hand sanitizers in multiple locations to encourage hand hygiene.



Communicate with your employees

It is very important to communicate the plan to all the employees. Understand the most commonly used methods before communicating to your employees. Do not wait for the business to re-open to communicate. Share all initiatives with your employees and re-assure them that their work environment is safe to work.

Checklist for Health and Safety

1. Do you have your response team already? ☐
2. Do you have sufficient PPE for all your employees as soon as they join work? ☐
3. Have you planned to disinfect the workplace before employees resume? ☐
4. Are you planning to hire a cleaning company? If yes, have you already contacted them? ☐
5. If you are planning to do it internally: Does the cleaning team have equipment and products to disinfect the workplace? ☐
6. Does the cleaning team have required PPE? ☐
7. Does the cleaning team have required training on how to use PPE and disinfection products? ☐



Developing a new cleaning culture

- Affix a Cleaning Schedule (items to clean, time to clean, responsible persons) in each area of your workplace.
- Develop a routine cleaning and disinfection of all frequently touched surfaces in the workplace, such as workstations, keyboards, telephones, handrails, and doorknobs.
- Discourage workers from using other workers' phones, desks, offices, or other work tools and equipment, when possible. If necessary, clean and disinfect them before and after use.
- Provide disposable wipes so that commonly used surfaces (for example, doorknobs, keyboards, remote controls, desks, other work tools and equipment) can be wiped down by employees before each use.

Improve Ventilation System at work

Consider improving the ventilation system

- Increase ventilation rates.
- Increase the percentage of outdoor air that circulates into the system.

Biometric attendance system

- Consider another attendance option.
- If using same system, put in place strict hygiene measures.



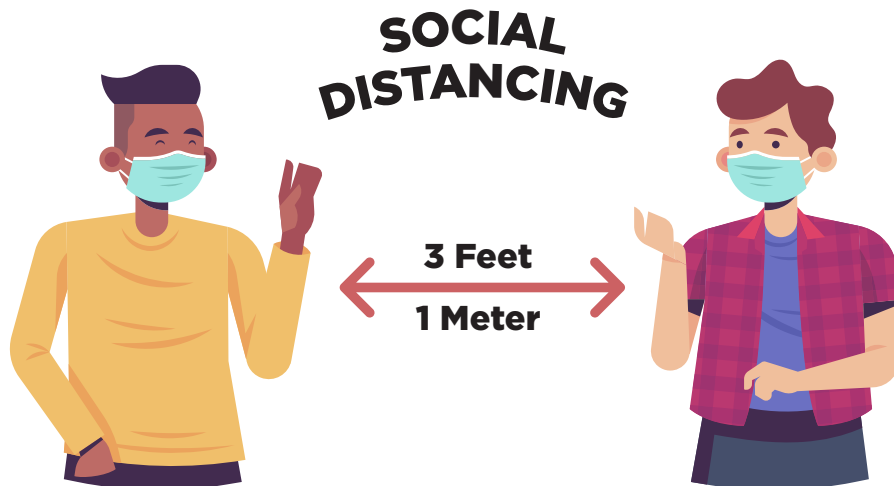
Social distancing at work

Consider establishing policies and practices for social distancing

Social distancing means avoiding group gathering and maintaining distance (approximately 3 feet or 1 meter) from others when possible (e.g., breakrooms and cafeterias).

Strategies that business could use include:

- Implementing flexible worksites (e.g. telework).
- Implementing flexible work hours (e.g. staggered shifts).
- Increasing physical space between employees at the worksite.
- Increasing physical space between employees and customers (e.g. drive through, partitions).
- Implementing flexible meeting and travel options (e.g postpone non-essential meetings or events).
- Downsizing operations.
- Delivering services remotely (e.g. phone, video, or web).
- Delivering products through pick-up or delivery.



Undertaking a Risks Assessment of your workplace

The template below, with an example, can be used to conduct an assessment of the risks at your workplace.
Each employer should consider his/her own unique circumstances.

What are the hazards?	Areas	Who might be harmed?	Controls Required	Additional Controls	Action by whom?	Action by when?	Status
Spread of Covid-19 Coronavirus	Reception	<ul style="list-style-type: none"> • Staff • Visitors to your premises • Cleaners • Drivers • Vulnerable groups – Elderly, Pregnant workers, those with existing underlying health conditions 	<p>Hand Washing</p> <ul style="list-style-type: none"> • Hand washing facilities with soap and hot water in place. • Stringent hand washing taking place. • Paper towels/hand dyers for drying of hands • See hand washing guidance. Here we can add our poster on hand washing • Gel sanitisers in any area where washing facilities are not readily available 	<p>Employees to be reminded on a regular basis to wash their hands for 20 seconds with warm water and soap and the importance of proper drying. Also reminded to catch coughs and sneezes in tissues – Follow Catch it, Bin it, Kill it, to avoid touching face, eyes, nose or mouth with unclean hands. Tissues will be made available throughout the workplace.</p> <p>To help reduce the spread of coronavirus (COVID-19)important to remind everyone of the public health advice</p> <p>Posters, leaflets and other materials are available for display.</p> <p>Rigorous checks will be carried out by managers to ensure that the necessary procedures are being followed.</p>			

Sources

Centers for Disease Control and Prevention(CDC)

<https://www.cdc.gov/coronavirus/2019-ncov/community/guidance-business-response.html>

<https://www.hse.gov.uk/simple-health-safety/risk/risk-assessment-template-and-examples.htm>

Check the Ministry of Health and other local authorities websites for latest advices regarding COVID-19.



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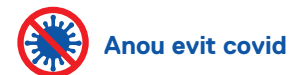
Contact us

fmcharlotte@npccmauritius.com



National Productivity and Competitiveness Council
3rd Floor, The Catalyst
Silicon Avenue, Cybercity
Ebene 72201
Republic of Mauritius
T: (230) 467 7700 F: (230) 467 3838
E: npccmauritius@intnet.mu
www.npccmauritius.org

www.npccmauritius.org/eps



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GUIDELINES TO KNOW WHERE YOU STAND FINANCIALLY

EXAMINE YOUR CASH FLOW



What is the state of your finances?

It is of utmost importance to know where you stand now financially to better build your business strategy. Business owners need to access up-to-date information on the state of their business. To do so, request your accountant to update your financial statements to see the state of your finances.

What is the potential impact on key areas of your business?

Discuss with your key personnel about the likely impact of COVID-19 on the business. The impacts on a business may be significant in the following areas:

Sales – particularly if you have little to no online presence.

Human Resources – how many people will I need? Will they be able to work? Will their ability to work be reduced, particularly if there is limited scope for them to work from home.

Supply Chains – Can I rely on my suppliers? Will they be able to provide for my raw materials particularly if suppliers are from badly impacted parts of the world?

Finance – How much cash reserves do I have? Are there means to keep a healthy cash reserve in this particular situation?

If you are not impacted yet, you should still be able to make some informed projections. In listing those possible impacts, attempt to quantify what those impacts will have on your business and identify possible strategies to mitigate those impacts.

Develop a checklist for the above 4 core areas and estimate their potential impact on the business.



Supply Chains

Finance



Below is an example of some issues that you might consider.
You may use the checklist below to list potential impacts on your business.

Possible impact of COVID-19 on business	Estimate of financial Impact	Possible mitigating strategies
You have to honour full payment for supplies/inventory purchased prior to Covid-19 pandemic	Lack of finance to honour payment to creditors	<p>Look for alternate funding e.g. Government measures that are being put in place.</p> <p>Enhance sales of products already produced</p> <p>Seek payment extensions, even temporarily to your credit terms with suppliers.</p> <p>Negotiate with suppliers to effect payment in parts and spanning over a period of months as per your state of finance</p> <p>Check your supply contracts to determine under what circumstances you can cancel orders if necessary, or at least delay delivery.</p>
You have to pay full salary to employees without generating any revenue	No/Limited cash reserve available to pay salary of employees	<p>Access emergency financing provided by Government</p> <p>Consider following up on invoices sent to clients for goods purchased or services delivered.</p> <p>Staff may prefer taking a temporary pay cut over redundancy</p>
You have 3 months of stock (finished goods) that may eventually go bad and thereby result in a loss	Loss of cash equals the cost of production of these goods and loss of opportunity	<p>Promote the selling of excess, slow moving and/or obsolete stock. Contact known customers to let them know about products at hand</p> <p>Look for alternate ways to sell the items for example online</p> <p>Look for other clients to sell the goods</p> <p>Consider increasing your presence on social media such as Facebook, where people can see your products</p> <p>Can I do a promotional sale of these items?</p>
You have to pay monthly rent and you are finding it difficult to pay the rent	Lack of finance/not seen as a priority	Confer with your Bank regarding short / medium term facilities



Assessing the Financial Viability of your Business

As at now, there is no way of accurately predicting the definitive impact, social, economic/financial, of COVID-19 before it has been suitably contained.

There is however, necessity to respond decisively to the situation at hand. Organisations will have to continue in business, but business continuity will not be enough. They have to build Business resilience and one of the key issues to be addressed is cash flow.

This generally includes identifying, managing and mitigating cash flow and liquidity risks. To be noted that your cashflow measures how well you manage your cash position, meaning how well you generate cash to pay debt obligations and fund operating expenses. The challenge is that during the lockdown, there are no operations, but you have to continue meeting fixed costs and part of your variable costs. Businesses will therefore also need to answer the more strategic question: 'How do we continue to generate revenue?'

Where is the Cash?

You will need sufficient cash resources to survive for a minimum period of six to twelve months. The first question you put is how much cash reserves does your company actually have and can be put to use immediately.

Investigate what support your bank can provide immediately and what support the Government and business associations are giving. Reduce waste, scraps and reworks to improve cash flow.



How do we continue to generate revenue?



Reduce waste, scraps, and reworks to improve cash flow



You have to:

1. Perform regular cash flow analysis to know your cash position and when funding will be needed.
2. Update that forecast throughout the crisis, possibly weekly. This will give you forewarning of any cash flow problems so you can act early to address them.
3. Identify where the cash is.

Think about the following: -

Stock Management

Now is the time to release the much-needed fund tied up in the stock that is not required.

Measures to be considered: -

- Take steps to increase sales. In this period of confinement/social distancing, online presence can boost sales and improve cash flow, more so it requires customers to pay before delivery. Ensure you factor in the additional cost of online marketing and delivery.

- Consider promotions for items that will not last up to 6 months. Take into account the ongoing cost of holding that stock and maintaining it in a saleable condition.
- Reduce stock orders, particularly stock you assume will be in low demand during the crisis.
- Increase purchases of stock you think will be in high demand.
- Consider selling excess, slow moving and/or obsolete stock.
- You might even consider selling some raw materials that may not last three months to generate cash if need be. Think about customers, may be other businesses that may require these materials.
- Use Inventory Reduction Method such as Kanban, Small Batch Processing, Just In Time to improve cash flow.



Take steps...



...to increase sales



Managing Debts

- Contact all your debtors and ask them to pay you. If your debtors are experiencing cash flow difficulties themselves, negotiate periodic payments and make sure they stick to their side of the deal.
 - Consider giving a discount to encourage customers to pay fast. This may be less expensive than an overdraft facility with your bank.
 - Invoice as soon as the product or service is delivered ... don't delay and as far as possible negotiate cash payment prior to or upon delivery.
 - Reduce debtors by encouraging customers to pay at the point of purchase or to pay early. Again, consider payment terms with cash discount to encourage customers to pay fast.
 - In the event you are supplying to a supermarket for instance, consider that their customers pay cash at the till and they usually negotiate very favourable credit terms with suppliers. They therefore usually have excess liquidity. More important they are among the few businesses operating during the lockdown. Always take a chance to negotiate.
 - Look at the possibility of factoring your debts with a firm to improve liquidity.
- Only pay commission to sales staff when payment is received on their sales.
 - Review your sales contracts to determine the circumstances under which customers can cancel orders. If necessary, renegotiate those contracts to limit cancellation of orders by customers.
 - Given the present situation of a general downside of cash crisis, it is imperative that you review the creditworthiness of your present and future clients.
 - Remember, without a customer, there will be no cash inflow to manage. Make sure that your business is advertising effectively and making it easy for your customer to place an order. Make full use of digital technology, accept orders online, by telephone, or via fax. Make the ordering process quick, precise and easy.
 - Never feel guilty about collecting a debt in the present situation. You are owed money for goods or services supplied. The law is on your side. Start the collection process as soon as the sale is made. Do not forget that the reputation, survival and success of your business now depend on how well you are able to collect overdue accounts and keep the cash running in to meet expenditures.

Review creditworthiness...



...of present and future clients



Cash Outflows/ Creditors Management

- Managing cash flows with regard to cash outflows is to delay all outflows of cash as long as you possibly can while still meeting all your outflow obligations on time. Delaying cash outflows makes it possible for you to maximize the benefits of each Rupee in your own cash flow. Seeing the benefit of delaying your cash outflows is indeed the first step in managing them.
- The proper management of cash outflows requires you to track and manage your business liabilities. Managing your cash outflows also requires that you follow one simple, but basic rule: Pay your bills on time, but never pay your bills before they are due.
- Renegotiate your credit terms with your suppliers to defer cash payments for as long as possible. Your suppliers may allow you a trade discount off the total amount of their invoice if you pay within a specified period of time. Ensure you do not lose such advantages. Compare the discount rate with what it costs you to borrow money in order to have funds available to make an early payment to a supplier.
- Remember availability of soft loans during this period.
- Check your supply contracts to determine under what circumstances you can cancel orders if necessary, or at least delay delivery.
- To a limited extent, your business may be able to delay cash outflows by deferring the payment of certain expenses. Payroll is one example of an expense that you may (emphasis on “may”) be able to defer. If your business pays its employees once a week, you may want to consider switching to paying your employees once every two weeks instead. Likewise, if your business pays employees once every two weeks, you might switch to a monthly payroll cycle. Be sure to consider the contract terms of your employees and the current employment local laws before making any switch.
- Consider payment of sales commissions or sales bonuses and any other expenses that can be reasonably deferred.
- Negotiate instalment plans for any payments due to authorities for taxes, permits, etc.

Track and manage...



...your business liabilities



Cost Containment

- Avoid all types of waste and improve operational excellence in your organization to improve productivity and have a healthier cash flow.
- Cut spending you believe unnecessary in a crisis, such as advertising. Consider using social media for same.
- Review staffing arrangements to reduce staff costs. Consider reducing contract employees and allocate their tasks to permanent employees. Negotiate with unions (if present) for reduced working hours and reduced pay until the situation gets better. Consider working from home to reduce travelling cost/cost of utilities. Implement a recruitment freeze for the time being.
- Reduce your drawings/payment of dividends.

Capital Expenditure/Asset Management

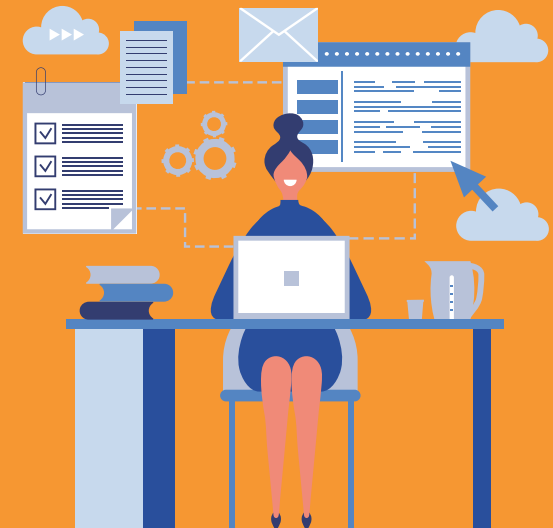
- Sell or lease out assets/production equipment you will not be able to use due to curtailment of activities.
- Try to monetize non-strategic assets. For instance, consider renting out or selling unused real estate to generate cash and keep the business going.
- Postpone any planned investment or capital expenditure which may not yield expected returns given the crisis.
- If you operate through different outlets, reconsider if you need to keep all of them or if migrating to E-Commerce is more effective.

Other Sources of Finance

- Speak to your bank about extending overdraft/loans facilities.
- Determine your own personal cash position and how much cash you can inject into your business.
- Contact investors and find out who can inject cash into the business.
- Consider all Covid-19 Government measures that can support your business.

During the crisis, regularly ask:

- Is your business able to pay your creditors, your tax obligations, employment obligations and make loan repayments as they become due?
- Do you have adequate financial reserves to cover debts due and payable in the next few months?



Do not hesitate to seek Professional Advice early

Build a 12-month cash forecast that will help you better manage your cash. This regular and systematic cash flow analysis will help you adapt and respond better to any new constraint that may arise.

Conclusion

Cash flow is one of the most critical components for an organization to get out of the crisis situation. There is an old adage about business that “cash is king”. If this is true, then cash flow is the blood that keeps the heart of the kingdom pumping.

Having a clear view of where your cash is tied up, unpaid invoices, stock and so on. What cash is coming in and when? What cash commitments you have coming up? All this will be highly beneficial for you to spot potential cash flow gaps and act instantly to reduce any impact. Negotiating new terms with suppliers, fresh borrowing with your bank or chasing overdue invoices will improve your liquidity and enable you to plan ahead and come out of the Covid-19 crisis successfully.

Source

<https://www.cpaaustralia.com.au/-/media/corporate/allfiles/document/professional-resources/business/disaster-recovery-toolkit.pdf>

You may use the Template below or annexed to develop your 12-month cash forecast.

Enter Company Name Here													
Cash Flow (12 months)												Fiscal Year Begins: Mar-20	
	Mar-20	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Total Item EST
Cash on Hand (beginning of month)	0	0	0	0	0	0	0	0	0	0	0	0	0
CASH RECEIPTS													
Cash Sales													
Receipt from debtors													
Loan													
Other receipt													
TOTAL CASH RECEIPTS	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Cash Available (before cash out)	0	0	0	0	0	0	0	0	0	0	0	0	0
CASH PAID OUT													
Purchase of materials													
Other Purchases													
Wages													
PAYE													
NPF													
Professional fees (Accounting, Audit & Legal)													
Office Supplies													
Repairs & maintenance													
Advertising													
Delivery expenses													
Rent													
Telephone and Internet													
Utilities (CEB & CWA)													
Interest													
Other expenses (specify)													
Other (specify)													
Other (specify)													
Miscellaneous													
SUBTOTAL	0	0	0	0	0	0	0	0	0	0	0	0	0
Loan repayment													
Capital purchase													
TOTAL CASH PAID OUT	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash Position (end of month)	0	0	0	0	0	0	0	0	0	0	0	0	0
ESSENTIAL OPERATING DATA (non cash flow information)													
Sales Volume (Rs)													
Accounts Receivable													
Bad Debt (end of month)													
Inventory on hand (eom)													
Accounts Payable (eom)													
Depreciation													



GUIDELINES TO KNOW WHERE YOU STAND FINANCIALLY

KEEP TRACK OF SUPPORT MEASURES



Mauritius Enterprise COVID-19 Support Measures

This document will be continuously updated with new developments as they arise.

The Government of Mauritius and other stakeholders have launched a number of business support measures to help businesses mitigate the impact of Covid-19 (Coronavirus).

Wage/ Salary Support

COVID-19 Wage Assistance During Confinement/ Curfew Period

The Government of the Republic of Mauritius has decided to extend the following: a. the Government Wage Assistance Scheme (GWAS) to cover the period 1st of April 2020 to 30th of April 2020, and b. the Self-Employed Assistance Scheme (SEAS) to cover the period 16th of April 2020 to 30th of April 2020.

GOVERNMENT WAGE ASSISTANCE SCHEME (GWAS) The aim of the Government Wage Assistance Scheme is to provide financial support to employees of the private sector who became technically unemployed during the COVID-19 lockdown/curfew period. Since the COVID-19 lockdown period has been extended up to 04 May 2020, the Government has decided to extend the Scheme for the month of April 2020.

A business will thus be eligible to receive an additional funding equivalent to one month's basic wage bill for its employees drawing a monthly basic wage of up to Rs 50,000 subject to a cap of **Rs 25,000 of assistance per employee**. An employer would be debarred from the Scheme if he/she has benefitted from funds under the Scheme and has not paid his/her employees for the months of March and April 2020 or he/she has laid off even one employee during the lockdown/curfew period. The Scheme is applicable in respect of Mauritians in full-time or part-time employment, and expatriate employees working in Mauritius.

For the Government Wage Assistance Scheme, employers will have to apply again because there could be changes in the number of employees/wage bill. A new online application form will be made available on MRA website: www.mra.mu

SELF-EMPLOYED ASSISTANCE SCHEME (SEAS)

The Self-Employed Assistance Scheme gives financial support to the informal sector. Under the Scheme, eligible self-employed individuals were entitled to receive an amount of Rs 5,100 for the one-month period, 16th March 2020 to 15th April 2020. For the fortnight 16th of April 2020 to 30th of April 2020, an additional amount of Rs 2,550 will be paid to the self-employed individuals.

For the Self-Employed Assistance Scheme, there is no need for a fresh application.

Payment regarding the extension of both GWAS and SEAS will be effected as from Thursday 23 April 2020. For further information, applicants are kindly requested to visit the website of the MRA: www.mra.mu or by calling on 207 6000.



Financial Support

Bank of Mauritius Special Relief Programme (Banking)

Special Relief Amount of Rs 5 Billion

The Bank of Mauritius is introducing a Special Relief Amount of Rs 5 billion through commercial banks to meet cash flow and working capital requirements of economic operators which are being directly impacted by COVID-19. This Special Relief Amount will be made available, through commercial banks.

The interest rate is 2.5% per annum and there will be a moratorium of six months on capital and interest repayments, with the loan repayment period being two years.

With regard to financial support to Small and Medium Enterprises (SMEs), the Bank of Mauritius has brought down the **Special Relief Fund by 1.5 percent and loan** under this scheme will be secured up to 60 percent by the State Investment Corporation (SIC) for SMEs with a turnover of less than Rs 50 million. As for companies with turnovers exceeding Rs 50 million, the SIC will secure loans up to 50 percent.

Reduction of Cash Reserve Ratio

The Cash Reserve Ratio applicable to commercial banks has been reduced from 9% to 8%. It aims at supporting commercial banks to further assist businesses which are being directly impacted by COVID-19.

Moratorium on capital repayment for loans

Commercial banks will provide a moratorium of 6 months on capital repayment for existing loans for economic operators that are being affected by COVID-19.

Easing of Banking Guidelines

The Bank of Mauritius has put on hold the Guideline on Credit Impairment Measurement and Income Recognition, which was effective since January 2020. This measure will allow commercial banks to continue supporting enterprises facing cash flow and working capital difficulties in the context of COVID-19.

2020 Savings Bond

The Bank of Mauritius is introducing a 2.5% Two-Year Bank of Mauritius 2020 Savings Bond for an amount of Rs 5 billion from 23rd of March 2020.

Process

Enterprises may have access to those support through their Commercial Banks.

Any clarification or additional information may be addressed to the Bank of Mauritius on **communications@bom.mu**



Other Financial Support

State Investment Corporation

Equity Participation Scheme

The State Investment Corporation (SIC) Ltd has launched an Equity Participation Scheme to assist enterprises with annual turnover exceeding Rs 250 million to overcome their financial difficulties in the wake of COVID-19.

Investment Support Programme Limited (ISP)

SME Factoring Scheme

Enterprises with annual turnover of up to Rs 50 million will benefit from a reduced interest rate of from 2.5% instead of 3.9% under SME Factoring Scheme.

Leasing Equipment Modernisation Scheme (LEMS I, II, III)

Enterprises with annual turnover ranging between Rs 50 million and Rs 1.5 billion will benefit from a reduced interest rate ranging between 2.5% and 3.35% per annum.

Corporate Guarantees to banks

ISP Ltd will issue corporate guarantee to banks to enable them to grant loans to companies affected by COVID-19, on a case to case basis.

SME Equity Fund Ltd

Equity Financing

The SME Equity Fund Ltd will reduce its minimum return dividend rate requirement on equity /quasi-equity financing from 6% to 3% up to 31 December 2020. Thereafter, normal conditions and dividend rate of 6% will be applicable.

Development Bank of Mauritius Ltd

Enterprise Modernisation Scheme (EMS)

Enterprises with annual turnover of up to Rs 10 million will benefit from a reduced interest rate 2.5% instead of 3.5% up to 31st December 2020 and a grant of 15% up to a maximum of Rs 150,000.

Revolving Credit Fund

A Revolving Credit Fund of Rs 200 million has been established at the Development Bank of Mauritius Ltd to help companies with turnover of up to Rs 10 million to ease cash flow difficulties up to Rs 1 million with repayment over 2 years. Interest will not be payable if loan is repaid within 9 months. Otherwise, interest will be at a rate of 6% per annum.

Process

The COVID-19 'Plan de Soutien' Cell has been set up and comprises the State Investment Corporation Limited (SIC), Investment Support Programme Limited (ISP), SME Equity Fund Ltd (SEF) and Development Bank of Mauritius Ltd (DBM).

Application Form

All applications to be submitted to -
COVID-19 'Plan de Soutien' Cell
Ground Floor of DBM Building,
Chaussée Street,
Port Louis.
Fax: 208 8309
E-mail: covid19support@stateinvestment.mu
Hotline: 260 9200



Additional Support Households and Businesses

Support to Households

Mauritian households impacted by COVID-19 may request their commercial banks for a moratorium of 6 months on capital repayments on their existing household loans as from the 1st April 2020.

In addition, for households earning a combined monthly basic salary of up to Rs 50,000 the Bank of Mauritius will bear the interest payable for the period 1st April 2020 to 30th June 2020 on their outstanding household loans with commercial banks.

The terms and conditions will be made available through commercial banks as from Monday 30th March 2020.

Special Foreign Currency (USD) Line of Credit

The Bank of Mauritius is introducing a Special Foreign Currency (USD) Line of Credit targeting operators having foreign currency earnings, including SMEs.

This line of credit shall be for an amount of USD 300 million, to be made available through commercial banks. Funds will be made available to commercial banks at 6-month USD Libor for this facility.

This line of credit will be available from the 24th March 2020 until the 30th June 2020 and repayment will be over a period of 2 years from the effective date of disbursement.

Swap Arrangement to Support Import oriented Businesses

The Bank of Mauritius is introducing a USD/MUR swap arrangement with commercial banks for an initial amount of USD 100 million. This arrangement will enable commercial banks to support import-oriented businesses, except for the State Trading Corporation which will be dealing directly with the Bank of Mauritius for its foreign currency requirements until further notice.

The swap arrangement will be effective as from the 24th March 2020 until the 30th June 2020.



Process

Enterprises may have access to those support through their Commercial Banks.

Any clarification or additional information may be addressed to the Bank of Mauritius on communications@bom.mu



COVID SUPPORT- OTHER STAKEHOLDERS

SME Mauritius



PLANS DE SOUTIEN AUX PME

INTERNAL CAPABILITY DEVELOPMENT SCHEME (ICDS)

L'acquisition d'expertise sur l'amélioration de la Productivité, le Mentoring, l'accréditation aux normes internationales, l'enregistrement officiel des marques et la propriété intellectuelle, le code bar, la formation technique entre autres.

Valeur du soutien financier :
80% jusqu'à un maximum de Rs 150,000

TECHNOLOGY AND INNOVATION SCHEME (TINNS)

L'acquisition de logiciel de comptabilité, développement d'applications mobile et de sites web, intégration sur les réseaux sociaux et la communication, l'acquisition de Technologies et celles liées au recyclage, l'installation de panneaux photovoltaïques et du traitement d'eau usée entre autres.

Rs 50,000 pour l'achat d'équipements productifs aux jeunes et aux femmes de moins de 29 ans.

Valeur du soutien financier :
80% jusqu'à un maximum de Rs 150,000

SME MARKETING SUPPORT SCHEME (MSS)

Remboursement des coûts liés aux développements des catalogues en ligne, des conférences sur la formation à l'étranger, du matériel de marketing et des coûts administratifs liés aux exportations, au factoring et au Leasing.

Valeur du soutien financier :
80% de la valeur totale jusqu'à un maximum de Rs 150,000

Frais administratifs : 80% par projet jusqu'à un maximum de Rs 15,000

SME UTILITY CONNECTION ASSISTANCE SCHEME (UCA)

Participation financière aux frais liés à la connexion des réseaux du CEB et de la CWA ainsi que l'achat de réservoirs d'eau (capacité maximum de 10,000 litres).

Valeur du soutien financier :
80% jusqu'à un maximum de Rs 150,000

INCLUSIVENESS AND INTEGRATION SCHEME (INC)

Incitations liées à la collaboration et partenariat d'affaires entre PME.

Valeur du soutien financier :
15% de la valeur totale des coûts du service de sous-traitance jusqu'à un maximum de Rs 100,000

La totalité d'aides financières d'un ou de plusieurs plans de soutien choisis sera d'un maximum de Rs 150,000 par PME

Pour plus de détails, appelez SME Mauritius sur le 202 0040 ou complétez en ligne le formulaire d'application <https://smemu.org>



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trace ou simé...



Employees' Lodging Accommodation Permits/Certificates of Registration of Factory

Ministry of Labour, Human Resource Development and Training - Communiqué

Taking into consideration the present challenge being faced by the country with the outbreak of Covid-19 pandemic, the Ministry of Labour, Human Resource Development and Training hereby informs employers whose:

- (a) Employees' Lodging Accommodation Permits have expired in March 2020 or will expire in April 2020, or
 - (b) Certificates of Registration of Factory will expire in April 2020 and May 2020,
- that they may renew their Employees' Lodging Accommodation Permits or Certificates of Registration of Factory by 30 June 2020 without any payment of surcharge.



The NPCC can facilitate the discussions for the modules where you need us most.
We can arrange for online discussions and group work.

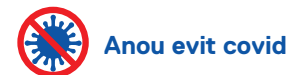
Contact us

fmcharlotte@npccmauritius.com



National Productivity and Competitiveness Council
3rd Floor, The Catalyst
Silicon Avenue, Cybercity
Ebene 72201
Republic of Mauritius
T: (230) 467 7700 F: (230) 467 3838
E: npccmauritius@intnet.mu
www.npccmauritius.org

www.npccmauritius.org/eps



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GUIDELINES FOR UNDERSTANDING YOUR CUSTOMER BEHAVIOUR AND INCREASE YOUR SALES

MONITOR YOUR SALES AND MARKETING



COVID-19 has brought a major shift in sales patterns and it is expected that consumers will pay more attention to their expenses, with less spending on movies, restaurant visits, luxury goods, leisure travel even after the magnitude of the outbreak lessens. Consumers are expected to be more concerned about health and hygiene products, healthy organic food, medical needs, fitness etc. Thus, it is important for businesses to be aware and develop responses to this new trend in consumer behaviour. However, before devising new strategies, one must critically reassess what is proposed to the customer.

Product portfolio

At this stage, it is important to think about your products. You must ask yourself, if the service or product that you are providing will be purchased by a customer in this particular situation? Go through all your products and make a list identifying those that will be immediately sold, those that the customer will not want currently due to the pandemic and those products or services that need to be repackaged/revamped for you to reach potential customers.

Customers

Know your customer (KYC). Who are your customers? What are their profiles, their likes, preferences and dislikes? What are their needs with regards to the service or product that you produce and sell? This will help you to effectively match your product/service to the needs of the customer.

Find below an example of an SME manufacturing detergents for schools

Client Company	Needs (post COVID-19)	Product(s) that can be sold immediately	Product(s) that can be changed/developed to meet needs
Little Angels - Preprimary school)	Regular deep cleaning to reduce risk of contamination	<ul style="list-style-type: none"> • Soaps • Detergents 	Build a comprehensive cleaning programme for a classroom and propose them to schools suggesting type of detergents to be used for desks, floors, doorknobs, windows etc. thereby promoting sales. Possibilities to sell the cleaning programme to schools in Mauritius.



Selling Strategy

If most of your products can be sold immediately, it is important to let your customers know that you can continue to supply them with the products and services. Call your customers or email them about your products at hand, that are already in your store and ready to be delivered as soon as lockdown is over. Consider using online platforms and social media. Facebook is a great tool to make people know about your products. Build a coherent customer communication plan and try to preserve and enhance customer loyalty so that you develop a better relationship with your customers to avoid cancellation of orders.

In case most of your products/service cannot be sold immediately you need to rethink your strategy, your segments and short-term activities. Since you already know your customer profile you can easily identify your new market segments. Consider other customer profiles (for example, older individuals and those who work from home). How can you help them? Adapting your products and services will be a competitive advantage as people's behavior continues to change.

When building your new strategy, keep in mind the following points below:

- Evaluate your competitive position under the new environment, identifying both risks and opportunities.
- Assess the changes in customer behavior after the pandemic (e.g. buyer habits, increase of online buying?).
- Analyse the current demand for your product or services.
- Update your sales and demand planning strategy. Keep realistic targets, people might be extra conscious while buying.
- Create an action plan against the core marketing and sales priority areas (including inventory planning, pricing strategy and discounting).



Adapting your Sales to the New Reality

What is relevant this week can change the next. A willingness to adapt, move quickly and grow will help during a crisis. Consider a "service over sales" approach. Provide service with ideas, discounts, suspended fees, or great content. Service should outshine sales for a while. You can now provide a different and better customer experience. The possibilities are endless, businesses need to adapt and look to other channels to reach customers. send the right message to the right people at the right time.

- Do you have many pending orders not yet delivered?
- Have you been in touch with your customers lately (via email, phone calls etc.) to inform them about any pending orders etc.?
- If yes, can you innovate and explore more opportunities?
- If no, can you think about an innovative way to bring your products or services to your customers?
- Are there new products and services that you can offer that are complimentary to your current offering that will help fill new needs?



Before proposing new products, it is essential that you know about new consumer trends and the shift in consumer behaviour.

Changes in Consumer Behaviour during Covid-19

A Nielsen investigation has identified six key consumer behavior threshold levels that tie directly to concerns around the COVID-19 outbreak. The thresholds offer early signals of spending patterns, and these patterns are being mirrored across multiple markets.

COVID-19 has forever changed the experience of being a customer, an employee, a citizen and a human. The enforced shift during the worst of the pandemic to virtual working, consuming and socializing will fuel a massive and further shift to virtual activity for anything. Anything that can be done virtually will be. According to threshold level 6 - **"LIVING A NEW NORMAL"**, it shows that in response to the spread of COVID-19, consumers are changing their shopping behaviour (for example: increased used of e-commerce) in ways that could shape future buying patterns. Winners will be those who test and explore all of the associated creative possibilities.

Shifting to Nontraditional Marketing – Digital Marketing

In response to customer behaviour, business owners now have a wide range of digital methods at their fingertips that can be adapted to suit their objectives, budget or industry. However, it is important to redefine your new business model, before adopting technology. This will help ensure using technology in an effective manner so that we meet the needs that we set out to achieve.

Six key consumer behavior threshold levels that tie directly to concerns around the COVID-19 outbreak.

#1 PROACTIVE HEALTH-MINDED BUYING	#2 REACTIVE HEALTH MANAGEMENT	#3 PANTRY PREPARATION
CONSUMER BEHAVIOR SHIFTS		
Interest rises in products that support overall maintenance of health and wellness.	Prioritize products essential to virus containment, health and public safety. E.g. face masks	Pantry stockpiling of shelf-stable foods and a broader assortment of health-safety products; spike in store visits; growing basket sizes.
COMMON COVID-19 EVENT MARKERS		
Minimal localized cases of COVID-19 generally linked to an arrival from another infected country.	Government launches health and safety campaign. Local transmission and / or first COVID-19 related death(s).	Small quarantines begin; borders close more broadly. Often represented by accelerating cases of COVID-19, but not necessarily by deaths.
#4 QUARANTINED LIVING PREPARATION	#5 RESTRICTED LIVING	#6 LIVING A NEW NORMAL
CONSUMER BEHAVIOR SHIFTS		
Increased online shopping, a decline in store visits, rising out-of-stocks, strains on the supply chain.	Severely restricted shopping trips, online fulfillment is limited, price concerns rise as limited stock availability impacts pricing in some cases.	People return to daily routines (work, school, etc.) but operate with a renewed cautiousness about health. Permanent shifts in supply chain, the use of e-commerce and hygiene practices.
COMMON COVID-19 EVENT MARKERS		
Localized COVID-19 emergency actions. Restrictions against large gatherings; schools and public places close down. Percentage of people diagnosed continues to increase.	Mass cases of COVID-19. Communities ordered into lockdown. Restaurant closures, restrictions on small gatherings.	COVID-19 quarantines lift beyond region/country's most-affected hotspots and life starts to return to normal.

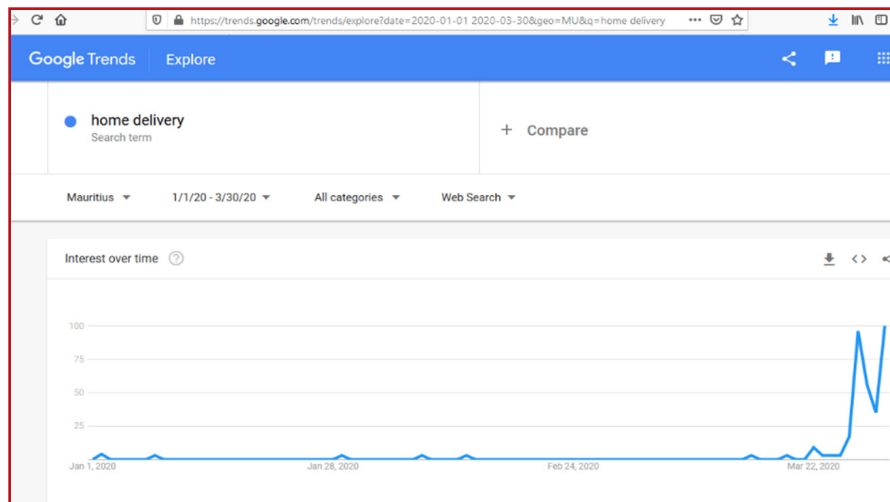
COVID-19 event markers include: government health and safety campaign, local transmission and / or first COVID-19 related death(s), small quarantines begin, borders close more broadly, accelerating cases of COVID-19, but not necessarily by deaths.

Source: <https://www.nielsen.com/sg/en/insights/article/2020/key-consumer-behavior-thresholds-identified-as-the-coronavirus-outbreak-evolves/>



Change your Business Model to meet the New Expectations of your Future Customers

According to 'Google Trends', in the last 90 days, keyword searches for delivery of groceries and restaurant food take out has started to grow drastically in Mauritius. In fact, 'Google Trends' reports that searches for "Home Delivery" has grown over the past month on a nationwide basis. This data shows that consumers are changing now, but we are also creating a new norm after Covid-19 is long gone.



Source: Google

Adapt your Marketing Post Covid-19

Take some time and answer these questions:

- **What are the trends you see changing the world today?**
(Think about how your consumers will change post-COVID)
- **What changes do you see in your industry?**
(Technology enhanced experience is becoming more important)
- **How are these trends changing your industry?**
(Will more of your customers book your services online?)
(Will more of them text you instead of calling?)
- **How can you take advantage of these trends?**
(E-Commerce, ...)



Develop your Covid-19 Marketing Strategies

Brands Must Act Differently Today

REAL-TIME RESPONSE TO MARKETPLACE CONDITIONS



ACT ON SHIFTING CONDITIONS

Retarget trade and marketing strategy in real-time



WIN AT DIGITAL SHELF

Win at the digital shelf through availability and search presence



EASE SOCIAL DISTANCING

Ease social distancing through digital and in-home solutions

Source: <https://cdn2.hubspot.net/hubfs/297370/COVID-infographic-for-retailers-adlucent.pdf>

Rapid Retargeting of Investments to Align to Consumer Shopping Behaviors



Monitor shifting volume between in-store and online and **adjust trade and online** media to where your consumers are shopping

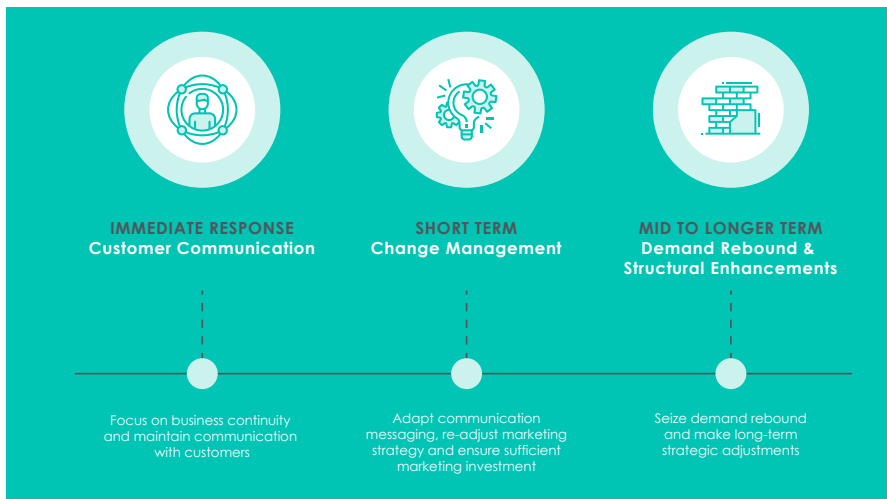
Monitor demand shifts via a robust, item-level scorecard to flag **supply chain issues**

Source: <https://cdn2.hubspot.net/hubfs/297370/COVID-infographic-for-retailers-adlucent.pdf>

Review your company's model to go with consumer trends that will become the new norm.

- Re-evaluate the customer experience
- More electronic booking of your services (e-commerce, Facebook, WhatsApp etc.)
- More electronic communications with your customers
- Enable payment online (Internet Banking, My.T money, Paypal, MCB Juice,...)





Source: <https://cdn2.hubspot.net/hubfs/297370/COVID-infographic-for-retailers-adlucent.pdf>

Engage your Customers on Social Platforms

Develop a strategy for how to leverage social media (Facebook, paid ads, LinkedIn, ...)

It is important to use the proper combination of online tools while developing your digital marketing strategies. For example, by listing your company on Google my Business, people might be interested to view your Facebook profile. Thus, it is important to always identify the right online tools and use the right combination to arouse people's interest in your company and its products. Also, remember to always update your profile and provide the right information. This will ensure that you get good reviews and will promote your visibility and increase your goodwill with your customers.

Build your online presence through dominance on online availability and search presence

For example, by using Google My Business. Upload all the relevant information on your business including the address, contact details, offered services/products, and you create a Google My Business listing. Your business will appear on Google Maps as well as within the Google Map search results. Additionally, you can also display information such as your opening times, etc, directly within the search engine.



Create an Online Presence

To help businesses make this transition use existing tools and resources in new ways, FACEBOOK FOR BUSINESS has picked out four tips to help small businesses create an internet presence and stay engaged with customers during the COVID-19 pandemic.

Create a Social Media Account

Businesses can establish a digital presence and proactively share important information with customers by creating a free Facebook Page and Instagram Business Account. These tools enable businesses to tell customers who they are and what they are able to offer during this unprecedented time. They give businesses the chance to show up for new or returning customers online just like how it might happen in a physical store.

Use Existing Channels to Communicate with Customers

Businesses have the opportunity to include information about safety measures, the handling of customer inquiries, any expected shipping delays and more on existing channels like a company website or customer emails.

Pivot an In-Person Event to an Online Streaming Event

At a time where businesses have had to postpone or cancel events, they have invested time and money preparing for, Facebook Live and Instagram Live have emerged as key tools to help businesses' transition events from in-person to digital.

Update Existing Content or Create New Content

Adjusting business hours and service methods to accommodate changes caused by coronavirus safety measures may put existing content out of date. This could be anything from Page information to old posts to ad content. To avoid customer confusion, small businesses could consider reviewing content to make sure it reflects their most recent changes.

Helpful Online Resources

- <https://anicca.co.uk/blog/how-to-adapt-your-digital-marketing-strategy-during-the-covid-19-coronavirus-outbreak/>
- <https://anicca.co.uk/blog/digital-marketing-whats-working-during-covid-19-coronavirus-lockdown/>
- <https://www.digitalmarketer.com/digital-marketing/>
- <https://www.wearemarketing.com/blog/a-step-by-step-guide-to-structuring-a-digital-marketing-plan.html>
- <https://www.responsival.com/post/maintaining-the-digital-side-of-your-business-during-the-covid-19-pandemic>
- <https://consulting.kantar.com/podcasts/how-will-covid19-affect-the-retail-market/>

Sources

- <https://www.facebook.com/business/news/helping-businesses-create-an-online-presence-during-covid-19-coronavirus>



The NPCC can facilitate the discussions for the modules where you need us most.
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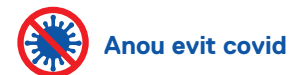
Contact us

fmcharlotte@npccmauritius.com



National Productivity and Competitiveness Council
3rd Floor, The Catalyst
Silicon Avenue, Cybercity
Ebene 72201
Republic of Mauritius
T: (230) 467 7700 F: (230) 467 3838
E: npccmauritius@intnet.mu
www.npccmauritius.org

www.npccmauritius.org/eps



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ENTERPRISE RESPONSE TO COVID-19

MODULE 4

GUIDELINES FOR ASSESSING YOUR SUPPLY CHAIN

MANAGE YOUR SUPPLY CHAIN



Assessing COVID-19 impact on Supply Chain

COVID -19 has brought a major disruption on global supply chain. Companies in Mauritius are heavily dependent on raw materials that are bought from other countries. In this conjecture, our businesses are more likely to suffer if we are unable to source out raw materials and send goods once produced to our clients. Thus, it is imperative that we ensure that our complete supply chain is functional.





What do we do? How do we mitigate this negative impact?

- **Planning**

Think about how are you going to develop a plan or strategy in order to satisfy the demands and necessities of your customers? You will need a strategy to manage all the resources required for designing products and providing services? To do so, you will need to assess your current supply chain.

- **Prepare - quickly assess your current supply chain and the risks inherent**

List out your suppliers as below Are you dependent on one supplier only? Relying on a single geography or a single supplier for key products is very risky.

<div></div>				
S.No.	Supplier Name	RM Procured	Annual Amount	Key Benefits Derived
1	Name 1	Iron		
2	Name 2	Steel		
3	Name 3	Aluminum		
4	Name 4	Plastic		
5	Name 5	Desktop		
6	Name 6	Mouse Pad		
7	Name 7	Rod		



Can your suppliers continue to provide the raw materials? Conduct a market assessment with regards to their inventory, production, and purchase order fulfilment. Will they be able to provide you with the required materials in the given time? Where are they located? What payment facilities do they provide?

Keep a record of all your suppliers and vendors and make sure that you build a comprehensive file for each of them with all the required information that you might need.

You may use some components of the checklist below and build your file.

Checklist	
Current catalogue or price list. Complete with product descriptions	
Business cards from any sales or support personnel with whom you have dealt	
A list of all distribution facilities	
Discount schedules including minimum purchase requirements	
Delivery options, including estimated delivery time	
Technical assistance and other services available	
Return policy	
Warranty information	
Information on any co-op advertising plants offered by the suppliers, including special promotional and grand opening programs.	
Any request for quotations	
Copies of all invoices	
Telephone numbers, including toll-free numbers, for all appropriate Contacts	
Any special terms for seasonal items	
Lease options	
Information on all other services offered by the vendor/supplier	
Discount terms for prompt payment	
All shipping methods available and their terms	
Information on terms for long-term contracts	



	Networking with a pool of suppliers
	The market share, reputation of suppliers
	The financial position of suppliers to see if they have the capacity to provide specially post covid19
	Location of suppliers
	Facilities provided by suppliers in terms of payment

Examine supplier base against performance criteria

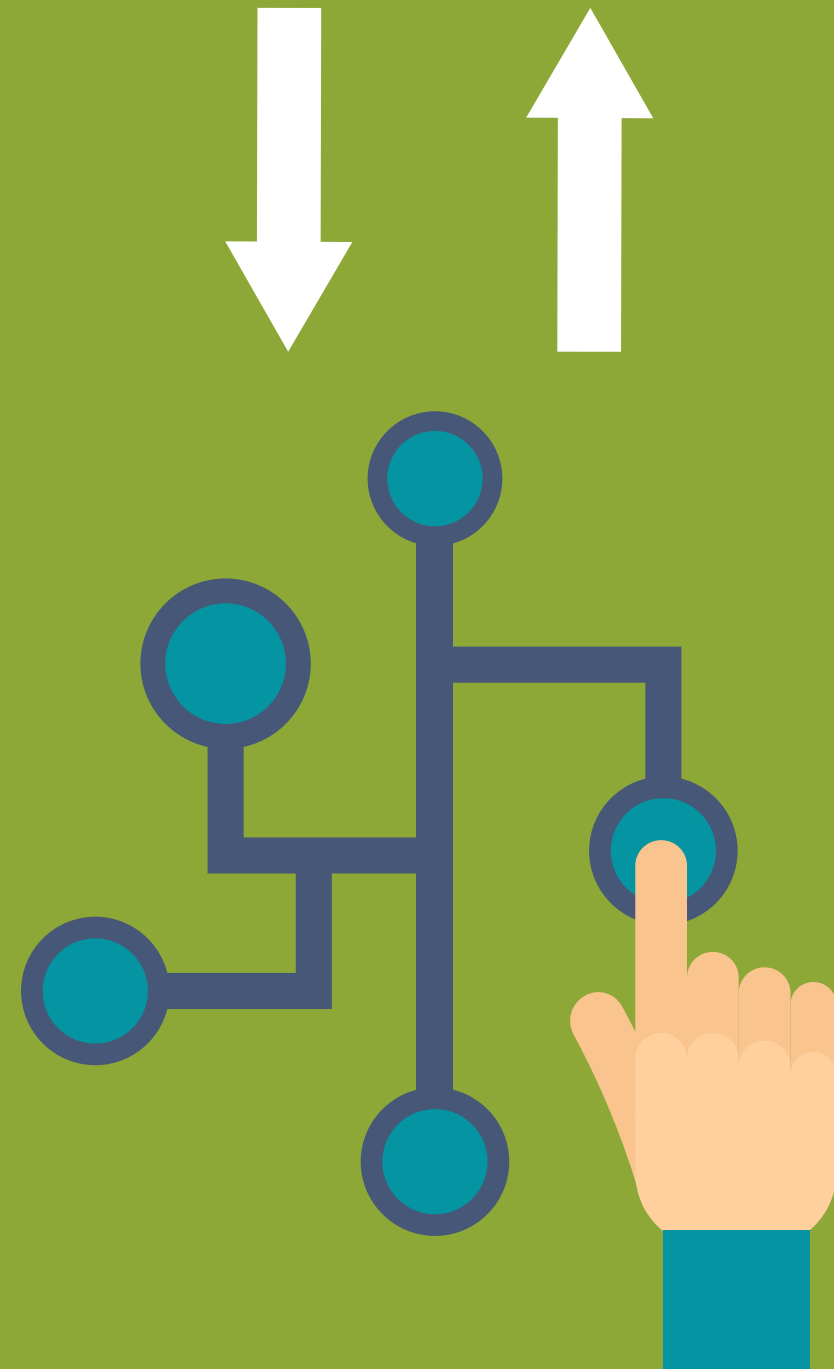
Performance Criteria	Supplier 1	Supplier 2	Supplier 3
Price			
Reliability and Responsiveness			
Delivery			
Quality Level			
Product Specification			
Partnership Approach			
Value for Money			

You can use the above criteria to rate your suppliers as either underperforming in which case you might want to discontinue doing business with them. If rated as preferred, you will want to work with those suppliers and build long term partnerships.

Shortlist the best suppliers who can still provide you with the required material

Request for quotes from those that you rated as preferred and shortlist the best supplier based on the quote.

It is important to shortlist the key suppliers who can still supply raw materials and work with them to understand their ability and flexibility in delivering in the event of shortages. This will allow the company to better plan. Active communication and formulating alternative plans will be critical to minimizing the supply chain impact on the company. If your assessment shows that you are heavily dependent on one or two suppliers consider looking for other suppliers.



What do we do? How do we mitigate this negative impact?

- Establish demand and production scheduling

After assessing which products you might sell during this disruption caused by COVID-19, focus on production scheduling agility. Prioritize what products you will produce in the event of raw and direct material inventory shortages, especially where an ingredient or part may be used in multiple finished goods. You might want to focus your production on goods that have a high value added in terms of revenue. This will ensure a significant inflow of cash to the business.

However, with expected supplier and demand disruption, be prepared to:

- Refine production schedules
- Review your production plans based on the inventory available
- Change demand and what you are capable to build
- Ensure that you do not use component parts that put your most important products

Try to minimise wastages by clearly defining the resources needed to start the production process along with the sources of resources to be used if necessary while paying special attention to a specific process or machine that produces significant wastage. Bills of materials can then be prepared by making a checklist of raw materials(quantity), industrial supplies, equipment and machinery needed for production.

Company Name

Material List

Date:.....

Item Name	Description	Quantity	Unit Cost	Total

.....
Prepared By

.....
Signed By



What do we do? How do we mitigate this negative impact?

- Understand your inventory levels

Companies have been implementing practices to reduce inventory across the supply chain and some work to statistically set safety stock to buffer normal demand and supply variability. Many companies will not have enough inventory buffers to withstand disruption caused by the COVID-19 epidemic.

INVENTORY CONTROL



Track Inventory



Stock Count



Automate Inventory



Integrate Market



Organize Inventory



In and Out Stock



Predict Demand



Order Management

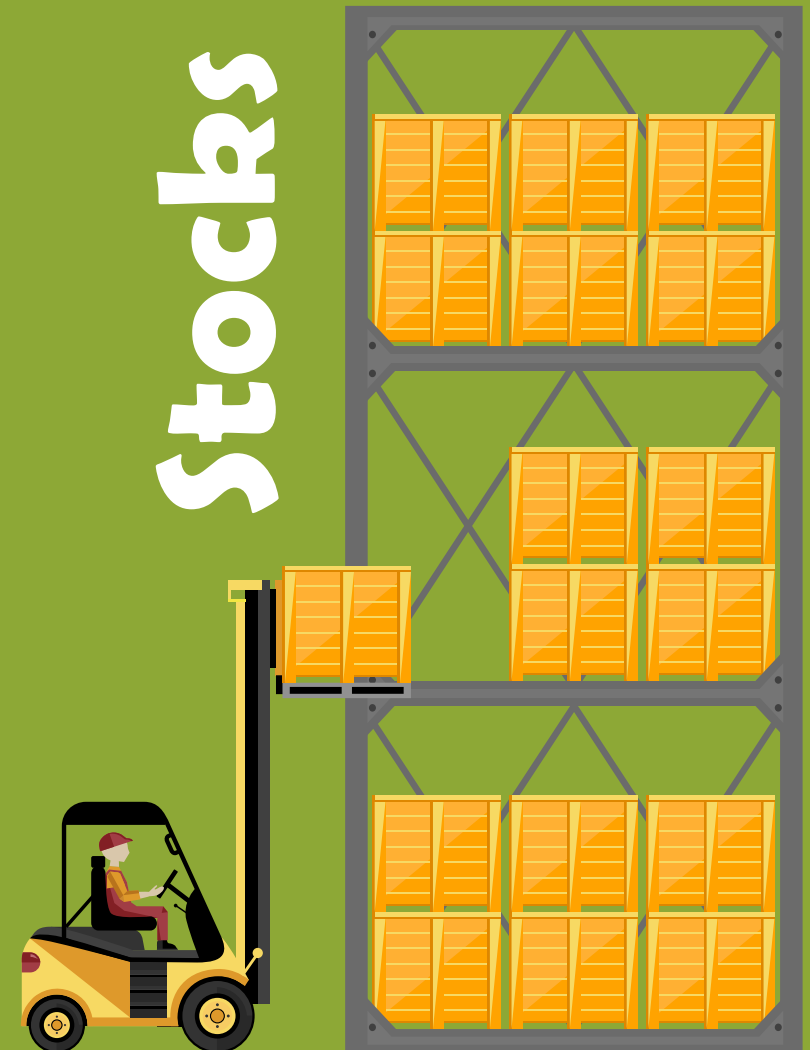
INVENTORY MANAGEMENT

Quickly reassess the stocks that you have in store and compare it to the new production schedule that you have put in place. To ensure that there is no disruption in production, regularly track and organise inventory to ensure that there is no understock. A well-established production schedule and forecast will help you plan your buying over time so that you do not face an out of stock of raw materials. Based on the new demand forecast, quickly refine your inventory strategy to mitigate the risks of supply shortages—balancing a number of factors such as assessed supply base risk, cash flow, perishability, etc

It is equally important for better material handling to minimise breakages and loose money. Thus, tighter control is needed in the warehouse. A good inventory management system with good controls in place will enable better decision making while purchasing of goods.

Reassess

Stocks

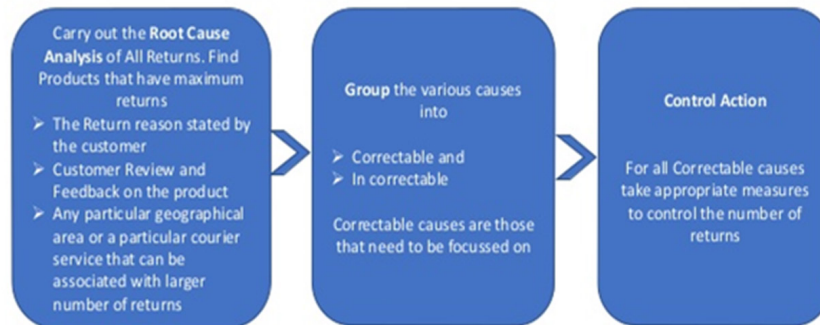


What do we do? How do we mitigate this negative impact?

- Managing Returns

There is also a need to ensure a responsive and flexible network for accepting damaged, defective and extra products back from customers and facilitating the return process for customers who have issues with delivered products.

Proper Quality checks should be done at every stage before delivery to customers since defective products represent a cost for the company. Ensure that your system for managing customer complaints and after sales service is still functional. Make sure that the proper sanitary measures are in place while taking back the defective products for repair. Plan the re-delivery effectively so as to minimize transport costs. For example, if there is a delivery on the way for other customers, it can be planned accordingly. Systematically, look for root cause for returns so as to minimise defects.



- Look for alternate suppliers

If you do not have enough visibility across the extended supply network you might be at a greater risk. Before buying from a new supplier, you must assess their credibility and trustfulness.

- Are they safe suppliers?
- What is their inventory status?
- What are their delivery deadlines?
- You are not their only customers. Do they have flexible logistics networks to ensure the flow of goods in a profitable manner?

Ensure proper quality checks



What do we do? How do we mitigate this negative impact?

- **Enhance Visibility**

Work with your suppliers to increase visibility on inbound materials. You can expect a significant decline in on-time in-full delivery performance from your key suppliers. Getting visibility to the status of your inventory at the supplier production schedules, and supplier shipment status will help you to predict supplier shortages and respond accordingly. Keep the communication lines open and make sure that you have a contact person who can inform you in case of lateness of shipment and distribution. This might help you review your production schedule thereby reinforcing the need to have an agile production planning.

- **Re-evaluate your logistics**

Evaluate alternative outbound logistics options and secure capacity. With significant port congestion, a significant decrease in air freight capacity, and truck driver shortages, there is a significant backlog in logistics that will take some time to resolve as logistics operations gradually come back to normal. Companies need to work to secure capacity with their logistics partners. Contact your logistic partner and enquire about their current status with regards to availability of trucks, drivers etc. Based on the feedback, establish a new logistic plan on how you will be able to get your products to your customers. Keep in mind that you may have to look for alternate logistics partners depending on their ability to get their service functional.

While evaluating your logistics also consider:

There should be a good coordination between everyone involved to ensure right and timely delivery. Reduce payments by cheques or by cash and firms should be well prepared for contactless payments i.e Juice, MYT money, online payment Deliverymen should be well equipped with hand sanitizers, masks and gloves while heading for any distribution.



Below are some key constraints that you might take into consideration while assessing your logistics and drafting your new logistics plan.



What do we do? How do we mitigate this negative impact?

- **Prepare for potential channel shifts**
Mauritius has seen an increase in online shopping demand during this epidemic for everything, including fresh food and groceries. This unexpected shift in channels has created challenges for many companies since there is insufficient ecommerce capacity to meet demand, insufficient inventory allocated to the online channel, and a severe shortage of last-mile delivery service capacity. Consumer oriented companies should assess the implications of a potential shift of demand from traditional retail to online, and move quickly to prepare.



What do we do? How do we mitigate this negative impact?

- Update inventory policy

Thus it is important to re-establish the required safety stock needed with regards to what is likely to be appropriate in the near future as well as build a comprehensive strategy on how we will source out our raw materials in these difficult times and our new mode of acquiring new suppliers, logistics partners, etc.

You may use this checklist to identify key risks to your Supply Chain.

Impact of COVID-19 on the Supply Chain				
Activity	No	Possible Impact of COVID-19 on business	Estimate of financial impact	Possible mitigation strategies
Procurement & Inventory mgt	1	Shortage or no raw materials	Ex :100 % loss of sales	Ex: Look for alternative suppliers or propose alternative products
	2	Poor Quality of raw materials		
	3	High price of raw materials due to high demand/low supply		
Production	4	No production due to unavailability of raw materials		
	5	Disruption in Production planning & scheduling		
	6	Idle workers if there is no production due to shortage of raw mats		
	7	High production cost due to high price of raw materials		
Logistics	8	Delays in import/export due to flight cancellation /port congestion		
	9	Delays in distribution due to product shortage		
	10	Idle workers if no product is available for distribution		
Customer	11	Delays in fulfilling orders		
	12	Unable to match demand		
	13	Loss of customers / Dissatisfied customers		
Information	14	High forecast errors		
	15	Information becomes erroneous		
	16	Information sharing among stakeholders is disrupted and cause delays		

Source

<https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-COVID-19-managing-supply-chain-risk-and-disruption.pdf>



The NPCC can facilitate the discussions for the modules where you need us most.
We can arrange for online discussions and group work.

Contact us

fmcharlotte@npccmauritius.com



National Productivity and Competitiveness Council
3rd Floor, The Catalyst
Silicon Avenue, Cybercity
Ebene 72201
Republic of Mauritius
T: (230) 467 7700 F: (230) 467 3838
E: npccmauritius@intnet.mu
www.npccmauritius.org

www.npccmauritius.org/eps



[#merisienprodiktif](#)

GUIDELINES FOR MANAGING YOUR HUMAN RESOURCES IN LINE WITH EMPLOYMENT POLICIES

HARNESS YOUR HUMAN RESOURCES



Assessing COVID-19 impact on Human Resources

“The New Normal of work”

How does this pandemic impact the workplace, you, your team, and your organization?

It is important to understand the significant impact of COVID-19 on the way of conducting business especially when managing teams and dealing with people. Employers need to understand people's fear of losing jobs, fear of being contaminated to rethink and create a safer workplace whereby employees feel cared for and safe to come back to work once lockdown is over while at the same time ensuring the continuity of the business.

To do so, it is important to:

Identify Employees with Critical Skills for your Business

Establish who are the critical staff that you will require while working from home. When your employees can work from home, make sure they have the equipment (such as a laptop) they need to work from home.

Consider developing a special roster so that critical staff are always available to keep essential business systems and processes running.

Have a Strong Remote Work Policy and make sure Employees know what it is

A great remote work policy clearly defines when and under what conditions remote work is permitted (or encouraged), who is eligible, and any steps employees need to take in order to take advantage of the policy. If you do not have a policy in place, one can be adopted and communicated with relative ease.

Keep an Extra Clean Office

Once lockdown is over, you will need to review the workplace and put in place health and safety measures in the way we deal with our customers, our employees, suppliers etc.

It is important to build a safe working environment for your employees that will ease concerns about catching COVID-19 and boost morale of employees. Make common items like hand sanitizer, tissues, spray disinfectant, and soap/paper towels available to all of your employees. You can also encourage all employees to use common hygiene best practices like sneezing into their arm, covering their mouth when they cough or sneeze, and promptly disposing of used tissues. You may also want to consider scheduling an added shift for whoever is responsible for cleaning your office and office space.

To build a safer environment for your workers, you may wish to consider [Module 1](#) that will allow you to carry out a proper risk management of your factory/office to ensure that you cover all risk areas within your premises.



Develop New Policies - Encourage Sick Employees to stay Home

This is as much a communication piece as it is a policy item. Make sure your employees know that the company does not expect them to report to the office if they are feeling unwell. In addition, you may want to encourage employees to utilize remote work resources if they believe that they have been exposed to COVID-19 so as to prevent contamination of the workplace and employees, even if they are not showing symptoms. Thus, the importance of having a well-defined work from home policy.

Plan Workforce Utilization

With cash being limited, you need to plan your workforce to perform as effectively as possible given the constraints such as limited travelling, inability to produce, among others. You need to think of alternative ways of using the workforce to operate at least at a reduced capacity. Should you put in place a system of reduced work hours? Should you consider putting up a shift system? These are some questions that you can ask yourself while planning your manpower.

Re-Frame Employee Experience: Focus on Real-Time

One of the most important HR capabilities being tested is agility. HR departments must build a crisis response muscle, learn quickly how to distribute authority and coordinate activity, and implement real-time data collection, listening, and communication programs. It is important to build mitigating measures that:

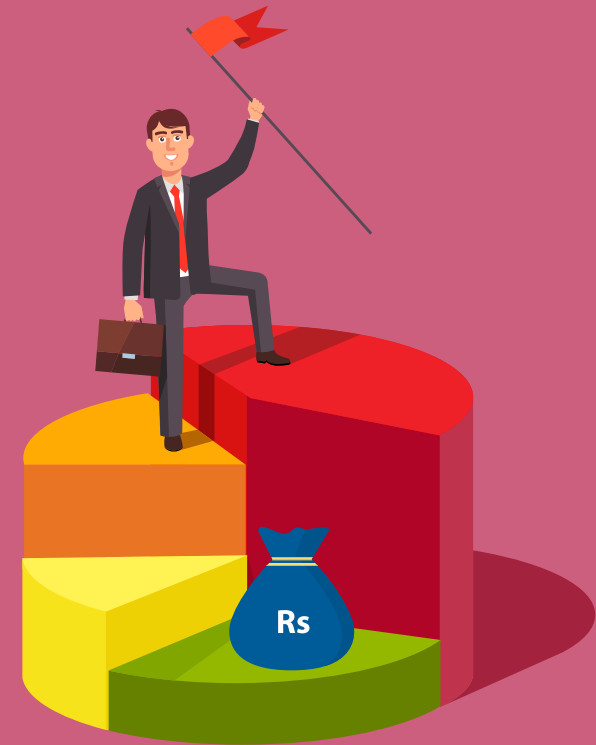
- Focus on people first, economics second.
- Develop rapid response teams that cross organizational boundaries
- Quickly assess what jobs are going away and start to align people towards new roles quickly. Rapidly develop programs to educate, train, and empower people to work at home especially if you are changing your business model.

Legal considerations for Companies

The following areas will be addressed:

- Employment and Human Resources (HR) Policies
- Data Protection

Focus on people first...



...economics second

Employment and Human Resources Policies

Employer and Employee agreements

If the employee is hesitant to come to work because of a fear of contracting the virus, the employer may investigate the reason for this and whether there are special circumstances that need to be taken into account, eg., if the employee is particularly vulnerable or is living with a vulnerable person. Where the reason is legitimate, and the employee can work from home, the employee is to be paid in the normal course.

Where the reason is legitimate, but the employee is unable to work from home, the employer may consider alternative options with the employee. For instance, the employer might consider whether the employee can be given alternative duties that they can carry out at home or if the employer can adjust certain conditions to address the employee's concerns, such as changing start / end times to minimise travel during peak periods or changing the set up in the office to minimise contact with other staff.

If there are no feasible options, the employer and employee may agree to a period of annual leave or unpaid absence to cover the time off. In the event that the employer and the employee cannot agree as to when the leave is to be taken, half of the leave period is to be decided by the employer and the other half leave period by the employee*¹.

¹ S.45 Workers Rights Act

Working from home...



...can be an option



Health and Safety

Employers have a general duty to take reasonable measures to protect the health and safety of the workforce and to provide a safe place of work.

Some of the practical steps that employers may consider include:

- Providing regular up-to-date government and health authority information to staff
- Displaying notices based on the latest health advice on how to prevent the spread of the virus and what to do / who to contact if they have symptoms
- Reminding everyone with symptoms of the virus not to come to the office and of the recommendations on self-isolation
- Discouraging physical greetings such as handshakes and kissing and otherwise encouraging social distancing
- Reviewing cleaning regimes so that high-traffic areas or surfaces such as door handles / faucets / shared equipment, etc., are cleaned regularly
- Providing tissues and ensuring there are sufficient means for disposing of tissues
- Providing hand sanitizers in entrances to the office and ensuring there are appropriate hand washing facilities (with soap) for employees and invited guests using the office
- Assessing if there is any particular risk in relation to certain members of staff who have underlying health conditions or are vulnerable for any other reason
- Providing similar advice to visitors / contractors who are working on the premises and mandate that they also comply with any policies or guidance in place.

Face Mask and Gloves

Employers are highly encouraged to provide face masks and gloves to their employees (For example the Ministry of Public Service, Administrative and Institutional Reforms of Mauritius issued Circular Letter No. 30 of 2020 highlighting the need for a sufficient number of appropriate face masks and disposable gloves to be provided to staff). This will motivate employees to attend work and will help to improve morale at the workplace.



wash you hands



avoid infected people



sneeze in your elbow



Appropriate Communication

Given there is much anxiety about COVID-19, employers are encouraged to issue appropriate communications to staff to, where possible, ease anxiety and provide clear and comprehensible guidance on the current and future situation.

In addition, below are a few other steps that may be worth considering:

- Provide regular updates from company leadership to reassure staff
- Consider what steps – if any – may be appropriate to protect the mental well-being of staff during periods when they may be self-isolating or required to stay away from the business
- Publicise information concerning who employees can speak with if they have particular concerns or anxieties about the virus and the measures being taken
- Evaluate workplace emergency response protocols and consider what, if any, modifications may be necessary to address a potential pandemic
- Check whether personal contact information is up to date and business emergency procedures are in place
- Consider reissuing your social media policy and what employees should / should not be posting about the virus and your business prevention measures to avoid the spread of rumours / false information or the misimpression that employees are authorized to speak on behalf of the company
- Review your schedule of upcoming meetings and conferences and decide which, if any, to cancel, modify (eg, turn into a conference call or “virtual” meeting) or maintain as-is
- Consider visitor / contractor policies for the workplace and if these need to be updated
- Consider the health and safety implications of provided transportation.

Data Protection

Employers generally may not require employees to undergo medical screening or temperature checks or to collect medical data that goes beyond the minimum necessary to manage the virus. Employers may be able to ask employees to test themselves in certain situations but typically may not carry out the tests, nor collect or process the results of such tests. Employers may request for the consent of the employee under such circumstances. Health data is generally considered as special categories of personal data under the Data Protection Act 2017.

Provide regular updates...



... to reassure staff

Benchmarks

Across the world, people are already creating their new workplace and implementing measures to respond to the crisis.

We have compiled some examples that you can use as reference to build your own HR response:

Emergency Leave

Walmart to allow any worker concerned about Coronavirus to Stay Home 'Without Penalty'

Walmart is enacting an emergency leave policy for its 1.4 million hourly US workers that allows them to take time off without penalty if they fear the spread of a new virus. The nation's largest private employer said Tuesday that a worker at its store in Cynthiana, Ken., tested positive for the COVID-19, the disease caused by the new coronavirus.

(New York Post)

Colorado will require Paid Sick Leave for Certain Workers in response to Coronavirus

The state of Colorado will soon require employers to offer paid sick days to hundreds of thousands of service and hospitality workers in response to the spread of COVID-19, the disease caused by the new coronavirus. Gov. Jared Polis announced the new policy on Tuesday morning as he declared a state of emergency.

(Colorado Public Radio)

Therapy Sessions

Starbucks to offer Free Therapy to all Workers

Starting April 6, Starbucks employees can tap their pool of therapy sessions and meet with a counselor in person or via video chat, the company said. They will also have unlimited access to self-care apps through Lyra Health Inc., a software company that connects people with mental-health services through their employer. The company said it would begin to offer 20 free therapy sessions a year for all of its employees, including part-time workers, as part of a broader mental-health benefit plan.

Starbucks was planning its new mental-health benefit rollout before the coronavirus outbreak, but said it would help quell some of the anxiety workers face regarding the pandemic.

(Wall Street Journal)

Emergency Leave

Provide Therapy Sessions to Workers



Employee Relief Fund

Amazon Launches \$25 Million Relief Fund for Delivery Drivers, Seasonal Employees Amid Coronavirus Outbreak

Amazon is launching a \$25 million relief fund for delivery drivers and seasonal workers amid the coronavirus outbreak, it announced March 11. The aim is to help employees “that are under financial distress during this challenging time,” the company said. This includes Amazon Flex drivers and its network of delivery service partners, who handle last-mile package deliveries, as well as seasonal employees, who help the company manage variation in customer demand during peak periods and holidays. Amazon will allow these employees to apply for grants that are equal to up to two weeks of pay if they’re diagnosed with the novel coronavirus, or COVID-19.

(CNBC)

Starbucks will offer ‘Catastrophe Pay’ to Baristas exposed to Coronavirus

Starbucks said this week that it is offering “catastrophe pay” to U.S. baristas who have been exposed to the coronavirus. It will pay employees for up to 14 days if they have been diagnosed with, exposed to or been in close contact with someone with the coronavirus. Workers who may be considered higher risk because of underlying health conditions also are eligible with a doctor’s note. The company has implemented similar measures in China.

(CNBC)

Shorter Store Hours

Walmart shortens its hours, stores across America close their doors

Walmart said March 14 that beginning March 15 it will modify its hours for its more than 4,700 U.S. stores to help employees restock shelves overnight and clean stores. Other stores such as Publix, Giant, Stop & Shop and H-E-B have modified their hours in recent days. Some retailers, such as Urban Outfitters and Patagonia, are temporarily closing around the world.

(CNN)

Shorter Store Hours



Hiring Spree, Bonuses

Amazon to hire 100,000 warehouse and delivery workers amid Coronavirus shutdowns

Amazon.com Inc. plans to hire an additional 100,000 employees in the U.S. as millions of people turn to online deliveries at an unprecedented pace and Americans continue to reorient their lives to limit the spread of the new coronavirus.

(Wall Street Journal)

CVS to hire 50,000 workers to deal with coronavirus rush, give bonuses to employees

CVS Pharmacy, one of the few companies to see business grow during the coronavirus pandemic, announced March 23 that it would be hiring 50,000 new staffers and giving bonuses to the ones already employed. Part-time employees of the retail and healthcare chain will now also have 24 hours of paid sick leave, on top of the 14-day paid leave for anyone who tests positive for coronavirus.

(New York Daily News)

Walmart to Pay \$550 Million in Staff Bonuses, Hire 150,000 Temporary Workers

Walmart Inc. said it would pay special cash bonuses totaling \$550 million to its hourly workers and hire 150,000 temporary staffers as the country's biggest retailer seeks to manage a shopping surge sparked by the coronavirus pandemic.

(Wall Street Journal)

Supermarkets Tesco, Asda, Aldi and Lidl Go on Hiring Spree

In Britain, supermarkets have gone on a hiring spree as demand surges as a result of the coronavirus crisis. Tesco, Asda, Aldi, and Lidl said they would hire thousands of staff after hugely increased demand saw shoppers clearing shelves. Supermarkets have been overwhelmed by a wave of panic-buying as shoppers rush to stock up amid the coronavirus pandemic.

(BBC)



Coronavirus Testing

NYC's Hotel Workers Union to offer Members Coronavirus Testing

The health insurance plan run by the city's powerful hotel workers union will soon offer more than 90,000 people tests for the coronavirus. About 40,000 workers and 50,000 of their relatives and union retirees are covered by the plan run by the New York Hotel Trades Council.

(New York Daily News) [SHRM members-only form: Notice of Workplace Exposure to a Communicable Disease]

Virtual Hiring Implemented

Coronavirus Forces EY to Go Virtual with Some Student Hiring

EY, one of the UK's Big Four accountancy firms, has gone virtual with parts of its student recruitment process in response to the spread of coronavirus.

(Financial News)

Closures and Quarantines

Starbucks closed a Seattle Store after 1st case of employee diagnosed with Coronavirus

Starbucks temporarily closed a Reserve store location in downtown Seattle after an employee was diagnosed with COVID-19 and was quarantined March 6. This is the first case of coronavirus contracted by a Starbucks in-store employee. The company immediately closed the affected store, initiated a deep-clean procedure and sent home employees that had direct contact with the infected partner.

(Nation's Restaurant News)

'No-Contact' Food Delivery Offered

Gig Economy Companies from Uber to Lyft take action as Coronavirus cases grow

Uber and Lyft are planning to compensate drivers affected by the coronavirus for up to 14 days. Postmates and Instacart have unveiled "no-contact" food delivery. DoorDash is letting customers leave in-app instructions if they prefer orders left at the door. Amazon Flex, which taps independent contractors to make deliveries, doesn't have a policy to compensate drivers and is instead supporting on an "individual, case-by-case basis."

(CNBC)



No-Contact Delivery



Teleworking promoted, office visits restricted

Twitter tells employees to work from home as tech firms react to Coronavirus

Twitter on March 2 became the first major U.S. corporation to strongly encourage its employees to work from home to avoid spreading coronavirus.

(Los Angeles Times)

How IBM, Goldman Sachs, PwC and others are responding to the Coronavirus threat

IBM, which nearly three years ago ended remote work for some U.S. employees, said Feb. 27 it had asked workers in coronavirus-affected areas to work from home “wherever possible.” The guidance was issued for IBM workers in China, Japan, South Korea and Italy. The company also restricted travel to some locations and canceled its in-person participation in the RSA Conference on cybersecurity in San Francisco.

(Washington Post)

Google tells more than 100,000 North American employees to stay home

Google is telling all of its North American employees to stay home until at least April 10, as the COVID-19 coronavirus spreads, CNBC reported March 10. On March 9, CNBC reported that the company blocked all external visitors from coming into some of its offices, including New York and the San Francisco Bay Area where its Silicon Valley headquarters are located.

(CNBC)

UBS Divvying up Teams in Switzerland, having them switch off teleworking

UBS, the Swiss bank headquartered in Zurich, has begun implementing a split-operations policy in Switzerland this week as part of its coronavirus response. The firm has already implemented a similar policy for its employees across the Asia Pacific region.

(News of the Day)

Cuomo asks NY businesses to split employee shifts to prevent coronavirus spread

The State of New York will ask businesses to consider having employees work two shifts and allowing telework, Gov. Andrew Cuomo said in a CNN interview.

(New York Post)

Teleworking



Restrict Office Visits



Domestic and Global Travel Restricted

Ford bans employee travel on Coronavirus fears

Ford Motor Company told employees March 3 that it is banning all non-essential air travel until at least March 27 because of concerns about the novel coronavirus. Ford had been restricting travel to and from China but has now extended the ban to all flights, both international and within the United States, out of concern for employees' health and safety. There may be exceptions, a Ford spokesperson said, but they will probably be rare.

(The Motley Fool)

Coronavirus cancellations, Travel bans

Google on March 3 called off its flagship developers conference, called I/O, which was scheduled for May in Mountain View, Calif. Last year, the three-day event drew 7,000 attendees. The company said it would look for ways to "evolve" the event, raising the possibility of livestreamed or remote sessions. Several other companies and organizations, including the World Bank and the IMF, said they would replace in-person gatherings and meetings with virtual ones.

(NPR)

Coronavirus conference gets canceled because of Coronavirus

The Council on Foreign Relations canceled a roundtable called "Doing Business Under Coronavirus" scheduled for Friday in New York due to the spread of the infection itself. CFR has also canceled other in-person conferences that were scheduled from March 11 to April 3.

(Bloomberg)

Airlines cut more flights, execs take pay cuts as Coronavirus takes toll on flying

United CEO Oscar Munoz and president Scott Kirby will forgo their base salaries through at least June 30. United also said it was postponing "non-critical" projects requiring capital expenditures, got a \$2 billion loan from a group of banks and expects to incur a first-quarter loss. Southwest Airlines CEO Gary Kelly said Monday in a message to employees that he would take a 10 percent pay cut and Delta said it is instituting a hiring freeze, taking some planes out of service and retiring older aircraft.

(Herald & Review)

Domestic and Global



Travel Restricted



Work Areas Disinfected

How Dallas-Area restaurants are prepping their kitchens and dining rooms for Coronavirus
Extra hand sanitizer is only part of the effort. Some say food delivery is the next big answer. At one eatery, crews have started sanitizing credit-card pin pads, surface areas and both sides of all door handles more regularly. Like many restaurants, it has put out more hand-sanitizing dispensers and ordered touchless hand sanitizer dispensers to replace manual ones.

(The Dallas Morning News)

Nike closed its worldwide HQ in Oregon for deep cleaning after 1st U.S. Coronavirus death
Nike announced March 1 it temporarily closed its corporate headquarters in Beaverton, Ore., in order to deep clean the campus following the first US death from COVID-19 the day prior. "While we have no information indicating any exposure to Nike employees, out of an abundance of caution, we are conducting a deep cleaning of campus," a Nike spokesperson told KGW, the Portland, Ore., NBC-affiliated station. "All WHQ buildings and facilities, including fitness centers, will be closed over the weekend."

(Business Insider)

Facebook shuts London, Singapore offices for 'Deep Cleaning' after employee diagnosed with Coronavirus

Facebook said March 6 it was shutting its London office and part of its Singapore base for "deep cleaning" after an employee in the Asian city state was diagnosed with coronavirus.

(The Economic Times)

Sources

- Workers' Rights Act 2019, Mauritius
- Data Protection Act 2017, Mauritius
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- <https://www.dlapiper.com/en/us/insights/publications/2020/03/coronavirus-covid-19-ten-practical-steps-for-global-employers-right-now/>
- <https://www.shrm.org/hr-today/news/hr-news/pages/coronavirus-how-employers-around-the-globe-are-responding.aspx>



Work Area Deep Cleaning



The NPCC can facilitate the discussions for the modules where you need us most.
We can arrange for online discussions and group work.

Contact us

fmcharlotte@npccmauritius.com



National Productivity and Competitiveness Council
3rd Floor, The Catalyst
Silicon Avenue, Cybercity
Ebene 72201
Republic of Mauritius
T: (230) 467 7700 F: (230) 467 3838
E: npccmauritius@intnet.mu
www.npccmauritius.org

www.npccmauritius.org/eps



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GUIDELINES TO IDENTIFY, REDUCE AND ELIMINATE WASTES

IMPROVE PRODUCTIVITY



Can we talk about productivity when many enterprises are recommending or implementing remote work because of the COVID-19 pandemic? In the new normal, we will work in a different way. Whether working remotely or keeping social distancing in factory or offices, there is a danger of rapid decline in productivity, customer service, morale and overall team performance. The longer the stretch, the greater the potential for decline. So how do we ensure that we optimize productivity and limit revenue losses? Companies must be able to assess if there are any wastes and engage their key employees in handling interruptions while learning to react better and faster. By doing so, companies can identify significant opportunities to improve their overall performance.

Production scheduling to reduce overproduction

Following lockdown, there might not be the same demand (in terms of volume) for your products or your best seller products might change. Demand for your products might decrease in some sector or increase if you produce essential items. To better prepare for both scenarios a better production planning or scheduling might come handy. More specifically, production scheduling allows you to arrange, control and optimize work and workloads in a production process or manufacturing process. This will allow you to tailor your production to the actual demand by customers. Thereby reducing all the disadvantages associated to producing in bulk and storing it. This will allow you to better use you plant and machinery resources, plan human resources, plan production processes and optimize purchase materials. The end result will be that you will be able to improve your cash flow as you are ensuring that there is no surplus and no wastage.

Producing more means that you exceed customer's demand, which leads to additional costs but not necessarily to additional sales. Actually, overproduction triggers the other 6 wastes to appear. The reason is that excess products or tasks require additional transportation, excessive motion, greater waiting time and so on. Furthermore, if occasionally a defect appears during overproduction, it means your team will need to rework more units.

Costs associated to over production:

- Capital lock in the form of inventory both of finished goods or raw materials
- Missed opportunity costs if demand for similar type of product rises.
- Resources being used up more quickly.
- Transportation cost increases because of increased movement.
- Labour cost as overtime can increase.
- Undue pressure on the plant capacity can cause bottlenecks in the system.

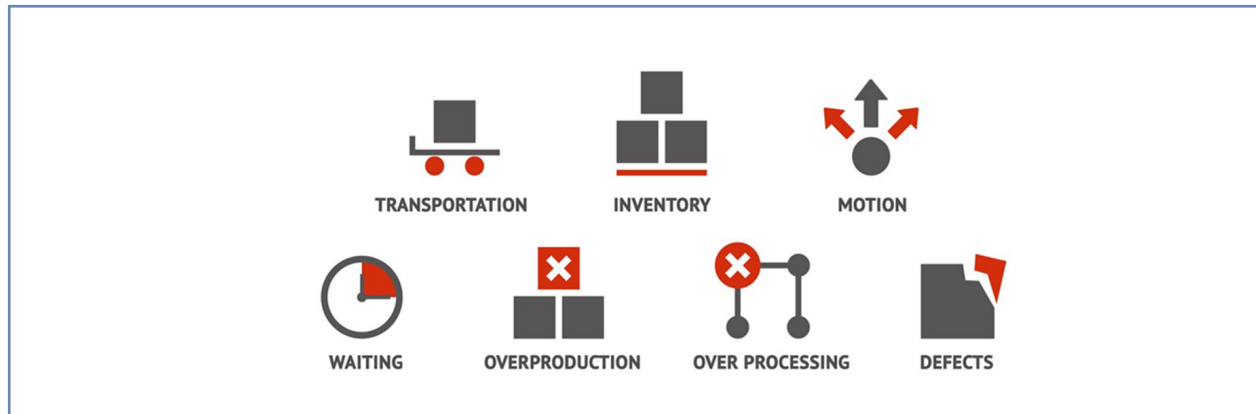
Questions to ask:

- Am I managing customer demand well?
- Are the methods used to forecast demand reliable?
- Is the information available on customers demand, behavior reliable?
- Am I properly analyzing the information available to me?
- Is the supply chain sharing enough information with me to make good decisions?
- Is my company producing more than needed just to cater for defects that the system produces systematically?



Process Improvement by Elimination of 7 Wastes or MUDA

Typically, in any process there can occur seven different types of wastes.



Over production which we can overcome by better planning our production is followed by six wastes as per the above diagram. It is important to understand the cost implication of the above wastes so that we can minimize their occurrence in our processes.

Muda of transportation

This type of waste is when you move resources (materials) and the movement does not add value to the product. Excessive movement of materials can be costly to your business and cause damage to quality. Often, transportation may force you to pay additionally for time, space and machinery.

Transportation cost:

- Maintenance cost,
- Cost of buying gas/Diesel,
- Cost of buying material handling equipment like forklifts.
- Labour cost.

Questions to ask:

- How much money do I spend on buying material handling equipment in my business?
- How much is spent on salaries of forklift drivers, order picking operators, storekeepers?
- Am I using the equipment at full capacity or did I buy excess material handling equipment?
- How much money is spent on maintenance costs?
- How much is spent on gas/ diesel per week/month/ year?
- How much time is spent just on transporting goods from one place to another.
- How can I reduce the costs associated with transport?
- Can I minimize unnecessary movement of goods?

How much time is spent just on transporting goods from one place to another?



Muda of Defects

A product defect is any characteristic of a product which hinders its usability for the purpose for which it was designed and manufactured.

Costs associated:

- Cost of rework like labour, materials and other resources
- Loss of time. Time is equal to money
- Loss of money if goods cannot be re-worked on. (Scrapped waste)

Questions to ask:

- Why is the system producing wastes and their causes?
- How much waste is generated for each production batch?
- Can I reduce this waste?
- What is the cost of wastes in my company?
- Can I rework on the waste or not?

Muda of Over-Processing

This type of waste usually echoes on doing work that does not bring additional value or it brings more value than required. It can be by adding extra features to a given product that the client did not ask for but by doing so you are increasing your business costs. For example, doing more than required quality checks before sending out a product, nobody will use or find value in it.

Costs associated:

- Cost of resources increases.
- Labour cost.
- Time loss
- Operational cost increases.

Questions to ask:

- Did the customer ask for additional features?
- Am I capturing customer requirements properly?
- How many operations are needed for the process?
- Can I reduce the number of operations?
- Do I know who are the final customers?



Muda of Motion

This kind of waste includes movements of employees (or machinery) which are complicated and unnecessary. It can cause injuries, extended production time and more. In other words, do whatever is necessary to arrange a process where workers need to do as little movement as possible to finish their job.

Cost associated:

- Loss of time due to unnecessary movement
- More time is taken to carry out operations/activities
- Increase sick/ injury leaves if employees are injured
- Overtime cost to cater for sick leaves/ injury leaves

Questions to ask:

- Can I reduce the unnecessary movement of employees/machines during operations?
- How much time is lost due to these movements?
- Can I redesign the layout to limit these movements?

Muda of Waiting

Whenever goods or tasks are not moving, the waste of waiting occurs. It is easily identifiable because lost time is the most obvious thing you can detect. For example, goods waiting to be delivered, equipment waiting to be fixed or a document waiting for approval from executives.

Cost associated:

- Time loss: Delays in decision making
- Time loss: Delays in manufacturing.
- Idle time is high.
- Throughput time is high.
- Time = money

Questions to ask:

- How much time is loss?
- What are the causes of these "waiting" time?
- Can I reduce / eliminate it completely from the system?

Time Loss

Delays in decision making



Inventory Management

The amount of goods and materials stored by a company at a particular time depends on the company; this includes parts, products being made, and finished products. Ideally, companies should be able to sell all the products that it makes within a short time. However, sometimes companies produce to stock as a strategy hoping that they will eventually be able to sell it. However right now to ensure that we have sufficient cash flow it is necessary to keep inventory to the optimum level as per the demand as there are several costs associated with inventory:

- **Holding Cost-** Cost of storing inventory like energy, pest control, rent, insurance, perishable products. Producing excess of products or overstocking means that we need to invest money to keep the stock and ensure that the products will not perish or get damaged.
- **Ordering Cost-** Cost of consumables like ink printer, paper, invoicing, Quality checks
- **Shortage Cost-** Cost of not having enough products to sell. Example. Loss of customers

Questions to ask:

Case 1- Overstock

- Do I need to stock excess inventory if my supplier is reliable and regular in supplies?
- Can I sell the excess inventory like raw materials to other companies to increase cash flow instead of paying money to hold the inventory?
- Should I review my ordering system and buy in small quantities but more frequently to minimize ordering cost?
- Can I save money by stocking less goods?
- Can I use the Just in Time concept to decrease overstocking in my warehouse?

Case 2- Understock

- Do I have a shortage of inventory?
- What are the repercussions on operations, production?
- Will I be able to produce if I am short on inventory?
- Should I re-schedule operations/production to meet demand?
- Should I review my ordering system and buy in bulk to have bulk buying discounts and increase my cash flow?



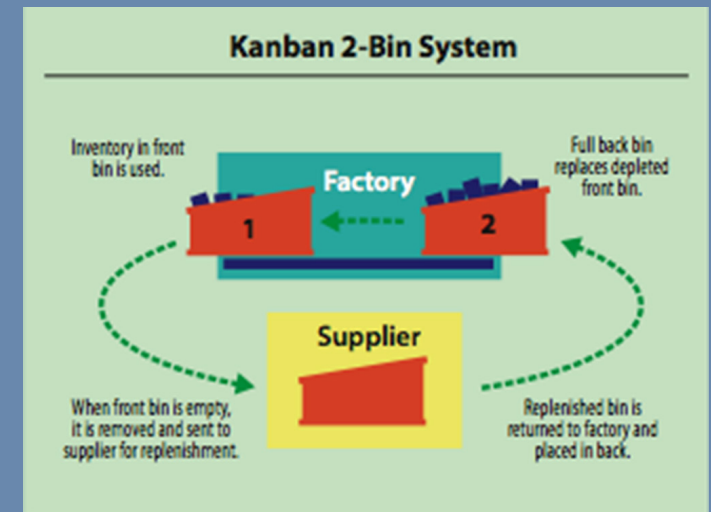
Inventory and Just-in-Time Concept

The Just-in-Time (JIT) inventory system is a management strategy that aligns raw-material orders from suppliers directly with production schedules. Products are produced when they are needed and, in the quantity needed. Companies employ this inventory strategy to increase efficiency and decrease waste by receiving goods only when they need them for the production process, which reduces inventory costs. This method requires producers to forecast demand accurately and that processes are efficient and do not produce any waste.

Companies work closely with their suppliers and choose suppliers who can rapidly procure raw materials in a really short time. Companies closely monitor their stock levels and use Kanban which is visual manner of relaying information, to better monitor and manage the flow of work-in-progress, goods, and demand requirements within the process and thus are able to link their production with their supplier in a systematic and efficient manner. Kanban serves as the control method that signals when it is time to pull raw materials or parts, causing the company to send a purchase order to the supplier who then subsequently delivers the parts or raw materials in the right quantity or amounts.

Supplier Management and Inventory

- If you have a reliable supplier, try to re-negotiate terms and conditions so that they are more flexible with their delivery and can deliver within a really short time.
- Ask customer if extra care like packaging can be done while goods are in transit to limit breakages.



Source: <https://www.creativesafetysupply.com/articles/kanban/>



The Clean and Disciplined Workplace using 5S

COVID-19 has changed the way we must operate in the workplace. Thus, The Japanese tool of 5S becomes important. We need to keep our factories/offices clean and ensure that we have a good housekeeping procedure well in place in our workplace.

Seiri - Sorting

We must ensure that we do not keep unnecessary items in the workplace. Remove all unnecessary items from the workplace to reduce surfaces/objects that can get infected. Keep only the necessary items in the workplace. For example, a mechanic will need to keep all his tools handy. Keep in mind that we need to prevent employees from moving to one department to the other, thus the need to only keep items that we need.

Seiton - Set in order

Keep all necessary items in order and in a systematic manner to ensure that they can easily be located and cleaned. Keep in mind that we need to wear our gloves and masks while touching our tools and materials. Materials and equipment should only be issued when required. Try to see if we can limit lending of tools/files etc. by issuing each person with his/her own set of tools and giving the workers a specific space to store their tools/files/materials.

Seiso - Cleaning

Clean the entire office and factory. The whole area must be sanitized prior to resuming work with either a chlorine-based detergent or 70 % alcohol product. Keep in mind that we must sanitise from the door knob to the boards and all the surfaces that we come in contact with during our work.

Establish a cleaning schedule for each area and determine their frequency of cleaning. Ideally sanitization should take place daily, prior to the start of the day or shift. High risk zones such as mess room, cafeterias, toilets, lifts must be cleaned more frequently than other places. Shop floors must be sanitized daily in the morning, during lunch and at the end of one shift.

Seiketsu - Standardise

Seiketsu means "standardized cleanup". It derives from the one-time Seiso step which made the factory "shiny clean" and set the standards for cleanliness. Seiketsu makes it possible and feasible to live up to that standard. To ensure that we keep up the above, devise ways to make employees responsible for their small workplace. For example, a worker will be responsible for cleaning his own machinery with the required detergent thereby ensuring that the workplace stays safe and sanitized. Regularly communicate on the importance of keeping the workplace clean in this crisis through posters, small messages, etc. and ensure that supervisors are systematically checking that cleaning is being done up to the standard as required by the company.

Shitsuke - Self discipline

Shitsuke, means 'Discipline.' The emphasis of Shitsuke is on elimination of bad habits and constant practice of good ones. Once Shitsuke is achieved, personnel voluntarily observe cleanliness and orderliness at all times, without having to be reminded by management. Efforts can be recognized by management in terms of employee of the month or 'COVID-buster' of the month, certificates or any other means of recognition deemed appropriate by management.

5s

Sort

Set in Order

Clean



Standardise

Self discipline

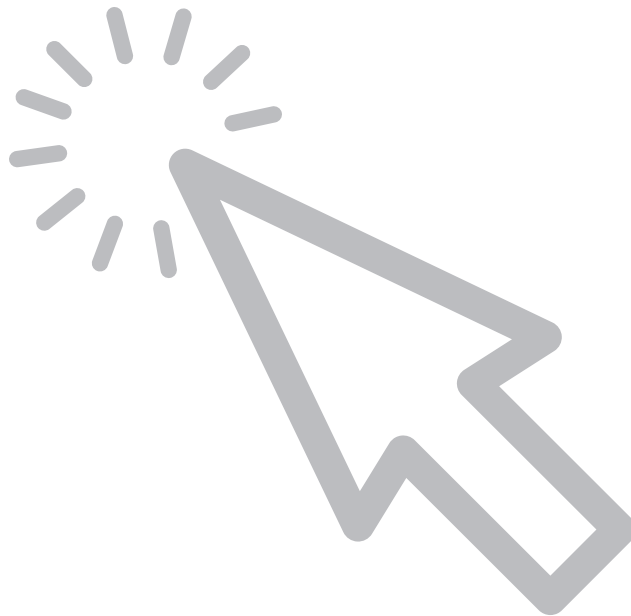


Multi Skilling of Workforce

Due to the exigencies of social distancing it might be a good idea to cross train your employees so that one worker can work on two or more machines near to him/her thus reducing the number of employees in a given shift at a given time. This will reduce the risk of physical contact between employees. Cross-training employees provides flexibility. It allows leaders to shift people around to adjust staffing when there are shifts in demand especially if we need to create more shifts but with a given number of employees.

Sources

- www.industryweek.com
- www.lean.org



Cross-training Employees...



...provides Flexibility



The NPCC can facilitate the discussions for the modules where you need us most.
We can arrange for online discussions and group work.

Contact us

fmcharlotte@npccmauritius.com



National Productivity and Competitiveness Council
3rd Floor, The Catalyst
Silicon Avenue, Cybercity
Ebene 72201
Republic of Mauritius
T: (230) 467 7700 F: (230) 467 3838
E: npccmauritius@intnet.mu
www.npccmauritius.org

www.npccmauritius.org/eps



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GUIDELINES FOR STRATEGIC PLANNING AND MAKING A BUSINESS DECISION

DEVELOP A NEW STRATEGY



Enterprise Response to COVID-19: Review and Develop your Strategy

Now that you have been able to assess and measure the possible impacts and the mitigating measures that you may need to put in place for your enterprise, you should also consider critically appraising your strategic planning and operating model. Often your organisation's mission and vision may remain the same while your objectives and goals will need to be revised or updated. When this happens, you will need to either adapt your strategy or begin the process over again.

Taking a long-term view today will help business resilience in the face of future threats and assist with delivering growth.

Moreover, in this particular context, a strategic plan needs to be adaptive to last over unprecedented and unanticipated conditions like the COVID-19.

Why is having a Strategy important?

In difficult times it becomes compulsory to review your strategy. The analogy of the bus (Jim Collins, 2001, Good to Great) in the image (top right) might help to understand the integration between your Vision, Mission and Strategies.

In that bus, you are heading somewhere and that is your vision. In the present context your vision can change. Find answers to: *Where does your enterprise intend to be in the future?*

Why you are going there is your mission. Ask yourself: *Why do you exist as an enterprise? What is your purpose?* Developing a new mission statement will give a sense of purpose to you and to your team, a sense of identity very much needed to overcome the difficulties.

The scenery around you is the industry or market you are operating in. *What is your competitive advantage in this 'landscape'?*

And what about the bus you are driving? Is it heading fast? Is it slow? Why? Are your operations lean? How well are you using your resources? Have you identified the wastes that you can reduce or eliminate?

Your employees are in the same bus. *What is the atmosphere on the bus? What is the culture of your organization and how strong is that culture to think and act together? Is there teamwork? How is the leadership felt? How are your employees behaving in a climate of change? What are the skills and capabilities of your employees? How far can those skills and capabilities be upgraded or changed?*

The road you select to travel is your strategy. Developing a good strategy will help you reach your destination.



Source: istockphoto.com

Review your



Strategy



What is the purpose of a Strategy?

"A competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value." Michael Porter. 1996. What is a strategy? Harvard Business Review (November-December): 64. According to Michael Porter, "the essence of strategy is choosing to perform activities differently than rivals. Strategy is the creation of a unique and valuable position, involving a different set of activities."

Where is your business?

W. Chan Kim & Renée Mauborgne coined the terms Red and Blue oceans to denote the market universe. The Red Ocean is full of competition and therefore it can be difficult to differentiate your products or services. Remaining competitive will require that you deliver consistently at a better price than your competitors and also keep your costs low by being efficient and effective. The Blue Ocean, on the contrary, offers little competition and in the eyes of the customer, you are offering a product or service that very few are offering. Yet you will still need to consistently deliver in order to meet your customers' expectations.

Strategic considerations

- Establish a cross-functional team to review and develop your strategy
- Decide on the medium to conduct the meeting(s). (WhatsApp, Skype, Zoom, etc.)
- Establish a planning schedule. Move at a pace that works best for you and your team
- Collect current data: the last strategic plan (if available), the Business Plan, Vision, Mission and Values (if available), the last financial records, Marketing Plan, last year's SWOT, sales projections, etc.
- Communicate with staff and stakeholders as you go along the exercise
- Set priorities, allocate resources, decide on a time period, come up with controlling mechanisms, assign employees and provide guidelines as to how each and every one of these aspects should be dealt with to achieve the specific goal in the best way possible

Review



Strategy

Making a Business Decision

Identify Strategic Issues

COVID-19, a disease unknown a few months ago, is compelling enterprises to embark on a strategic planning review NOW.

Questions to ask:

- How will I stabilise, grow, or retrench in order to sustain my enterprise in the near future?
- How will I diversify my revenue?
- How can I reduce my dependence on a major customer?
- What must I do to stay competitive?
- How and where must I innovate my products and services?

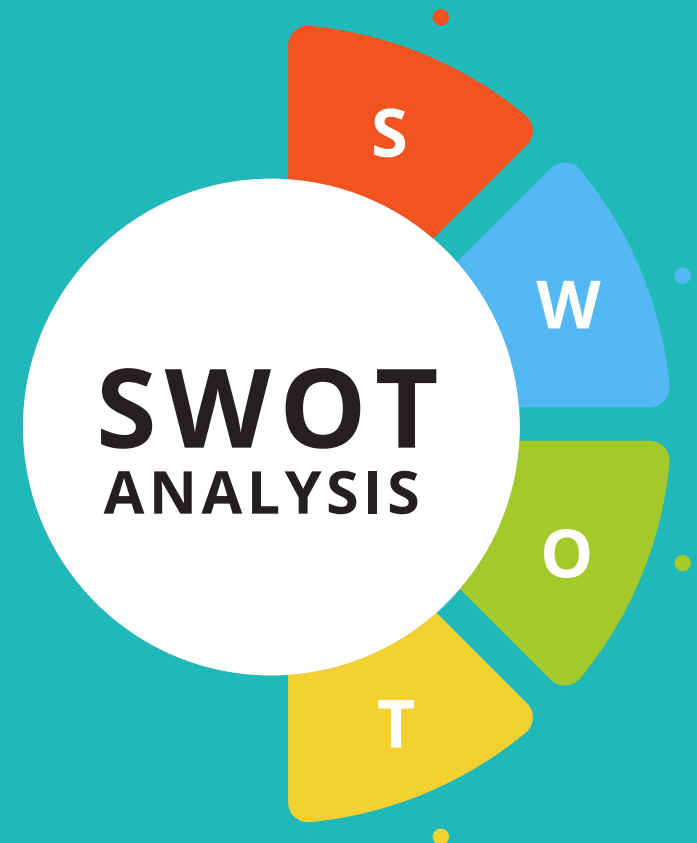
Determine your Strategic Position

The **Strengths (S)**, **Weaknesses (W)**, **Opportunities (O)** and **Threats (T)** (SWOT) analysis method will help you determine your strategic position.

SWOT analysis refers to the assessment and evaluation of various strengths (S), weaknesses (W), opportunities (O), threats (T), and other factors that influence your business. It helps to formulate the matching strategies, plans, and countermeasures, which are based on the results of the assessment.

This method can be used to identify favorable and unfavorable factors and conditions, solve current problems in a targeted manner, recognize the challenges and obstacles faced, and formulate strategic plans to guide scientific decisions

- A SWOT analysis is a compilation of your company's strengths, weaknesses, opportunities and threats.
- The primary objective of a SWOT analysis is to help organisations develop a full awareness of all the factors involved in making a business decision.
- Perform a SWOT analysis before you commit to any sort of company action, whether you are exploring new initiatives, revamping internal policies, considering opportunities to change a plan midway through its execution.
- Use your SWOT analysis to discover recommendations and strategies, with a focus on leveraging strengths and opportunities to overcome weaknesses and threats.



SWOT

Strengths

refer to what your company does well.

Questions to ask:

- What do you want to build on?
- What do you do well (in sales, marketing, operations, management)?
- What are your core competencies?
- What are your assets?
- Where are you making money?
- What differentiates you from your competitors?
- Why do your customers buy from you?

Weaknesses

refer to any limitations a company faces in developing or implementing a strategy.

Questions to ask:

- What do you need (finance, accounting, planning, marketing, customer service, quality etc.)
- Where do you lack resources?
- What can you do better?
- Where are you losing money?
- What do you currently lack (manpower, expertise, funds, technology etc.)
- In what areas do your competitors have an edge?

Opportunities

are situations that exist but must be acted on if the business is to benefit from them.

Questions to ask:

- What new needs of customers could you meet?
- What are the economic trends that benefit you?
- What are the emerging political and social opportunities?
- What are the technological breakthroughs you can use?
- What niches have your competitors missed?

Threats

refer to external conditions or barriers that may prevent a company from reaching its objectives.

Questions to ask:

- What are the negative economic trends?
- What are the negative political and social trends?
- Where are competitors about to be better than you?
- Where are you vulnerable?

SWOT

Determine your Strategic Position

Internal

STRENGTHS <i>Strengths</i> are what the company can offer that will propel you forward to success	WEAKNESSES <i>Weaknesses</i> within the company are the things that may hold you back from success
OPPORTUNITIES <i>Opportunities</i> are those things external to your company that are currently available, or likely to become available, which may assist you in achieving success	THREATS <i>Threats</i> are those things your company may have to face while working towards success

External



Figure 1

Example: A small company manufacturing 'Faratas/dholl puri'

<p>STRENGTHS</p> <ul style="list-style-type: none"> Local Brand: well known in local supermarkets and shops Better quality as products are standard with new machines Multitasks workforce Ability to diversify in new products Freshness of products due to daily production 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> Relying on supermarkets and shops only Difficulty to keep distance among workers as work area is cramped Lack of skills in technology/web site etc
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> Moving to frozen faratas Looking for 'niches'- hotels, restaurants Exploiting other channels-on line selling 	<p>THREATS</p> <ul style="list-style-type: none"> New competitors entering the market can take a share of the market. Price of raw materials can increase because of the Coronavirus. This can increase production cost. Risk of economic recession and job losses can impact on the buying power of customers. New type of competitors like online selling can have an impact on sales and distribution channels.

At the end of the SWOT analysis, questions to ask:

"How do you...?"

- Build on your strengths
- Control your weaknesses
- Capitalize on your opportunities
- Manage your threats

Look at what can be addressed immediately.



SWOT Analysis combined with a PEST / PESTLE Analysis (Figure 2)

The SWOT analysis headings provide a good framework for reviewing strategy, position and direction of your company or your business proposition. The Strengths and Weaknesses can also be analysed from the following perspectives: Financial, Customers, Internal Processes and People. The Opportunities and Threats can be discussed through the PESTLE analysis, i.e. Political, Economic, Societal, Technological, Legal and Environmental/Ecological Factors that may affect the business decision.

- Political factors include tax policies, employment laws, trade restrictions, consumer protection laws, environmental regulations, political stability of a country etc.
- Economic factors include economic growth indicators, inflation rate, interest rates, exchange rates, fiscal policies, unemployment trends etc.
- Social factors include health consciousness, cultural aspects, age distribution, career attitudes, population growth rate, social classes etc.
- Technological factors include rate of technological change, technology incentives, spending on research & development, basic infrastructure level etc.
- Legal factors include tax laws, labor laws, data protection laws, new regulations or any other laws that concern your business that are not considered in political factors.
- Environmental factors include data about the environment, ecology which can be critical for a business

Internal

Financial	STRENGTHS <i>Strengths</i> are what the company can offer that will propel you forward to success	WEAKNESSES <i>Weaknesses</i> within the company are the things that may hold you back from success
Customers		
Internal Processes		
People		
Political	OPPORTUNITIES <i>Opportunities</i> are those things external to your company that are currently available, or likely to become available, which may assist you in achieving success	THREATS <i>Threats</i> are those things your company may have to face while working towards success
Economic		
Societal		
Technological		
Environmental/ Ecological		
Legal		

External

Figure 2

By conducting a PESTLE/SWOT analysis you can easily visualise all the factors in one table for better decision-making. The tool is also important as it will help you and your team to be cautious with your decision taking.



Develop your Strategic Objectives

Evaluate the options you have generated and identify the strategic objectives that give the greatest benefits, that will put your company on the fast track. Make strategic choices about what to do and not to do and be prepared to make some hard choices. A good strategic plan is one that is clear and focused (not too many goals and objectives) and balanced. Strategic objectives (not more than one or two for each perspective) can be defined in terms of financial performance, customer of market growth, internal processes and people.

Example:

Financial Strategic Objectives:

- To become financially stable.
- To Shift revenue mix majority of product sales to service sales
- Profitability: To maintain margins at XX%.

Customer Strategic Objectives:

- To introduce current products to two new markets
- To have a new value proposition
- To increase loyalty, customer satisfaction

Internal Process Strategic Objectives

- To achieve order on time delivery through on-line system
- To improve or institute a sales process
- To improve your brand management

People Strategic Objectives

- To retain full-time workers
- To train employees into the new business area

Finance

Customer



Process

People



Convert the Strategic Objectives into Short-Term, Mid-Term and Long-Term Goals

You should translate your strategic objectives into goals and measures that can be clearly communicated to your team. Each goal should have a specific target, stating clearly what, when, how, and who and also measurable. Goals should be SMART-acronym for Specific, Measurable, Attainable, Responsible and Time specific.

Example - One-year Goals

Financial: Achieve sales growth of xx% per year. (Measure: Monthly sales / Target: xx%)

Customer: Reach a xx% annual increase with new customers (Measure: % increase in new Customers segment / Target: xx%)

Internal Processes: Increase the on line service by xx% (Measure: cycle time to deliver/ Target xx minutes/client

People: Train current employees in new business in two-months (Measure: Skills development/ Target XX%)

Sources

- Good to Great: Why Some Companies Make the Leap and Others Don't Hardcover – Unabridged, October 16, 2001, by Jim Collins
- On Strategy, The Complete Guide to Strategic Planning

GOALS should be...



The NPCC can facilitate the discussions for the modules where you need us most.
We can arrange for online discussions and group work.

Contact us

fmcharlotte@npccmauritius.com



National Productivity and Competitiveness Council
3rd Floor, The Catalyst
Silicon Avenue, Cybercity
Ebene 72201
Republic of Mauritius
T: (230) 467 7700 F: (230) 467 3838
E: npccmauritius@intnet.mu
www.npccmauritius.org

www.npccmauritius.org/eps



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GUIDELINES FOR BRINGING INNOVATION TO YOUR BUSINESS MODEL

REIMAGINE YOUR BUSINESS



Innovation for Business Recovery

COVID-19 has presented various challenges for businesses. These challenges are opportunities for innovation and creativity. You can adapt your existing business model creatively to meet the current needs of the market or re-invent the entire business model to create an entirely new business.

An improved or new business model should be integrated into your Business Recovery Plan. The innovation of your business model requires that you have a dedicated team working on the new business model and the characteristics of your innovation team should be that they accept the following challenges while implementing the business continuity plan:

- (i) resistance to change,
- (ii) decision-making limits,
- (iii) the limitation of your team members to be creative thinkers.

Therefore the composition of the innovation team is the key to getting innovative ideas for your business recovery plan.

Other questions to consider are:

- What are the key lessons learnt during the Covid19-crisis?
- Do they help you to review your business model?
- Which business segment can you improve upon?
- In which area can you innovate?

Tips: Use Design Thinking along with SCAMPER to generate new possibilities for your business.

- What are your future plans?
- How can you keep your staff engaged in defining different scenarios for your business model?
- How can you convert the identified new business model into your business recovery plan?



The tool to assist in the brainstorming session on reimagining your business model is the Business Model Canvas (BMC), the template can be downloaded from www.strategyzer.com. BMC can be used to represent the actual business model of your business. The BMC consists of nine building blocks namely: (1) Customer segments, (2) Value Propositions, (3) Customer Channels, (4) Customer Relationship, (5) Revenue Streams (6) Key resources (7) Key activities (8) Key Partnerships (9) Cost Structure.

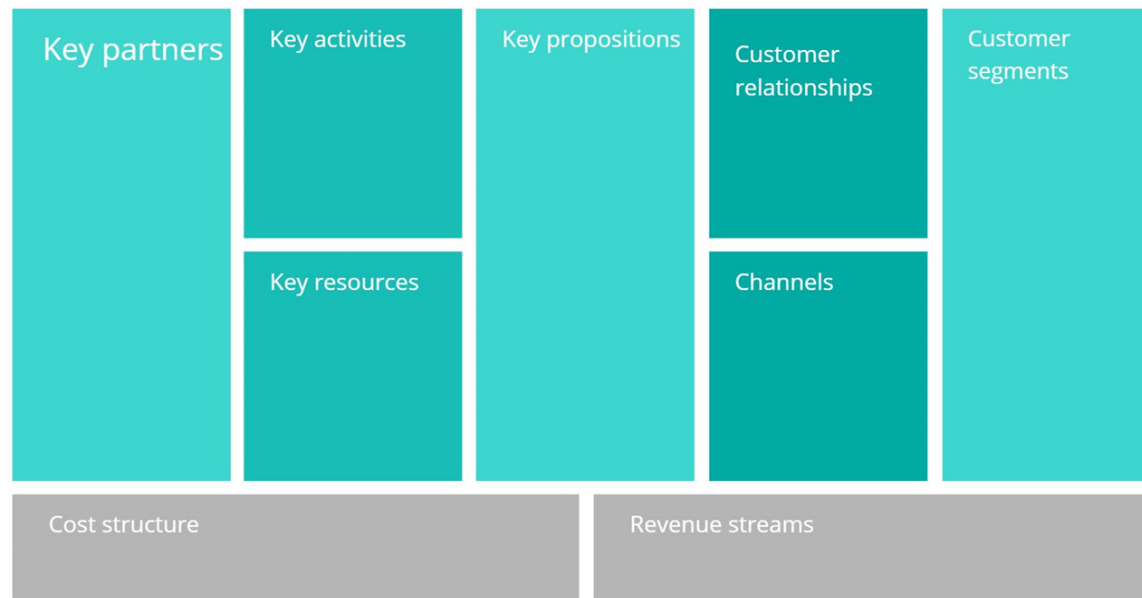


Figure 2 - Business Model Canvas (Source: www.strategyzer.com)

The Business Model Canvas				
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure		Revenue Streams		

The Worksheet is annexed and can be downloaded

The process for Reimagining your business model by your team is as follows:

1. Map your business model using the Business Model Canvas.
2. Using empathy, identify the business building block where you are facing problems.
3. Define the problems as linked to the value propositions in your actual business model.
4. Ideate to create the maximum number of possible business models (use SCAMPER) - (Up to 10 if possible).
5. Use a set of criteria to prioritise the best business models (select at least 3 business models) - Priority Matrix - Impact v/s Feasible.
6. Test the best models with a sample customer on paper prior to implementation.



1. Map your business model using the BMC

Using the BMC template at www.miro.com, your team can map your actual business model as shown below:

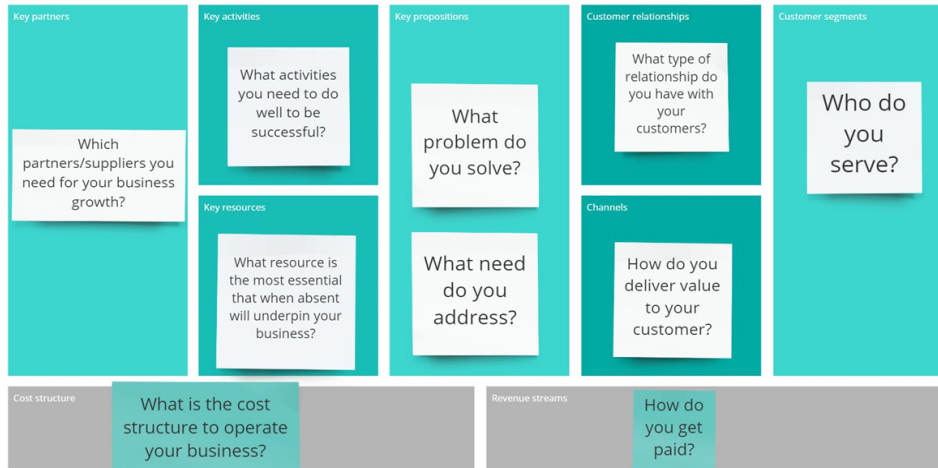


Figure 3 - BMC - Key Questions for each business building block (Source: strategyzer.com)

An example of the business model of a small retail store XYZ is as shown below:

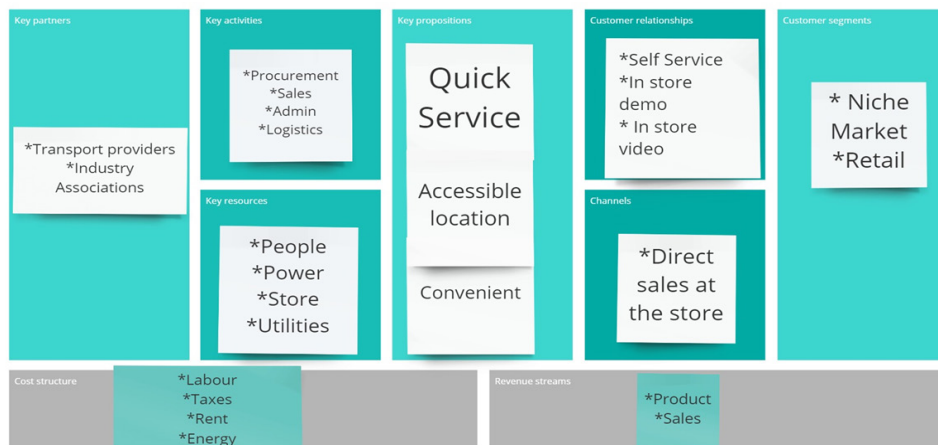
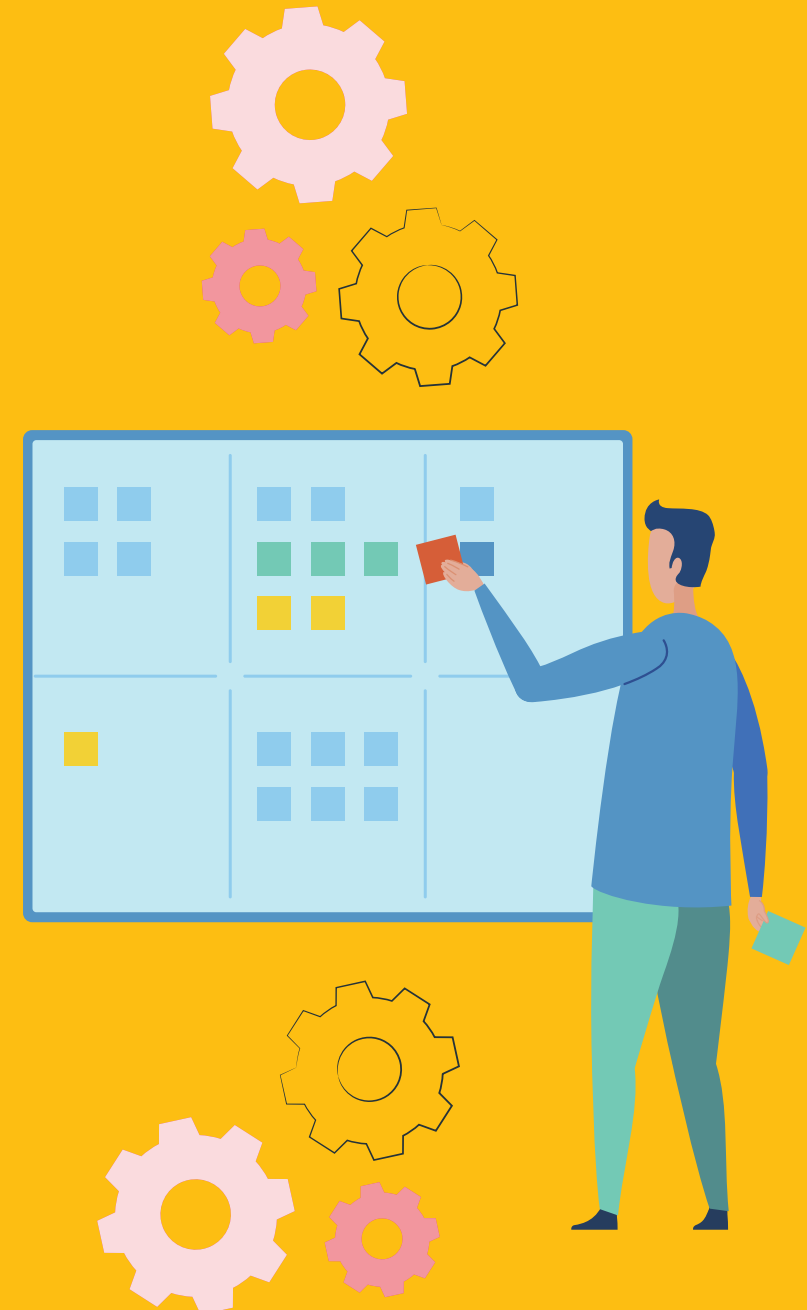


Figure 4 - Example of Business Model Canvas for Store XYZ



2. Using empathy, identify the business building block where you are facing problems

When viewed from the customer perspective in a crisis period such as COVID-19, and by using empathy we can see business segments where there are pains and gains for the customers.

For instance, for store XYZ, the pains are:

- (1) Customers have restricted access to the store.
- (2) They are not willing to queue up at the store for long hours.

The gains are:

- (1) XYZ provides quick service
- (2) the location is within reach.

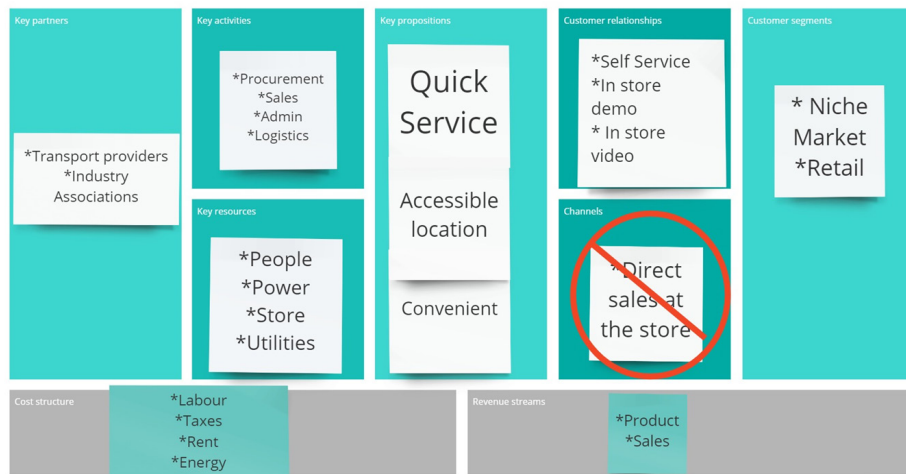


Figure 5 - Example of a pain point for Store XYZ



3. Define the problems as linked to the value propositions in your actual business model

The key problem related to the BMC of XYZ company is:

Customers need a way to procure their favourite products and accessories from XYZ so that they can avoid being physically present at the store and enjoy a quick service delivery of their products and accessories.

4. Ideate to create the maximum number of possible business models (use SCAMPER) - (Up to 10 if possible)

With the problem clearly defined, XYZ team has to ideate to create different business models. Changing one business model building block can result in an entirely new business model. SCAMPER can be used as a tool for generating maximum ideas.



Figure 6 - SCAMPER

(Source: <https://www.superfastbusiness.com/business/541-scamper-business-idea-creation-made-simple/>)



5. Use a set of criteria to prioritise the best business models (select at least 3 business models) - Priority Matrix - Impact v/s Feasibility

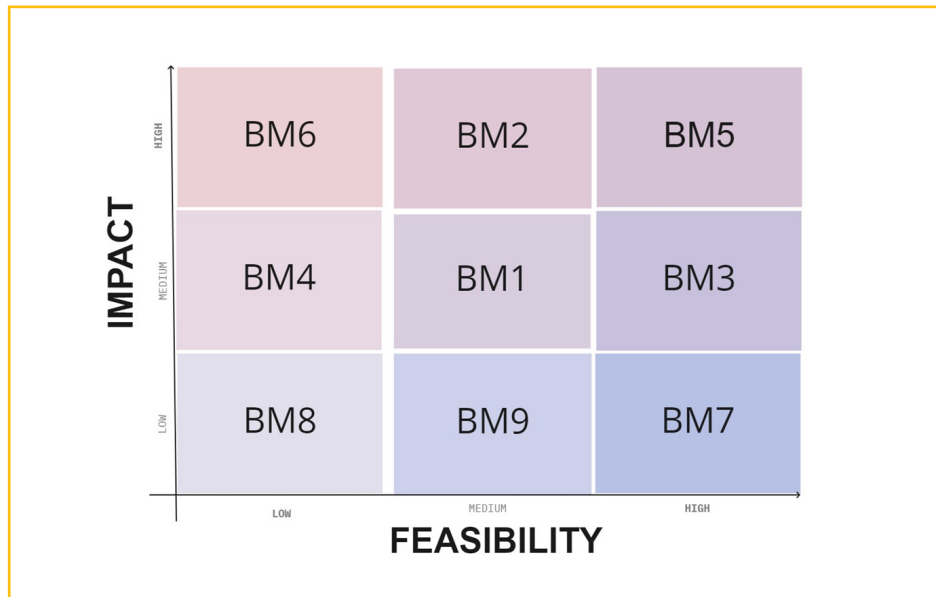


Figure 7 - Priority Matrix for choosing the best BM with **highest Feasibility** and **highest Impact**

Highest Feasibility



Highest Impact



6. Test the Best Model

The one with high feasibility and high impact - BM5 in the case of store XYZ, which included a digital platform to enable its customers to do online shopping and benefit from home delivery of products and accessories. The idea was first tested with a few customers on paper. Implementation required investment of resources as per the business model canvas.

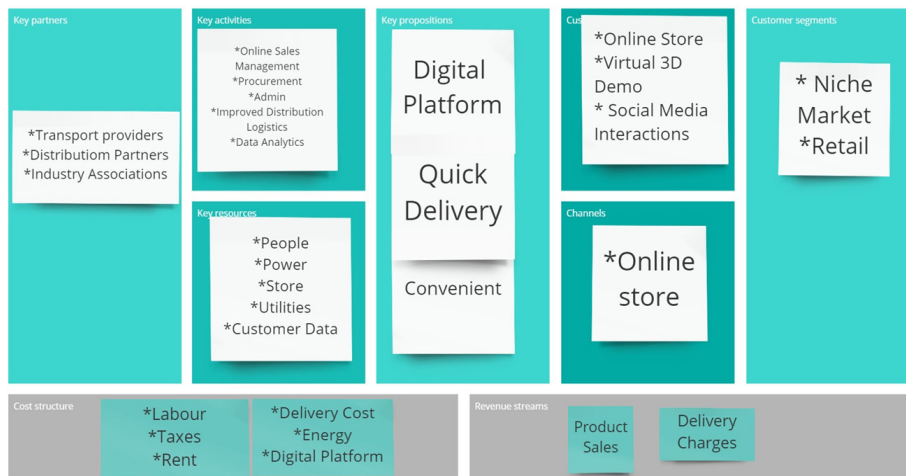


Figure 8 - The best BM, BM5, for the XYZ company

Your Business Recovery Plan

Finally, your business recovery plan will consist of the improved business model using the BMC or the best BMC resulting from internal brainstorming. A Gantt chart is a tool which can be used to translate your new BMC into an actionable plan.

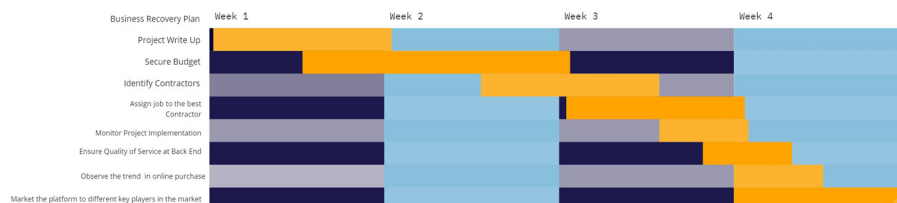


Figure 9 - Gantt Chart for the Business Recovery Plan

Highest Feasibility



Highest Impact

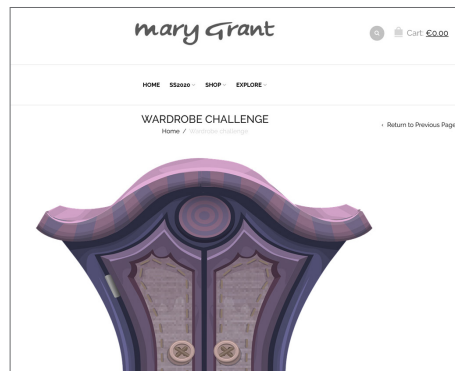
The following case studies give examples of innovation in a few small enterprises

Case 1: Ecommerce

Mary Grant, a fashion designer, had to close her stores. Three weeks into lockdown, she had moved 50 percent of her regular combined revenue from the physical retail stores into ecommerce. She has run an online “wardrobe challenge,” which has seen an increase in website traffic of over 1,200 percent.

Figure 10 - Mary Grant

(source: <https://www.entrepreneur.com/article/349066>)



Case 2: Sanitizer

Brewdog, a multinational brewery has transformed its distillery in a bid to help with the shortage of hand sanitisers, by creating a new one for giveaways to those in need. This gives a multiplier effect on its brand name and visibility while building trust and connecting with its customers.

Figure 11 - Brewdog

(Source: Twitter)



The following case studies give examples of innovation in a few small enterprises

Case 3: Virtual Birthday Party

Ricky Fox, co-owner at Captain Fantastic, is one of the UK's top children's-party entertainment companies. Their team went from doing 200 physical kids parties a month to absolutely zero. Within a week, the team switched everything online and launched virtual birthday parties, playdates and live shows. Their online following has grown from 3,000 followers to over 50,000 within a few days of launch, and their online events have already reached over three million people.

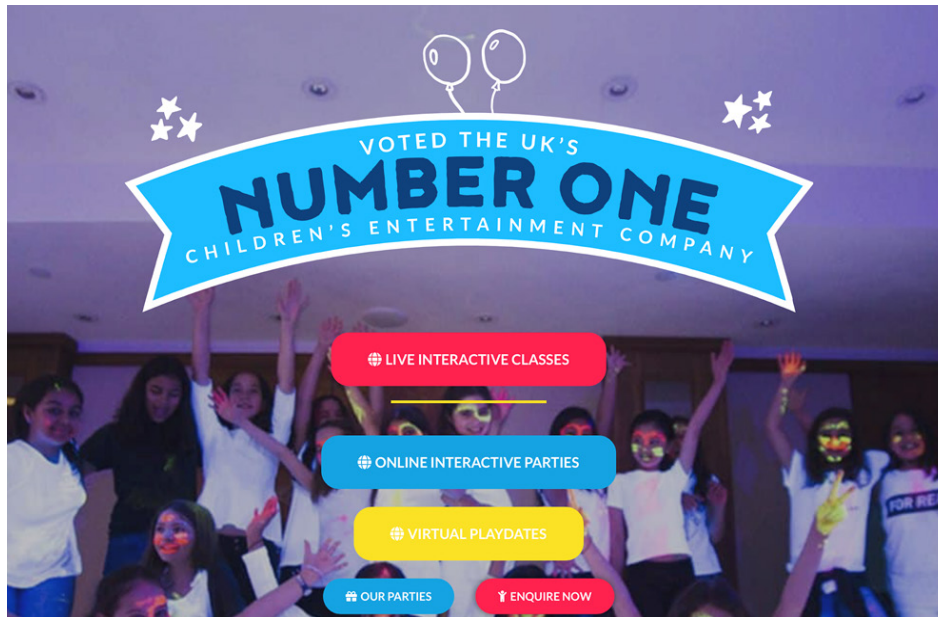


Figure 12 - Virtual Birthday Parties

(Source: <https://www.entrepreneur.com/article/349066>)



The NPCC can facilitate the discussions for the modules where you need us most.
We can arrange for online discussions and group work.

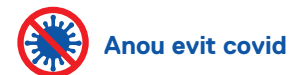
Contact us

fmcharlotte@npccmauritius.com



National Productivity and Competitiveness Council
3rd Floor, The Catalyst
Silicon Avenue, Cybercity
Ebene 72201
Republic of Mauritius
T: (230) 467 7700 F: (230) 467 3838
E: npccmauritius@intnet.mu
www.npccmauritius.org

www.npccmauritius.org/eps



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GUIDELINES FOR USING NEW COMMUNICATION TOOLS

COMMUNICATE EFFECTIVELY



Communication is key especially in crisis situations as we are now facing. Traditional communication channels such as meeting people face to face and social interactions cannot happen as before. Physical distancing is highly recommended to fight the COVID-19. However, it is critical that you communicate whether with employees or customers as this will ensure continuity and survival of your business.

How to effectively adapt your communication to the current situation?

Effective Online Communication

As we work from home and shy away from meeting with stakeholders and customers, we realise the importance of communicating as effectively as possible to ensure that we get the message that we want delivered across. Doing business online does not keep you from having to communicate with customers. In fact, it increases your opportunities and responsibility to communicate with them in a professional and effective manner. Some of the ways in which they in turn “communicate” with you online are highly public, such as in reviews and on your Facebook page, and if the communication is not positive, it can cause problems to your business. It becomes essential to have effective online communication strategies at your fingertips to manage your business.

Digital Communication

Communicating with your employees

Applying the four Cs formula helps you better hone the message that you want to get across. When communicating with employees it is essential to show concern and empathy which is recognised by the receiver. Thinking about how you want your employees to feel and behave after your message, will help you better structure your message. Please keep in mind your real intent when you send a message. It is important to choose the right words for an effective communication.

Digital Communication <i>Tips for better cohesion among your employees</i>	
The 4 C Formula	
Concern	Empathy, sensitivity, humanity come first.
aCtion	Demonstrate concern by actions taken to protect your staff, meet customer demands and expectations
Context	Give people perspective, a way of thinking about your actions.
Call to action	What do you want people to think, feel, say, do as result of message.

Tips for better cohesion among your employees

- The key to successful communication in a rapidly evolving crisis situation is regular updates.
- Provide short, sharp updates with a clear call to action (even if it is to repeat a key action).
- Counter panic and misinformation immediately.
- Use the medium/channel that is trusted most by your key, priority stakeholders.
- Video will be powerful and more effective - the more visual, the better.
- Choose a central communication hub, e.g. website, Facebook messenger, SMS, and stay there. Avoid the temptation to start something new in a crisis.
- Use reliable, trusted channels.
- Update/post at the same time every day, e.g. every 2-4 hours, or first thing in the morning, at lunchtime and at the end of the day.



Efficient Online Meetings

Tips for better cohesion in your online meetings among your employees.

Before Meeting

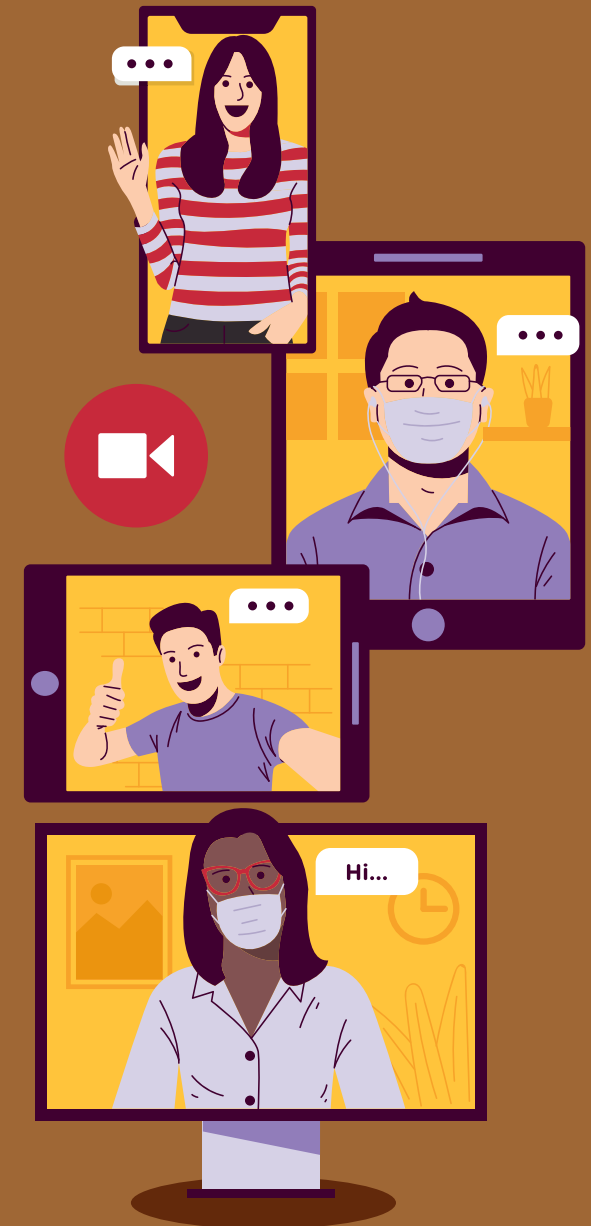
- Prepare and send an agenda for your next online meeting.
- Make sure that what you prepare and do aligns with the values of your enterprise.
- Make sure everyone confirms they can access the tools you plan to use beforehand.

During Meeting

- Delegate someone to chair the online meeting. Eliminate jargon.
- Use short sentences.
- Do not talk at the same time.
- Prepare and send an agenda for your next online meeting.
- Avoid negative language (eliminate don't, not).
- Speak in active tense.
- Choose an adjective that sums up people's feelings (e.g. we're shocked, we're committed)
- Thank every employee for their time and wish them safe.

After Meeting

- Summarise all the main points discussed in the meeting and send to all your employees concerned.
- Prepare a task list for employees concerned.



Tools for Collaboration

There are several free online tools that can be used to communicate. Find below some of the tools that can be used.

Video conferencing or virtual meetings

Video conferencing allows meetings and discussions to happen. You can thus monitor business progress and allow collaboration of ideas. This allows businesses to rapidly address business concerns and increase productivity.

Video conferencing has the following benefits:

- It enables immediate meetings and short notice meetings.
- It facilitates collaboration without an individual having to leave his/her office.
- It is very cost-effective.
- It allows for multi-point meetings based on various time zones.

Some free online Free Video Conferencing Tools

- Office 365 - Microsoft Teams – Available Free for the next 6 months
- Zoom
- Google Hangouts
- Skype
- Facebook Live
- YouTube Live



Tools for Collaboration

Below are some project management tools which can be used to better coordinate your activities.

- **TeamGantt** is project planning tool that offers competitively priced packages, or a free option that lets your team work on one project at a time.
- **Miro**: You can take advantage of a full set of collaboration capabilities, including video, chat, presentation, and sharing, to make cross-functional teamwork effortless and collaboration easier
- **Trello** uses a project-management system developed by a former Toyota vice president, Taiichi Ohno. Every task is represented as a card, which allows you to create a visual representation of what is happening with a project. You will also get access to unlimited boards, cards, members, checklists and attachments on its free plan.

You can search online for other project management teams that best suit your purpose.

Communicating with Customers

Nonetheless, communication does not happen only between and among staff but most crucially with customers. Faced with the consequences of the current global pandemic, here is a short checklist of questions to consider:

- What does the customer need to know?
- How will this affect the customer and are there any additional questions they will have as a result of this communication?
- On which channel does the customer want the communication to be effected?
- Does a message need to be sent immediately and if so, what is the best way to do it?
- How can I keep the customer updated frequently during this crisis?



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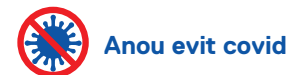
Contact us

fmcharlotte@npccmauritius.com



National Productivity and Competitiveness Council
3rd Floor, The Catalyst
Silicon Avenue, Cybercity
Ebene 72201
Republic of Mauritius
T: (230) 467 7700 F: (230) 467 3838
E: npccmauritius@intnet.mu
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