

Restart to Recover

Restart and debottleneck your business operations to adjust to changes in operations, workforce, supply chain and sales



Building Back
Business from
Crisis

MSME

An Initiative of the United Nations Industrial
Development Organisation

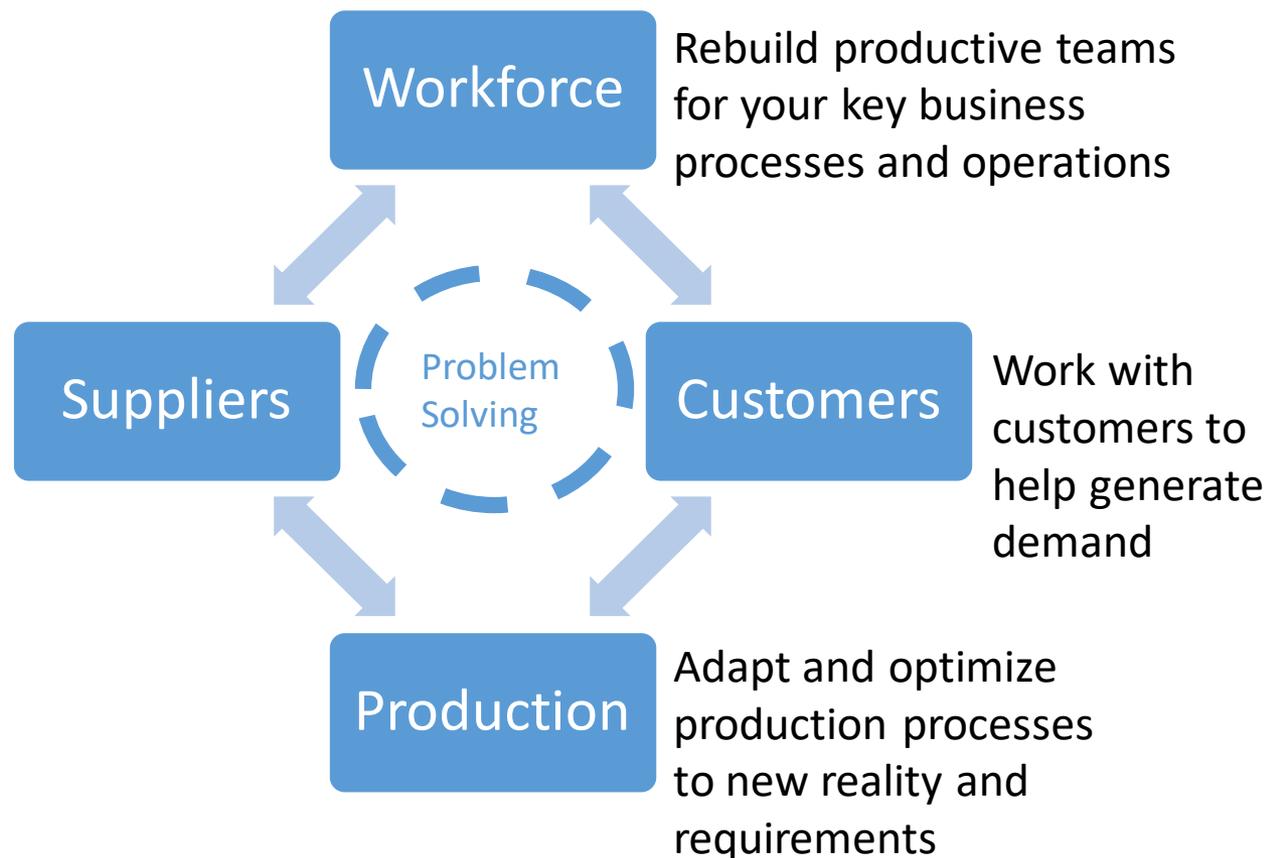
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Restart

Start in mission-mode to problem-solve through interrelated shortfalls in workforce, operations, supplies and sales

Work with suppliers to debottleneck your supply chains

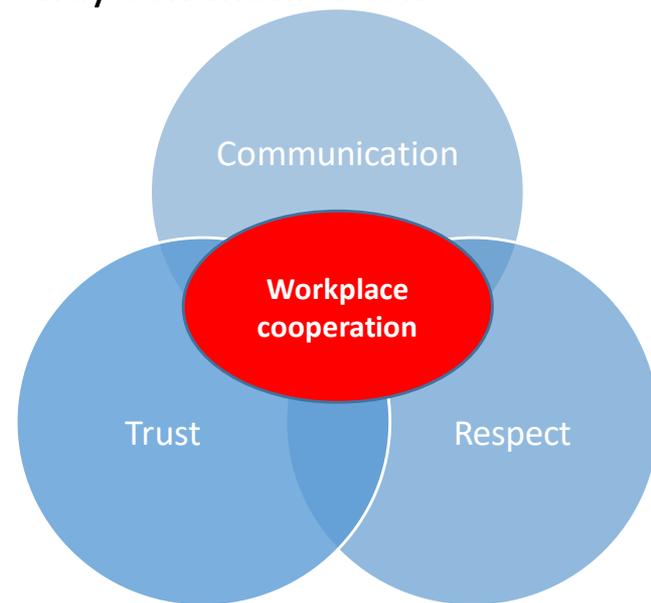


Workforce

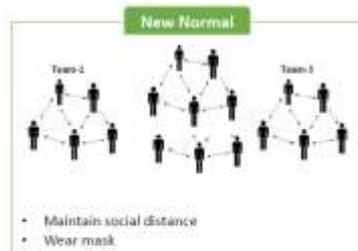
Rebuild productive teams for your key business processes and operations

Challenges	Possible Approaches
1. Workforce is concerned about their health and future employment	1. Communicate business plans and expectations
2. Social distancing to be observed at all times	2. Assign experienced staff to lead core positions/functions
3. Job rotation to be abandoned	3. Team up new workers with experienced workers (buddy system)
4. Gaps in experience and skills resulting from part change-over of workforce	4. Update and practice Standard Operating Procedures
	5. Provide quick feed back through frequent team meetings
	6. Seek and reward suggestions

Remember:
Motivated and productive teams are based on trust and mutual respect, enabled by effective two-way communication



Caution:
Communicate and collaborate at safe distance (~6 feet)



Production

Adapt and optimize production processes to new reality and requirements

Practice 5S:

Optimize work flows and work stations for new distancing requirements and possible changes in products and processes



Resource Efficiency

Eliminate inefficient use of materials, energy and water

Switch off what is not in use (lights, motors, fans, conveyor belts, AC)

Zero out all leaks (water, steam, compressed air)

Recover scrap materials for reuse

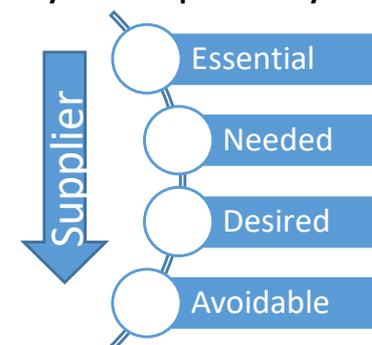
Substitute with energy and water efficient lighting, motors, equipment

Supplies

Work with suppliers to debottleneck your supply chains

Challenges	Possible Approaches
1. Suppliers are not operating, due to close down, lock down, shortage of personnel, materials or finance, or otherwise	1. Reach out to support suppliers to get them back into business
2. Current suppliers are imposing price hikes or change delivery and/or payment terms	2. Identify and work with alternative suppliers for your supplies, e.g. locally and/or from other existing supplier with similar capabilities
3. Supplies unable to reach, particularly international and/or interstate	3. Explore opportunity to aggregate your demand with those of other companies in your area
4. Insufficient working capital to pay for supplies	4. Initiate discussions on prices and supply and payment conditions

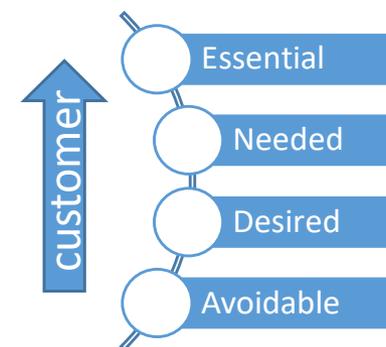
Remember:
Strategize procurement down your ENDA ladder, in terms of items, quality and quantity



Sales

Work with customers to help generate demand

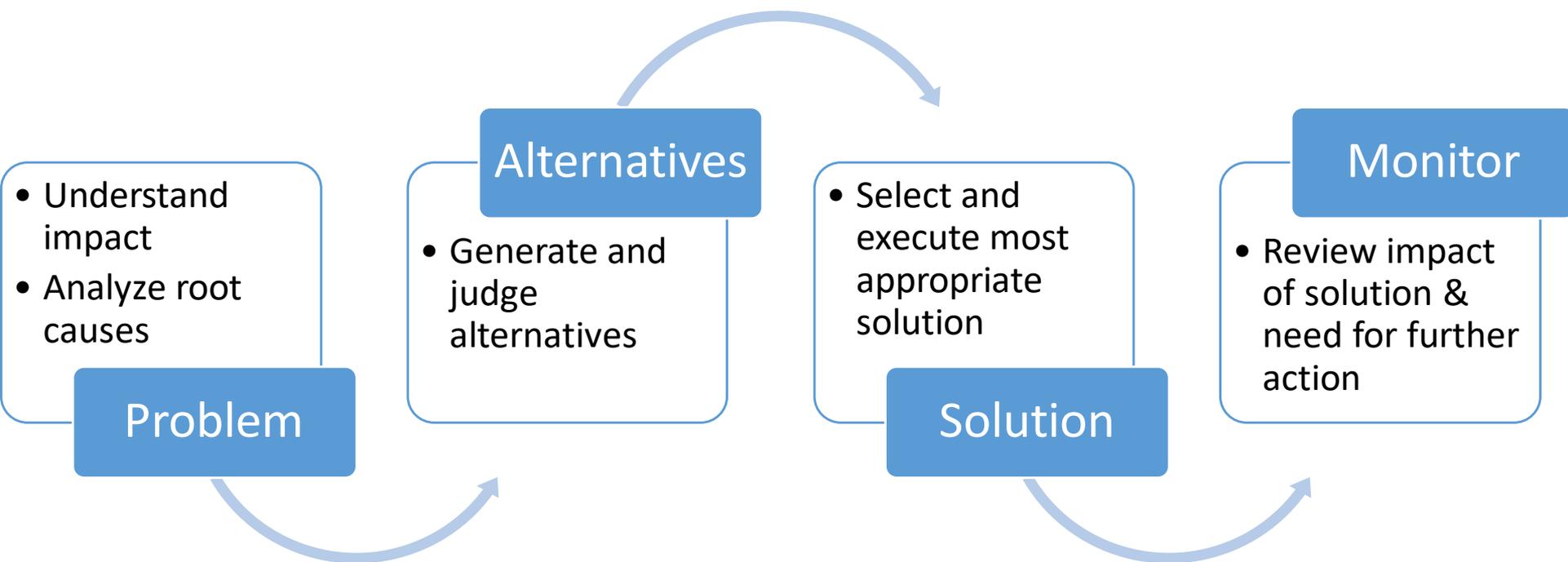
Remember:
Strategize your sales efforts and product offer to move up your customer's ENDA ladder



Challenges	Possible Approaches
1. Customers are not operating, due to close down, lock down, shortage of personal, material or finance, or otherwise	1. Reach out to support customers to get them back into business
2. Current customers are demanding price discounts or change delivery and payment terms	2. Explore new customers and markets, with current or slightly modified products
3. Products unable to reach customers, particularly international and/or interstate	3. Explore opportunity to aggregate your deliveries with those of other companies in your area
4. Customers unable to pay on time	4. Initiate discussions on prices and delivery and payment conditions



Art of Problem Solving as a Team Effort

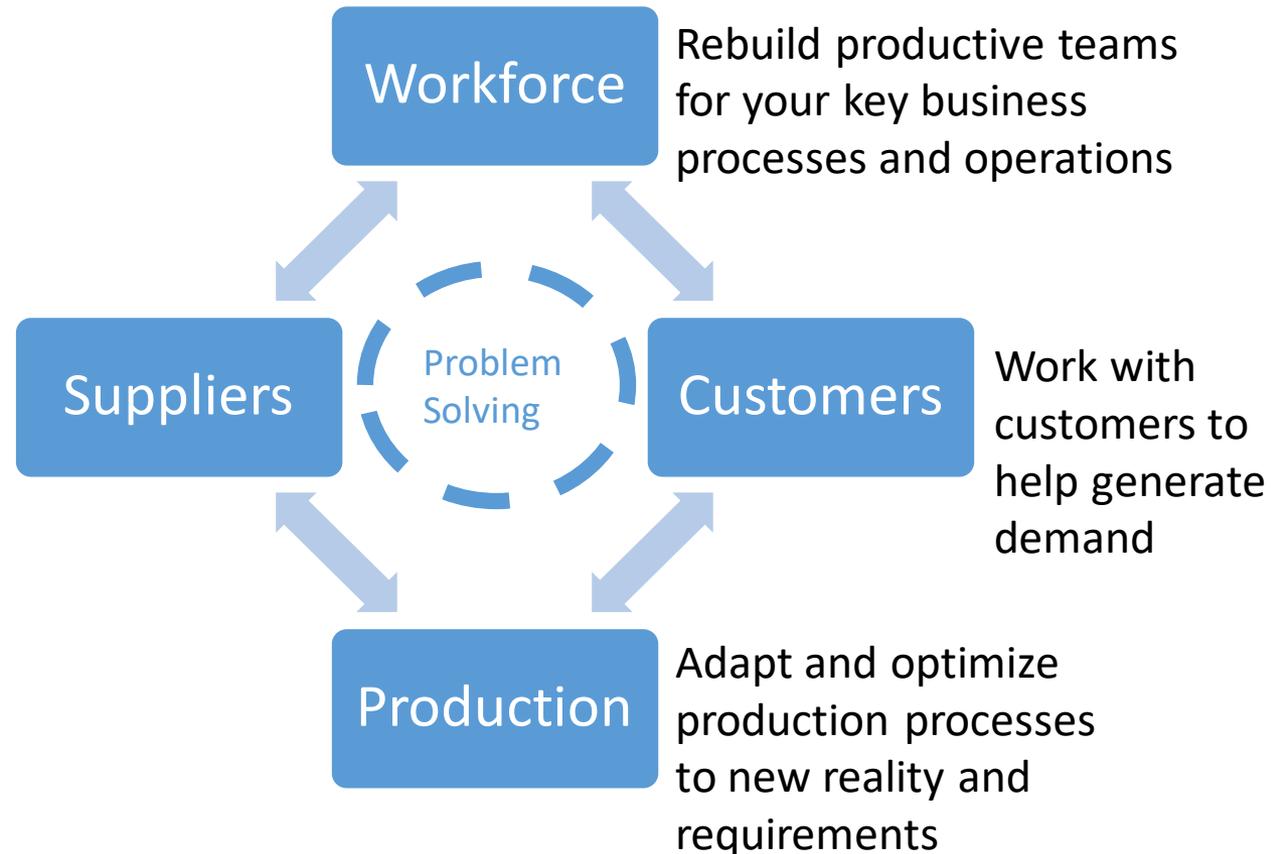


In fast track mode, accepting you may get it completely right the first time around

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