

**SAMPLE Pre-Session Worksheet**

March 24, 2020

**1 - List Top Three Challenges Associated with COVID-19**

* How can we cut necessary costs and avoid massive employee termination?
* How can we create new revenue streams to offset anticipated loss?
* How can we build brand loyalty for better position when the market returns?

**2 - Create Success Criteria To Evaluate Impact of Challenge Solution**

1

3

5

|  |  |  |  |
| --- | --- | --- | --- |
| **DECISION METRICS COVID-19 INNOVATION** | **Cut Costs 1** | **New Streams 2** | **Brand Loyalty 3** |
| **Success Metrics Over Time** |  |  |  |
| 1- Cap cumulative revenue loss at 30% over next 6 months | **1** | **5** | **3** |
| 2- Cut operating costs by 40% over next three months | **5** | **1** | **1** |
| 3- Lead to path for revenue recovery in 6-12 months | **1** | **5** | **3** |
| **Customer Impact** |  |  |  |
| 4- Create brand loyalty and strong relationships (or first to market) | **1** | **3** | **5** |
| 5- Retains 80% existing customers | **1** | **3** | **5** |
| 6- Generate brand switch and 10% new customers | **1** | **5** | **1** |
| **Market Leadership** |  |  |  |
| 7- First to Market | **1** | **5** | **3** |
| 8- Higher Value Solutions | **3** | **5** | **3** |
| **TOTAL** | **14** | **32** | **24** |

= LOW likelihood to meet criteria

= MOD likelihood to meet criteria

= HI likelihood to meet criteria

**3 - Identify Most Pressing Challenge Using Success Criteria**

* **Which of the challenges identified could deliver the greatest results?** 
  + New revenue streams to offset anticipated loss
* **What assets do you have in place today that could help meet this challenge?** 
  + New customer research on how customers define value in today’s economy
* **Where did this challenge perform poorly on your decision criteria?**
  + Cut operating costs

* **How can this challenge be modified to perform better against the decision criteria?** 
  + How can we create new revenue streams that offset anticipated loss and deliver against new value requirements in the short term, and build the path to a stronger market-place position in the longer term?

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**1 - List Top Three Challenges Associated with COVID-19**



**2 - Create Success Criteria To Evaluate Impact of Challenge Solution**

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| **DECISION METRICS COVID-19 INNOVATION** | **Cut Costs 1** | **New Streams 2** | **Brand Loyalty 3** |
| **Success Metrics Over Time** |  |  |  |
| 1- |  |  |  |
| 2- |  |  |  |
| 3- |  |  |  |
| **Customer Impact** |  |  |  |
| 4- |  |  |  |
| 5- |  |  |  |
| 6- |  |  |  |
| **Market Leadership** |  |  |  |
| 7- |  |  |  |
| 8- |  |  |  |
| **TOTAL** | **##** | **##** | **##** |

= LOW likelihood to meet criteria

3

= MOD likelihood to meet criteria

5

= HI likelihood to meet criteria

**3 - Identify Most Pressing Challenge Using Success Criteria**

* **Which of the challenges identified could deliver the greatest results?** 
  + New Revenue Streams to Offset Anticipated Loss
* **What assets do you have in place today that could help meet this challenge?**
* **Where did this challenge perform poorly on your decision criteria?**

* **How can this challenge be modified to perform better against the decision criteria?**