



## Business Direction Tutorial Resources: **Horizon 1 Checklist**

Business name:

Date:

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#### Horizon 1: Respond - 1. Where are we now?

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## Horizon 1: Respond

### 1. Where are we now?

Cashflow	Yes	No	Comments	Actions
Have you watched the Invest NI Cashflow Tutorial available at Invest NI's COVID-19 Response page? Visit <a href="https://investni.com/covid19response">investni.com/covid19response</a>	YES	NO		
Have you prepared and reviewed your weekly cash flow forecasts, considering the impact that COVID-19 has had – and will have – on your business?	YES	NO		
Have you looked at your expenditure on a line-by-line basis to classify payments as: <ul style="list-style-type: none"> <li>critical</li> <li>non-critical</li> <li>possible to defer (e.g. tax liabilities or loan repayments)</li> </ul>	YES	NO		
Have you constructively discussed outstanding debts with your suppliers?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

Cashflow	Yes	No	Comments	Actions
Have you improved cash collection while maintaining good relationships with customers?	YES	NO		
Have you managed your staff and contractor costs? You might consider reduced hours, redeployment or the Government's Coronavirus Job Retention Scheme to furlough employees.	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

#### Supply Chain

#### Risk Management

	Yes	No	Comments	Actions
Do you understand the implications to your business if one or more of your suppliers is unable to deliver inputs to you?	YES	NO		
Do you know where your inputs come from?	YES	NO		
Have you mapped your key suppliers to identify the locations and movements of your inputs?	YES	NO		
Do you know how your suppliers – and their suppliers – are being affected by COVID-19?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

#### Supply Chain

#### Risk Management

	Yes	No	Comments	Actions
Do you know what the logistics routes look like for your supply chain?	YES	NO		
Have your key suppliers undertaken a similar assessment of their supply chain?	YES	NO		
Have you reviewed contracts with key suppliers? Pay attention to: <ul style="list-style-type: none"> <li>liability (e.g. for supply shortage or delivery issues)</li> <li>contingency</li> <li>operational continuity clauses</li> <li>duty costs and other tax liabilities</li> </ul>	YES	NO		
Have you considered how COVID-19 will affect your existing contracts, or ones you might make in the future? Think about rebates, consignment stock and payment terms.	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

#### Supply Chain

#### Risk Mitigation

	Yes	No	Comments	Actions
Have you identified risk mitigation actions?	YES	NO		
Have you identified contingency supply options? Are there alternative suppliers or manufacturing facilities that you can call on? If so, do you know how quickly they can react and at what cost?	YES	NO		
Have you reviewed all your suppliers?	YES	NO		
Are alternative transport and logistic options available?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

#### Supply Chain

#### Risk Mitigation

	Yes	No	Comments	Actions
Do you have a process to monitor future COVID-19 hotspots in your supply chain to mitigate future disruptions?	YES	NO		
Have you thought about business continuity and contingency plans if there is a future wave of COVID-19 or a limited-warning notice of a return to lockdown conditions?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

#### Supply Chain

#### Inventory Management

	Yes	No	Comments	Actions
Have you contacted customers to establish their requirements and future level of demand?	YES	NO		
Have you identified your existing inventory levels, particularly of key inventory, components or parts?	YES	NO		
Do you know if you are carrying too much inventory?	YES	NO		
Do you have a process in place to minimise the costs of carrying too much inventory?	YES	NO		



## Horizon 1: Respond

### 1. Where are we now?

#### Supply Chain

#### Inventory Management

	Yes	No	Comments	Actions
Have you identified the inputs that will have the biggest impact on your revenue and cash?	YES	NO		
Do you effectively manage your inventory to prevent over-stocking or stock-outs?	YES	NO		
Have you identified proactive actions to address potential and anticipated shortages?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

#### Supply Chain

#### Supply Chain Management

	Yes	No	Comments	Actions
Do you have contracts in place for key suppliers?	YES	NO		
Do you have Key Performance Indicators (KPIs) and Service Level Agreements (SLAs) in place for your key suppliers?	YES	NO		
Have you looked at opportunities to retender your purchases?	YES	NO		
Have you implemented a structured cost-reduction programme across purchased goods and services?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

#### Supply Chain

#### Supply Chain Management

	Yes	No	Comments	Actions
Do you understand the key costs in the business? Which ones can you influence? Communication services, service contracts, consumables, stationery and food are good places to start.	YES	NO		
Have you reviewed how much you spend per supplier? Can you rationalise your supply base?	YES	NO		
Have you consolidated purchases to realise additional cost reductions?	YES	NO		
Have you looked at opportunities to collaborate with other businesses to boost your buying power?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

#### Supply Chain

#### Supply Chain Management

	Yes	No	Comments	Actions
Are there opportunities to collaborate with other businesses to reduce your distribution costs?	YES	NO		
Have you looked at how you can make forecasts more effectively?	YES	NO		
Do you have an adequate IT system, and do you use it effectively?	YES	NO		
Have you looked at opportunities to work with your customers to reduce the cost of your product or service?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

#### Supply Chain

#### Supply Chain Management

**Yes****No****Comments****Actions**

	<b>Yes</b>	<b>No</b>	<b>Comments</b>	<b>Actions</b>
Have you identified and evaluated re-shore or near-shore options to enhance your supply chain?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

Operations	Yes	No	Comments	Actions
<b>Resource side</b>				
Have you identified your key products and services?	YES	NO		
Have you understood the operational resources you need to deliver your products and services?	YES	NO		
Have you planned scenarios to understand how disruptions will affect your ability to deliver your key offerings? Think about your: <ul style="list-style-type: none"> <li>• finances</li> <li>• people</li> <li>• supply chain</li> <li>• logistics</li> <li>• technology</li> <li>• customers</li> <li>• stakeholders</li> </ul>	YES	NO		
Have you assessed priority resources to ensure delivery of critical products and services?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

Operations	Yes	No	Comments	Actions
<b>Demand side</b>				
Have you planned scenarios to understand how a reduction or surge in demand for your product would impact your resources?	YES	NO		
Have you planned scenarios to understand the level of organisational resources you require over two, four, 12 weeks or more?	YES	NO		
Have you assessed if there are any new opportunities emerging?	YES	NO		
On the basis of these assessments and scenario planning, do you need to rationalise your products and services or temporarily review your offering?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

Workforce	Yes	No	Comments	Actions
Have you reviewed and updated your HR and health and safety policies and procedures?	YES	NO		
Have you optimised staff communications and encouraged connectivity between teams through telephone and video calls?	YES	NO		
Have you assessed your staffing requirements in line with your updated operational delivery?	YES	NO		
Are you empathising with the personal circumstances of your staff, especially those caring for others?	YES	NO		



## Horizon 1: Respond

### 1. Where are we now?

Workforce	Yes	No	Comments	Actions
Are you exploring alternative working options, including re-deployment, collaborations and partnerships with other businesses?	YES	NO		
Have you reviewed the financial support available from the Northern Ireland Executive, the UK Government, and other government bodies?	YES	NO		
Are you revising your working hours and introducing flexible arrangements?	YES	NO		
Have you ensured that your staff have the right equipment to continue working, such as laptops, software and phones?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

Workforce	Yes	No	Comments	Actions
Have you revised individual targets and work expectations?	YES	NO		
Have you ensured that your staff are not working excessively, especially as demands increase?	YES	NO		
Are you communicating the need for regular breaks to help your staff create a structured work day?	YES	NO		
Do you understand the impact of furloughing staff on your communication streams and statutory entitlements?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

Customers	Yes	No	Comments	Actions
Do your customers have new pain points?	YES	NO		
Have your customers' behaviour or aspirations changed?	YES	NO		
Does your value proposition still stand?	YES	NO		
Does your business model still stand?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

Customers	Yes	No	Comments	Actions
Do you have a customer communication plan?	YES	NO		
Have you reviewed your customers' touchpoints with your business?	YES	NO		
Do you need to install protective measures – physical and virtual – for your customers at these touchpoints?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

Ecommerce capability	Yes	No	Comments	Actions
Can any of your products or services be delivered online?	YES	NO		
Have you developed sales projections?	YES	NO		
Are your current systems suitable for growth in online delivery?	YES	NO		
Are there any systems that you are not using to their full functionality?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

Ecommerce capability	Yes	No	Comments	Actions
Have you revised your marketing activities in line with this switch? For example, is your website optimised for search engines?	YES	NO		
Will you need to control new systems such as web design, updates and security?	YES	NO		
Have you reviewed the payment methods that you ask your customers to use?	YES	NO		
Have you reviewed your delivery methods?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

Ecommerce capability	Yes	No	Comments	Actions
Have you reviewed your online security?	YES	NO		
Have you reviewed the impact of moving to online delivery on your cashflow, supply chain and internal processes?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

Technology	Yes	No	Comments	Actions
Do you have a full view of all the systems and processes that are operating in your business?	YES	NO		
Are there any areas of the system that could be temporarily closed down to reduce security risk?	YES	NO		
Have you backed up your critical data?	YES	NO		
Is your IT equipment fit for purpose?	YES	NO		



## Horizon 1: Respond

### 1. Where are we now?

Technology	Yes	No	Comments	Actions
Are your employees trained to recognise malware or phishing attacks?	YES	NO		

## Horizon 1: Respond

### 1. Where are we now?

Legal & Compliance	Yes	No	Comments	Actions
Have you created a register that details all your legal contracts and regulatory compliance issues?	YES	NO		
Have you considered the full implications of changing any element of an existing contract, or entering into a new contract, on your business in the short, medium and long term?	YES	NO		
Have you sought legal advice?	YES	NO		

Where you have responded **NO** what are the areas / issues you need to consider for action?

Area / Issue to Consider for Action	Who	When

Where you have responded **NO** what are the areas / issues you need to consider for action?

Area / Issue to Consider for Action	Who	When