



Resiliency and  
Business Innovation

# **Building a Resilient Business Community:** [L] [SEP] **Before, During, and After a Disaster**

## **A Course for Support Practitioners**

**Module A:** Helping Business Owners/Operators Get the Most from Their Course: Introduction to Resilience

September 15, 2020 6:00pm-8:00pm

Linton Wells II, J.P. Auffret, Robert Rogers



Puerto Rico  
Science, Technology  
& Research Trust



Center for Resilient and  
Sustainable Communities

**ECHAR  
PA'LANTE**

**GEORGE  
MASON  
UNIVERSITY**







# Overview for Entrepreneurs Support Practitioners' Course: Helping Business Owners/Operators Get the Most from Their Course



Resiliency and  
Business Innovation

Sponsored by: U.S. Economic Development Administration

## Introductions



Lucy Crespo, CEO



Puerto Rico  
Science, Technology  
& Research Trust



Annie Mustafá Ramos



Resiliency and  
Business Innovation

A program of the:



Puerto Rico  
Science, Technology  
& Research Trust



Gilberto Guevara



Puerto Rico  
Science, Technology  
& Research Trust



Gloria Viscasillas Aponte

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J.P. Auffret, Ph.D.



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# Agenda for Module A

6:00 PM -7:00 PM **Lesson A: Overview for Entrepreneurs  
Support Practitioners' Course:**

Puerto Rico, COVID-19 and Resilience

Helping Business Owners/Operators Get the Most from Their Course:  
Introduction to Resilience

- Learning Objectives for the Business Owners/Operators Course
- Additional Objectives for Entrepreneurs Support Practitioners

## Core concepts

- Resilience
- Mentoring Business Owners/Operators
- Role of Facilitators

7:00 PM-7:05 PM **Break**

7:05 PM -8:00 PM **Lesson 1: Introduction to Workbook &  
Facilitators, Baseline Survey**



# Course Outline

## Module A Overview and Introduction (Tue, Sep 15, 6:00-8:00)

**Lesson A:** Puerto Rico, COVID-19 and Resilience; Helping Business

Owners/Operators Get the Most from Their Course; Introduction to Resilience

**Lesson 1:** Introduction to Workbook & Facilitators, Baseline Survey

## Module B Strategic Policy and Analysis Concepts (Tue, Sep 22, 6:00-8:00)

**Lesson B:** Strategy and Policy Aspects of Puerto Rican Resilience

**Lesson 2:** 5 Keys to Networking; Protection of People, Data, and Operations

## Module C Digital Puerto Rico, Key Asset Protection (Tue, Sep 29, 6:00-8:00)

**Lesson C:** Digital Puerto Rico, Resiliency Innovation Network,

**Lesson 3:** Digital Marketing for Resilience, Protection of Inventory,  
Equipment, and Buildings

## Module D Integration and Wrap Up (Tue, Oct 6, 6:00-8:00)

**Lesson D:** Personal & Business Resilience, Micro-manufacture (M2),

Advanced Agriculture, Building a Resilient Business, READI Framework

**Lesson 4:** Keys to Recovering Better, Complete Workbooks, Quiz, Wrap-up



# Who Is Attending



## Entrepreneurs Support Practitioners

- **Organizations include:** Universities, NGOs, Professional Associations, Banks, Businesses and Government
- **Roles include:** presidents, executives, board directors, entrepreneurial consultants, program managers, professors, attorneys and administrators
- **Cities / regions include:** Aguadilla, Anasco, Arroyo, Barceloneta, Barranquitas, Caguas, Cayey, Coamo, Guaynabo, Gurabo, Hato Rey, Humacao, Isabela, Juana Diaz, Las Piedras, Manati, Maricao, Mayaguez, Ponce, San German, San Juan, Toa Baja, Trujillo Alto

## Business Owners

- **Industries include:** Service; Retail; Hospitality, Tourism, Restaurants; Technology; Education; Non Profit; Manufacturing and Construction; Agriculture and Government
- **Small business size distribution**
  - 1 - 3 employees 39.6 %
  - 4 - 10 employees 22.6 %
  - 11 - 20 employees 5.2 %
  - 21 – 50 employees 10.4%
  - 51 – 99 employees 4.7%
  - > 100 employees 17.5%
- **Business Owner roles include:** presidents, executives for strategic growth, economic development; program and project managers; attorneys



# Business Course Learning Outcomes (1)



**By the end of the course, participants will have:**

- Developed an effective business resilience plan that can adapt to changing business conditions including COVID-19



# Business Course Learning Outcomes (2)

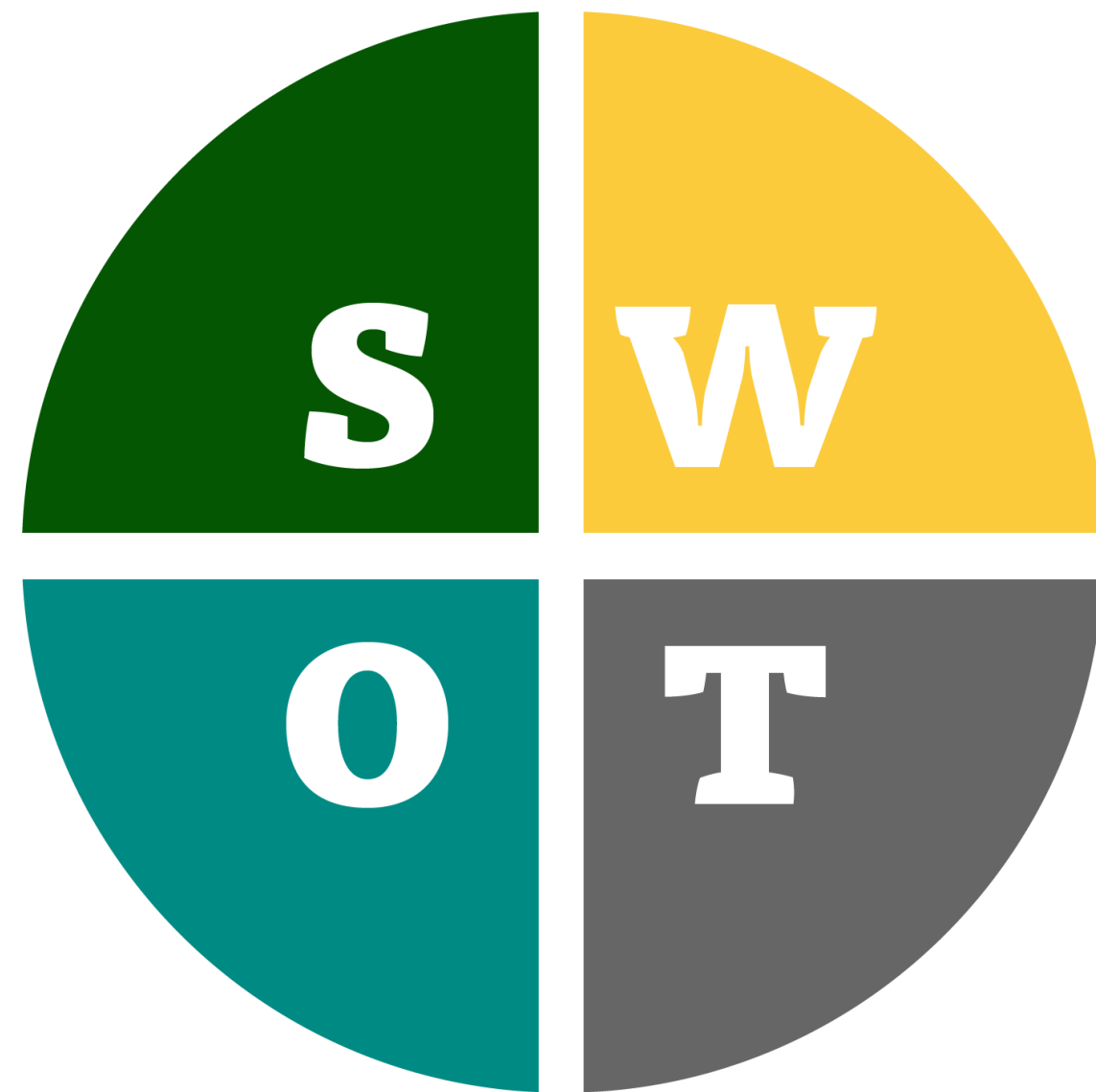


## And will be able to:

- Exercise the business resilience plan and keep it up-to-date
- Prepare for the 4 Phases of Resilience (Anticipate, Withstand, Recover, Adapt/Reposition)
- Analyze hazards to businesses in Puerto Rico and their impacts
- Protect core business assets such as people, data, operations, etc.



# Business Course Learning Outcomes (3)



## And have learned:

- What resources are available to small and medium businesses to help build resilience in Puerto Rico, including special assets related to COVID-19
- The value of a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis

# Support Practitioner Additional Outcomes (1)



**In addition to the Business Course learning outcomes, by the end of the course, participants will have:**

- Considered ways to mentor business owners/operators to develop effective resilience plans that can adapt to changing business conditions
- Examined strategy and policy options to make Puerto Rico more resilient overall



# Support Practitioner Additional Outcomes (2)



## And will be able to:

- Discuss the components of effective resilience plans across different business sectors
- Compare and evaluate the resilience plans produced by the business course participants
- Set Puerto Rican resilience issues in broad contexts, such as the 4th Industrial Revolution; accelerating, converging technological change; and the post-COVID-19 environment



# Support Practitioner Additional Outcomes (3)



## And have learned:

- Why resilience is a better and more inclusive focus than narrower areas such as security, continuity of operations, succession planning, supply chain risk management, etc.
- The value of “Accompanying” the graduates of the course in implementing their resilience plans



# What is Resilience?

**Definition: Coping Capacity + Adaptability\***

## 3 Kinds of Resilience



### CULTURAL

- Organization fights back
- Foundation of ethics, principles, governance



### OPERATIONAL

- Resilient networks and telecoms systems
- Able to deliver internal and external messages
- Financial resources



### INFRASTRUCTURAL

- Essential services are sustained and restored
- Growing infrastructure interdependencies are understood

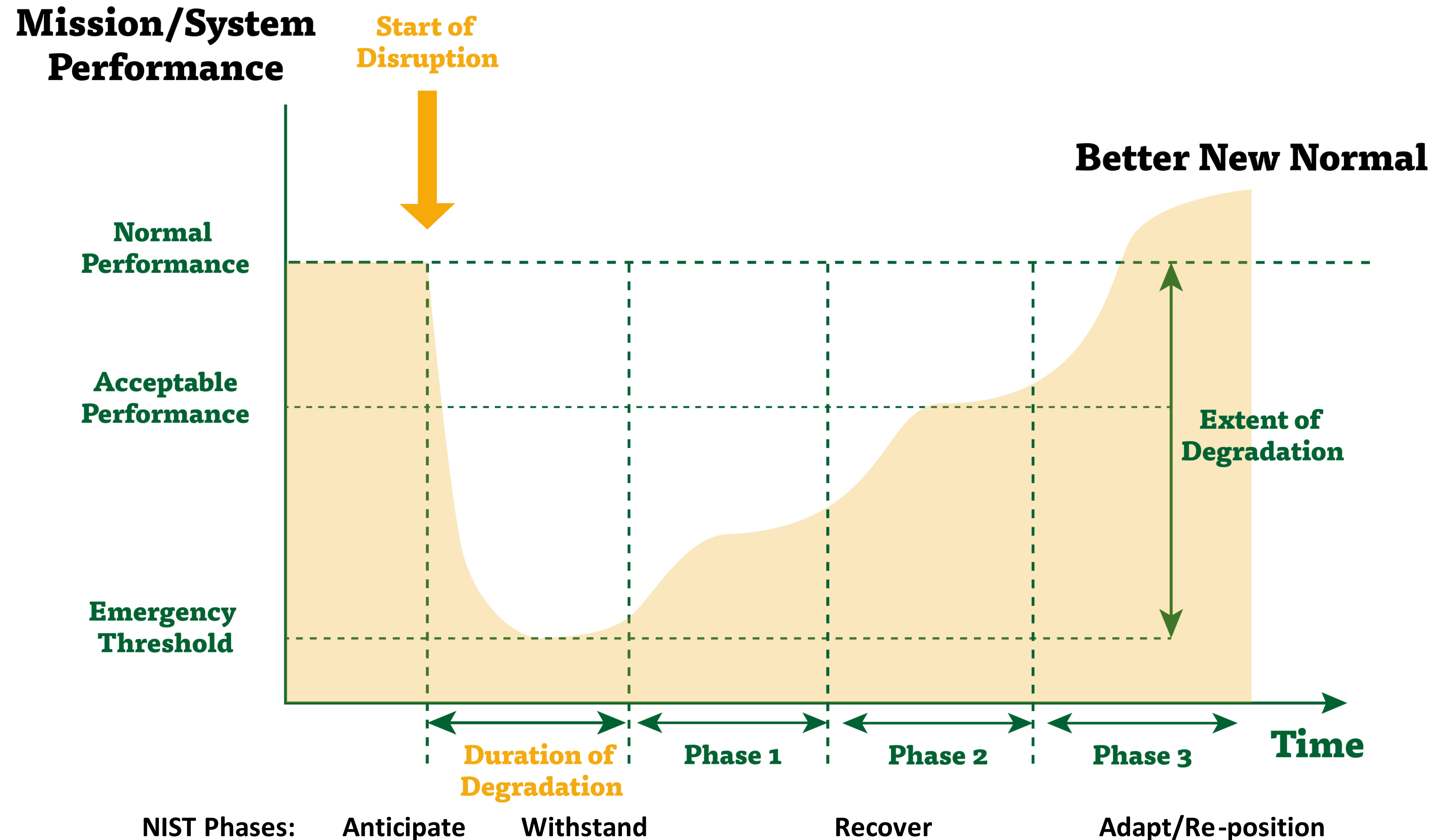
### Phases:

**Anticipate,  
Withstand,  
Recover  
(=Coping  
Capacity) +  
Adapt\*\***

\* Prof Elise Miller-Hooks, GMU

\*\* National Institute of Standards and Technology (NIST)

# Resilience is NOT Just Bouncing Back. It's Being Prepared to Bounce Forward Better





# Security vs Resilience



## SECURITY

**“locking up and hunkering down”**



## RESILIENCE

**“Achieving organization’s goals”**  
**“Under any level of shock or stress”**  
**“Fighting back”**  
**“Emerging stronger”**

# Building Resilient Capacity



**Leadership** must build resilience **at all levels**

- Encourage resilience among people
- Core characteristic—nurtured & made sustainable
- Treat as “positive business asset”—resource accordingly
- Build enduring organizational **capacity**



# Building Resilient Capacity



## Adapt and Grow

### Adapt

“It is not the strongest or the smartest that survive, but the most adaptable” —  
*Tom Friedman, from Darwin*

**Learn from shocks & stresses—change behaviors**

### Grow

Nassim Taleb—“Anti-Fragile”—  
“things [that] benefit from shocks....”

**Need agility to analyze shocks and respond effectively**

# Comprehensive Approaches



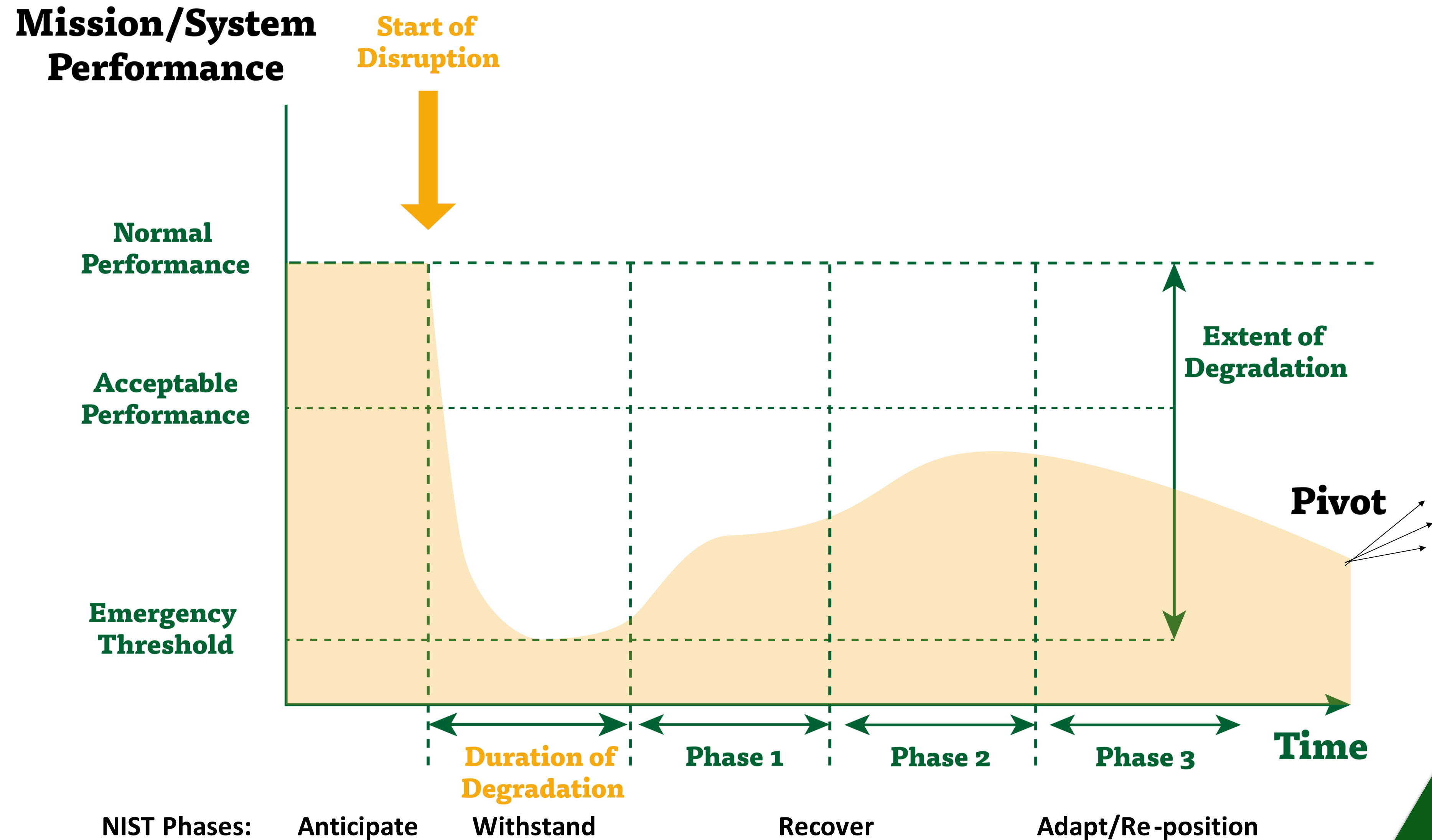
- **No easy answers**
- **Resilient culture** is built on foundation of:
  - Ethics
  - Principles
  - Governance
  - Compliance—not just checklists
    - Know what you should be doing
- **Details are important**—need to understand the challenges and risks specific to your situations
- **Benchmark against standards & best practices**



# Comprehensive Approaches— Continuous Improvement

- **Measures collectively must promote continuous improvement**
  - No lesson ever learned until behavior changes
  - Exercise & test solutions against challenging scenarios
  - Beware of “brittle” people and organizations
- **Be careful of comforting, but inaccurate indicators**
  - Cyber dashboards that miss malware in supply chains
  - Out of Date, or ignored, standards & regulations
  - Reporting chains that tell leadership “everything’s fine” when people at lower levels know it isn’t
- **Persistence is essential—may take years, and several iterations**

# Sometimes You Can't Bounce Forward Better When to Pivot?







# Adapt and Reposition (1)

**Adaptability:** Ability to adjust approaches or actions in response to changes in external environment

- Plan for unexpected - can't anticipate everything
- Establish a standard system or method to respond to change
- Foresight vs forecasting
- Recognize new “un-normal” may be very different

Adapted from *Neil Kokemulle*, What Is Strategic Adaptability? [Small Business, Business Planning & Strategy, Strategic Business Plans, https://smallbusiness.chron.com/strategic-adaptability-78216.html](https://smallbusiness.chron.com/strategic-adaptability-78216.html)



# Adapt and Reposition (2)

## Many Factors of Change

- Velocity of change varies by sector
- Adjust marketing, R & D, and promotion responses
- Also adapt to legal regulations, resource availability and diversification opportunities

## Experiential Learning

- Must learn from experiences
- Recognize mistakes in all areas and adjust over time
- Combine new expertise in familiar areas with expertise in flexing to change






# Examples of Resilience

Joplin, Missouri  Tornado Recovery



Johnson & Johnson  57 years of continuous dividend increases

Park University, Parkville, Mo   Pandemic Pragmatism

Fukushima, Japan 福島県  Region Recovering, Distrust Remains



# Pivot—Signs it's Time to Pivot (1)



**You Want To  
Make Your Business  
A Stronger Version  
Of Itself**



**The Market's  
Overall Needs  
Are Changing**



**Your People,  
Process Or  
Profits  
Are Declining**

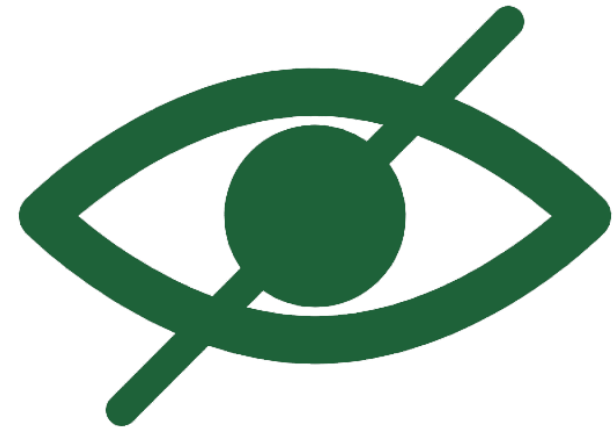


**You're No Longer  
Seeing Results From  
The Things That  
Made You  
Successful**





# Pivot—Signs it's Time to Pivot (2)



**You Can't See A  
Viable Path To  
Further Growth**



**Your Customers  
And Employees Are  
Leaving You**



**What You're  
Offering Is No  
Longer Relevant**



**Your Intuition Is  
Telling You So**



# Pivot—All good pivots start with great questions

## 3 Business Model Aspects



**Value proposition:**  
What value do you deliver?



**Value networks:**  
How do you deliver and monetize?



**Target customers:**  
Who receives and benefits?

### Rapid pivot framework

- Don't try to create pivot options in isolation
- Gather ideas from inside and outside of your team





# Pivot—All good pivots start with great questions

## 3 Ideas to Pivot Rapidly to a New Model



**Host a pivot party** (via video conferencing)



**Perform a sanity check**, then select your best bet



**Try it**—Ugly, bumpy, and fast is much better than smooth, beautiful, and slow

“Make decisions, honor the decisions you made yesterday, then figure out how to do it better today.”





# **Puerto Rico, COVID-19, Resiliency and the Recovery Challenge International Experiences**

**“Demand, supply and workforce availability  
affected globally at the same time.”**

*- Industry Week*





# Scales of Impact

Country / region;  
business, community,  
family, individual

Health, mental health,  
education, economic

# Puerto Rico and COVID-19

## Reported cases and deaths by municipality

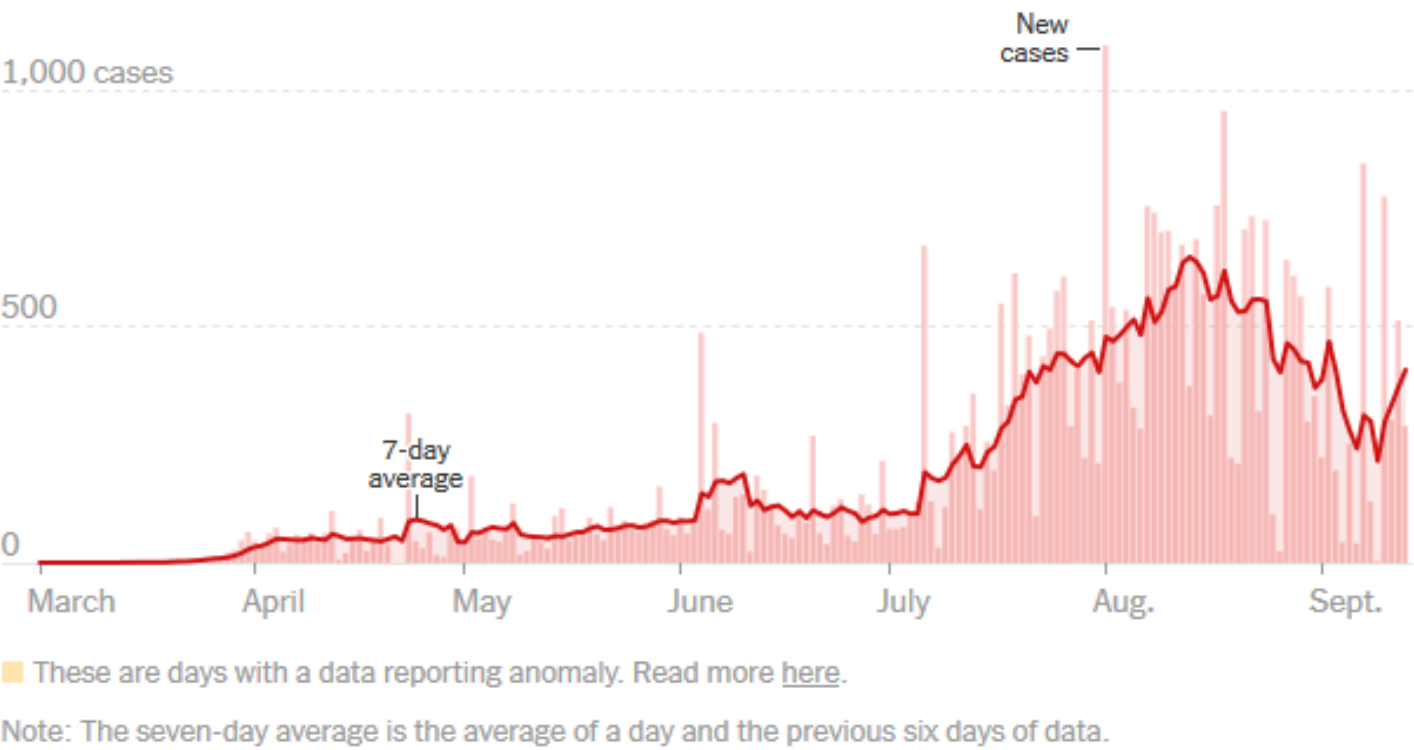
This table is sorted by places with the most cases per 100,000 residents in the last seven days. Charts are colored to reveal when outbreaks emerged.

Cases	Deaths	Search municipalities					
		TOTAL CASES	PER 100,000	CASES IN LAST 7 DAYS	▼ PER 100,000	WEEKLY CASES PER CAPITA	
						FEWER	MORE
Puerto Rico		37,380	1,104	2,847	84	<div><div></div><div>March 1</div><div>Sept. 13</div></div>	
Las Piedras		374	1,026	66	181	<div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></d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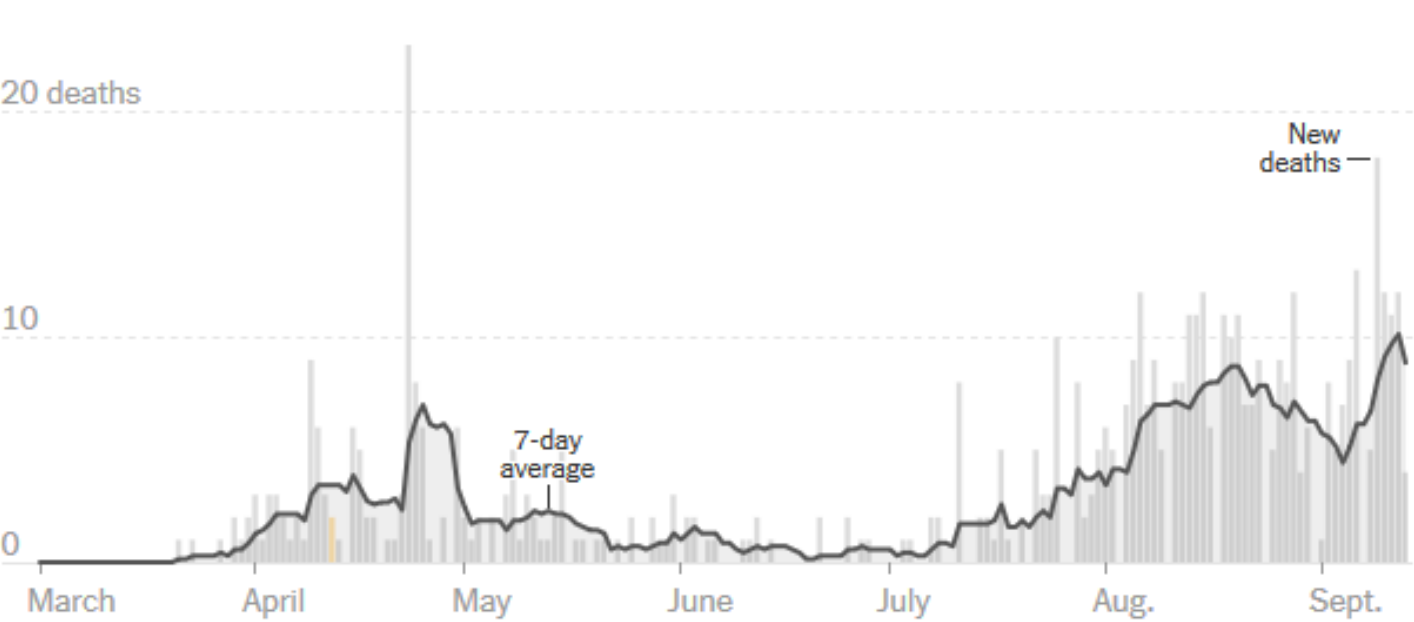
About this data

U.S. | Puerto Rico Covid Map and Case Count

## New reported cases by day in Puerto Rico



## New reported deaths by day in Puerto Rico



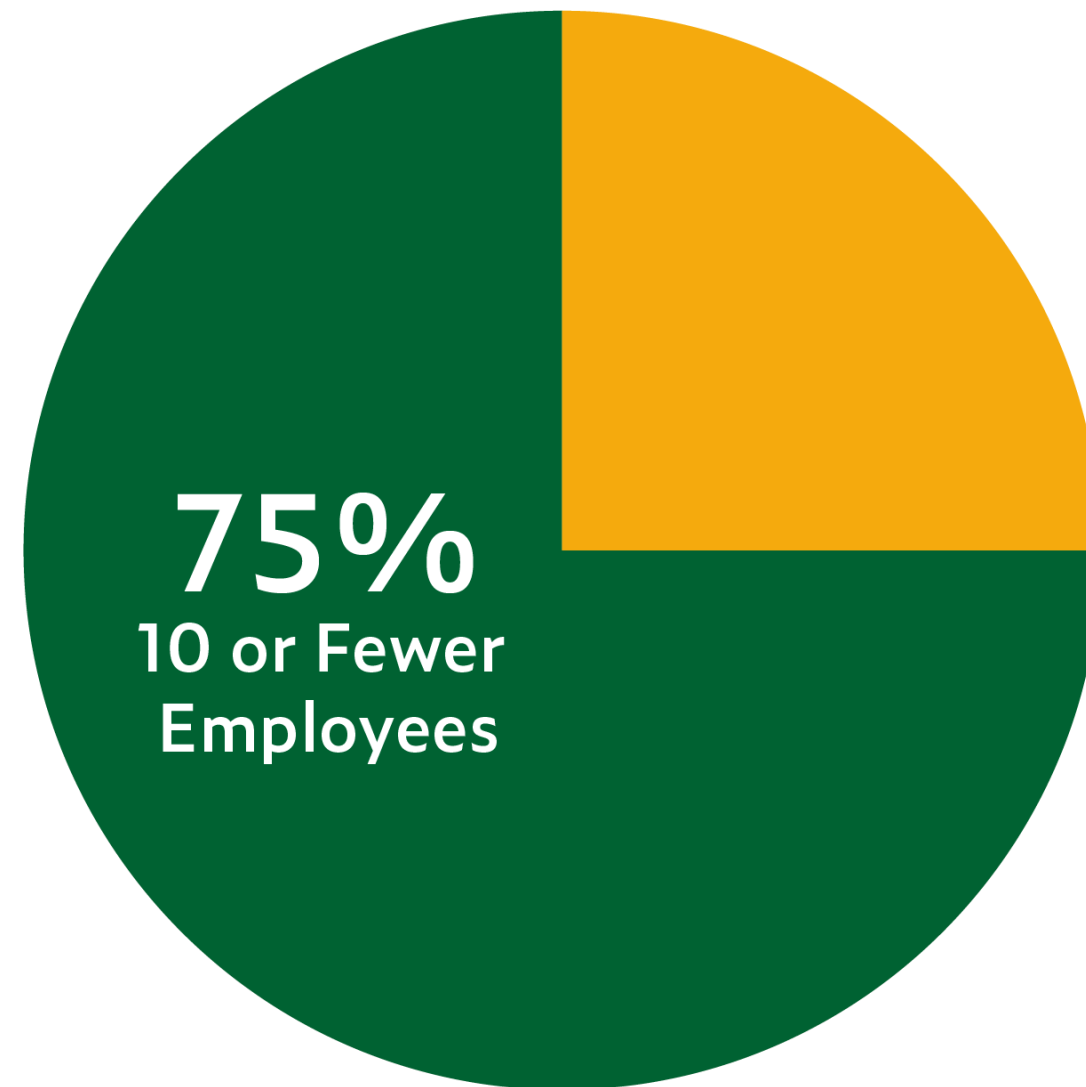
Source: New York Times



# Puerto Rico and Small Business and COVID-19



44,000 small businesses



545,000 employees

Puerto Rico has 44,000 small businesses with 75 % having ten or fewer employees,  
small firm employment 545,000 employees

*(New York Federal Reserve)*



# Puerto Rico Small Business Unique Recovery Challenges



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## FEMA Recovery Efforts Continue on the Island with Funding Obligations for 97 Projects

**Release date:** April 7, 2020

**Release Number:** DR-4339-PR NR 426

**GUAYNABO, Puerto Rico** – FEMA and the Central Office for Recovery, Reconstruction and Resilience, or COR3, have obligated an additional **\$11.4 million** in funds for **97** projects related to the recovery and reconstruction of Puerto Rico due to Hurricane María. These funds were obligated between March 27 and April 2.

As the island continues to safeguard its residents with social distancing and self-quarantine measures, FEMA and COR3 remain focused on prioritizing obligations of funds to municipalities for eligible expenses to help communities recover. To date, nearly **\$6.6 billion** has been approved for Puerto Rico under FEMA's Public Assistance program.

The latest grants obligated are as follows:

- Over **\$4.1 million** for repairs to roads and bridges.
- Nearly **\$4 million** for repairs to public buildings and equipment.
- Over **\$1.6 million** for emergency protective measures.
- Over **\$1.3 million** for repairs to parks and recreational facilities.
- Over **\$632,600** for public utilities.
- Nearly **\$242,000** for debris removal.

Funding for permanent work includes projects like roads, bridges, water control, buildings and equipment, utilities and park and recreation facilities as authorized under Section 406 of the Robert T. Stafford Act. Emergency protective measures are actions taken to eliminate or lessen immediate threats either to lives, public health or safety, or significant additional damage to public or private property in a cost-effective manner.

- On going recovery from Hurricanes Irma and Maria and 2019 - 2020 Earthquakes
- Recovery and upgrade of the electric grid
- Limitations of wireless broadband
- Large percentage of small business and microbusinesses
- Economic recession and changing demographics
- Upcoming hurricane season



# Adapt your strategic response

Covid-19 Strategy Matrix  
boardofinnovation.com

## Impact On Your Organisation

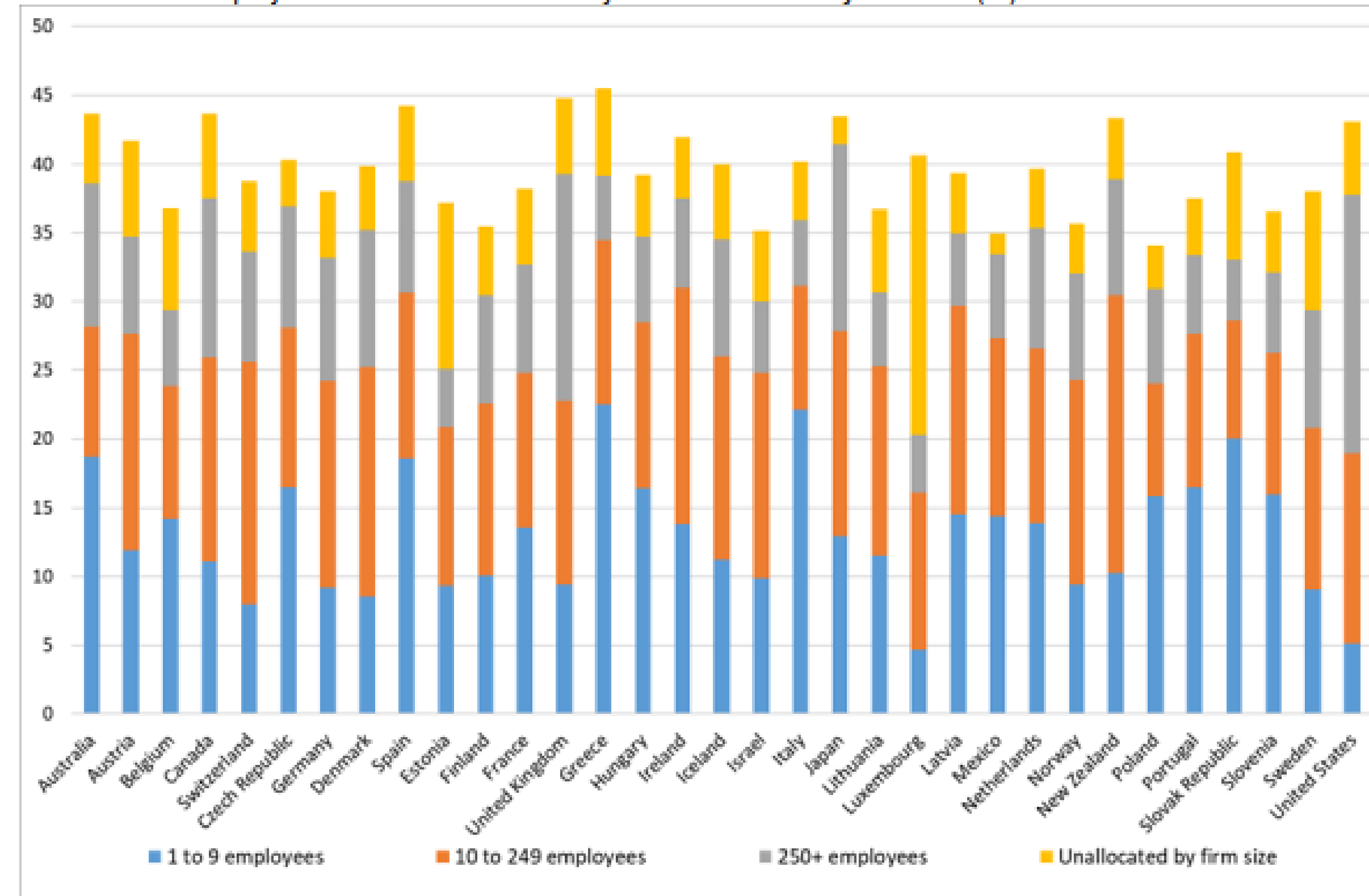
Direct impact of Covid-19 / Indirect impact of economic recession / Ability to adapt fast

Note: strategic response also depends on cash position, competitive position and industry attractiveness

Severity And Duration Of Economic Impact  
GDP forecast / Pandemic evolution / Economic policy

	POSITIVE Revenue growth through demand surge e.g. E-commerce	MILDLY NEGATIVE Sustained revenue loss of 0-15% in Q2-4 2020 e.g. Consumer Goods	SEVERE Sustained revenue loss of 15-50% in Q2-4 2020 e.g. Oil and gas	CATASTROPHIC Sustained revenue loss of +50% in Q2-4 2020 e.g. Tourism
0.5 YEAR IMPACT V-curve rebound; Effective pandemic control and economic stimulus	Ride the wave: boost supply to keep up with demand surge	Push through and prepare for fast back-to-normal upswing	Survive and prepare for relatively slow back-to-normal recovery	Mothball large part of the business and prepare for re-start
1.5 YEAR IMPACT U-curve recovery; Social distance measurements prolonged, economic stimulus eases damage	Push for growth and market share	Defend, improve competitive position, and find new growth	Pivot through organic innovation and inorganic growth, or divest	Pivot through organic innovation and inorganic growth, or divest
3 YEAR IMPACT L-curve recovery; Failed pandemic control, and wide-spread bankruptcies and credit defaults	Aggressive push for growth and market share	Defend, improve competitive position, and find new growth	Prepare for aggressive new entrants. Reinvent and create totally new position, or abandon	Abandon market

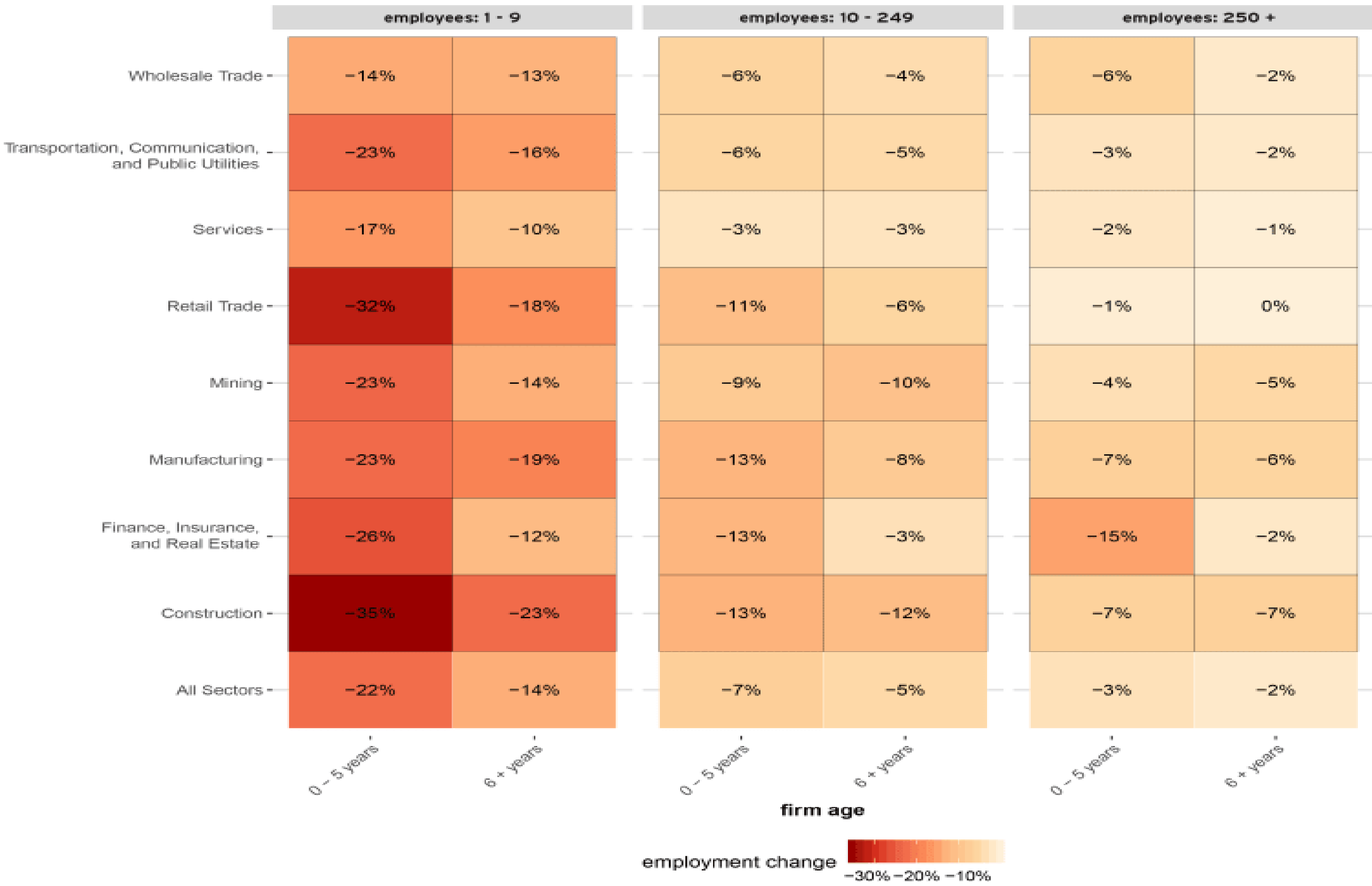
Share of total employment in the most adversely affected sectors by firm size (%)



Source: OECD (2020) Strong, medium, vulnerable (OECD, 2020<sub>[30]</sub>)

**OECD and smaller firms in most affected sectors of transport manufacturing, construction, wholesale and retail trade, air transport, accommodation and food services, real estate, professional services, and other personal services**

# Business Vulnerability During the Great Recession (2008 – 2009) - Brookings



Source: Brookings analysis of the Census Bureau's Business Dynamics Statistics (BDS)

**B** Metropolitan Policy Program at BROOKINGS



## Italy's businesses enjoy 'better than expected' virus rebound

Recovery under way after lockdown lifted but autumn's sales season will be crucial



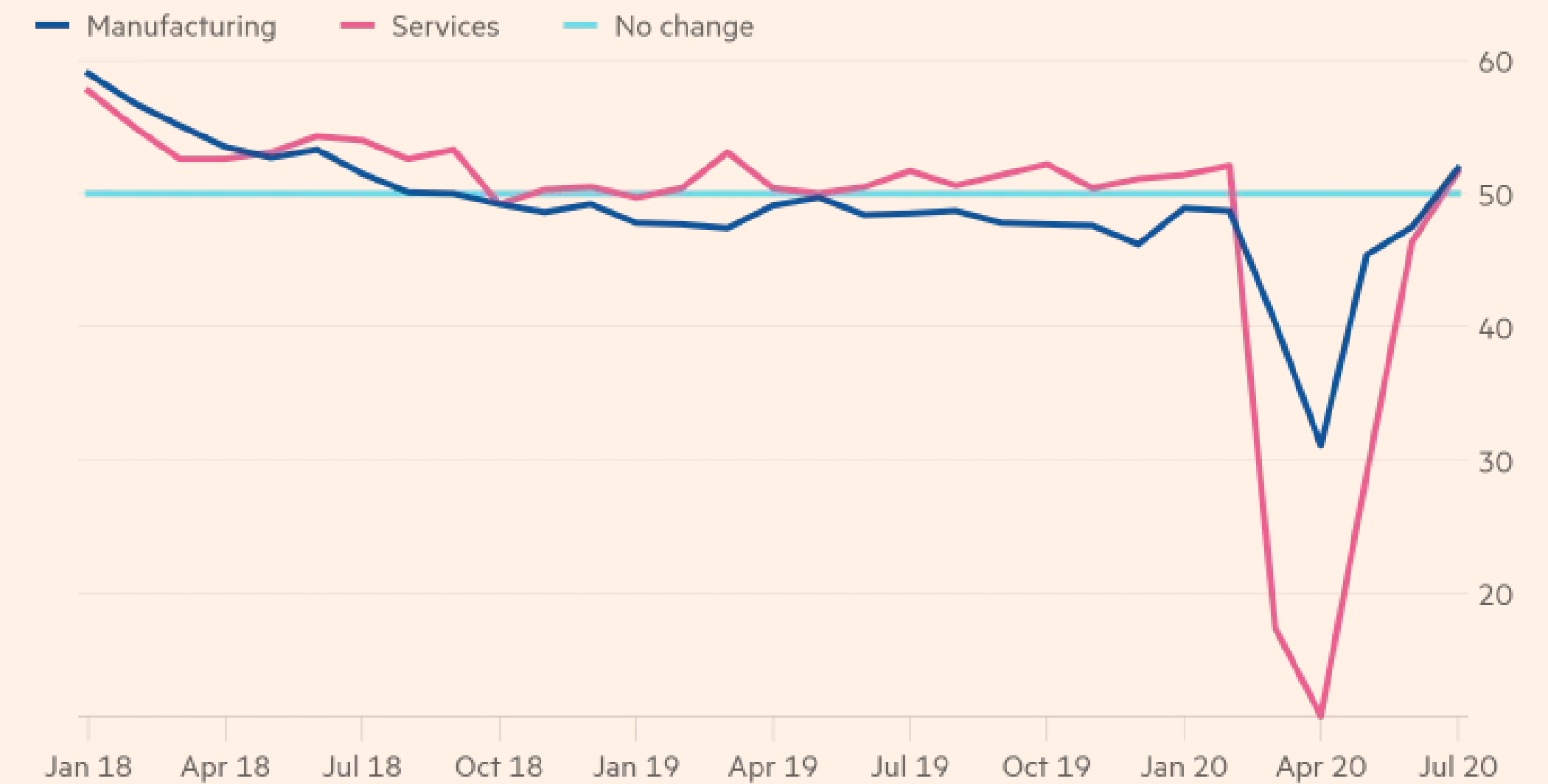
A team at an automobile plant in Atessa, Italy. Italian businesses are experiencing a better than expected recovery from the economic effects of the pandemic © Cecilia Fabiano/AP

Davide Ghiglione in Rome AUGUST 16 2020



### Italian business sentiment rebounds

Purchasing managers' indices (above/below 50 = expansion/contraction)



Source: IHS Markit  
© FT

Source – Financial Times



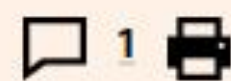
# Eurozone retail sales return to pre-crisis levels

Bloc's consumers return to the high streets in June after pandemic lockdowns lifted



Pedestrians in a shopping precinct in Madrid, Spain. The country experienced one of the sharpest increase in sales, up 16.5 per cent. © Bloomberg

Chelsea Bruce-Lockhart in London AUGUST 5 2020



## Eurozone retail sales back to pre-crisis levels

Volume of sales, index (2010 = 100)



Source: Refinitiv  
© FT

Source – Financial Times





# Korea New Deal

“The Korean New Deal is the blueprint for South Korea’s next hundred years,” President Moon Jae-in, July 14th

Photo by Joon Kyu Park





# **Singapore Small Business Initiatives – Cash Flow, Costs and Credit**

“We will stand with our workers and businesses, to ride through this economic storm together, and overcome this challenge to our growth and prosperity.”

— Heng Swee Keat, Singapore Deputy Prime Minister, Resilience Budget 2020

Photo by William Cho





INTERNATIONAL MONETARY FUND



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## POLICY RESPONSES TO COVID-19



### Related Links



IMF and COVID-19



COVID-19 Emergency  
Financial Assistance By  
Region

### Policy Tracker

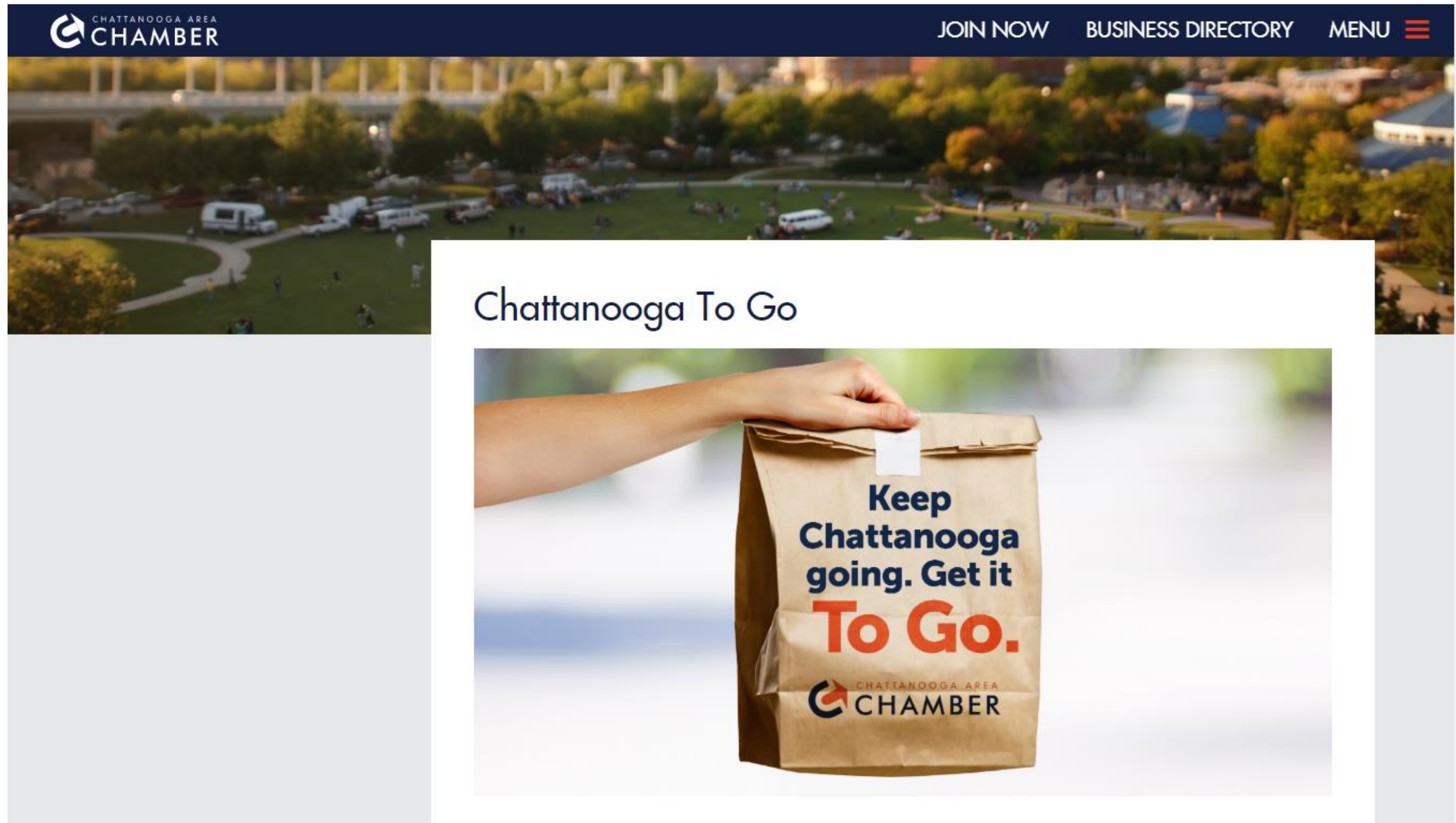
Browse by Country

[A](#) | [B](#) | [C](#) | [D](#) | [E](#) | [F](#) | [G](#) | [H](#) | [I](#) | [J](#) | [K](#) | [L](#) | [M](#) | [N](#) | [O](#) | [P](#) | [Q](#) | [R](#) | [S](#) | [T](#) | [U](#) | [V](#) | [W](#) | [Y](#) | [Z](#)

This policy tracker summarizes the key economic responses governments are taking to limit the human and economic impact of the COVID-19 pandemic. The tracker includes 196 economies. Last updated on September 11, 2020.



# Small Businesses, Resilience and Recovery





# Small Businesses, Resilience and Recovery

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## Let's keep Birmingham Strong

We are a public-private partnership with a mission to strengthen Birmingham's COVID-19 response.

[Join the Birmingham Service Corps](#)









# Small Businesses, Resilience and Recovery



## THE ESSEX MARKET

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### Who We Are

We Are The Passionate, Dedicated And Displaced Owners And Workers Of The Essex Restaurant, The Coco Club & Los Charros Cantina. In This Time Of Need We Are Creating Magic From Mayhem. You Can Find Us Located Through The Rear Entry Of The Same Building As The Essex, Coco Club And Los Charros.

If You Have Any Struggles At All As An Elderly Person In Need  
Or With Children's Lunches During School Closures We Are Here To Help.  
We Are In A Time Of Intense Understanding And Must Learn To Support Locally  
And That Is A Two Way Street. We As Restaurants Need You Now More Than Ever,  
But We Are Also Here For You Every Step Of The Way!  
Call And Ask To Speak With Colt Directly And We Will Help However We Can!

**The Essex, Centerbrook Connecticut**

[www.theessexmarket.com](http://www.theessexmarket.com)





# Small Businesses, Resilience and Recovery



Source: CBS Austin





# Small Businesses, Resilience and Recovery



**Landini Brothers, Alexandria,  
Virginia**



**Founders Park, Alexandria,  
Virginia**

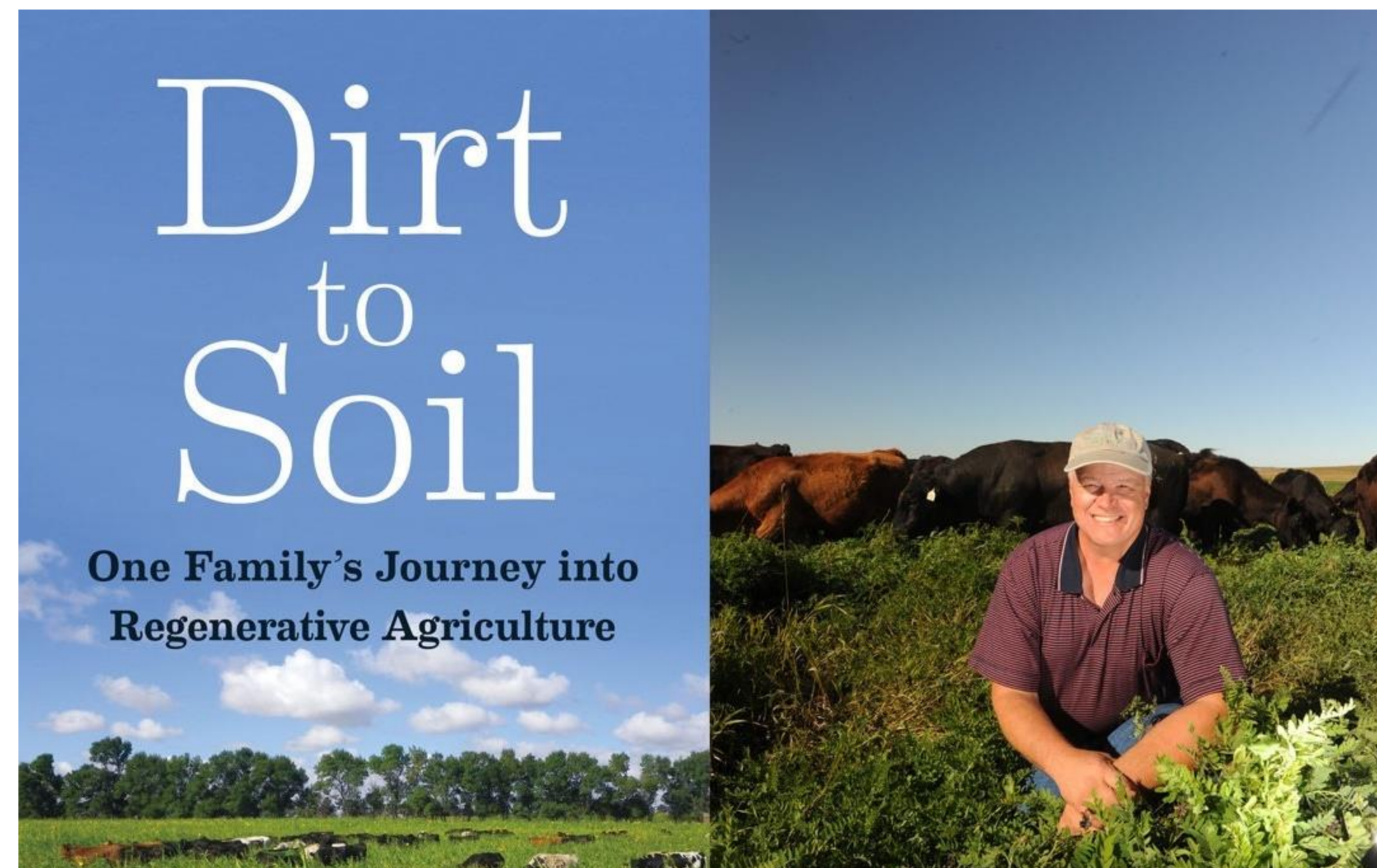




# Small Businesses, Resilience and Recovery



 carbon cowboys



**Gabe Brown, North Dakota**





# Small Businesses, Resilience and Recovery



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New York, NY 10032  
212-928-1234

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Sunny Wahi \$6.00

**Tuesday:**  
Sex on the Beach \$6.00

**Wednesday:**  
Calypso Sunrise \$6.00

**Thursday:**  
Watermelon Martini \$6.00 | Karaoke

**Friday & Saturday:**  
Crown \$6.00

## To our Coogan's family and friends...

April 21, 2020  
To our Coogan's family and friends,

We need your help in saying farewell in a message that is so very difficult to write. What's missing are your stories and wishes and even pics that will make whole the heart of our saying goodbye.

Ironically, this past March 17th would be the last time Coogan's closed its doors. We had hoped to open them again but sadly that it is not possible.

To all our Coogan's family that extends from a corner in New York's Washington Heights to so many in near and distant places, we offer love and best wishes that you remain safe, strong and healthy for now and ever.

Our first priority will be the security and future of our staff. We encourage our friends to contact us to help this quality group of the best possible people in talent, hard work and integrity to obtain jobs and employment. For over thirty five years we have given and received more than is usual in a working experience.

What was made at Coogan's were warm relationships, easy smiles and hearty laughter. If you came in a stranger, you immediately became a friend and left as an 'old timer'. We were able to share a full glass of love with a large plate of honesty in a neighborhood full of the most wonderful people you could ever hope to meet.





# Scenario Planning for Your COVID-19 Small Business Recovery

- **Exercise 1** – Impact Assessment on Customers, Suppliers and Staff
- **Exercise 2** – Cash Flow Scenario Planning
- **Exercise 3** – Your COVID-19 Small Business Recovery Plan





## Exercise 1 – Impact Assessment on Customers, Suppliers and Staff

	Short Term Impacts	Medium Term Impacts	Long Term Impacts
Customers			
Suppliers			
Staff			

Note: For short, medium and long term, please identify impacts on your customers, suppliers and staff.





# Your Current Financial Considerations

- Time horizons – short, medium, long-term
- Cash flow
- Key factors
  - Decreased revenues
  - Delayed receivables
  - Mortgages and rent payments
  - Salaries
  - Vendor Payments
  - Increased operational costs
- Ability to defer payments, reduce expenses
- Potential capital access
- Insurance
- Payroll Protection Program, Economic Injury Disaster Loans and Puerto Rico specific programs





# Exercise 2 – Cash Flow Scenario Planning

	YTD (\$)	Scenario 1 - Optimistic (\$)	Notes		YTD (\$)	Scenario 2 - Realistic (\$)	Notes		YTD (\$)	Scenario 3 - Pessimistic (\$)	Notes
Revenue											
Products and Services											
COVID Government Funding											
Total Revenue											
Expenses											
Salaries											
Facilities											
Utilities											
Cost of Goods											
Insurance											
New COVID Expenses											
Interest											
Taxes											
Total Expenses											
Operating Profit / Loss											
Cash Flow Adjustments											
Adjustment in Payables											
Adjustment in Receivables											
Total Cash Flow Adjustments											
Total Cash Flow (Operating Profit / Loss + Cash Flow Adjustments)											

Adapted from Your Part-Time Controller



# Strategies / Initiatives for COVID-19 Recovery and Building Resilience

“Demand, supply and workforce availability”

- Customers
- Products and Services
- Distribution and Channels

- Staff

- Suppliers

Compliance and Regulation  
IT and Technology  
Governance and Insurance  
Scenario Planning and Risk Assessment  
Financial Management

Revenue, profitability and long term success



# Exercise 3 – Your COVID-19 Small Business Recovery Plan Initiatives

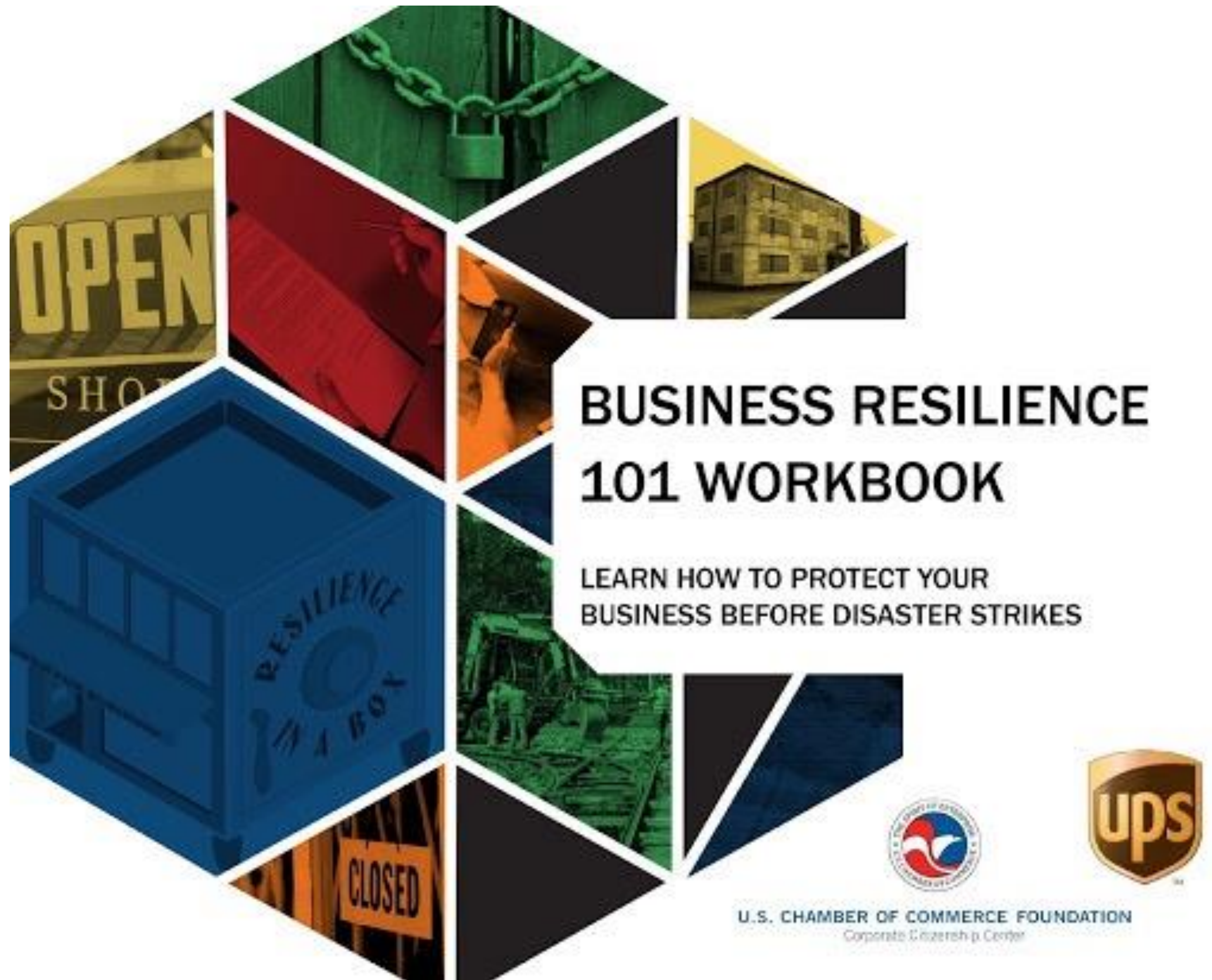


Note: For short, medium and long term and for each of the business areas, identify possible initiatives in line with your Exercise 2 Cash Flow scenarios.

	Short Term Initiatives	Medium Term Initiatives	Long Term Initiatives
Customers			
Products and Services			
Distribution			
Staff			
Suppliers			
Facilities			
Finances			
Governance and Compliance			



# Workbook 101



## Business Impact Analysis

## Lessons 2 & 3

# Business Course Outline

**Lesson 1:** Introduction to Workbook & Facilitators,  
Baseline Survey

**Lesson 2:** 5 Keys to Networking; Protection of People,  
Data, and Operations;

**Lesson 3:** Digital Marketing for Resilience; Protection of  
Inventory, Equipment, and Buildings;

**Lesson 4:** Keys to Recovering Better; Complete  
Workbooks, Quiz, Wrap-up;





# Workbook 101 Overview (1)

- **Business Disaster Resilience Workbook 101**  
Developed by US Chamber of Commerce and partners
- **Purpose of Workbook**
  - Business readiness guidance
  - Easy to use guide to prepare for disasters
  - Best practices on resilience recovery
- **Resources to assist companies in completing guides:**
  - Puerto Rico Entrepreneurs Support Practitioners
  - Puerto Rico SBA



# Workbook 101 Overview (2)

- **Workbook 101 has six critical areas that can cause disruption and losses to your business:**
  - People
  - Data
  - Operations
  - Inventory
  - Equipment
  - Buildings
- **Workbook 101 uses:**
  - checklists
  - forms
  - worksheets
- **If you have the information readily available, each table will take 5 - 15 minutes to complete.**





# Workbook 101 Directions

**Step 1** – Create your resiliency team

**Step 2** – Gather appropriate information

**Step 3** – Answer all questions in each module

**Step 4** – Ask questions in the chat box, if you need assistance

- We will be available to answer question for roughly 1 hour

**Step 5** – Complete questions after class, if necessary



# Impact Assessment

## Lesson 1 Assignment

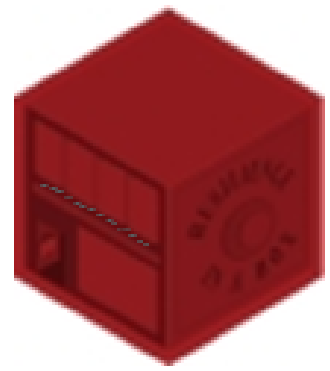
- **Part of Resilience in a Box**
  - Best practices on small business resilience
  - Serves as a check list of preparedness items
  - Available in multiple languages including Spanish
- **Three Levels**
  - Basic – Lesson 1
  - Intermediate – Workbook 101
  - Advanced – requires a fee, not necessary
- **Basic Form**
  - Complete answers



IMPACT TO CRITICAL BUSINESS ASSETS							1 = Negligible	2 = Marginal	3 = Critical	4 = Catastrophic
Type of Event	People	Data	Building	Inventory	Equipment	Operations	Score			
Accident							0			
Computer Virus							0			
Cyber Threat							0			
Earthquake							0			
Fire							0			
Flood							0			
Hurricane/Typhoon							0			
Plane Crash							0			
Power Outage							0			
Storms							0			
Terrorism							0			
Theft/Security							0			
Thunderstorm/Lightning							0			
Tornado							0			
Tsunami							0			
Volcanic Eruptions							0			
							0			
							0			
							0			
							0			
							0			
							0			
Totals	0	0	0	0	0	0				
Priority	Priority	Priority	Priority	Priority	Priority	Priority				



# Baseline Survey



## RESILIENCE IN A BOX

STRENGTHENING COMMUNITIES GLOBALLY



## BUSINESS PREPAREDNESS CHECKLIST

RESILIENCE IN A BOX IS MADE AVAILABLE  
THROUGH A PARTNERSHIP WITH:



U.S. CHAMBER OF COMMERCE FOUNDATION  
Corporate Citizenship Center

Research indicates that 43% of businesses never reopen after a disaster, and 25% of business that do, fail within a year. “Resilience in a Box”, and all of its resources, is designed to provide the most effective ways to increase your ability to survive and thrive after any disaster such as a flood, earthquake, power outage, etc. Complete this self-assessment to rate your business’ readiness here!

### HAVE YOU:

- ☐ Assembled a “team” of individuals within the business who know key operations and can provide important perspectives when planning for and responding to disasters?
- ☐ Assigned someone to lead business disaster planning efforts for your business?
- ☐ Organized all your critical documents and information so they are easily accessible when needed most?
- ☐ Identified and prioritized which business operations are critical so you know what to recover first, second, etc.?
- ☐ Identified the possible hazards (natural and man-made) which could interrupt your business?
- ☐ Developed continuity or emergency procedures so you can continue to provide products or services after a disaster (e.g. we cannot access our building, need a generator, etc.)?
- ☐ Made accessible all important data or files for decision-making if you were unable to access your facility, e.g. after a fire?
- ☐ Maintained updated emergency contact information for employees, vendors, suppliers, customers, and other key contacts?





# Role of Facilitators

- **About Entrepreneurs Support Practitioners**
- **Work with Business Course students aligned with sectors**
- **Provide counselling via breakout sessions**



# How to Help Business Owners Get the Most from Their Course (1) :

## Roles for Entrepreneurs Support Practitioners

### Before the Course

#### Understand Instructional Materials

- **Baseline Survey:** Business Preparedness Checklist
  - Readiness Assessment
- **Feeds into “Resilience in a Box” Workbook** to Develop a Resilience Plan
  - Plus two additional Sections: “Adaptability & Repositioning” and “Pivot”
- **Plans evaluated using “20 Tips for Business Preparedness”**





# **How to Help Business Owners Get the Most from Their Course (2): Roles for Entrepreneurs Support Practitioners**

## **During the Course**

### **Keep focus on business needs**

- **Help us understand the differences among Puerto Rican business sectors in the course**

### **Set course focus areas in Puerto Rican context**

- Impact of Hurricane on COVID-19
  - Resources Available
  - Active 2020 Hurricane Season
  - Earthquake Trends
  - Fiscal Situation
- 
- **Recommend adjustments to course material  
(You'll see the lesson content first)**



# **How to Help Business Owners Get the Most from Their Course (3) :**

## **Roles for Entrepreneurs Support Practitioners**

### **After the Course**

- **Reinforce Value of Resilience Plans and Need to Maintain them**
- **Help Business Owners Understand the Relationships between Resilience and Return on Investment**
  - Estimate 1 to 4 ratio of funds spent in preparation vs those spent in recovery
- **Learn from Facilitators**
- **Follow up to Establish Mentoring Relationships**



# Development & Assessment of Plans



## RESILIENCE IN A BOX

STRENGTHENING COMMUNITIES GLOBALLY



## TOP 20 TIPS FOR BUSINESS PREPAREDNESS

[https://www.uschamberfoundation.org/sites/default/files/media-uploads/3-RiaB\\_BASIC-Top-20-Tips-for-Biz-Prep-ENG.pdf](https://www.uschamberfoundation.org/sites/default/files/media-uploads/3-RiaB_BASIC-Top-20-Tips-for-Biz-Prep-ENG.pdf)

### LEA NUESTROS CONSEJOS PARA APRENDER ...



COMENZANDO HOY...



PROTEGER LAS OPERACIONES



PROTEJA A LAS PERSONAS  
Y LAS RELACIONES



PROTEGER EDIFICIOS,  
EQUIPOS Y DATOS



PROTEGER SU MARCA



PONER EL PLAN EN ACCIÓN



# Key Takeaways

**Resilience and Business Innovation Course has 3 main goals:**

- **Give Puerto Rican business owners/operators tools to become more resilient in the face of multiple challenges**

*Key to this is a resilience plan that is kept up to date and exercised*

- **Provide Entrepreneurs Support Practitioners with tools to help business course graduates sustain the progress they've made in the course**

*Engagement in the course, and follow-on "Accompaniment," can be very helpful in maximizing its value*

- **Promote discussions of ways to make Puerto Rico overall more resilient**



# Upcoming Schedule

Please join us for the next Puerto Rico Science, Technology & Research Trust's Puerto Rico Resilience and Business Innovation course session on Sep 22, 6:00 PM – 8:30 PM with two topics:



**Module 2 Strategic Policy and Analysis Concepts (Tue, Sep 22, 6:00-8:00)**

**Lesson B:** Strategy and Policy Aspects of Puerto Rican Resilience



**Lesson 2:** 5 Keys to Networking; Protection of People, Data, and Operations

# Questions Very Welcome