

A 3D maze with a red path leading through it. The maze is made of white walls and is set on a white surface. The red path starts at the top center and winds its way through the maze, ending at the bottom center. The text "Operating under COVID-19 constraints" is overlaid on the maze in a large, blue, sans-serif font.

Operating under COVID-19 constraints

A KISS RM Webinar
Apr 20, 2020



Outline

- Conditions-based constraints
- How to map constraints to your organization
- Assessing the market
- Assessing the impact and defining your new operating environment
- Developing a new operating model

Caveats

- This is still a draft so may be revised
- Not medical / healthcare advice
- Each business will have to assess own risks and make its own plan

Conditions-based constraints

Despite the challenges, constraints are necessary

Constraints are absolutely necessary while we lack an effective cure for COVID-19.

These limit the spread and effects while we learn about the illness and search for a cure or vaccine.

Constraints

- Stay at home orders
- Movement controls (local / state / country)
- International travel bans
- School closures
- Enforcement orders closing businesses

Roughly broken into three levels for purposes of planning:

High, Moderate, Low

US / UK now

High Constraints

Conditions:

- No vaccine
- No cure
- Limited testing
- Inconsistent data ⇒
high uncertainty

Effect of constraints

- **Staff** movement is limited so in-person activity is affected.
- **Customer** movement is limited to in-person service is affected.
- **Supply chains** are interrupted.
- **Infrastructure** could be limited



Admin / management
disruption

Operation / creation
disruption

Supply chain (inbound)
disruption

Distribution / delivery
disruption

Market disruption

Infrastructure disruption

You could use a risk assessment process here to assess the risk of each constraint.

(Note that these risks may no longer be potential / future looking.)

Intent 1

Understand the constraints that are in place and understand when these might change

Market conditions

Effects on your market

Previous:

- **Demographic** (who were they?)
- **Product** (what did they want?)
- **Location** (where were they?)
- **Delivery** (how did they access your service?)

Now

- Are they still there?
 - Do they still want the same product?
 - Are they still at that location?
 - Can you still deliver?
- If yes to all, your market is the same
- Any 'nos' means your market has changed

Intent 2

Know who your customer is now and how you can serve them

Is there a new market?

Is there a growth opportunity?

Conditions & constraints

+

Market

=

*Your new operating
environment*

Operating under constraints

Business components

COVID-19 mitigation factors

	Management / Admin	Operations / creation	Distribution	Supply chain
Distancing				
Sanitation				
PPE				
Surveillance				
Movement controls				

Restaurant example - high constraints

	Management / Admin	Operations / creation	Distribution	Supply chain
Distancing	<i>WFH</i>	<i>Change layout of prep area Limit # of line cooks / shift</i>	<i>No in-house service, pick up only</i>	<i>No longer collecting from market. Delivery to kitchen, drop off outside</i>
Sanitation	<i>N/A</i>	<i>Increase sanitation of non-food prep areas</i>	<i>Wipe down of all containers before packing</i>	<i>Set up outside cleaning area for washing of all goods dropped off.</i>
PPE	<i>N/A</i>	<i>Add masks to normal protective wear</i>	<i>Masks and gloves for staff taking food to pick up window</i>	<i>Masks and gloves for staff collecting and cleaning delivery</i>
Surveillance	<i>Company check ins / self-surveillance</i>	<i>Temp checks on arrival</i>	<i>N/A</i>	<i>N/A</i>
Movement controls	<i>N/A</i>	<i>Limited to staff living in city-limits</i>	<i>Local customers only ⇒ reduced service ⇒ reduced hours?</i>	<i>Local suppliers ⇒ change menu to match available ingredients</i>

Intent 3

Design what operating under constraints looks like

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