

Symplivity Designs

The Forecast

1. Customers

- How much revenue?
 - From which services/products?
 - From which customers?

2. Cash

- Current \$
- Current access to Credit
- Anticipated Revenue
- AR
- AP (What can we delay?)

3. Constraints (Looking for single points of failure - the risks)

- Suppliers
 - Materials & Equipment required from your supply chain?
- Service/Product
 - Skills & Hours - here is the first constraint?
- Customers
 - Can you still do the job? Need different equipment?

THE RESULT: YOU WILL KNOW YOUR BURN RATE AND RISKS

The Plan

Three Buckets



Cut

What can you cut?

We have done this analysis twice now and keep finding small things we can cut



Control

What can you put sharp controls around?

This means every expense has another layer of approvals until we get to our new normal

The Underutilized Lever:



Continuously Improve & Innovate

Where can you improve and innovate?

After you've exhausted the revenue, what processes need work? What training needs to be done? What innovative value stream can you bring to market?

THE RESULT: A SEQUENCED LIST OF ACTIONS IN THE ORDER YOU NEED TO COMPLETE THEM

Execution

This is all about the **cadence** of meetings. They need to sharply increase. The general rule of thumb is this: If you used to meet once a month, you now need to meet once a week. If you met once a week, you need to meet 1/2 times a day. If you met once a day, you now need to meet 2/4 times a day.

This will keep lines of **communication** with your **colleagues** clear, activity clear and you will start to see where the new resource constraint lies.