

# Tips for Managing Business During Pandemic

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VDART APPROACH



# Adopting a Structure for Managing the Business

VDart's approach was inspired by EY's COVID 19 –  
Enterprise Resilience Framework

# Five Key Business Areas of the Enterprise Resilience Framework

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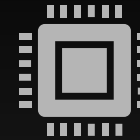
1. Customer &  
Promise of VDart  
Brand



2. Strong Financial  
Management



3. Assessing  
Business Risks &  
Leverage



4. Technology &  
Information  
Security



5. People &  
Culture

# Customer & Promise of VDart Brand

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- Planning for different phases of formal communication to our Customers
  - Phase 1 – How VDart is managing the crisis, taking care of its people and ensuring to deliver it to our customers.
  - Phase 2 – How VDart is adopting to the new normal, update on safety of its people, our support & initiatives for our community, helping our local healthcare & essential workers, update on data security and our robust operations.
- Understanding Customer Priorities – we ensured our customer priorities are addressed with utmost importance. Aligned our leaders and teams to deliver the key projects for our customers.

## Customer & Promise of VDart Brand

- Coaching Our Teams to help solve our Customer Problems
- Understanding what services we can offer now – pivoting your business model and identifying adjacencies to service our customer. **There will be areas you can still sell!**
- Checking-in personally to see if there is anything you can help with – some of our customers lost their jobs and our entire team has taken initiatives to send them references, put a good word to other potential employers, made introductions, helped them to create a better resume, etc. **Help your customers in whatever way possible!**

# Strong Financial Management

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Perform a detailed Scenario Planning – identify minor, mild and major impact scenarios.



Create mitigation planning for each of them considering customers & growth



Identify scenario thresholds and relevant cost optimization parameters.



Detailed trend analysis of cash flow statements – create weekly review mechanism for better view in this situation.



Identify SG&A, Vendor Payments, Establishment Expenses, etc and understand what can go and what needs to be part of.



Prepare a list of all cost optimization measures – know when to use what!

# Assessing Business Risks & Leverage

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Create a list of all risks to affect the company – Customers, People, Cash and Operations – break it down further to understand how each of them will affect us.



Narrow down the top 10 risks which needs to be addressed immediately – form a core leadership team to address that.



Leverage the advice of Board and ensure we proactively manage these risks.



Understand how we can use our Promoters, Supporters in Customer relationships to mitigate the risk.



Create a on-going risk mitigation plan to be reviewed periodically.

# Technology & Cyber Resilience

- Cyber Resilience should be our most important priority – make strategic investments and bring this function under COO or any C-level for directly managing during the pandemic.
- Understand the impact of distributed workplaces – employees are working globally, and several technology problems will happen. We created a BU specific hotline to address any technical issues for our employees. First two weeks, we proactively reached them to ensure everything works good.
- Make strategic investments in creating new digital customer channels.



# Technology & Cyber Resilience

- More Cyber Awareness Training to all the employees
- Even more vigilant vulnerability management
- We secured all our collaboration platforms
- Move more workloads to Cloud if possible
- Do an updated risk assessment

# People & Culture

- Protecting our People & Culture is our most important priority
- Leadership engagement & communication plays the most important role during these times. Our CEO does weekly virtual downhalls, daily leadership briefings and several other employee connect constantly. We have seen the amount of reassurance & trust it has built on our employees.
- Celebrating small & big wins in a big way – if any of your employees are winning during these tough times, it calls for a big shout out. We have weekly spotlight series focused on how some of our star employees made a win that week .. Is totally inspiring and energizing to all our employees.
- Encourage intensive learning – VDart has kicked off its biggest and boldest learning program, focusing on 3000 learning hours. We have asking our employees to do certifications, courses, etc.

## People & Culture

- VDart launched its global wellness initiative recently. Focused on helping employees achieve mindfulness, wellness & overall health focus for them.
- We are conducting weekly webinars for all our employees on adopting the new normal, helping the leaders to manage teams remotely, etc.
- As part of our Women's Leadership Initiative, we conducted specific webinars for women to thrive during these times, being a better parent and better leader.
- We also took this opportunity to hire some Rockstar leaders to bolster some of our Corporate Functions.
- We leveraged our strong relationships from some of the Ivy League B-Schools and hired best interns to deep-dive on the impact and overall recovery for COVID 19.

How to be  
perfect in a  
pandemic?  
Don't!