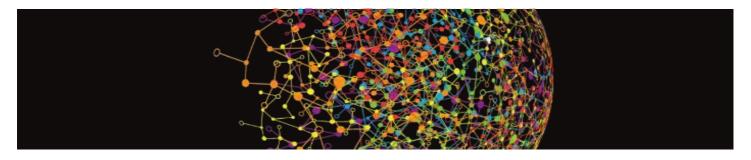
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## **Respond & Recover from the COVID-19 crisis**

### **Business Continuity & Finance | Turnaround planning**

In case your business is facing a downturn with a severe effect on liquidity, a turnaround is required to avoid insolvency. This could be triggered by a management decision or by CO Article 725, whereby the board of directors must propose restructuring measures as soon as losses erode more than half of the notional shareholder equity, statutory reserves and treasury share reserves. We are well equipped to support the management by rapidly developing a turnaround plan and installing a CRO, if required.

A turnaround program typically runs in four phases and should end in a strategy, offering a long-term perspective

Stop the bleeding

Stabilise the business

**Implement** 

1. Stop the bleeding

2. Analyse the business

3. Develop Restructuring Plan

#### 4. Implementation

## Cash management & Rapid diagnostic

- Control cash and identify a short-term action plan
- Reforecast liquidity, secure financing and government aid
- Manage important stakeholders (i.e. Customers, Suppliers, Banks, Regulator)

### Perform a clear data analysis

- Identify, understand and address the underlying drivers of the situation
- Data driven assessment of opportunities and ranking based on value & complexity
- Initiate regular communication plan with key stakeholders

### Plan and prioritise opportunities

- Develop a detailed and quantified restructuring plan that key stakeholders can support
- Implement new capital arrangements
- Execute actions for potential accelerated M&A or Closure of businesses

### Benefit cash achievements

- Support the implementation of Restructuring Plan
- Track progress by monitoring KPIs and achievement of milestones
- Refine operational and financial implementation plan as required

#### Stakeholder communication

#### Crisis governance team

#### **Your local Contacts**



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