

# INTERiSE STRONG

90-DAY ACTION PLAN & TOOLKIT



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# INTRODUCTION

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When your business experiences a crisis, financial shock, or other moment of inflection, it can be difficult to know how to move your company — and yourself — forward. **The Interise STRONG 90-Day Action Plan** is designed to move you from chaos to action. The worksheets and activities will help to identify clear, strategic action steps to get you through the inflection point you are experiencing, while setting you up for success in responding to the next one.

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The tools in this toolkit can be used in the order they are outlined in this toolkit, or they can be used independently. They are relevant in moments of crisis and also as ongoing leadership and management tools. This toolkit is designed to meet you where you are, offering a variety of activities and reflections for nimble action as well as in-depth analysis and strategic planning.

## How to Use This Toolkit

This introduction document includes an overview of each component of the toolkit. We recommend reviewing the overviews prior to completing the worksheets and activities.

The overviews include guidance on what to pull out from each tool to build your 90-Day Action Plan, and what can be applied as you move into a stronger future.

**The complete toolkit is accessible via Google Drive.**

When you are directed to the tools on Google Drive, you will be prompted to create a copy of each document. This will allow you to save a copy of the toolkit to your own Google Drive folder that is unique and private.

You can also download them all as Word and Excel documents to complete on your own.

## Included in This Toolkit

- ▶ **90-Day Action Plan (Template)**
- ▶ **SWOT Analysis Template (Worksheet)**
- ▶ **Pivot and Pitfalls Assessment**
  - Lead Yourself (Worksheet)
  - Lead Others (Worksheet to be completed by team)
  - Lead Ideas (Activity and worksheet to complete with your team)
  - Lead Results (Worksheet)
- ▶ **Financial Statements and Forecast Tool (Workbook and reflection questions)**
- ▶ **Communication Planning Tool**





## ► 90-Day Action Plan Overview

The 90-Day Action Plan is designed to help you prioritize the short term action items necessary to lead your business and your team through a moment of inflection while also considering opportunities for pivots to set you up for a stronger future.

Use the worksheets and activities in the toolkit to identify your most effective and strategic action items to complete in the next 90-days, while ensuring that you are maintaining a strategic approach. This is important for your long-term success.

[VIEW THE ACTION PLAN ►](#)

## ► SWOT Analysis Template

This tool takes you through a strategic review of your management, financial management, marketing, and general operations so that you can gain a frank understanding of your current position in the market. From this baseline understanding, you'll identify actions to effectively, and strategically, explore opportunities to pivot in response to a crisis.

### **Apply this tool to your 90-Day Action Plan:**

The insights gained regarding opportunities and obstacles for your business in the current climate will be applied and developed within the Pivots and Pitfalls Analysis, ultimately forming the basis of the Critical Challenge and Goal within your 90-Day Action Plan.

[COMPLETE THE ANALYSIS ►](#)

## ► Pivot and Pitfalls Analysis

This tool consists of four separate activities: Lead Yourself, Lead Others, Lead Ideas, and Lead Results. Each activity has a worksheet to be completed by the CEO, team members, or the CEO together with the team. Together, these activities are designed to help you face critical challenges or address inflection points within your business, and also to use past experience to inform your approach to current challenges and opportunities.

### Through this assessment you will:

- ☑ Define your critical challenge(s).
- ☑ Identify your needs.
- ☑ Identify the needs of your team.
- ☑ Assess and analyze opportunities and identify pitfalls.
- ☑ Determine if this is the time to pivot.
- ☑ Identify immediate actions steps to resolve each critical challenge.

### Recommended documents to have on hand while using this tool:

- Strategic Growth Action Plan from StreetWise “MBA” TM program
- Organizational Chart
- Financial Statements: Profit & Loss, Cash Flow, Balance Sheet, and relevant metrics from your financial dashboard
- Ideal Customer Profile & Customer Feedback (if available)

### Apply this tool to your 90-Day Action Plan:

- Use the Lead Yourself activity to identify 1 - 3 priority challenges/goals to include in your 90-Day Action Plan.
- The Lead Others worksheet can help to identify leaders for actions and pivots that may not be a part of your current operations or job descriptions. Consider them as the “person responsible” where appropriate.
- Your observations and reflections through the Lead Ideas and Lead Results activities may inform your action steps in the 90-Day Action Plan. While you can complete your 90-Day Action Plan with just the first two activities in this tool, it is recommended - if you have time - to gather the additional insights and lessons learned from the Lead Ideas and Lead Results activities.

**COMPLETE THE ANALYSIS ►**

## ► Financial Statement and Forecast Tool

This tool compiles your core financial statements, as well as forecasting tools, in one place so that you can create a financial roadmap and make informed decisions. The Financial Statement and Forecast Tool is helpful to get a handle on your current financial picture in a time of crisis, and it should also be maintained monthly to keep you on track.

### This tool will help you:

- ☑ Track your finances to work towards improving those financial metrics that are crucial to your success.
- ☑ Have a good understanding of your financials, and a financial roadmap to follow, to reduce uncertainty: make INFORMED decisions and take DIRECTED action.
- ☑ Analyze your numbers on a monthly basis so that you can recognize financial issues and strategize and act NOW, instead of later, after the damage is done.
- ☑ Doing this type of proactive, ongoing forecasting and financial management helps you to identify upcoming potential cash flow shortages. The more time that you have to plan for those shortages, the more options you have and the better those options are.

### Recommended documents to have on hand while using this tool:

#### CORE DOCUMENTS

- P&L up to 3-years (actuals)
- Balance sheet - up to 3 years (actuals)
- Cash flow up to 3 years (actuals)
- Business Plan/Growth Plan

#### SUPPLEMENTAL DOCUMENTS

- Any forecasts that you may have currently
- Sales forecast, pipeline (CRM), signed contracts, budgets, management reports (Accounts receivable and Accounts payable)
- Industry research reports. Trends, business growth, industry growth
- Plans for new products and services that you're planning to launch
- Payroll, existing contracts
- Current debt reports (outstanding loans, interest rates, credit card debt, etc...)

### Apply this tool to your 90-Day Action Plan:

- Get a profit & loss and cash flow forecast in place (using this tool, LivePlan, or any tools forecasting program that you have) and put a system in place where you can review and update each month.
- Communicate that forecast to your team. If needed, you can break the forecast into components and share it with the stakeholders in different departments.
- Communicate how the forecast ties back to your team's compensation (e.g. if we're able to hit the numbers in our growth forecast we'll be able to pay out annual bonuses.)
- Use the questions provided in the worksheet to analyze your forecast, think about short term action items that come to the surface. For example, if you entered increased sales numbers into your forecast, what actions can you take in the next 90-days to reach that sales goal? If you reduced your accounts receivable days in your forecast from 45 to 35 days, what actions need to take place to accomplish that?
- Write down your actions in your 90-Day Action Plan.

**ACCESS THE TOOL ►**





## ► Communication Planning Tool

This tool guides you in developing a plan for your internal and external communications in response to a crisis. It also serves as an ongoing tool to support effective communication as a leader. Businesses with effective communication plans are 3.5 times more likely to outperform their peers.

### Through this tool you will:

- ☑ Identify all stakeholders with whom you must communicate.
- ☑ Assign what, who, when, how, and follow up for each stakeholder group.
- ☑ Build out a comprehensive communication plan to integrate into your business operations.

### Apply this tool to your 90-Day Action Plan:

- Include communications and follow up that fall within the next 90-days into your 90-Day Action Plan
- As you develop your 90-Day Action Plan, you may add communications that may not have been considered previously. Include those in your Communication Planning Tools.

While this toolkit was designed to guide you through a pivot, crisis, or other transition in your business, we encourage you to use the tools as needed for ongoing management and strategic planning. The tools and the 90-Day Action Plan can support the implementation of your 3-year Strategic Growth Action Plan and even inform updates to that plan – remember, it's a dynamic plan!

Interise is always available as a resource for alumni. Please leverage the power of your national network of small business owners and advocates in our online community, [InteriseConnect](#), and feel free to reach out to us directly if we can be of support in any way: [pyeboah@interise.org](mailto:pyeboah@interise.org).

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