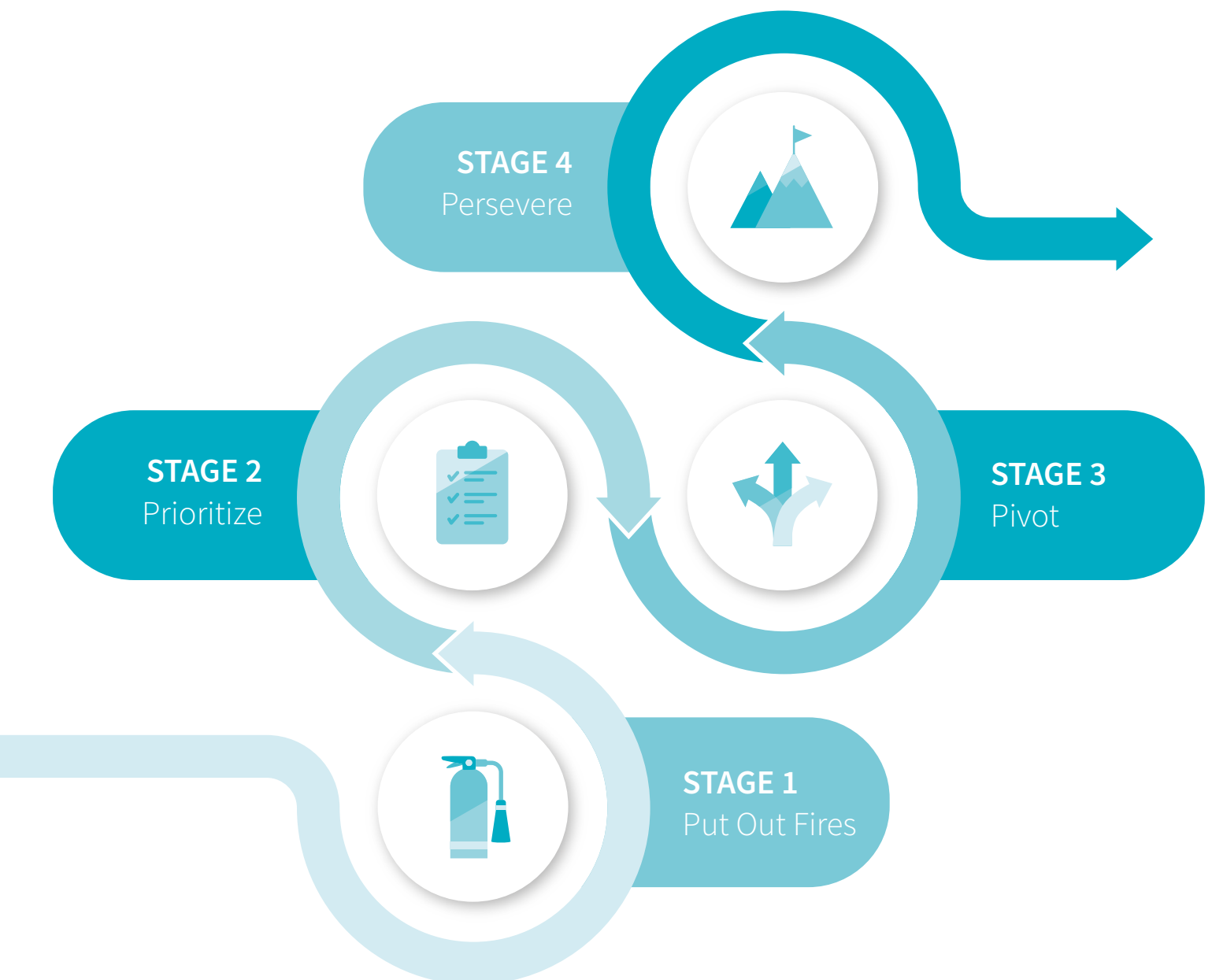


NAVIGATING THE NEXT NORMAL

The Recovery Roadmap to Survive
and Thrive in a Post-COVID Workplace





INTRODUCTION

COVID-19 has disrupted business as usual for every industry in almost every country. With global supply chains being more interconnected than ever before, regional and industry-specific complications quickly create a domino-effect of consequences that ultimately upsets operations for everyone.

The truth is, nobody knows when or if we will ever go back to normal, or what the new normal will even look like. Instead, heavy industries around the world are bracing themselves for “the next normal” and the one after that, and the one after that. **We will likely see several iterations of normalcy in the months and years to come.**

With so much uncertainty, businesses around the world are being tasked with finding new ways to overcome operational challenges, while navigating an unstable economic landscape at the same time.

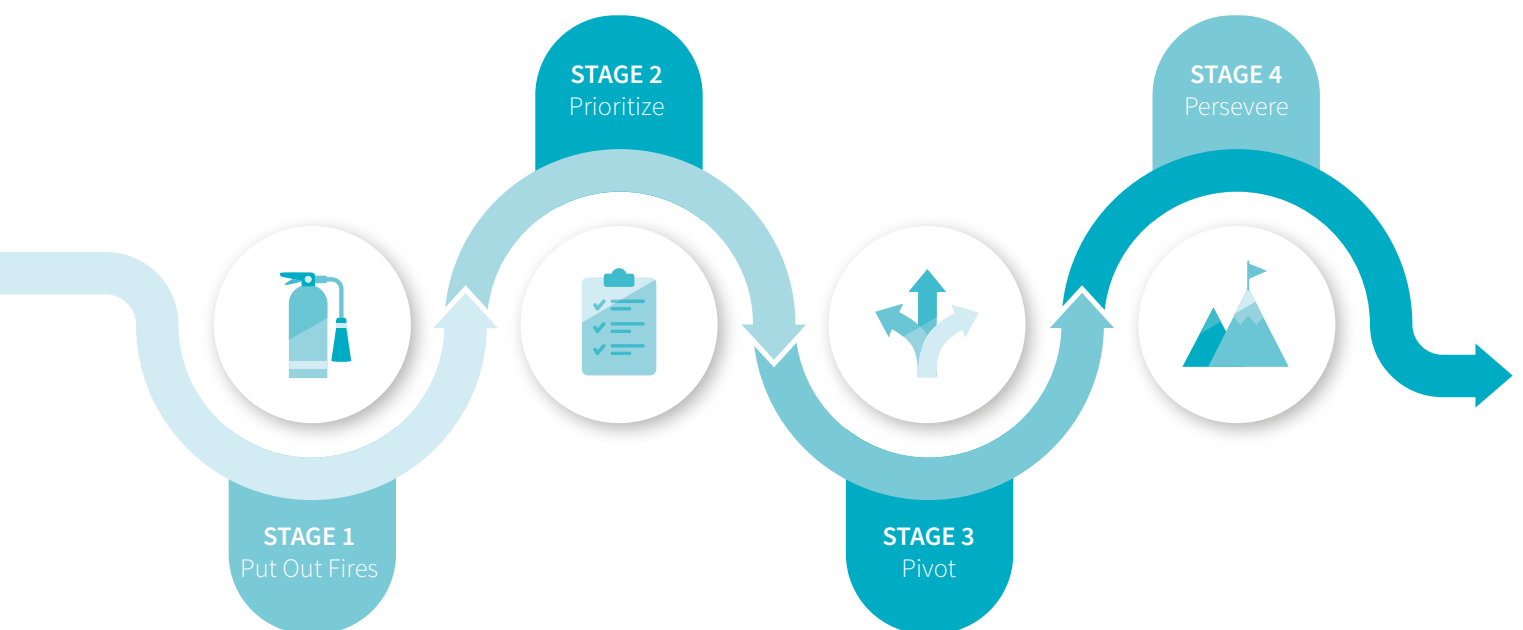
This begs the big question:

How do we get a global economy up to speed in an environment where a vaccine has yet to be found and markets are still unstable?

The only thing that is clear at the moment is that being able to adjust, adapt, and adopt new ways of thinking and functioning has never been more critical to staying in business than it is right now.

Businesses that survive and thrive in the next normal must learn to **master the art of pivoting, being flexible, and creating organizational resilience.**

We’ve outlined the four stages of the next normal for heavy industries to serve as a roadmap to recovery.





STAGE 1: PUT OUT FIRES

For many heavy industries, simply remaining functional is a full-time task right now. Whether you're struggling to find the resources and human power to meet extreme surges in demand for energy or essential goods, or you've had to pivot your entire production overnight to something new, there are immediate operational roadblocks that need to be addressed.

Overcoming Immediate Operational Challenges

Remaining operational, or even getting operations back up and running for companies who have had to temporarily close up shop, will be priority number one on the road to recovery.

In this phase, **it will be crucial for businesses to rapidly recover revenue, rebuild their operations, and fast track digital adoption of new tools.**

“We are witnessing what will surely be remembered as a historic deployment of remote work and digital access to services across every domain.”

- McKinsey Report

Make rapid changes as needed to stay in business

First, take stock of what your minimum, baseline requirements are in order to stay operational.

Assess the state of your resources such as inventory, labor pool, and operating capacity.

For example, when a brewery saw a dramatic drop in their sales once bars began closing as a result of shelter-in-place orders, they were able to remain operational by quickly pivoting to a delivery model.

They used Beekeeper's mobile communication platform to realign their marketing, sales, and wholesaler teams. As a result, they didn't have to furlough a single employee during the COVID-19 crisis.

Comply with new regulations

Most countries have passed new local legislation to ensure a safe and sanitary environment for frontline workers. In order to meet new safety standards and requirements, businesses must formalize, standardize, and communicate new operating procedures and processes. Businesses must adopt digital tools to stay compliant with new COVID-19 safety regulations — all in a fast, cost-efficient, and secure manner.

With all these new policies, processes, and procedures, businesses will need a way to communicate these rapid changes to their workforce. Doing so will be essential to successfully execute them. **A digital workplace will allow businesses to instantly share updates and store documents in a mobile accessible format that's optimized for the frontline workforce.**

For instance, an aluminum recycling company had to implement new guidelines around social distancing and temperature checks for workers. They used Beekeeper to share a “how-to video” with the organization on using a thermal temperature gun. They've also been able to communicate upgraded cleaning processes and coordinate staggered shifts in order to keep their workforce safe and remain operational at the same time.



Implement new safety protocols

New regulations will mean adapting current SOPs, shift schedules, and work hours. Be prepared to implement staggered shifts to limit the number of people on the floor at the same time, rewrite process documentation, and find an agile, cost-effective way to provide your frontline staff with updates. **Now more than ever frontline, essential workers need mobile-friendly access to information 24/7.** A digital workplace that offers instant notifications, secure document libraries, and mobile access to shift schedules is ideal.

For instance, one aviation company who remained operational during the COVID-19 outbreak updated their safety guidelines requiring all employees to wear a face mask while working. Using their digital workplace, they were able to quickly and efficiently send employees a reminder each day to bring their masks with them to work. Their CEO is also able to instantly communicate important announcements to the entire company at once.

(Re)train your workforce

According to a recent [McKinsey report](#), **the ability to “reskill at speed and scale” will be essential for businesses that are recovering from the impact of COVID-19.**

In order to do this, heavy industries will need to:

- Retrain their workforce to accommodate possible pivots in production and processes.
- Ensure everyone knows where to go to access the latest information, protect workers' safety, ensure that change can be implemented fast, and verify that messages have been received.





STAGE 2: PRIORITIZE

Once immediate operational fires begin to simmer down, it will be time to rethink and rebuild your business objectives and priorities for the rest of the year. According to a recent survey conducted by Beekeeper:

22% of operations managers surveyed said that creating or adapting their business continuity plan was a top priority.

No matter what industry you're in, chances are your business plans for 2020 have gone out the window. Now is the time to get a clear picture of what to start, stop, and double down on.

Dusting off your original playbook for 2020 might be tempting, but **a truly agile business will resist the lure of what's familiar and comfortable, and opt to build something entirely new.**

Setting New Strategic Priorities

Here's how heavy industries can set themselves up for success with new strategic priorities for a post-COVID business landscape.

Sharpen focus

Now is not the time for stretch goals, risky investments, or nice-to-have initiatives. In order to begin the recovery process from COVID-19, businesses will need to get lean and funnel their resources into strategies and channels that are guaranteed to drive revenue growth and speed up recovery.





Start small

Ideally the executive suite will come together and define a focused, small set of strategic priorities for the business going forward — *limit this list to fewer than ten initiatives.*

- Re-evaluate and update these priorities on a quarterly basis in order to adapt to constantly changing consumer and market trends.
- Strategic priorities should be heavily informed by the most up-to-date feedback from consumers and internal stakeholders. **Listening will be key to staying ahead of the market and avoiding internal roadblocks in a rapidly changing environment.**

Reallocate resources

Shuffling resources is necessary to enable the business to respond and pivot quickly as needed. The first step towards being able to adapt quickly to change is to strategically funnel your existing resources into the right places at the right time. Consider accelerating your planning cycles to constantly reassess and reallocate your resources when appropriate.

Digitally enable your frontline workforce

Frontline worker buy-in, participation, and engagement will be necessary for heavy industries to achieve their business objectives going forward.

These workers will need a reliable, secure way to stay up-to-date and share real-time information.

Here are a few tips to digitally enable your frontline workforce:



Build workforce confidence through effective, two-way communication that responds to employees' concerns through flexible adaptation.



Reduce operational friction —

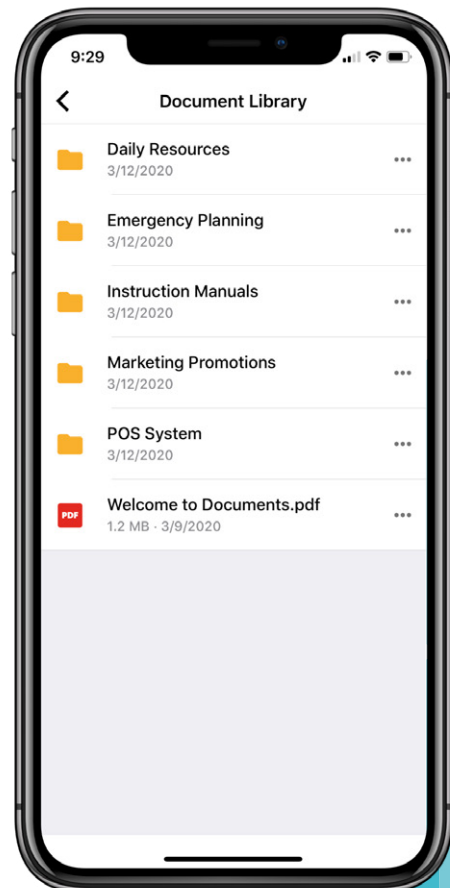
with quickly changing priorities, not having tools or information can slow teams down and hinder adaptability.



Solicit regular feedback from your frontline workers — they have the most valuable insights into your daily operations.



Create a document library so they can access resources they need, so they won't be slowed down by a lack of available information.





STAGE 3: PIVOT

After some operational firefighting and strategic goal setting, it's time to begin building flexibility into your business model.

Being highly adaptable will remain a business requirement for companies for many more years to come. While the curve may be flattening and businesses are reopening, the market will surely continue to fluctuate for an indefinite amount of time.

Changes to industry structures, fickle consumer behavior, and lasting changes to consumer attitudes will create an environment where **constant pivoting, restructuring, and realigning will become the norm.**

Building Flexibility Into Your Future Business Model

Too much bureaucracy has never been great for businesses, but in the next normal, it will be an especially crippling liability. In a post-COVID era, flexibility will offer even more of a competitive advantage than it did before.

Analysts are predicting that **agile, mission-driven organizations will prevail over ones with rigid hierarchies and static operational infrastructures.** It will not be enough for businesses to tweak their business models — they will need to rethink it completely.

Real-time communication for increased business agility

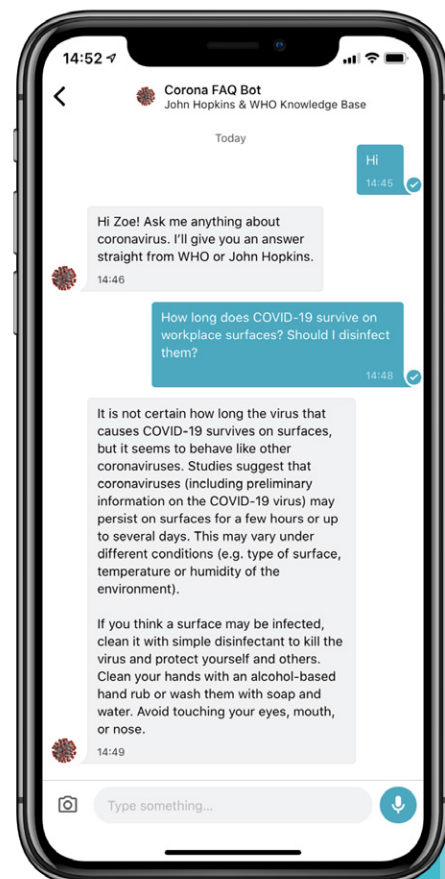
Real-time knowledge sharing will be critical to ensuring that the business can adapt to change fast.

Frontline workers in heavy industries have historically been underserved when it comes to providing communications technology built for them. Many companies still rely on cascading, top-down

workplace communication, which can be a slow, labor-intensive way to convey information.

Instant mobile knowledge sharing is the future of workplace communication for frontline workers in heavy industries. Businesses will now need to make decisions fast and act on them even faster through real-time communication.

Look for a tool with built-in templates, chatbots, and two-way communication capabilities to keep your mobile, essential workers updated and informed without overwhelming leadership.





STAGE 4: PERSEVERE

The final stage in our next normal cycle revolves around creating a culture of perseverance and infusing long-term organizational resilience into the company culture and business model.

Creating Long-Term Organizational Resilience

How well your organization handles operational shockwaves and future economic downturns will be key to your company's long-term success.

Here are a few essential qualities of a resilient business in the heavy industries sector:



The ability to **quickly slash operating costs** when needed



Solid supply chains which aren't dependent on just-in-time inventory and distributed component sourcing



Strong, well-thought-out succession plans. The current COVID-19 crisis has made businesses with weak succession plans particularly vulnerable as leaders get sick and don't have a qualified successor ready to step in. Succession planning should also go far beyond the C-suite and should include senior operations leaders in the company as well since these employees are essential to daily operations.



A reliable, secure employee platform for instant internal communications. Businesses who prioritize open, transparent communication with their employees and encourage bottom-up communication will ultimately have a stronger, more productive workforce.

In the coming months and possibly years, analysts predict that there will be more government intervention in the economy and increased levels of oversight as new regulations are implemented and enforced.

“Already, there has been economic intervention on a scale that hasn't been seen for decades, if at all. As of April 10, governments across the globe had announced stimulus plans amounting to \$10.6 trillion—the equivalent of eight Marshall Plans.”

- Kevin Sneader,
Global Managing Partner of McKinsey



The impact of COVID-19 has raised some complicated questions for the business community. *What does it actually mean for businesses to “do right” by their employees and their customers? What role should the private sector play in providing community support?* In addition, there will be more businesses operating with public money, which will naturally attract more scrutiny and criticism around how they operate.

That’s why it will be crucial for businesses to drive productivity at a distance. They should continue to effectively manage the performance of frontline staff while physical distancing and remote working policies remain in place. **It will be important to enable teams, instead of dictating to them.** Everyone must be on the same page, working together towards a common goal.

The moral of the story? Don’t be caught off guard when the next crisis strikes — prepare yourself by building flexibility, information accessibility, and communication into your business operations now, so you can ensure a brighter future on the road to recovery.

Your turn. Answer the questions on the following page to start your business agility planning and prepare for the next normal — and beyond.





BUSINESS AGILITY PLANNING TEMPLATE

Stage 1: Put Out Fires

What resources are required in order to stay operational?

List all resources required to stay in business

What new regulations does the business need to comply with?

Research local and national safety regulations to ensure compliance

What new safety protocols need to be implemented?

List any updates that need to be made to safety processes

Do your workers need to be retrained or learn new skills?

If yes, list new skills that need to be learned and by which segments of the workforce



Stage 2: Prioritize

What initiatives can you do right now to drive revenue recovery efforts?

List no more than 10 initiatives that will drive revenue

What strategies and tactics can you put on pause?

List activities that can be put on hold so the company can focus its efforts on driving revenue

What resources do you need to pursue these shortlisted goals?

List all resources required (financial, labor, mechanical, etc.)

How will you digitally enable your workforce?

List tools and tactics you will use to keep your workforce connected and reduce operational friction



Stage 3: Pivot

What bureaucratic roadblocks currently exist in the organization?

List possible obstacles that impede progress and slow down changes

What ways can the organization be value-driven and mission-oriented?

List ways you can better create a workplace community centered around your core values

What operational changes can be made that will enable the organization to make faster decisions?

List changes that can be quickly made and implemented in less than a month

How will you communicate real-time updates with your workforce?

List tools and strategies you will use to reach everyone employee, including frontline workers



Stage 4: Persevere

How will you quickly reduce operating costs to conserve money in the event of another crisis?

List ways to cut operating costs in half if you had to do it overnight

What are the current vulnerabilities in your supply chain?

List vulnerabilities (excess inventory, not enough labor power to meet demand, essential materials unavailable, etc.)

Does your succession plan include your operations team?

If no, list the senior members of your operations department that need to be included

What is your long-term plan for maintaining open, transparent communication with your workforce?

List tools and strategies you will use, and who will ultimately be the owner of employee communications for the business



ABOUT BEEKEEPER

Beekeeper is a mobile-first communication platform that's the single point of contact for your frontline workforce. With all communications and systems in one place, teams can improve productivity and quality control, reduce safety incidents, streamline SOPs, and become more cost-efficient.

Frontline workers can access manuals and protocols and share best practices. Managers can resolve issues efficiently and train teams to a higher standard. Executives can increase business resilience and agility in uncertain times.

Beekeeper offers an intuitive employee experience with enterprise scale and security. Integrate seamlessly with your existing systems to create the future, now.

[Get Started](#)

For more information, visit beekeeper.io and follow us [@BeekeeperSocial](#).

