

# Define your strategy

## Covid-19 Strategy Matrix

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Note: strategic response also depends on cash position, competitive position and industry attractiveness.

Severity and duration of economic impact  
GDP forecast / Pandemic evolution / Economic policy

## Impact on your organisation

Direct impact of Covid-19 / Indirect impact of economic recession / Ability to adapt fast

	<b>Positive</b> Revenue growth through demand surge <i>e.g. E-commerce</i>	<b>Mildly negative</b> Sustained revenue loss of 0-15% in Q2-4 2020 <i>e.g. Consumer Goods</i>	<b>Severe</b> Sustained revenue loss of 15-50% in Q2-4 2020 <i>e.g. Oil and gas</i>	<b>Catastrophic</b> Sustained revenue loss of +50% in Q2-4 2020 <i>e.g. Tourism</i>
<b>0.5 year impact</b> <b>V-curve</b> rebound; Effective pandemic control and economic stimulus	Ride the wave: boost supply to keep up with demand surge	Push through and prepare for fast back-to-normal upswing	Survive and prepare for relatively slow back-to-normal recovery	Mothball large part of the business and prepare for re-start
<b>1.5 year impact</b> <b>U-curve</b> recovery; Social distance measurements prolonged, economic stimulus eases damage	Push for growth and market share	Defend, improve competitive position, and find new growth	Pivot through organic innovation and inorganic growth, or divest	Pivot through organic innovation and inorganic growth, or divest
<b>3 year impact</b> <b>L-curve</b> recovery; Failed pandemic control, and wide-spread bankruptcies and credit defaults	Aggressive push for growth and market share	Defend, improve competitive position, and find new growth	Prepare for aggressive new entrants. Reinvent and create totally new position, or abandon	Abandon market