



Moving Harver to the post-COVID-19 era.

The Harver path forward.

harver

Introduction

Dear fellow entrepreneurs and others seeking direction,

The COVID-19 virus and subsequent counter-measures taken by governments around the globe are impacting every aspect of life.

Waking up in a new reality every day forces organizations to be agile and adapt to this new reality. At the pace our world is changing now, adapting seems almost impossible.

As leaders, we want to steer our business down a path that has the highest chance of success. Our teams deserve clarity and guidance, especially in times like these.

This is why we created the model explained in this document. It helps us put things in perspective, make decisions in line with reality and progress as a team and company.

In the past few days, I've shown this presentation to a few entrepreneurs I know and they asked me if they could use it for their own plans. Some asked me if it was okay to share with their network.

Normally, I am not keen on sharing internal documentation. Mainly because it is tailored to the Harver reality. However, more importantly, there is a high probability that our assumptions are wrong. We do not assume to know the future but at the same time, we still need to move forward.

That said, if this model can be of help in these strange times, I'm happy to share it with the following disclaimer.

- Personal health is more important than any business. This document will only focus on business implications because it was intended for that purpose.
- The statements in this document have no scientific proof. They are based on our best assumptions.
- This document is created on a Sunday afternoon. Treat it like that.
- Adapt anything you read to your own reality. Harver is an Enterprise oriented SaaS company. This document is tailored toward our customer facing teams.

Let me end by wishing you all the best in getting yourself, your family and your company through this!

Best regards,

Barend Raaff

CEO, Harver

The four business stages of COVID-19

Confusion

COVID-19 is coming.
New counter-measures every day.

- People are looking for **direction** and **guidance**
- The situation occupies the mind **100%**
- People can act **irrationally** and counter-productive
- Hunger for **information** and **news**
- Emotions can range from **panic** to complete **indifference**
- **Personal wellbeing** and regaining **control** are priority #1

Accepting & adapting

Everybody is working from home.
They are not sure if things are getting better. No end in sight.

- People **accept** the new reality as a **temporary** situation
- Life starts to **feel 'normal'** again, although there are a lot of uncertainties
- People start looking ahead, but **not beyond the status quo**
- Open for **new ideas** and information as long as it resonates with the **current reality**
- Emotion: we will **get through** this!

Preparing

New infections are lower every day.
The end is in sight and the economic implications are clearer.

- The world knows if we are heading for financial **meltdown** or **resurrection**
- People understand the **long-term impact** of COVID-19 on life
- Companies are **strategizing** for the post-COVID-19 era
- People know what's coming and are looking for ways to **adapt again**
- Emotions range from **motivation** to **fear**

Ramping

Back in the office! We need to adapt to the new post-COVID-19 reality, whether it is economic growth again or a total collapse of economies

- Organizations and people have **clear goals** and **directions** again
- We look beyond short term and implementing **long-term** solutions
- Although COVID-19 is over, organizations want to be **'COVID-19 ready'** for the future
- People will be more confident and start to **re-evaluate** their private and work life
- Emotions range from **confidence** to **unrest**.

Business
as
Usual
In the New
reality

"How can I work from home if the kids are not at school?"

"I can't ask my parents to come over, they are too old and vulnerable."

"OMG I need toilet paper!"

"How can I still be productive if I don't know where we are heading?"

"Will I have a job next month?"

"WFH is boring..."

"What's up with all this toilet paper?"



*"Business is picking up.
We need to hire for next season."*



*"Unemployment is sky-rocketing.
How do I handle all these applicants?"*

"I need to get this tender to the market."

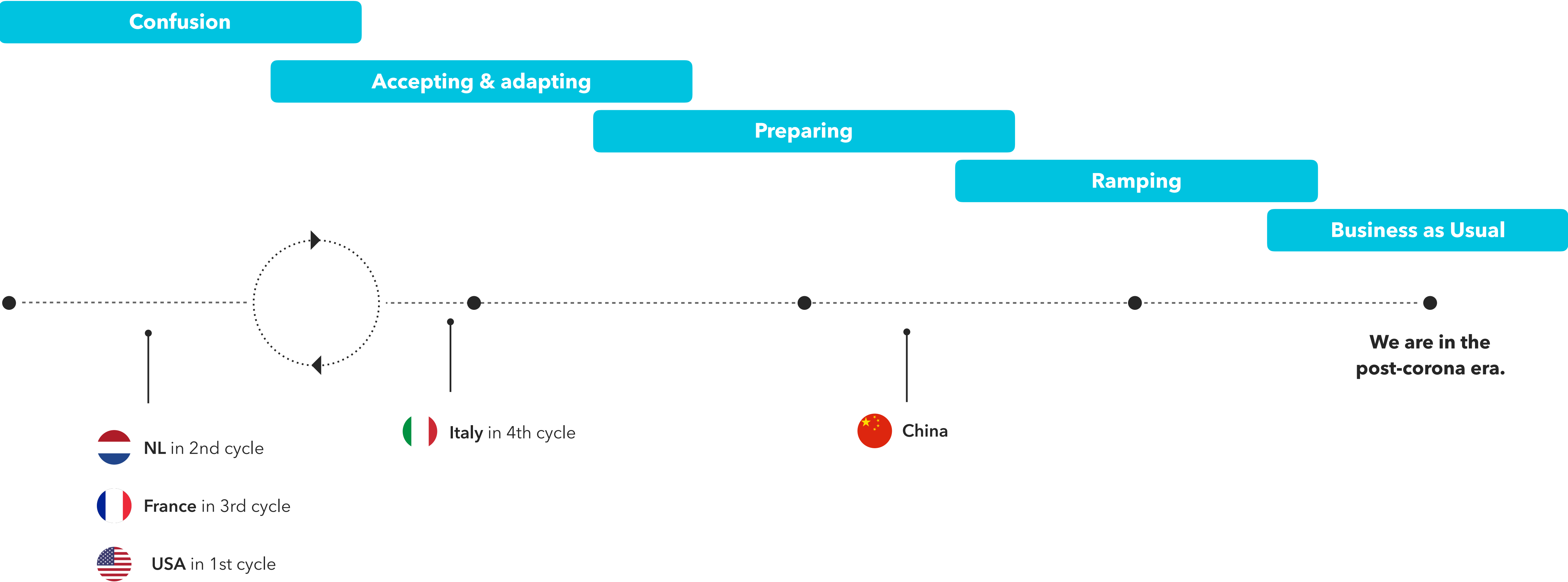
"Is there a smarter way to do this?"

"What if it happens again..."

"Do I still like my job?"

The four business stages of COVID-19

Stages will overlap; countries, organizations and individuals will all be in different stages at the same time. Make sure you always adapt!



Confusion

COVID-19 is coming. New counter-measures every day.

Everybody has been aware of COVID-19 for months, but this is the moment it hits you personally for first time. Some because of the virus itself; most because they are confronted with counter-measures.

The impact on companies varies a lot. Providers of Work From Home (WFH) solutions will do business like never before, but travel companies are in big trouble.

This also means each individual can and will respond in completely different ways. For some it is 'business as usual' while spending time with the kids at home; others are trying to save the company they have been building for twenty years.

Do's

- If your customer is in 'Business as usual' mode, then try to facilitate this as much as possible in the current circumstances
- If not, sympathize with the uncertainty, make sure you understand the reality they are facing
- Think ahead and identify the services we provide that could help those impacted by COVID-19. Our clients have a lot on their mind and may overlook things we see clearer
- Always respect that Harver may not be priority #1!
- Be sensitive; there is a thin line between business and personal priorities of our stakeholders
- If the need for a service we provide is directly related to COVID-19, provide that service for free

Dont's

- Introduce a new concept that has nothing to do with the COVID-19 situation ('Hi, is this a good time to talk about your 2021 strategy')
- Push people out of their comfort zone
- Downplay emotions of others

- People are looking for **direction** and **guidance**
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"How can I work from home if the kids are not at school?"

"I can't ask my parents to come over, they are too old and vulnerable."

"OMG I need toilet paper!"

Accepting & adapting

Everybody is WFH. Not sure if things are getting better. No end in sight.

All employees that *can* move to a 'work from home' environment are adapting to this new reality. This presents different challenges to different people. For some, it is comfortable and even fun. For others, it causes stress because their job responsibilities / where they live are not fit for this reality.

As with most new situations, it normalizes with time. We still realize that this is a temporary situation, but it could last longer than initially assumed. We will look ahead, but since the final impact of COVID-19 is not clear, customers cannot make long-term plans. Employees will be open for webinars or other ways to fill the days that are getting more normal and 'boring.'

As the future is uncertain, organizations will still be 'planning for the worst'. Depending on the industry and / or health of each company, expect budget cuts, lay-offs and postponed investments.

Do's

- Create approaches and communication that is in line with WFH situations
- Be commercially active with solutions that are relevant in the accepting & adapting stage
- Offer terms and conditions that reflect the fact that we are still in a temporary situation, be flexible on topics that are impacted by the uncertainty

Dont's

- Push topics that are beyond the horizon of this stage
- Act as if we are already in the post-COVID-19 era
- Act as if COVID-19 is not happening

- People **accept** the new reality as a **temporary** situation
- Life starts to **feel 'normal'** again, although there are lots of uncertainties
- People start looking ahead, but **not beyond the status quo**
- Open for **new ideas** and information, as long as it resonates with the **current reality**
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"How can I still be productive if I don't know where we are heading? "

"Will I have a job next month? "

"WFH is boring..."

"What's up with the toilet paper?"

Preparing

New infections are lower every day. The end is in sight and economic implications are clearer.

There is light at the end of the tunnel. Long-term implications of COVID-19 are clearer for the global economy, but also for different industries and companies. We'll know if the quantitative easing from central banks and financial support from governments prevented mass bankruptcy. Thought leaders of different industries will sketch new horizons and leaders will share long-term strategies again.

There will be fear of a drawback for a long time, but, in the preparing stage, it will not stop us from acting forward.

Do's

- Be there! Make sure you are a strategic partner for the new reality
- Understand exactly what the relevant, post-COVID-19 implications are by industry and company
- Be part of strategic discussions and absorb information
- Realize that post-COVID-19 does not mean back to the 2019 reality

Dont's

- Hang on to 'the COVID-19' story too long
- Go back to your 2019 habits
- Assume the world needs a one-size-fits-all solution

- The world knows if we are heading for financial **meltdown** or **resurrection**
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*"Business is picking up.
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Ramping

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Companies are preparing for the post-COVID-19 reality. Strategies are ready and shared with teams, partners and suppliers. Action plans at every level of the organization will go into effect again. There could well be a 'post-war' optimism, regardless of the state of the economy. If you were on top of things in the Preparing stage you are now ready to harvest.

Whatever the world will look like, 'COVID-19 contingency plans' will be a standard topic in any collaboration.

Do's

- Be aware of new strategies and adapt to them
- Go for longer-term commitments again, but be aware of 'COVID-19 is back' contingency plans
- Dare to take bigger leaps forward

Dont's

- Assume a company is still the same as it was pre-COVID-19
- Go back to old standards and stories if they are not applicable anymore
- Wait too long to 'enter the game'

- Organizations and people have **clear goals** and **directions** again
- We look beyond short term and implementing **long-term** solutions
- Although COVID-19 is over, organizations want to be '**COVID-19 ready**' for the future
- People will be more confident and start to **re-evaluate** their private and work life
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