

# Stakeholder Communication Kit

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## Stakeholder Communication Kit

**Purpose:** This kit provides pre-built templates and guidelines to effectively align and communicate with creditors, employees, and investors during times of crisis or significant business transformation. Developed by **VIET Transformation Advisors**, this resource ensures clear, consistent, and empathetic messaging to maintain trust and support.



### 1. Creditor Communications

Communicating with creditors requires transparency, a clear plan, and a professional approach. These templates are designed to facilitate effective negotiation and maintain essential relationships.

#### 1.1. Scripts for Payment Renegotiation

This script provides a framework for discussions with creditors regarding revised payment terms.

##### Key Elements:

- **Opening:** Acknowledge the current obligations and express commitment to the relationship.
  - "Dear [Creditor Name], we're writing to address our current payment schedule for [Invoice/Loan Ref. Number]. We value our long-standing relationship and your partnership."
- **Situation Overview (Brief & Honest):** Concisely explain the temporary financial challenges without excessive detail or blame. Focus on the *why* and *what's being done*.
  - "Due to [briefly state root cause, e.g., unexpected market shifts, temporary supply chain disruptions], we are experiencing a temporary cash flow constraint that impacts our ability to meet the upcoming payment on [Date]."
- **Proposed Solution:** Clearly state your proposed revised payment terms. Be specific.
  - "To ensure we manage this effectively and uphold our commitment, we propose a revised payment plan: [Option A: deferral to X date; Option B: installment plan of X amount over Y months; Option C: partial payment of X now, rest later]."

- **Benefits to Creditor:** Briefly explain how the proposed solution benefits them (e.g., certainty of payment, avoiding default).
  - "This approach will allow us to stabilize our operations and guarantee payment, avoiding any potential default and ensuring our continued partnership."
- **Commitment & Next Steps:** Reiterate commitment and invite discussion.
  - "We are committed to fulfilling our obligations and resolving this situation swiftly. We'd appreciate the opportunity to discuss this proposal with you at your earliest convenience. Please contact [Your Name/Contact] by [Date]."
- **Closing:** Professional and appreciative.

## 1.2. Debt Restructuring Proposal Templates

A more formal template for comprehensive debt restructuring proposals to financial institutions or major creditors.

### Sections:

- **Executive Summary:** High-level overview of the company's current situation, proposed restructuring, and expected outcomes.
- **Company Overview:** Brief background, core business, and market position.
- **Current Financial Situation:** Detailed breakdown of current debt, cash flow challenges, and contributing factors. Include recent financial statements.
- **Root Cause Analysis:** Honest assessment of factors leading to the distress.
- **Restructuring Proposal:**
  - **Proposed Terms:** New payment schedule, interest rates, principal reductions, collateral adjustments, etc.
  - **Rationale:** Explain why these terms are sustainable and beneficial for both parties.
  - **Commitments from Management:** Actions the company will take (e.g., cost cuts, asset sales, new revenue initiatives).



- **Recovery Outlook & Projections:**

- Detailed cash flow projections (12-24 months) under the proposed restructuring.
- Key assumptions and sensitivity analysis.

- **Appendices:** Supporting financial documents, legal opinions, etc.



## 2. Investor Updates

### (Format: Professional PowerPoint Templates – "Investor Update Template.pptx")

Maintaining investor confidence during a crisis requires strategic transparency. These guidelines and templates help you craft clear and confident communications.

#### 2.1. Crisis Transparency Guidelines: What to Share / What to Withhold

- **What to Share:**

- **Root Causes:** Clearly identify the primary reasons for the crisis. Avoid jargon.
- **Actions Taken:** Detail the specific steps management is implementing to address the situation.
- **Short-Term Outlook:** Provide realistic expectations for the immediate future (e.g., next quarter).
- **Long-Term Vision:** Reiterate the fundamental strength of the business model and its long-term potential.
- **Recovery KPIs:** Clearly outline the key metrics you'll use to track progress.
- **Commitment:** Emphasize management's dedication to navigating the crisis.

- **What to Withhold (Unless Legally Required):**

- **Premature Information:** Don't share unconfirmed rumors or plans still under development.
- **Excessive Blame:** Avoid finger-pointing. Focus on solutions, not fault.
- **Proprietary Operational Details:** Sensitive information that could harm competitive advantage.
- **Highly Speculative Future Predictions:** Stick to data-backed projections.

## 2.2. Quarterly Report Templates with Recovery KPIs

This template helps structure quarterly updates to investors, focusing on recovery progress.

### Key Slides:

1. **Cover Slide:** Company Logo, Report Title, Date.
2. **Executive Summary:** High-level overview of the quarter's key financial performance, major actions taken, and progress against recovery goals.
3. **Financial Highlights:**
  - **Revenue, Profit, Cash Flow (actual vs. projected).**
  - **Recovery KPIs:**
    - **Liquidity Ratios:** Current Ratio, Quick Ratio.
    - **Cash Burn Rate:** Monthly net cash outflow.
    - **Debt-to-Equity Ratio.**
    - **Operational Efficiency Metrics:** (e.g., Inventory Turnover, Cycle Time – tailored to your business).
    - **Cost Reduction Achievements.**
4. **Operational Update:** Progress on turnaround initiatives, key milestones achieved, challenges encountered and addressed.
5. **Market & Competitive Landscape:** Relevant industry trends, competitive positioning.
6. **Outlook & Next Steps:** Realistic projections for the upcoming quarter, key strategic priorities.
7. **Q&A Session:** Dedicated time for investor questions.



## 3. Employee Messaging

Internal communication is paramount during a crisis to maintain morale, engagement, and productivity. Transparency and empathy are crucial.

### 3.1. Layoff/Retention Announcement Frameworks

This framework provides a structure for communicating sensitive news while upholding respect and support.

### General Guidelines for All Employee Communications:

- **Timeliness:** Communicate promptly once decisions are final. Avoid rumors.
- **Honesty & Empathy:** Be truthful about the situation but deliver news with compassion.
- **Consistency:** Ensure all managers deliver the same core message.
- **Clarity:** Use plain language. Avoid jargon.
- **Availability:** Provide channels for questions (e.g., manager, HR).

### Framework for Layoff Announcements:

1. **Overall Context:** Briefly explain the challenging business situation and the need for difficult decisions.
2. **The Decision:** Clearly state the decision (e.g., "We have made the incredibly difficult decision to reduce our workforce...").
3. **Why & How:** Explain the rationale (e.g., to ensure long-term viability). Briefly explain the selection process (e.g., based on roles, not individual performance).
4. **Support for Departing Employees:** Detail severance packages, benefits continuation, outplacement services, and other support. Provide contact information for HR.
5. **Message to Remaining Employees:**
  - Acknowledge their feelings (sadness, uncertainty).
  - Reiterate commitment to their roles and the company's future.
  - Emphasize the importance of their continued dedication.
  - Outline immediate next steps and how operations will proceed.
  - Provide open channels for questions.

### Framework for Retention Announcements (for remaining employees):

1. **Acknowledge Difficult Times:** Start by acknowledging the recent changes and the emotional impact.
2. **Express Gratitude:** Thank employees for their resilience, hard work, and commitment.
3. **Reiterate Purpose:** Remind them of the company's mission and the importance of their roles.

4. **Future Outlook:** Share the plan for moving forward and the critical role they play in the recovery.
5. **Support & Resources:** Highlight available resources for well-being, training, and support.
6. **Open Dialogue:** Encourage questions and provide clarity on future direction.

### 3.2. FAQs for Morale Management

#### (Template: Word Document – "Employee FAQs.docx")

A ready-to-use template for frequently asked questions to proactively address employee concerns and manage morale.

#### Sample Categories & Questions:

- **Job Security & Future:**
  - *Will there be more layoffs?*
  - *How will my role change?*
  - *What is the company's long-term plan?*
- **Compensation & Benefits:**
  - *Will my salary be affected?*
  - *Are benefits changing?*
  - *What about bonuses/raises?*
- **Operational Changes:**
  - *How will this impact our projects/clients?*
  - *What new processes will be introduced?*
- **Support & Resources:**
  - *Where can I go if I have more questions or need support?*
  - *Are there resources for stress management?*
- **Performance Expectations:**
  - *What are the new priorities for our team?*
  - *How will my performance be measured during this period?*



**VIET Transformation Advisors** understands the critical role of effective communication during times of crisis. This kit is designed to empower your leadership team to communicate with confidence, clarity, and compassion, ensuring stakeholder alignment and supporting your path to recovery.

**Contact us to tailor these communication strategies to your specific situation.**



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