



PLAYBOOK

The Alerte & Rebond Playbook

Stabilise information, protect liquidity and select a governed route before the crisis selects one for you.

LANGUAGE

EN

STATUS

RELEASE CANDIDATE

EVIDENCE CUTOFF

24 September 2026

REFERENCE

P08

The Alerte & Rebond Playbook

Who should use it

This playbook is for owners, directors, advisers or financiers facing persistent liquidity pressure, uncovered maturities, a major customer loss, supplier failure, significant litigation, tax/social liabilities, sharp margin deterioration or uncertain funding.

It does not replace restructuring advice or statutory processes. Under OHADA, the AUPC organises preventive and collective procedures, including mechanisms before cessation of payments and court-supervised proceedings after that point. The first discipline is therefore to **qualify the situation early enough not to confuse a manageable business problem with a legal state that requires a different route.**

Outcome

The company should finish with a dated liquidity view, a 13-week cash bridge, a stakeholder map, a decision register, a minimum evidence file and an explicit route: internal remediation, lender negotiation, specialist support, preventive procedure, asset disposal, ownership transfer or another legally validated path.

What this playbook must never become

No magic distress score. A warning indicator can trigger review; it does not legally determine cessation of payments.

No rushed asset sale. Disposals can worsen the situation if they damage operating capacity, breach security, prejudice stakeholders or conflict with an applicable procedure.

No promise of absolute secrecy. Some proceedings or obligations require formalities. Confidentiality must be classified, not assumed.

Reference journey

SIGNAL → TRIAGE → LIQUIDITY → OPTIONS → PROFESSIONAL / PROCEDURE → PLAN → EXECUTION → EVIDENCE

Gate 1 — Stabilise information within 48–72 hours

Freeze data versions, appoint an owner for the cash report, separate confirmed cash from conditional cash, identify continuity-critical payments and log exceptional decisions.

No strategic option should reach the board until liquidity figures are dated and reconciled to bank evidence.

Gate 2 — Build a 13-week cash bridge

The forecast is not about false precision. It identifies **when liquidity breaks and why**. Separate customer receipts, payroll, critical suppliers, tax/social liabilities, interest, principal, essential CAPEX and exceptional payments.

Stop condition: when due obligations may not be met and legal classification becomes material, escalate immediately to qualified counsel.

Gate 3 — Separate controllable levers

Lever	Example	Evidence	Main risk
Cash	collection, supplier negotiation	dated plan, owner	commercial damage
Cost	freeze discretionary spend	revised budget	underinvestment
Funding	waiver, moratorium, new money	term sheet / agreement	cost, security, ranking
Portfolio	non-core asset or partial transfer	title, value, consent	rushed sale / lost capacity

Gate 4 — Map stakeholders

Banks, shareholders, key employees, major customers, critical suppliers, authorities, landlords, insurers, advisers and potential buyers should each have an exposure, blocking power, information state, next decision and relationship owner.

Gate 5 — Choose a route rather than stacking initiatives

Depending on facts and law, the route may be operational remediation, bilateral lender negotiation, new money, non-core asset sale, investor/buyer search, an OHADA preventive mechanism or formal proceedings.

The playbook does **not** classify the company legally. Qualified counsel and the relevant statutory bodies own that conclusion.

Gate 6 — Open a governed crisis file

Include accounts, management information, bank position, debt/security, receivables/payables ageing, critical contracts, payroll, disputes, tax/social position, assets, permits, relevant board records and the assumptions behind the plan.

Every item needs date, source, owner and status: VERIFIED , MANAGEMENT_ASSERTION , CONTRADICTION , MISSING , PROFESSIONAL_REVIEW_REQUIRED .

Gate 7 — If assets may be sold

Confirm title, security, contractual restrictions, authorisations, physical condition, documented value reference, operating dependency and any procedural constraint before marketing the asset.

DealPME P18 remains governed: the owner or competent body decides asset allocation; financial flows remain behind applicable legal/partner gates.

Gate 8 — Govern communication

Use three circles: internal need-to-know, authorised professionals/financiers, and qualified external counterparties. Do not create public disclosure that conflicts with confidentiality or an applicable statutory route.

Decision table

Situation	First action	Escalation
cash pressure but obligations covered	cash war-room + 13-week plan	CFO / turnaround adviser if persistent
covenant or maturity at risk	model breach and options	lender + counsel
payment-capacity classification unclear	preserve evidence; do not self-classify	insolvency counsel
non-core asset identified	verify title/security/dependencies	counsel + secured lender if relevant
buyer approaches	qualify + NDA + staged disclosure	M&A / legal
potential cessation of payments	stop improvised restructuring	OHADA counsel immediately

Management indicators

Liquidity weeks, receipts vs forecast, critical suppliers protected, obligations at risk, remediation actions closed, decisions with complete evidence, and time to professional routing.

DealPME mapping

P17 structures diagnosis, confidentiality and routing. P18 can structure asset files under conditions. P13 may mobilise scoped experts. P12 protects documents. P24 records the declared outcome. DealPME is not a court, insolvency practitioner or restructuring adviser.

Sources and limits

Applicable law depends on facts, country and entity status. The OHADA AUPC must be applied with relevant national rules and qualified advice. This playbook governs preparation and evidence; it does not decide legal status.

Working tool — 13 Week Cash Bridge

Print or complete this table during the process. Blank fields are intentional and should be completed using deal-specific evidence or decisions.

Row 1

Week	W1
Opening cash	
Receipts	
Payroll	
Critical suppliers	
Tax/social	
Debt service	
Essential CAPEX	
Other	
Closing cash	

Row 2

Week	W2
Opening cash	
Receipts	
Payroll	
Critical suppliers	
Tax/social	
Debt service	
Essential CAPEX	
Other	
Closing cash	

Row 3

Week	W3
Opening cash	
Receipts	

Payroll	
Critical suppliers	
Tax/social	
Debt service	
Essential CAPEX	
Other	
Closing cash	

Row 4

Week	W4
Opening cash	
Receipts	
Payroll	
Critical suppliers	
Tax/social	
Debt service	
Essential CAPEX	
Other	
Closing cash	

Row 5

Week	W5
Opening cash	
Receipts	
Payroll	
Critical suppliers	
Tax/social	
Debt service	
Essential CAPEX	
Other	
Closing cash	

Row 6

Week	W6
Opening cash	
Receipts	
Payroll	
Critical suppliers	
Tax/social	
Debt service	
Essential CAPEX	
Other	
Closing cash	

Row 7

Week	W7
Opening cash	
Receipts	
Payroll	
Critical suppliers	
Tax/social	
Debt service	
Essential CAPEX	
Other	
Closing cash	

Row 8

Week	W8
Opening cash	
Receipts	
Payroll	
Critical suppliers	
Tax/social	
Debt service	
Essential CAPEX	

Other	
Closing cash	

Row 9

Week	W9
Opening cash	
Receipts	
Payroll	
Critical suppliers	
Tax/social	
Debt service	
Essential CAPEX	
Other	
Closing cash	

Row 10

Week	W10
Opening cash	
Receipts	
Payroll	
Critical suppliers	
Tax/social	
Debt service	
Essential CAPEX	
Other	
Closing cash	

Row 11

Week	W11
Opening cash	
Receipts	
Payroll	
Critical suppliers	

Tax/social	
Debt service	
Essential CAPEX	
Other	
Closing cash	

Row 12

Week	W12
Opening cash	
Receipts	
Payroll	
Critical suppliers	
Tax/social	
Debt service	
Essential CAPEX	
Other	
Closing cash	

Row 13

Week	W13
Opening cash	
Receipts	
Payroll	
Critical suppliers	
Tax/social	
Debt service	
Essential CAPEX	
Other	
Closing cash	

Working tool — Decision Register

Print or complete this table during the process. Blank fields are intentional and should be completed using deal-specific evidence or decisions.

Decision	Date	Owner	Evidence	Alternative considered	Professional review	Outcome
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Working tool — Stakeholder Map

Print or complete this table during the process. Blank fields are intentional and should be completed using deal-specific evidence or decisions.

Stakeholder	Exposure	Blocking power	Information shared	Next decision	Owner
Bank / lender					
Key customer					
Critical supplier					
Employees / key managers					

Sources, methodology and limitations

The sources below support the rules, methods or context used in this playbook. They do not turn the document into transaction-specific legal, tax, financing, valuation or investment advice.

Acte uniforme portant organisation des procédures collectives d'apurement du passif

Publisher: OHADA · Tier: Tier 1

Use: Official OHADA framework for preventive and collective proceedings, including conciliation, règlement préventif, redressement judiciaire and liquidation des biens.

<https://www.ohada.org/procedures-collectives-dapurement-du-passif/>

DealPME governed product baseline - Core Build Pack and P04-P25 process reference

Publisher: DealPME · Tier: Governed internal source

Use: Product rules for disclosure, qualification, VDR, diligence, closing, Deal-Ready, partner boundaries and human decision ownership.

Source interne gouvernée / Governed internal source