

Managed Closure Communication Sequence

Instructions

A six-week, stakeholder-by-stakeholder communication plan. The difference between a managed closure and a chaotic liquidation defines the operator's professional future. How you close determines whether you ever open again.

Week 6 – Executive Team and Legal Counsel

- [] Inform executive team and legal counsel of the closure decision.
- [] Begin lease exit strategy and dilapidation/reinstatement assessment.
- [] Engage employment lawyers to confirm redundancy obligations (WARN Act in the US requires 60 days' notice for businesses with 100+ employees; TUPE regulations in the UK impose rigid timelines and financial redundancy packages; check local equivalents in your jurisdiction).
- [] Prepare financial documentation for creditor discussions.

Notes

open text

Week 5 – Landlord and Key Creditors

- [] Notify the landlord directly. Begin lease exit negotiation.
- [] Engage with key creditors and lenders. Present a realistic payment plan.
- [] Model reinstatement costs (Singapore benchmark: SGD 25–40 per square foot for bare-shell restoration; UK dilapidation claims can exceed twelve months' rent).

Notes

open text

Week 4 – Core Staff (Face to Face)

- [] Tell the team face to face, on a specific day, with written redundancy documentation prepared.
- [] Deliver personalized references before anyone has to ask.
- [] Use your personal network to begin placing team members in new roles.
- [] Confirm final payroll obligations and timeline.

Notes

open text

Week 3 – Suppliers (By Phone)

- ☐ Call each supplier personally. Not by email. Not by text.
- ☐ Explain what can be paid immediately and what will take time.
- ☐ Arrange structured payment plans where possible.
- ☐ Return leased equipment (coffee machines, draught lines, glasswashing units) spotlessly clean and on time.
- ☐ Prioritize small, local suppliers first. They need the money more and are most likely to support the next venture.

Notes

open text

Week 2 – Public and Customers

- ☐ Coordinated multi-channel announcement: website, social media, email newsletter, localized press release. All deployed simultaneously.
- ☐ Messaging focuses on gratitude and the team's work, not the reasons for failure.
- ☐ Frame as a transition, not a defeat. Signal future plans without over-promising.
- ☐ Invite the community for farewell events that generate cash flow in the final days.

Notes

open text

Week 1 – Media and Industry Peers

- ☐ Prepared statements for media enquiries.
- ☐ Direct outreach to key industry contacts.
- ☐ Export and securely store customer databases (comply with data privacy regulations).
- ☐ Hand back the physical property clean, with all reinstatement obligations fulfilled.

Notes

open text