

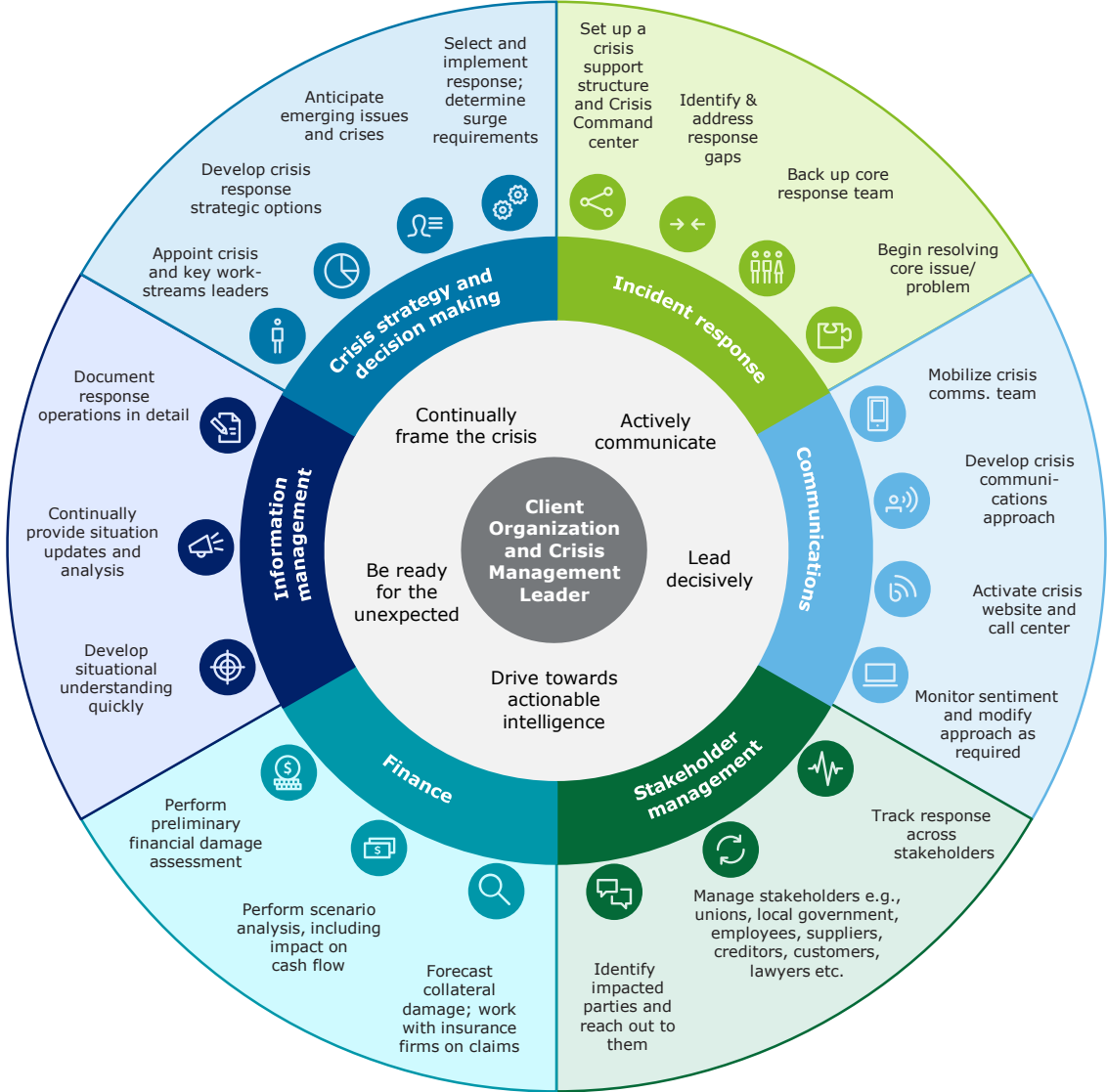
From crisis to recovery

Understanding and managing a “new normal”

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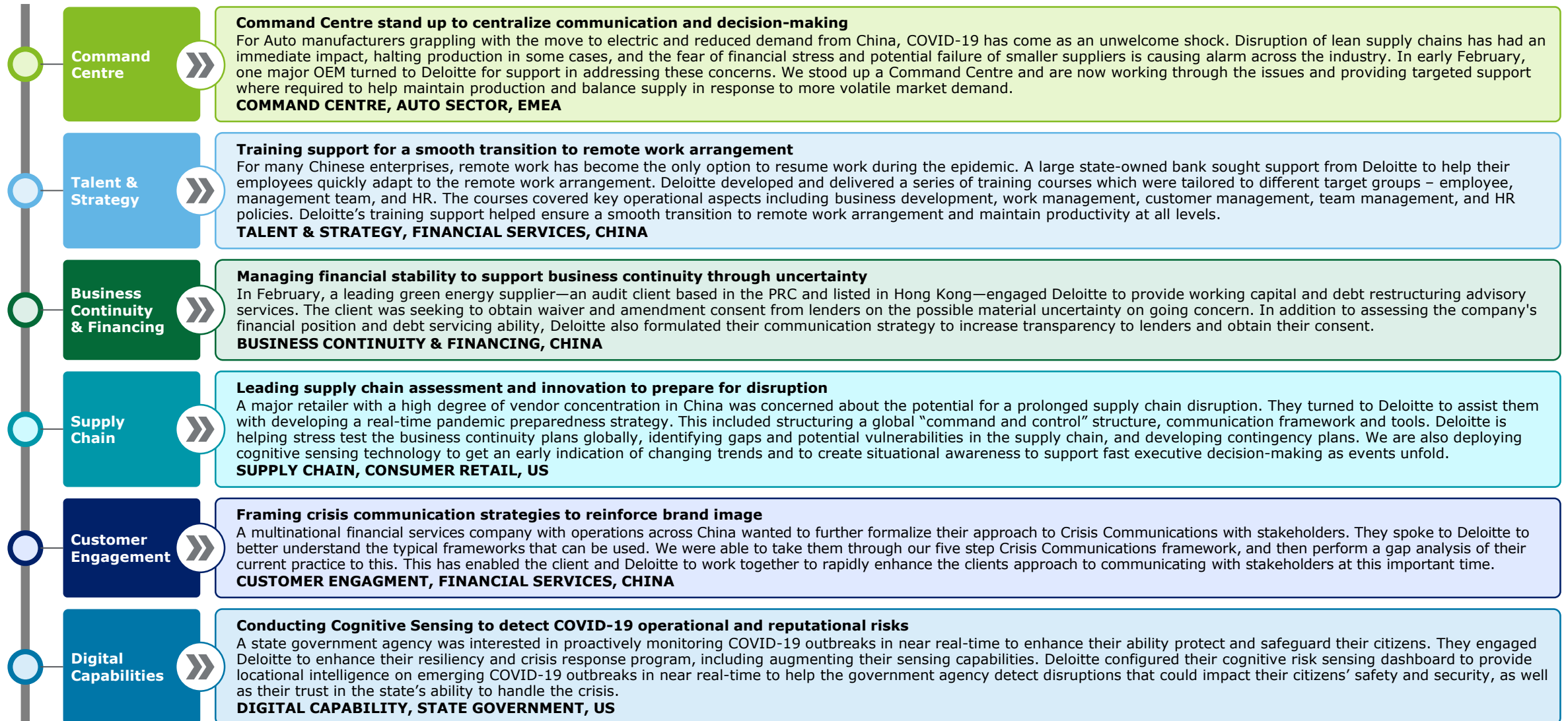
Holistic Crisis Response Strategy



Leading organizations in a crisis *take specific actions* across these three dimensions

Priorities	Time Frame			Accountability
	RESPOND	RECOVER	THRIVE	
	Prepare/Manage Continuity	Learn and Emerge Stronger	Prepare for the Next Normal	
Command Centre	<ul style="list-style-type: none"> Institute crisis and resilience planning Nominate task force leadership team (and back-up) Activate and empower COVID-19 Command Centre Itemize organizational vulnerabilities by impact and value Develop and launch Communications Plan and Strategy Activate and communicate Pandemic Preparedness strategy Scenario plan to determine decisions to make today or defer 	<ul style="list-style-type: none"> Activate recovery contingency plan if required Reflect on lessons learned and rebuild with resilience Formalize and update crisis and resilience playbook Embed relevant Command Centre protocols into BAU 	<ul style="list-style-type: none"> Institute crisis and resilience planning as BAU Update crisis playbook to reflect COVID-19 lessons learned Organizational design for resilience and flexibility Regularly refresh vulnerabilities assessment 	CEO
Talent & Strategy	<ul style="list-style-type: none"> Optimize corporate HR policy – leave, travel, global mobility Review employment contracts for potential issues Implement and monitor safe/flexible working arrangements Prioritize strategic choices and investments 	<ul style="list-style-type: none"> Reimagine talent strategy and operating model Adopt “above-the-bar” regulatory/governance protocols Manage rapid employee return and ramp-up (future state) Execute on strategic growth, partner and M&A ambitions 	<ul style="list-style-type: none"> Rework employment arrangements to reflect next normal Employee education and training in crisis and resilience Consider shape of business models and ecosystems of the future Build scenario thinking/sensing into strategic decision-making 	CEO with CHRO, CSO
Business Continuity & Financing	<ul style="list-style-type: none"> Ensure actions uphold Responsible Business principles Implement cash conservation and recovery actions Evaluate working capital and liquidity requirements Rapid working capital optimization and credit solutions Control discretionary operating costs and capex Negotiate more flexible financing terms with lenders Communicate with other key financial stakeholders Understand impacts on contractual obligations (e.g., loss quantification, force majeure) Gather documentation for contract negotiations and claims Implement cash tax strategies/leverage government incentives 	<ul style="list-style-type: none"> Initiate claims and contract dispute resolution Ramp-up to normalized financial reporting Ensure internal audit resources reallocated based on risk Right size and operating model of support function (e.g., fixed vs variable resources; manpower vs technology) Implement equity raising and low-cost debt refinancing Exit of non-core and under-performing assets 	<ul style="list-style-type: none"> Maintain robust financial forecasts and scenario planning Stress test corporate model and capital structure Build resilience into operations and financing 	CFO, COO CRO, GC CTO
Supply Chain	<ul style="list-style-type: none"> Identify supply chain risks and potential disruptions Develop contingency plans for operational disruption Understand demand and supply side shocks and develop inventory strategies to buffer volatility and risk 	<ul style="list-style-type: none"> Establish multi-tier supplier network visibility to risks Collaborate with customers and suppliers to synchronize operations to priorities within constraints Manage inventory and cash flow through agile execution 	<ul style="list-style-type: none"> Establish control towers to predict, sense and prescribe risk responses Restructure supply chain to improve resilience Implement Industry 4.0 and Digital Supply Network (DSN) solutions to improve end-to-end visibility, synchronization, optimization, and agility 	COO, GC CTO
Customer Engagement	<ul style="list-style-type: none"> Engage with key customers to support business continuity Reinforce loyalty by protecting and rewarding customers Secure commercial and financial support from customers Develop communication strategy with front line employees 	<ul style="list-style-type: none"> Review orders vs commitments and inventory Use advanced technology in customer communications Reset receivables cycle and collections process and KPIs 	<ul style="list-style-type: none"> Establish open communication channels with customers Evaluate capacity/incentives to provide financial support Develop contingency plans for financial disruption Reimagine the operational model to strengthen customer engagement 	CMO
Digital Capabilities	<ul style="list-style-type: none"> Assess and address systems and cyber vulnerabilities Enable data-driven insights and situational awareness Develop real-time sensing/red flag reporting dashboard 	<ul style="list-style-type: none"> Update digital properties to synch with availability Design digitally-enabled flexible work arrangement Optimize e-commerce and customer/channel strategy 	<ul style="list-style-type: none"> Implement digitally-enabled future of work including for business processes and back-office functions Reflect on lesson learned and share best practices 	CMO, CIO CFO, CHRO GC, CTO

...while leveraging the learnings of those experiencing the same crisis conditions





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