“RESILIENCE IN TURBULENT TIMES”

Presented By: Muhammad Zeeshan Taqi
Presenter Background

Name: Muhammad Zeeshan Taqi

- MECA CFO U.A.E Chapter Leader
- PWC Trained Accounting Professional
- Ex-Member Of Atheneum Expert Platform, Berlin, Germany
- Public Speaker & Researcher On Strategy, Leadership & Technology
- 15 years of experience in diversified range of industries within Pakistan & Gulf Region (UAE & Oman) in Strategy, Finance & Operations
- Held senior level positions including Head Of Finance Dept. / CFO & Finance Business Partner / FP&A Team Lead –UAE Federal Govt. Dubai
- ACCA Member & UAE Chartered Accountant Since 2012
What We Are Going To Focus

- Personal Resilience
- Organizational Resilience
- Financial Resilience
- Strategic Resilience
What is Emotional Resilience?

- Emotional Resilience may be described as ‘the general capacity for flexible and resourceful adaptation to external and internal stressors’ (Klohen, 1996, p. 1067).

- Emotional Resilience refers to effective coping and adaptation when faced with hardship and adversity (Collins, 2008).

- Emotional Resilience has been characterized by an ability to experience and ‘bounce back’ from negative emotional experiences by adaptation, to check the changing demands of stressful experiences (Tugade and Fredrickson, 2004).
Dimensions of Resilience

**Physical**
- Fitness and stamina
- Nutrition for energy
- Rest and recovery

**Emotional**
- Calming and focusing
- Impulse control
- Emotional regulation
- Positive emotion
- Realistic optimism

**Mental**
- Self-belief
- Outlook & perspective
- Thinking traps
- Sustained focus
- Causal analysis
- Control controllables

**Spiritual**
- Values and beliefs
- Empathy
- Reaching out
Habits Of Highly Resilient People

- Resilient people know that suffering is a part of life and it’s temporary (realistic optimism).

- Resilient people are very good at choosing carefully where they focus their attention. They have the habit of appraising the situation and focus on things they can change - circle of influence.

- Resilient people always ask question to themselves – Is what I am doing is helping or harming me.

- They treat problem as a challenge and look for opportunity to improve themselves.
EMOTIONAL INTELLIGENCE

- EI or EQ is the ability to: Recognize, understand and manage our own **emotions**. Recognize, understand and influence the **emotions** of others
- Everyone of us should own the emotional responsibility for ourselves
- No body can hurt us without our consent, it’s our inability to control our feelings that affects us attitude and results in sudden change of emotions / behaviors
- EQ counts for twice as much as IQ and technical skills combined in determining who will be successful
- Emotional Brain (Right Brain) is like an elephant, if not controlled it can harm you significantly and if controlled & managed it can do wonders for you.
- Focus on managing emotional bank account
- Strive to emotionally connect with people around you including family members, working associates, customers etc..
EMOTIONAL INTELLIGENCE

Thoughts/Thinking

Outcome

Feelings

Performance

Emotions

Action

Behavior
BE PROACTIVE

- Reactive people are product of their circumstances, conditions and conditioning, whereas proactive people are product of their decisions based on their deeply internalized values and principles.
- Proactive people take ownership, initiative and responsibilities for their work and don’t blame others.
- Reactive people react to bad weather whereas proactive people carry their own weather with them.
- Between stimulus and response, you have the freedom to choose your response.
EMBRACE CHANGE

- Change is the only constant is life
- Change is an opportunity for you to experience something new and to grow and evolve as a person
- Event + Response = Outcome
- Choose your response with courage, creativity curiosity, optimism and confidence
- Every negative event contain the seed of an equal or greater benefits. - Napoleon Hill
- Whatever the mind can conceive & believe, it can achieve - Napoleon Hill

“It is not the strongest of the species that survive, nor the most intelligent, but rather the one most adaptable to change.”

- Charles Darwin
  1809 - 1882
ORGANIZATIONAL RESILIENCE

- Form Of Economic downturn
- Impact on Operating Model
- Impact on organization’s position
- Financial Exposures / Shocks / Revenue

- Protect core priorities & keep mission central
- Make strategic cuts (Cut the fat not muscles)
- Think globally, act locally
- Look for opportunities to strengthen the enterprise

- Recession readiness-Advanced planning possibilities
- Revenue, Expenses, Assets & Liabilities
- Organizational efficiencies
- Innovation & new opportunities

- Leadership
- Culture & identity (pre & post pandemic)
- Collaboration
- Re-allocation of resources to maximize excellence
RESILIENCE FRAMEWORK

Leadership & Strategy
- A Shared Vision
- Understands Context
- Effective Leaders

Culture & Behaviors
- Healthy Information
- Continually Improves
- Creative

Preparedness & Managing Risk
- Reflective
- Resourceful
- Respectful
- Responsive
- Robust

Prepared
- Innovative
- Inclusive
- Flexible
- Effective
- Diverse

Available Resources
- Manages Risk
- Continually Improves
- Creative
- Shares Information
- Collaborative
- Committed
- Adaptative
- Aware
FINANCIAL RESILIENCE

Performance (budgetary position & volatility)

Financial shocks

Financial resilience
- Robustness
- Anticipatory capacity
- Awareness
- Flexibility
- Recovery ability

Responses to financial shocks
- Pro-active
- Adaptive
- Reactive
- Complacent
RESPONSES TO FINANCIAL SHOCKS

- Treating financial shocks as opportunities
- Treating financial shocks as threats

- Adaptive
- Pro-active
- Reactive
- Complacent

Internal problem solving
External problem solving
<table>
<thead>
<tr>
<th>Pattern of responses</th>
<th>Long-term/short-term view</th>
<th>Development of monitoring and planning mechanisms</th>
<th>Internally/externally motivated to adapt</th>
<th>Level of innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pro-active</td>
<td>Long-term</td>
<td>High</td>
<td>Internally</td>
<td>High</td>
</tr>
<tr>
<td>Adaptive</td>
<td>Medium-term</td>
<td>Limited</td>
<td>Internally</td>
<td>Medium</td>
</tr>
<tr>
<td>Reactive</td>
<td>Short-term</td>
<td>Limited</td>
<td>Externally</td>
<td>Low</td>
</tr>
<tr>
<td>Complacent</td>
<td>Short-term</td>
<td>Low</td>
<td>Externally</td>
<td>Low</td>
</tr>
</tbody>
</table>
LONG-TERM FINANCIAL & OPERATIONAL RESILIENCE

Liquidity Bolstering  Cost Controlling  Debt Restructuring  Agile Forecasting

Business Continuity  Stakeholder Management  Talent Leadership

Operational Resiliency  Growth Investment

Strategic Communication
TOP 10 VALUE DRIVERS TO FOCUS

Capital Access  Customer Base  Economies Of Scale  Financial Performance

Human Capital  Market Environment  Marketing Strategy & Branding

Product / Service Offering  Strategic Vision

Technology
SCENARIO BASED PLANNING FOR COVID-19
**ING base case**

- **Assumptions**
  - Full lockdowns end by summer (varies by country)
  - Global travel remains restrictive
  - Home-working stays in place where possible
  - **Social distancing remains a feature for 6-12 months**
  - Winter outbreak seen as more manageable

- **Possible health drivers**
  - Widespread testing gives better data on possible winter outbreak
  - Better contact tracing helps manage another outbreak without full lockdowns
  - Progress made on vaccine by year-end but not widely available until 2021
  - Critical care surge capacity increases. Certain drugs available to help reduce time in hospital

**Real GDP growth (QoQ% annualized, YoY% for China)**

- **US (2020: -7.0%)**
  - 1Q20: -6, 2Q20: -40, 3Q20: 22, 4Q20: 10, 1Q21: 5, 2Q21: 4

- **Eurozone (2020: -5.0%)**
  - 1Q20: -15.2, 2Q20: -16, 3Q20: 13, 4Q20: 7.5, 1Q21: 2.5, 2Q21: 2

- **China (YoY%, 2020: 4.0%)**
  - 1Q20: 3.6, 2Q20: 3.9, 3Q20: 4, 4Q20: 4.5, 1Q21: 5.8, 2Q21: 5.9

- **UK (2020: -6.1%)**
  - 1Q20: -5.5, 2Q20: -35, 3Q20: 20, 4Q20: 8, 1Q21: 3.5, 2Q21: 2.4

**US 10Y yield (%)**

- 1Q20: 0.65, 2Q20: 0.50, 3Q20: 0.75, 4Q20: 0.75, 1Q21: 1.00, 2Q21: 1.00, 3Q21: 1.25, 4Q21: 1.50

**EUR/USD**

- 1Q20: 1.10, 2Q20: 1.12, 3Q20: 1.15, 4Q20: 1.20, 1Q21: 1.18, 2Q21: 1.15, 3Q21: 1.12, 4Q21: 1.10
Winter Lockdowns Return

Assumptions
- Lockdowns end by summer but come back over winter
- Global travel remains restrictive
- Home-working stays in place where possible
- Social distancing remains a feature for 12 months
- Winter outbreak not manageable

Possible health drivers
- Some countries unable to test all people displaying fresh symptoms, reducing visibility on winter outbreak
- Antibody tests show only a small percentage of the population has gained immunity
- Progress made on vaccine by year-end but not widely available until 2021
- Critical care surge capacity increases, but second virus wave larger than the first in some areas

Real GDP growth (QoQ% annualized, YoY% for China)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>1Q20</th>
<th>2Q20</th>
<th>3Q20</th>
<th>4Q20</th>
<th>1Q21</th>
<th>2Q21</th>
</tr>
</thead>
<tbody>
<tr>
<td>US</td>
<td>-40</td>
<td>-9.5</td>
<td>22</td>
<td>1</td>
<td>9</td>
<td>-6</td>
</tr>
<tr>
<td>China</td>
<td>3.6</td>
<td>3.9</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>US 10Y yield (%)</td>
<td>0.65</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
<td>0.50</td>
</tr>
<tr>
<td>EUR/USD</td>
<td>1.10</td>
<td>1.12</td>
<td>1.15</td>
<td>1.20</td>
<td>1.18</td>
<td>1.15</td>
</tr>
</tbody>
</table>
The Best Case

**Assumptions**
- Full lockdowns end by summer (varies by country)
- Global travel returns close to normal
- Social distancing is phased out over summer
- Winter outbreak seen as less likely
- Businesses and world trade returns to normal

**Possible Drivers**
- Widespread antibody testing reveals large chunk of population already had virus (so are immune)
- Warmer weather sees case growth drop noticeably over summer months
- Vaccine developed and enters mass-production sooner than thought
- Forthcoming research suggests immunity to virus should prove long-lasting

**Real GDP growth (QoQ% annualized, YoY% for China)**

- **US (2020: -3.6%)**
  - 1Q20: -6
  - 2Q20: -24
  - 3Q20: 15
  - 4Q20: 6.5
  - 1Q21: 4.5
  - 2Q21: 3

- **Europe**
  - Eurozone (2020: -3.2%)
  - 1Q20: -15.2
  - 2Q20: -4.5
  - 3Q20: 10
  - 4Q20: 4
  - 1Q21: 2.5
  - 2Q21: 2

- **China (2020: 4.5%)**
  - 1Q20: 3.6
  - 2Q20: 4.5
  - 3Q20: 4.8
  - 4Q20: 5.1
  - 1Q21: 6
  - 2Q21: 6

- **UK (2020: -3.1%)**
  - 1Q20: -5.5
  - 2Q20: -21
  - 3Q20: 20
  - 4Q20: 4
  - 1Q21: 1
  - 2Q21: 1.5

**US 10Y yield (%)**
- 1Q20: 0.65
- 2Q20: 1.00
- 3Q20: 1.25
- 4Q20: 1.50
- 1Q21: 1.50
- 2Q21: 1.75
- 3Q21: 1.75
- 4Q21: 1.75

**EUR/USD**
- 1Q20: 1.10
- 2Q20: 1.15
- 3Q20: 1.15
- 4Q20: 1.15
- 1Q21: 1.12
- 2Q21: 1.10
- 3Q21: 1.08
- 4Q21: 1.05
The Worst Case

Assumptions

- Lockdowns remain largely in place until year-end
- Social distancing remains a feature for 12-18 months
- Global travel remains restrictive
- Home-working stays in place where possible

Countries unable to test all people displaying Covid-19 symptoms

Antibody testing not rolled out to masses. Limited visibility on % of population that is now immune

Vaccine unavailable to the masses for 12-18 months

Immunity is found to be short-lived and/or virus shows signs of mutating

Real GDP growth (QoQ% annualized, YoY% for China)

- US (2020: -14.9)
- Eurozone (2020: -16.1%)
- UK (2020: -13%)

US 10Y yield (%)

- 1Q20: 0.65
- 2Q20: 0.25
- 3Q20: 0.25
- 4Q20: 0.25
- 1Q21: 0.25
- 2Q21: 0.50
- 3Q21: 0.50
- 4Q21: 0.50

EUR/USD

- 1Q20: 1.10
- 2Q20: 1.05
- 3Q20: 1.10
- 4Q20: 1.20
- 1Q21: 1.30
- 2Q21: 1.20
- 3Q21: 1.18
- 4Q21: 1.15
DECODING THE ECONOMICS OF COVID-19
POTENTIAL WINNERS & LOSERS IN THE SHORT TERM

Potential Losers
- Construction & Real Estate
- Manufacturing (Non-Essentials)
- Financial Services
- Education
- Oil & Gas
- Automotive
- Aviation & Maritime
- Tourism & Leisure

Potential Winners
- Medical Supply & Services
- Food Processing & Retail
- Personal & Healthcare
- Agriculture
- E-Commerce
- ICT

Source: Dcode EFC Analysis
While stimulus packages are being declared, support must be targeted, conditional, rapid, and provide flexibly.

<table>
<thead>
<tr>
<th>DEMAND-SIDE SHOCKS</th>
<th>SUPPLY-SIDE SHOCKS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduced consumer propensity to spend</td>
<td>Reduced government propensity to spend</td>
</tr>
<tr>
<td>Air transport</td>
<td>Hospitality and entertainment</td>
</tr>
</tbody>
</table>

Businesses in these sectors are likely to be HEAVILY AFFECTED by the dual shock, with great reductions in demand and disruptions to productivity, input costs, and supply chains.

Businesses in these sectors are likely to be MODERATELY AFFECTED by the dual shock, with reductions in demand and disruptions to key resources.

Businesses in these sectors are likely to be LIGHTLY AFFECTED by the dual shock, with limited shock to demand and supply.

Source: Strategy& analysis
To deal with the impact of COVID-19, organisations are reacting to rising external and internal challenges.

**Short to medium term measures**

With the sudden rise of COVID-19 cases, organisations are trying to decrease the impact on their businesses and minimise losses.

**Medium to long term measures**

As the impact of COVID-19 settles, organisations should develop plans to mitigate the long term impacts of the foreseen risks, as well as uncertainties.

---

**External and Internal Challenges of COVID-19**

**External**
- Unpredictable demand
  - Unforeseeable buying behaviour
- Material shortages
  - Supply shortages, interruptions and delays
- Economic uncertainty
  - Low investment rates, fear of recession, shortages in lending operations
- Contractual challenges
  - Inability to abide by existing terms and conditions, delivery terms, etc.

**Internal**
- Production/internal supply
  - Demand for high flexibility based on demand, supply and workforce challenges
- Workforce limitations
  - Limited workforce availability, and change in culture
- Financial & regulatory issues
  - Financial troubles such as low cash flows, outstanding or delayed payments
- Operational issues
  - Reduced resilience in key functions, infrastructure and services
Regardless of maturity, supply chain resilience spans over 3 phases to support a business in anticipating risks and managing ongoing crises.

1. **Reactive**
   - **Crisis Response**
   - **Description**: Focused around addressing active risks (e.g. COVID-19) leveraging a rapid deployment approach which minimizes damage.
   - **Timeline**: Short-term (0-6 weeks)

2. **Proactive**
   - **Crisis Mitigation**
   - **Description**: Focused around anticipating and mitigating future risk (e.g. supplier bankruptcy) before it is realised in an effort to improve supply chain resilience.
   - **Timeline**: Mid-term (6-12 weeks)

3. **Cross-functional**
   - **Supply Chain Risk Mgmt. Unit**
   - **Description**: Focused on establishing a sustainable unit within your organisation to proactively manage financial and operational risks.
   - **Timeline**: Long-term (12-20 weeks)
Family businesses should adopt a new risk management lens, rationalize their portfolio, adapt business models, and redeploy capital.

**Strategize Pillars and Initiatives**

1. **Adopt a New Risk Management Lens**
   - Risk factors in portfolio construction and management:
     - Cycles have become more frequent, sharper, and more global. As such, traditional risk management has failed to shield portfolios from the dual shock.
     - Focus risk management on assessing value and cash flow drivers.
     - Simulate risk factors to optimize portfolio exposure by reducing the impact of risk factors.

2. **Rationalize Portfolio and Adapt Business Model**
   - Portfolio liquidity and geographical diversification:
     - Reevaluate exposure through: partly divesting, investing in equity, diversifying geographically, and increasing exposure to govt. support.
     - Carve out assets that don’t fit with vision or misaligned with risk appetite.
   - Revisit business model to adapt to stay-at-home trends:
     - Adapt business models of businesses to stay-at-home trends.
     - For example, offering services remotely and digitally, providing an omnichannel experience that reduces exposure to any single conduit.

3. **Redeploy by Assessing Opportunities in Line with Current Exposure**
   - Invest in local production:
     - Invest in local production to reduce import dependence, with attractive segments in food processing, chemicals, and local tourism.
   - Explore growing areas of PSP:
     - PSP opportunities are growing due to increase in government deficit and exist in renewables and water desalination, among others.
   - Consider investing in digital:
     - Family businesses should consider investing in the digital space (e.g., cybersecurity, digital learning and working platforms, and e-banking).
As a scenario test example, the impact of the dual shock on a Fast Moving Consumer Goods investment has been analysed.

Risk Management through a New Lens

<table>
<thead>
<tr>
<th>Scenario Test</th>
<th>Dual Shock Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>Demand spikes</td>
</tr>
<tr>
<td></td>
<td>Demand</td>
</tr>
<tr>
<td></td>
<td>Ability to procure raw material</td>
</tr>
<tr>
<td></td>
<td>Ability to offer product or service</td>
</tr>
<tr>
<td></td>
<td>Decrease in demand</td>
</tr>
<tr>
<td></td>
<td>Price regulations</td>
</tr>
<tr>
<td>Dual Shock</td>
<td>Increase in input costs</td>
</tr>
<tr>
<td></td>
<td>Raw material procurement cost</td>
</tr>
<tr>
<td></td>
<td>Ability to leverage payroll support</td>
</tr>
<tr>
<td></td>
<td>Portion of manpower as contractors</td>
</tr>
<tr>
<td></td>
<td>Product delivery cost</td>
</tr>
<tr>
<td>Health Pandemic</td>
<td>Ability to reduce utilization of fixed assets</td>
</tr>
<tr>
<td>Oil Price Shocks</td>
<td>Portion of raw material contracts on take or pay provisions</td>
</tr>
<tr>
<td>Profitability</td>
<td>Government intervention to adjust capital costs</td>
</tr>
<tr>
<td>Leverage and Liquidity</td>
<td>Portion of interest payments with floating rate</td>
</tr>
<tr>
<td></td>
<td>Efficiency in inventory mgmt.</td>
</tr>
<tr>
<td></td>
<td>Ability to collect receivables</td>
</tr>
<tr>
<td></td>
<td>Pressure to meet payables</td>
</tr>
<tr>
<td></td>
<td>Availability of unutilized debt capacity</td>
</tr>
<tr>
<td></td>
<td>No Impact</td>
</tr>
<tr>
<td></td>
<td>Negative impact</td>
</tr>
<tr>
<td></td>
<td>Positive impact</td>
</tr>
</tbody>
</table>

1) Impact is assessed as compared to the status quo situation pre-crisis assuming no e-channel.

Source: Strategies Analysis

PwC Middle East - Webcast Series - 30 June 2020
GIVEN THE RAPID SPREAD, A COMPANY CAN CONSIDER TAKING FOLLOWING ACTIONS:

1. STRESS-TEST FINANCIALS & LIQUIDITY, AND CREATE CONTINGENCY PLAN:
   - Define scenarios that can be tailored to the company and identify baseline planning scenario
   - Identify variables that can impact revenue and cost
   - Model cash flow, P&L, balance sheet in each scenario
   - Identify events / actions to stabilize organization in each scenario (A/P, A/R optimization; cost reduction; portfolio optimization through divestments)

2. MAINTAIN SUPPLY CHAIN:
   - Evaluating alternative sourcing options for all the materials impacted
   - Enhance the demand verification process
   - Assess regional risks for current and backup suppliers
   - Immediate stabilization (critical parts rationing, optimize alternatives)

3. PROTECT CUSTOMERS:
   - Protect customers (e.g., no penalties for cancellations, waiving fees, flexible payment options)
   - Preserve customer loyalty (e.g., premium discounts, loyalty packages)

4. PROTECT EMPLOYEES:
   - Follow the guidelines available among leading global and local health authorities (e.g. WHO, MoH)
   - Communicate with employees frequently; support any impacted employees per health guidance
   - Benchmark efforts such as restricting non-essential travel to countries affected with COVID-19
Clear Objectives
Objectives of the cash forecast are clear, agreed and aligned

Methodology
Have consensus on the approach & assumptions (with business functions)

Information Availability
Attain access to required data – need for IT Solutions

Harmonized Forecast
Ensure consistency with medium-term and long-term cash forecast

Accurate Information
Ensure reported information is reliable and accurate

Culture
Change in culture to focus on cash via management incentives

System
Bespoke system solutions may be required

Training
Training on forecast objectives, policies and processes
“Strategic resilience is the capacity to turn threats into opportunities and the ability to take advantage of opportunities in a timely, non-crisis-like manner. That kind of resilience is only possible through continuously anticipating and adapting to market trends that can severely impair the earning power of the core business and enacting needed change before the need for change becomes perilously evident”
TOOLS & TECHNIQUES TO MAKE ORGANIZATION STRATEGICALLY RESILIENT

- Business Model Canvas
- SWOT Analysis
- PESTEL Analysis
- Porters Value Chain analysis
- Porters Five Forces
- 3 R’s – Right sizing, Re-positioning and Re-designing
- Value Discipline Model
- Mckinsey’s 3 horizons of growth
- Business Operating Model
- Balanced Score Card
- Strategy mapping

Understanding business and it’s internal & external factors for strategy formulation

Strategic Resilience Tools & Techniques

Strategy execution & review
KEY PARTNERS
the entities/individuals involved in activities

KEY ACTIVITIES
the actions required for being profitable

VALUE PROPOSITION
the practical relevance for customers

CUSTOMER RELATIONSHIPS
the type of interrelation to maintain with your target customers

CUSTOMER SEGMENTS
target users/buyers of your product/service

KEY RESOURCES
the assets in demand to keep the business running

CHANNELS
communication channels with clients

COST STRUCTURE
all the expenses including payroll, rent, etc.

REVENUE STREAMS
the income-generating model, e.g., subscription plans, direct sales, etc.
THE THREE R’s FRAMEWORK BY CASCADE

Right Size
First and foremost, you need to prioritize survival.

Re-Position
Your product today just changed whether you like it or not!

Re-Design
Embrace that change today and tomorrow.
Right-size The Business

- **Minimize investment in non-essential systems**
  - Reduce non essential software subscription cost / defer other non-essential CAPEX
  - Change annual subscriptions to monthly if renewing soon
  - Reduce office cost (e.g. Staff kitchen) to minimum level
  - KP1- Achieve cost saving of $10,000 per month

- **Significant improvements in accounts receivables**
  - Create an accelerated A/R process for debts
  - Create an incentive program for early payments
  - Reinforce the value preposition of product to all customers
  - KPI- Reduce outstanding debt to $ 100,000

- **Customer facing workforce that is commensurate to current demand**
  - Review and make adjustments / re-allocations in sales headcount
  - Review and make adjustments/re-allocations in support headcount
  - Review and make adjustments/re-allocations in marketing headcount
  - KPI – Improves ROI on Human Capital by 10 – 15 %
Reposition Your Product

❖ A marketing strategy that takes into account COVID-19
  • Determine current perception of your product / service
  • Decide on which elements can be repositioned as necessity
  • Implement revised marketing in all key channels
  • KPI – Maintain website / foot traffic 100%

❖ Current customers maintain interest and use of your product / service
  • Send customers comms describing how product helps in current situation
  • Offer extensions / bonus features to help them even more
  • Offer targeted support on how to use your product in most effectives way
  • KPI- Maintain customer usage levels at 65%
Redesign Your Marketing & Sales Funnel

❖ Rapidly accelerated adoption of digital marketing
  • Benchmark your current digital marketing KPIs
  • Identify best practices in digital marketing for your industry
  • Hire a digital marketing expert
  • KPI- Increase digital marketing leads by 50%

❖ A digital-first sales strategy commensurate with the times
  • Equip sales teams with tools, materials and content to succeed
  • Adjust pricing to accommodate businesses / people with cash flow issues
  • Implement sales strategies to businesses / people who are less impacted
  • KPI-Maintain sales volumes at 80%
VALUE DISCIPLINE

PRODUCT LEADERSHIP

Minimum threshold to compete

OPERATIONAL EXCELLENCE

CUSTOMER INTIMACY
Mckinsey’s 3 horizons of growth

- **Horizon 1:** Maintain & defend core business
- **Horizon 2:** Nurture emerging business
- **Horizon 3:** Create genuinely new business
The operating model serves as a bridge connecting strategy and execution.

**Strategy**
- Define ambition, purpose and values
- Decide where to play and how to win
- Determine specific strategy elements to optimize
  - Business definition
  - Sources of growth
  - Drivers of value
  - Priority customer needs
  - Critical capabilities
  - Key decisions
  - Cost/profitability targets

**Operating model**
- Structure
- Accountabilities
- Governance
- Ways of working
- Capabilities
  - People, processes, technology

**Execution**
- Implement roadmap
- Deliver capability-building plan
- Role model and reinforce key behaviors
- Implement performance management and feedback loops
- Mitigate risks

Source: Bain & Company
STRATEGIC FINANCE LEADERSHIP FRAMEWORK
BY HOFT
WORLD CLASS STRATEGIC FINANCE LEADER

Your Inner Game

Your Outer Game

PUBLIC LEADERSHIP

PERSONAL LEADERSHIP

FINANCIAL LEADERSHIP

STRATEGIC LEADERSHIP

OPERATIONAL LEADERSHIP

TECHNOLOGY LEADERSHIP

ACCOUNTING & FINANCE

STRATEGY & BUSINESS

OPERATIONS & PROCESSES

SYSTEMS, DATA & TECHNOLOGY

MINDSET

IMPLANT OF MASS INFLUENCE

TECHNOLOGY LEADERSHIP

OPERATIONAL LEADERSHIP

PERSONAL LEADERSHIP

PUBLIC LEADERSHIP

IMPACT & INFLUENCE

INFLUENCE
<table>
<thead>
<tr>
<th>PERSONAL LEADERSHIP</th>
<th>PUBLIC LEADERSHIP</th>
<th>TECHNOLOGY LEADERSHIP</th>
<th>OPERATIONAL LEADERSHIP</th>
<th>STRATEGIC LEADERSHIP</th>
<th>FINANCIAL LEADERSHIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMOTIONAL INTELLIGENCE</td>
<td>RELATIONSHIP &amp; NETWORKING</td>
<td>ACCOUNTING IN BLOCK CHAIN</td>
<td>SUPPLY CHAIN MANAGEMENT</td>
<td>UNDERSTANDING VALUE CREATION CYCLE</td>
<td></td>
</tr>
<tr>
<td>ENERGY AND PRODUCTIVITY</td>
<td>LEADING &amp; INFLUENCING OTHERS</td>
<td>ARTIFICIAL INTELLIGENCE</td>
<td>DIGITIZATION &amp; OPERATIONS MANAGEMENT</td>
<td>THINKING LIKE A STRATEGIST</td>
<td></td>
</tr>
<tr>
<td>PERSONAL BRANDING</td>
<td>COMMUNICATION AND COLLABORATION</td>
<td>ROBOTIC PROCESS AUTOMATION</td>
<td>SERVICE OPERATIONS MANAGEMENT</td>
<td>CREATIVITY, INNOVATION, CRITICAL THINKING PROBLEM SOLVING</td>
<td></td>
</tr>
<tr>
<td>PERSONAL SWOT ANALYSIS</td>
<td>LEADING CHANGE</td>
<td>MACHINE LEARNING</td>
<td>INVENTORY MANAGEMENT</td>
<td>UNDERSTANDING MARKETS &amp; INDUSTRY CYCLES</td>
<td></td>
</tr>
<tr>
<td>PERSONAL MISSION STATEMENT</td>
<td>MASTERING NEGOTIATIONS</td>
<td>BIG DATA AND ANALYTICS</td>
<td>CONTINUOUS IMPROVEMENT</td>
<td>STRATEGY EXECUTION</td>
<td></td>
</tr>
<tr>
<td>REACTIVE TO PROACTIVE</td>
<td>CRISIS LEADERSHIP / TURNAROUND</td>
<td>BUSINESS INTELLIGENCE &amp; VISUALIZATION TOOLS</td>
<td>&gt;LEAN MANAGEMENT</td>
<td>STRATEGY FORMULATION</td>
<td></td>
</tr>
<tr>
<td>SELF MANAGEMENT</td>
<td>CUTURE &amp; OFFICE POLITICS</td>
<td>ERP &amp; EPM</td>
<td>&gt;SIX SIGMA</td>
<td>STRATEGY REVIEW &amp; EVALUATION</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>IT RISK / GOVERNANCE / CYBER SECURITY</td>
<td>&gt;TQM</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>&gt;BUSINESS PROCESS</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>RE-ENGINEERING</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>&gt;THEORY OF CONSTRAINTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Join Us On Linked In & You Tube And Let’s Transform Together

STAY SAFE

THANK YOU