

Doing the **right things now** decides the future of your business, creates instant transparency and re-establishes control in dynamic COVID times.

## Your business is being demolished by the speed and volatility of events

- ◆ Demand and revenues are collapsing
- ◆ Many employees cannot continue to work
- ◆ Raw material prices are volatile & P&L is going south
- ◆ Operations are closing or running low
- ◆ Supply chains are broken or uncertain
- ◆ All business & operations plans to date are outdated

### Move Tactically

- ◆ Protect the health of your people
- ◆ Reduce cost and postpone payments, gain governmental support
- ◆ Ramp down but keep the supply and operations running (preventing from building it again from scratch when ramping up after crisis)
- ◆ Defer/postpone turnarounds where possible
- ◆ Defer preventive maintenance where possible
- ◆ Negotiate with suppliers and customers on keeping the business alive
- ◆ Encompass digital and remote working as much as possible

### Coordinate Strategically

- ◆ Think in business scenarios and a short, mid term and strategic plan to navigate through and ramp up after the crisis
- ◆ Use the key learnings to make your business asset mgmt. stronger, more agile and less vulnerable in the future:
  - Reconsider your global asset footprint
  - Create strong alliances with suppliers and customers
  - Correct your make-or-buy strategy to avoid dependency and vulnerability
  - Use digital and automation technology where possible
  - Re-Plan your operations within scenarios and define concrete action steps to get ready for the “New Normal”