Crisis Management: Optimising the Operating Costs, Cash-Flows and Company Resources

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SCENARIO

- Crisis explosion
- Peak of the crisis
EPIDEMIC PROJECTIONS IN ITALY.
SCENARIO

Efficacia delle misure di isolamento sociale sul contenimento delle epidemie

- Ritardo picco epidemico
- Riduzione entità picco epidemico
- Capacità di risposta del SSN
- Distribuzione dei casi in un periodo più lungo

Tradotto e adattato dalla Fondazione GIMBE da: Emerg Infect Dis 2020
SCENARIO

- VIOLENT SHOCK (JUST ONE TIME): SHOCK AFFECTS SHORT PERIOD AND WELL DEFINED GEOGRAPHY AREA

- SHOCK WITH LONG AND MIXED EFFECTS
SCENARIO – WITH LONG AND MIXED EFFECTS

- UNDER THESE CIRCUMSTANCES WE MUST CONSIDER:

  - TIME: HOW LONG THE SHOCK WILL HAVE EFFECTS?
  - GEOGRAPHY AREA: IN WHICH GEOGRAPHY AREA THE NEGATIVE EVENTS WILL PRODUCE EFFECTS?
DEVELOPMENTS

ECONOMIC GROWTH V – ECONOMIC GROWTH L – ECONOMIC GROWTH U

production

time
CRUCIAL POINTS

- WHERE ARE MY FINAL MARKETS?
- WHERE ARE MY CRUCIAL CUSTOMERS?
- WHERE ARE MY CRUCIAL SUPPLIERS?
- WHERE DO MY WORKERS LIVE?
- WHERE ARE LOCATED MY LOGISTIC SERVICES?
MENTALITY CHANGE

- CHANGING PLANS
- WHAT COMPANY FUNDAMENTAL BASIS WE MUST DEFENCE?
- CHANGING THE BUSINESS APPROACH FROM PRODUCTS AND SERVICES SALE TO OFFER SOLUTIONS
AS CONSEQUENCE SOME POINTS

- COSTS STRUCTURE REDUCTION
- FIXED-ASSETS AND SINGLE LINE OF BUSINESS SALE
- SMARTWORKING: CHANGING THE GOALS FROM RATIO WORK/HOUR TO RATIO WORK/TARGET
CHINA COMPANIES APPROACH AFTER PEAK OF THE CRISIS

- Look ahead and constantly update your efforts: updating mental models and plans
- Use and adaptive bottom-up approach to meet top-down efforts
- Proactively create security for employees
- Reallocate labor if flexible to different activities
- Shift where is possible your sales channel mix
- Use social to coordinate employees and business partners
- Prepare for a recovery
- Expect different recovery speeds for different sectors
- Look for opportunities
- Adapt your recovery strategy
- Innovate around new needs
- Spot new consumption habits being formed