



*SUPSI - CENTRO COMPETENZE TRIBUTARIE*  
*CONFERENCE 18<sup>TH</sup> MARCH 2020 LUGANO*

# **CRISIS MANAGEMENT: OPTIMISING THE OPERATING COSTS, CASH-FLOWS AND COMPANY RESOURCES**

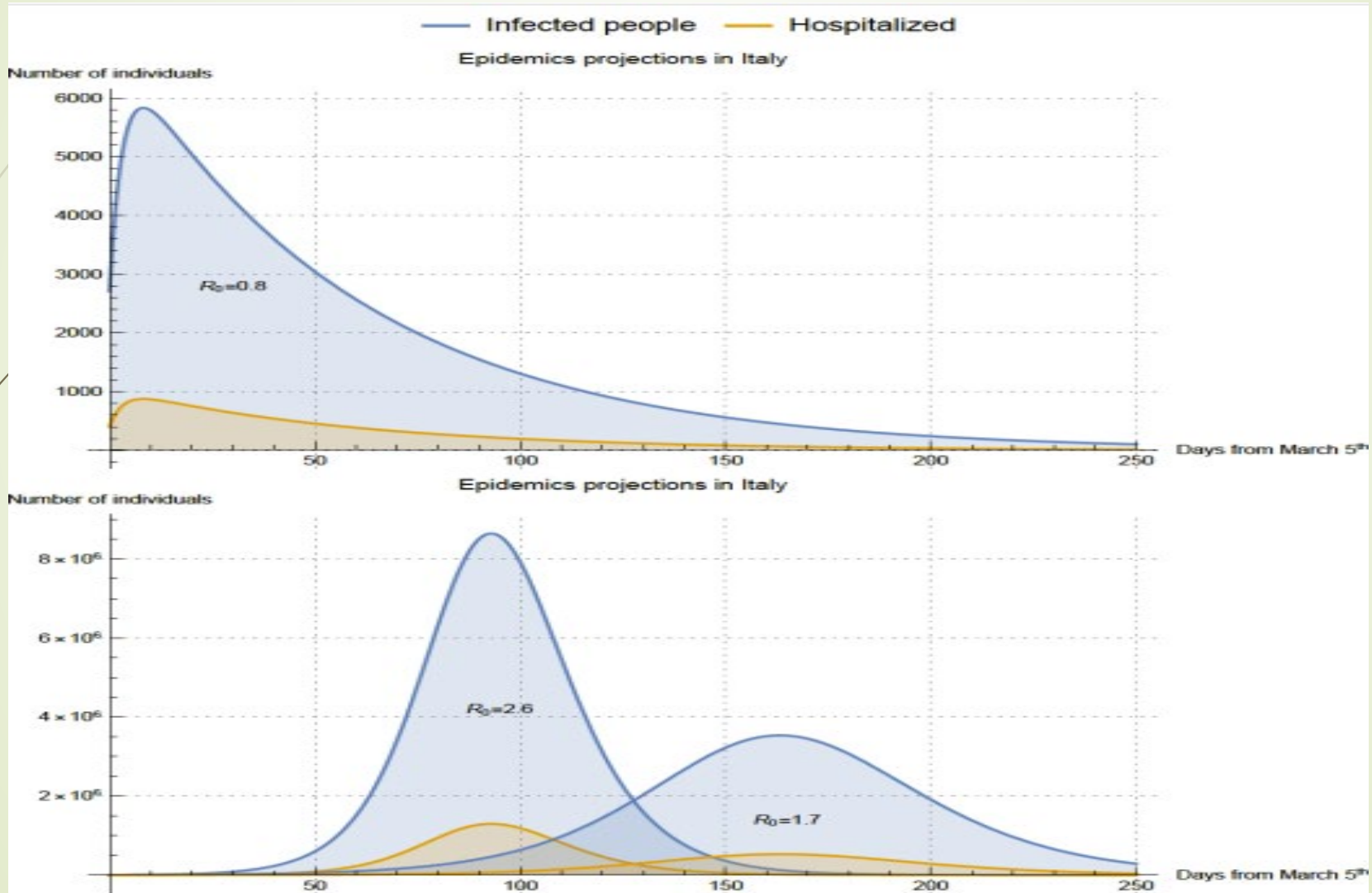
**FRANCO CONFALONIERI**



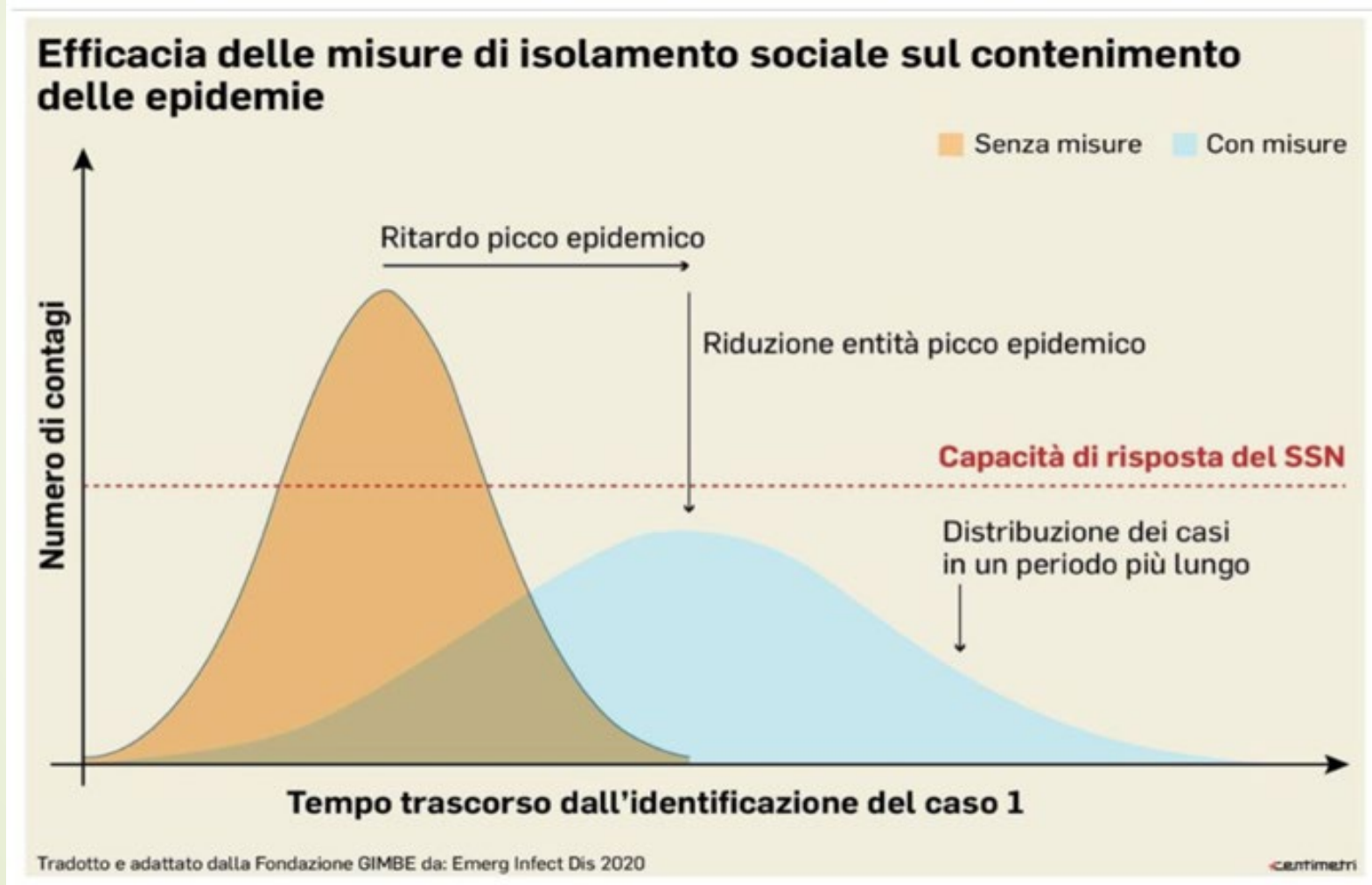
# SCENARIO

- Crisis explosion
  - Peak of the crisis
- 

# EPIDEMIC PROJECTIONS IT.



# SCENARIO





# 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**





# 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?
- 



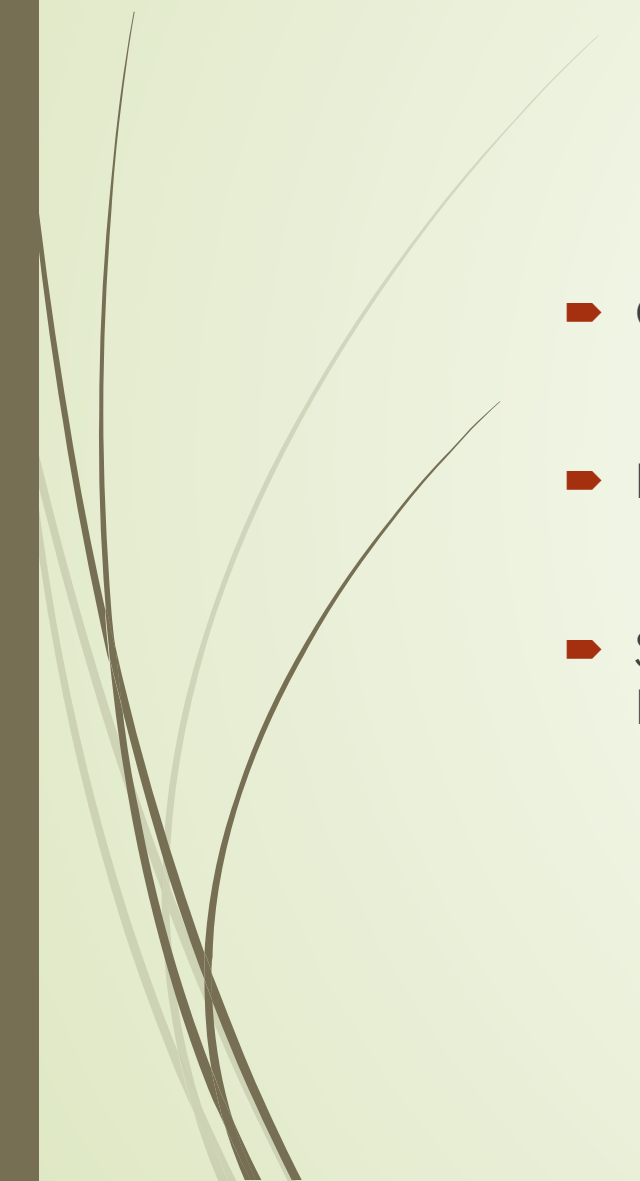



# MENTALITY CHANGE

- ▶ CHANGING PLANS
  - ▶ WHAT COMPANY FUNDAMENTAL BASIS WE MUST DEFENCE?
  - ▶ CHANGING THE BUSINESS APPROCH 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 COSTANTLY UPDATE YOUR EFFORS: 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