

Are you ready to reinvigorate for the post pandemic “New Normal”?

As businesses start to recover and emerge from the COVID-19 tunnel, for long-term prosperity, it is now important to strategise for the new normal. Whilst managing the short-term crisis response required pivoting from one governance announcement to the next, and re-adjusting your operational model, Boards and Executive must now reset the organisation’s long-term priorities, including exploring opportunities for new value adding service delivery platforms.

What does the new normal look like? Consider the impact of online technology in meeting customer needs and remote management of operations; local sourcing to secure supply chains; ongoing government interventions; effects of change on risk profiles and the effectiveness of existing controls; and the ability to absorb ongoing shocks. If you aspire to improve your customer centricity, what do you need to strategically transform?

JNW’s **Pandemic Life-Cycle Risk Management Model** can help you navigate the uncertainty to turn risk into opportunity.

	1. Survival Response	2. Resilience & Recovery	3. Reinvigoration to the ‘New Normal’
Focus	<ul style="list-style-type: none"> • Activate Business Continuity Plan (BCP) • Establish response teams • Identify key operational impacts 	<ul style="list-style-type: none"> • Navigate shocks • Scenario model possible outcomes • Response planning 	<ul style="list-style-type: none"> • Characterise the “new normal” • Strategize for return to full production + • Re-evaluate the market environment
Leadership	Recognise disruption/agile transparent decision-making/unify teams	Empower, implement resilience plans/empathetically communicate adjustments	Optimism/foresight/re-invention/authenticity
Priorities	<ul style="list-style-type: none"> • Critical Assets • Critical Products/Services • Critical Customers 	<ul style="list-style-type: none"> • Critical Assets • Critical Products/Services • Critical Customers 	<ul style="list-style-type: none"> • Reactivate capability/capacity • Customer opportunities • Prepare for second wave interruptions
Actions/ Risks	<ul style="list-style-type: none"> • Critical operations risk assessment • Stakeholder communication – staff, customers, suppliers & shareholders • Site decontamination • Staffing – impact, safety, key persons, key role succession planning • Split workforce/Work From Home (WFH) rotations & social distancing impacts • Customer contracts – key deliverables • Supply chain status • Cashflow analysis/financial covenants • Insurance coverage • IT requirements/Disaster Recovery Plans • Legislative requirements/new government initiatives-regulations 	<ul style="list-style-type: none"> • Critical ops risk & controls assessment • Stakeholder communication • Working capital stress testing • Secure cashflow funding • Cost containment • Staff safety & wellbeing (OHS – onsite/WFH) • Staff support packages/redundancies • Customer management/contract risks • Supply chain security • Inventory management • Quality assurance • Regulatory compliance • IT security/online capability • Ongoing sanitisation/decontamination 	<ul style="list-style-type: none"> • Strategic purpose setting • Customer needs/service delivery models • Cashflow projections • Operational risk assessment (existing/emerging) & re-assess control effectiveness • IT online functionality/data security • Building production capability/productivity • Staff engagement, skills assessment & re-hiring • Supply chain evaluation • Deactivate BCP - document learnings, update BCP/DRP • M&A investment opportunities • Stakeholder communication • Contractual/insurance issues

While no one can say how long the current shut down will last, you can be sure, every day it gets closer. Response, resilience, recovery to reinvigoration..., are you positioning for the new normal? Board’s should encourage management to undertake a broad strategic review that should embrace some bold moves around customer engagement and service delivery productivity. Critically, it’s time to re-assess the entities risks covering financial, the new marketplace, compliance and operations, then align the entities control framework to ensure you shift with assurance.

Coming out of a crisis is a great opportunity to gain a competitive edge. But it demands strong governance – in the planning stage and implementation.

Should you need assistance with re-assessing your strategic objectives, identifying new operating risks or determining if current controls remain effective, please do not hesitate to contact Jeff Webb on 0437 539 015 or at jeffwebb@jnwstrategic.com.au.