

WHAT'S NEXT?

Setting our clients up for success in a changed world

WHAT HAPPENS AFTER COVID-19?

- How will governments emerge?
- Which industry sectors will emerge resilient and which will experience dislocation?
- How will business models adapt, evolve and thrive?
- How will disparate economies emerge and at what pace?
- Where do we need to be strongest and soonest?

Across the world, governments and businesses are pondering these questions and countless more as they hurriedly implement changes to manage Covid-19. Ashurst is committed to helping our clients navigate the questions that matter for your business so you can capitalise on the opportunities that sit on the other side of this remarkable period of change.

In this briefing, we present our take on the common forces that are re-shaping markets in the sectors and countries in which we operate with the view to helping you prepare for the other side.

Above all, we believe leaders who embrace preparedness over prediction will succeed in the long run.

Successful clients will be focused on the "other side"

In the space of just weeks in 2020, business models have been completely upended, repurposed and transformed. In answering the questions on the previous page, we can be guided by an assessment of the changes via three categories:

1 Those worth keeping

Significant benefits realised should be continued and built on because they deliver better business performance, superior customer impact or improve employee experience.

2 Those that are not sustainable

Short-term benefits have been realised but continuing in "steady-state" is too costly for the business, harmful to customers or degrades employee engagement.

3 Those with adverse unintended consequences

Irrespective of the costs and benefits, during the period in which change was enacted, there have been detrimental effects on employees, suppliers and/or customers. Such effects may require some form of remediation to ensure stakeholders are not "worse off", notwithstanding the best efforts of the organisation.

Can you capture advantage through superior preparedness?

The outbreak of Covid-19 has seen businesses and governments implement changes that are on a scale, speed and intensity that in many instances, is without equal in modern peacetime history.

Recurring crises over the past 50 years have showed that organisations and leaders willing to invest in preparation for the post-crisis period have consistently outperformed over the long term.

Whilst there are undoubtedly good examples of predicting winners and make changes accordingly, this approach brings significant, and potentially existential, risks to organisations and their operations.

Leaders who look to the "other side" of COVID-19 with a mindset of preparedness will better take their people on the journey, create long-term customer loyalty and ultimately create greater value.

On the next page, we set out 6 core themes of preparedness, each with a number of key areas we believe require deliberate planning, forethought and ultimately, preparation.

We welcome the opportunity to discuss and debate with you and your leaders the ways in which you can best action the choices in front of you.



Key drivers of market change: where will you focus?

Across the sectors and countries in which Ashurst operates, rebounding strongly from Covid-19 induced market upheaval will be determined in large part by how well firms prepare for the following drivers of business and market change

Capturing rebounding growth	Customers	Extending transformation	Sustaining operational excellence	Risk & compliance	Resilience
Active M&A strategy	Re-engaging disconnected customers	Workforce delivery models	Supply chain effectiveness	Re-setting and redesigning risk and compliance operating model	Scenario plan new business models
Capital structure & funding	Identify and fix harmed customers	Pivoting tech priorities	De-risking cost-out	Recalibrating executive accountability	Scenario planning for the recovery
Defence strategies	Sustainably extending new CX / delivery	Sustaining simplicity	Making good temporary fixes permanent	Managing market obligations	Responsible business framework
Value chain assessment		Pivoting and re-setting on-hold programs		Re-engage regulators on BAU	Stress test ecosystem providers
Sustaining new growth models				Tech & cyber risk re-set	Governance during recovery
					Safely transitioning to new normals

What are your top 3 priority issues?

1	
2	
3	

