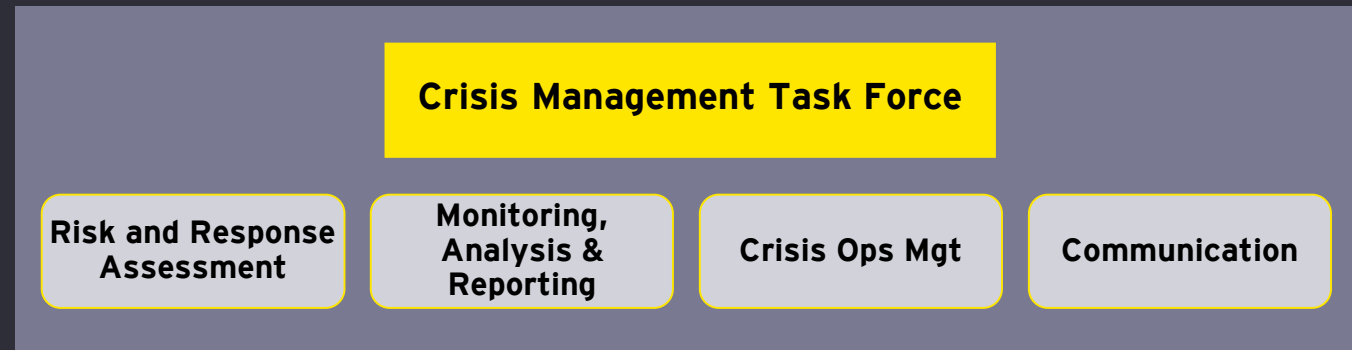


Covid-19 has created a “black swan” event that demands a cross-functional approach to crisis management



Workforce Mgt & Employee Health

- Plan & execute employee health plan following guidance
- Identify contingency working arrangements for business continuity
- Strong communications and employee support programs
- Local labor law

Customer & Brand

- Conduct customer impact assessment
- Create & communicate customer crisis plan - safety concerns, credit, product supply, MSS operations
- Double down on voice of the customer research
- Re-imagine customer journeys for digital-first
- Re-align MSS operations for virtual working & automation

Short-term Finance Management

- Revenue forecasting & impact assessment
- Liquidity risk assessment & contingency planning
- Cash forecasting & intervention actions
- Customer / Supplier financial health monitoring - identify financial support needed

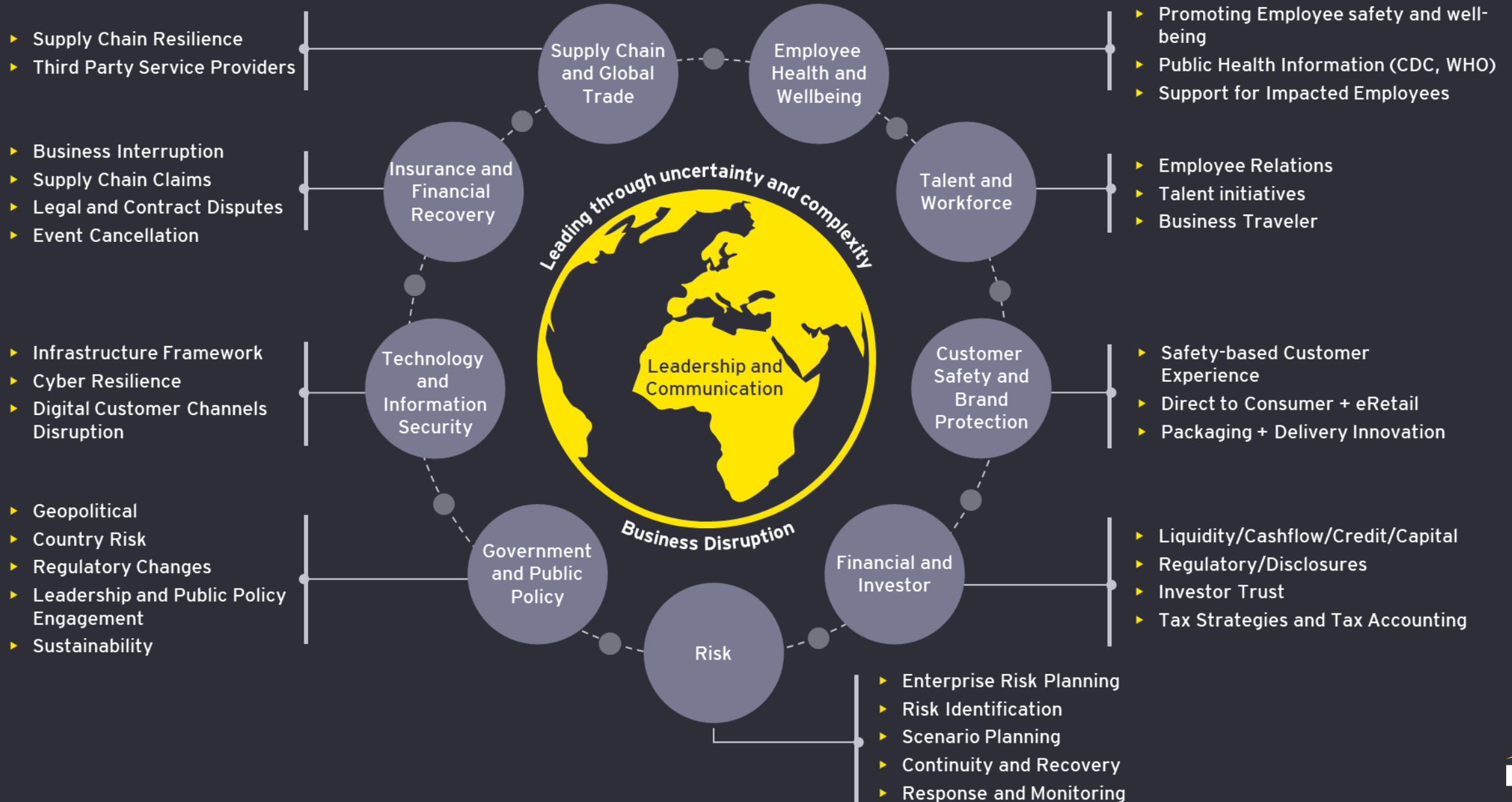
Supply Chain Management

- Conduct E2E SC risk assessment
- Identify critical components and review extended SC risk with Tier 1 suppliers
- Review demand & supply - S&OP - inventory
- Identify SC network flexibility & alternatives
- Customs & indirect taxes






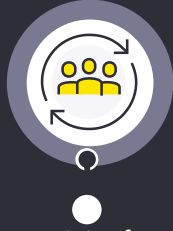
Legal & Contract Dispute Resolution

- Contract risk assessment & identify prevention actions
- Managing customer / suppliers contract disputes due to economic impacts or supply disruptions
- Identify 'Force Majeure' and hardship causes

EY COVID-19 Enterprise Resiliency Framework : Now, Next & Beyond



EY COVID-19 Enterprise Resiliency Framework : Infrastructure Now, Next & Beyond

	Now			Next		Beyond
						
	Aligning IT strategy to change Business priorities	Prioritizing IT Business Architecture & Eco-system	Reorganizing IT operations & projects	Managing deployment of critical (collaboration) tools	Sustaining IT performance	Remaining future oriented
Topics	<ul style="list-style-type: none"> ▶ Business continuity and process criticality ▶ No physical interaction ▶ IT Agility to align ▶ Governance to sustain decision making 	<ul style="list-style-type: none"> ▶ IT Infrastructure monitoring, sustainability & scalability ▶ IT Applications System Integration / disruption ▶ Data governance, consistency and accuracy 	<ul style="list-style-type: none"> ▶ IT procedures (DRP, backup,...) ▶ IT resources ▶ IT teams & organisation ▶ IT Tools 	<ul style="list-style-type: none"> ▶ Remote/Agile Working ▶ Collaboration and Document management (DMS) ▶ Critical business applications ▶ Process reengineering imbedding collaboration tools 	<ul style="list-style-type: none"> ▶ IT Workforce Planning ▶ Service Level resilience (internal & external) ▶ Recruiting, resourcing and Partnerships 	<ul style="list-style-type: none"> ▶ Relaunching IT activities ▶ Restarting projects
Challenges	<ul style="list-style-type: none"> ▶ Realigning rapidly It mission, vision and governance to Business (wrong or delayed critical decision) ▶ Optimizing (license & hardware) securing Digital collaboration tool 	<ul style="list-style-type: none"> ▶ Insufficient capacity to support remote work, back up failing ▶ Access to infrastructure restricted ▶ System Integration within EcoSystem ▶ Data consistency & accuracy 	<ul style="list-style-type: none"> ▶ Prioritizing IT resources (VPN, Network operating, monitoring,...) ▶ IT Procedures failing (PC help desk support physical break) ▶ IT roadmap realignment ▶ IT (external) resourcing reduced ▶ Optimizing IT licensing 	<ul style="list-style-type: none"> ▶ Employees not onboarded or un-informed on tools ▶ Collaboration / DMS tools unsuited to enable effective work on the long run ▶ Business project disrupted due to IT delays 	<ul style="list-style-type: none"> ▶ IT Service Levels depending on reduced resources and remote working ▶ Post Covid-19 lessons learned ▶ Post Covid-19 relaunching initiatives & ramping up 	<ul style="list-style-type: none"> ▶ Resourcing IT ▶ Resetting Momentum ▶ Continuous improvement
Strategies	<ul style="list-style-type: none"> • Focused iterative assessment on where your organization stands in preparation and resilience in a crisis context • IT Risk accelerated assessment 	<ul style="list-style-type: none"> ▶ Enterprise Architecture, Infrastructure reevaluation ▶ Application assessment ▶ Data maturity assessment ▶ Strategy acceleration IT, Digital, Cloud & RPA ▶ Fit-gap IT AsIs versus IT ToBe incl. Short-term crisis management (quick wins, crisis measures, governance, communication,...) 	<ul style="list-style-type: none"> ▶ Realignment of IT Target Operating Model (SLA, governance, people, tools,...) ▶ Review and reinforce workforce ▶ Application Management Support (SAP) activation ▶ Accelerated vendor selection methodology to support IT sourcing & licensing 	<ul style="list-style-type: none"> • IT Agile & Program Management of deployment of platform (Collaboration, ERP, Reporting solution, ...) 	<ul style="list-style-type: none"> ▶ Continuity plan updated with findings and HL roadmap for long-term measures and resilience initiatives ▶ IT & related assets performance management ▶ Benchmarking IT ▶ Technical strategies for a resilient infrastructure : Demand-triggered Scalability, Business Driven Agility, RPA 	<ul style="list-style-type: none"> ▶ Agile Business Transformation approach ▶ Assessment of virus stress test (including best practices)

EY COVID-19 Enterprise Resiliency Framework

EY | Assurance | Tax | Transactions | Advisory

Technology Consulting : Now, Next & Beyond

About EY

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