Through Kids’ Eyes...
By: Associated Press

Owen, 12, Nunavut, Canada
Elena, Rome, Italy
Udhav, 8, India
Ana, 10, Havana, Cuba
Danylo, 12, Ukraine
Tresor, 12, Rwanda
Baneen, 10, Jordan
Jimmer Alejandro, 9, Colombia
By: Elena, Rome
By: Advait, New Delhi
By: Hudson, Chicago
By: Nikki, Melbourne

GROUP CRISIS MANAGEMENT BRIEFING

BRIEFING #18
2 JUNE 2020
The United States cuts ties with the World Health Organization. WHO praises the United States for its immense and generous contribution to global health in a push to salvage relations.

There is no empirical evidence that previous coronavirus infections protect you from infection with COVID-19.

One of the areas in which health services have been particularly affected is in care for people with noncommunicable diseases including diabetes, cancer, cardiovascular disease or a chronic respiratory disease.

- More than half of the countries surveyed have partially or completely disrupted services for treatment of hypertension; half for treatment of diabetes and related complications; and 42% for cancer treatment, and 31% for cardiovascular emergencies.
- One of the greatest threats to WHO's success is that less than 20% of its budget comes from member states while more than 80% is voluntary contributions from member states and other donors, which are usually tightly earmarked for specific programmes.
- WHO launched the COVID-19 Solidarity Response Fund. In just two-and-a-half months this fund has raised more than US$214 million from more than 400,000 individuals and companies.
- Several countries in Asia...in Europe...are lifting...measures...[as they are able to] quickly identify cases and look at the metrics; how many cases are being detected, what does the bed occupancy look like, what are the numbers of deaths over time, what is the reproduction number... There're certain criteria that need to be looked at...the best advice...is that it needs to be done in a slow way. Not all measures can be lifted at once...taking an approach of looking at where transmission is least and...at a geographic level but doing it in a slow way.
- Countries that have been successful have moved early and have used a combination of responses with public health surveillance at its core; case finding, tracing, testing and those key components of public health response.
- WHO is inviting companies or governments that develop an effective therapeutic to contribute the patent to the Medicines Patent Pool, which would then sub-licence the patent to generate manufacturers...it’s really important to scale up [the vaccine] at a low price...as long as this disease is going on in any part of the world we’re all going to be vulnerable...That’s not going to be achieved through monopoly pricing of the drug companies. It’s only going to be true if we make sure that there’s access to generics, to local producers; the widest dispersion of production.
- There has to be return to those who are making their research although much of the money is coming from the government...it’s been de-risked. But we can do that through royalties, through charging appropriate prices. That can be done within the patent pool.
- During this pandemic, we have seen that mass gatherings have the potential to act as super spreading events.
## GLOBAL STATUS REPORT

**2 June 2020**

### Statistics

<table>
<thead>
<tr>
<th>Confirmed Cases</th>
<th>6,370,471</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deaths</td>
<td>377,515</td>
</tr>
<tr>
<td>Critical Condition</td>
<td>53,403</td>
</tr>
<tr>
<td>Mild Condition</td>
<td>3,034,921</td>
</tr>
<tr>
<td>Recovered &amp; Discharged</td>
<td>2,904,632</td>
</tr>
</tbody>
</table>

**+768,950 cases since 26 May**

**=5.9% of all confirmed cases**

### Top 20 (out of 213 countries & territories affected)

<table>
<thead>
<tr>
<th>Country</th>
<th>Confirmed</th>
<th>Deaths</th>
<th>Recovered</th>
<th>Critical</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>1,859,323</td>
<td>106,925</td>
<td>615,416</td>
<td>16,949</td>
</tr>
<tr>
<td>Brazil</td>
<td>529,405</td>
<td>30,046</td>
<td>211,080</td>
<td>8,318</td>
</tr>
<tr>
<td>Russia</td>
<td>414,878</td>
<td>4,855</td>
<td>175,877</td>
<td>2,300</td>
</tr>
<tr>
<td>Spain</td>
<td>286,718</td>
<td>27,127</td>
<td>196,958</td>
<td>617</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>276,332</td>
<td>39,045</td>
<td>-</td>
<td>1,559</td>
</tr>
<tr>
<td>Italy</td>
<td>233,197</td>
<td>33,475</td>
<td>158,355</td>
<td>424</td>
</tr>
<tr>
<td>India</td>
<td>198,706</td>
<td>5,608</td>
<td>95,754</td>
<td>8,944</td>
</tr>
<tr>
<td>France</td>
<td>189,220</td>
<td>28,833</td>
<td>68,440</td>
<td>1,302</td>
</tr>
<tr>
<td>Germany</td>
<td>183,765</td>
<td>8,618</td>
<td>165,900</td>
<td>677</td>
</tr>
<tr>
<td>Peru</td>
<td>170,039</td>
<td>4,634</td>
<td>68,507</td>
<td>988</td>
</tr>
<tr>
<td>Turkey</td>
<td>164,769</td>
<td>4,563</td>
<td>128,947</td>
<td>651</td>
</tr>
<tr>
<td>Iran</td>
<td>154,445</td>
<td>7,878</td>
<td>121,004</td>
<td>2,578</td>
</tr>
<tr>
<td>Chile</td>
<td>105,159</td>
<td>1,113</td>
<td>44,946</td>
<td>1,446</td>
</tr>
<tr>
<td>Mexico</td>
<td>93,435</td>
<td>10,167</td>
<td>67,491</td>
<td>378</td>
</tr>
<tr>
<td>Canada</td>
<td>91,705</td>
<td>7,326</td>
<td>49,726</td>
<td>1,648</td>
</tr>
<tr>
<td>Saudi Arabia</td>
<td>87,142</td>
<td>525</td>
<td>64,306</td>
<td>384</td>
</tr>
<tr>
<td>China</td>
<td>83,022</td>
<td>4,634</td>
<td>78,315</td>
<td>3</td>
</tr>
<tr>
<td>Pakistan</td>
<td>76,398</td>
<td>1,621</td>
<td>27,110</td>
<td>111</td>
</tr>
<tr>
<td>Belgium</td>
<td>58,517</td>
<td>9,486</td>
<td>15,919</td>
<td>163</td>
</tr>
<tr>
<td>Qatar</td>
<td>58,433</td>
<td>40</td>
<td>33,437</td>
<td>240</td>
</tr>
</tbody>
</table>

**83% 89% 82% 93%**
## ADDITIONAL GUIDELINES TO SUPPORT COLLEAGUES

<table>
<thead>
<tr>
<th>1. For management</th>
<th>2. For all colleagues</th>
<th>3. Enhancing the Risk Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>A set of global guidelines for progressively making HKA offices available</strong></td>
<td><strong>A set of FAQs regarding how the business will approach the reopening</strong></td>
<td><strong>Making the Risk Assessment more user-friendly and accessible</strong></td>
</tr>
</tbody>
</table>

### The need and criticality:
As various jurisdictions start to open their economies, it is important that we adopt a set of consistent guidelines that inform the local decisions and regional plans for making HKA offices available to staff under a phased approach.

**Users:**
All Continent Heads, Operations Leads, and Office Managers.

**The approach:**
We are looking at the guidelines issued by various health authorities, government regulators, and other organisations to develop the HKA guidelines. Once drafted and reviewed, they will be issued to all Regional CMTs at the same time.

**Communication:**
These guidelines complement the IDORP C-19 and will be shared on the Intranet Page and communicated globally.

**Timing:**
By mid-June.

### The need and criticality:
As we make the offices available under a phased approach, staff will have questions regarding the process and how the business will continue to safeguard their health. These questions need to be answered and the FAQ’s aim to provide those answers. As new queries arise, we will add to FAQs.

**Users:**
All colleagues.

**The approach:**
We are reviewing the Peakon survey comments and concerns raised by colleagues to draft the FAQ’s and answers. Once drafted, these will be shared with everyone.

**Communication:**
This will be an attachment to the existing FAQs page that is already accessible through the COVID-19 Intranet Page and communicated globally.

**Timing:**
Before mid-June.

### The need and criticality:
We need to develop the right vehicle to capture the answers to questions under the Risk Assessment from each staff member to better inform the risk assessment and create more flexibility for Regional CMTs when completing the form on behalf of a group.

**Users:**
All colleagues.

**The approach:**
A proposed solution is under review. It will be communicated to Regional CMTs once finalised.

**Communication:**
Once finalised the process will be shared on C-19 Intranet Page, and communicated globally.

**Timing:**
Before mid-June.
The pandemic's pace is quickening worldwide, with ~770,000 new known infections reported in the last week.

An international team of scientists used genetic analysis to trace the likely origin of the novel coronavirus to horseshoe bats.

More than 40 million people — the equivalent of 1 in 4 U.S. workers — have now filed for unemployment benefits.

C.D.C. Recommends Sweeping Changes to Offices.

Japan and Europe roll out huge stimulus packages.

**United States & Canada**

- Unemployment claims continue to mount, with 2.1 million filed last week. The jobless data does not include millions of other laid-off workers.
- The Congressional Budget Office projected that the virus would cost the U.S. economy $7.9 trillion over the next decade.
- In New York between 200,000 and 400,000 people could return to work under the first phase of recovery.
- After two months of stay-at-home restrictions, New York City has flattened its curve — but many people are still becoming infected.
- Las Vegas is planning to allow casinos and resorts to reopen in early June; many will have new rules, like not allowing players to touch cards, and will spread out slot machines and mark tables with tape to keep players apart.
- California became the fourth U.S. state with at least 100,000 known coronavirus infections, joining Illinois, New Jersey and New York.
- Disney announced that its Florida theme parks would reopen in mid-July.
- The National Hockey League announced a plan to complete its season, with a 24-team playoff tournament hosted in empty arenas in two hub cities.
- Only half of Americans say they plan to get the vaccination when it arrives, according to a survey by The AP and the National Opinion Research Center.
- The U.S. House of Representatives held its first partly remote vote, using a new proxy voting system instituted for the pandemic.
- Americans are scared about what will happen if pandemic relief is not renewed.
- American and Delta offer buyouts as airlines prepare for a long recovery.
- Parts of Washington, D.C., and the Northern Virginia suburbs will start to loosen restrictions.
- US administration will not issue a midyear update to its economic forecasts this summer, sparing it from revealing how the recession is harming economic growth.
- The Boston Marathon was canceled for the first time in its 124-year history.
- Illinois is expected to enter its third phase of reopening in the coming days, bringing back businesses with some limitations, even as new cases continue to rise.
- Despite the continuing outbreaks in parts of Mississippi, Gov. Tate Reeves announced that all businesses could reopen and travel restrictions had been lifted.
- Questions loom about safety of mass transit as N.Y.C. gears up.
- Child care and summer activities for children will begin opening in New Jersey.
- Connecticut eases restrictions on social and religious gatherings as some casinos prepare to reopen.
IN THE NEWS…

Asia

- Virus squeezes a new crop of job seekers in China
- Apps used to track Chinese citizens who might be spreading the virus are becoming a permanent fixture of everyday life, one that privacy advocates worry will be used in increasingly invasive ways.
- Wuhan tests millions to calm fears.
- The Japanese cabinet approved more than $1 trillion in stimulus funding that includes a combination of subsidies to companies and to people. Parliament is expected to approve the measure next month.
- Nissan said it would close plants in Spain and Indonesia and cut global production by 20% as it seeks to remake itself into a smaller, more efficient automaker.
- South Korea is closing parks and museums, and warns of more restrictions after recording its biggest jump in COVID-19 cases in 53 days. The health minister warned more steps would need to be taken if the new outbreak isn’t brought under control, saying: "We will have to return to social distancing if we fail."
- Coronavirus infections are spreading at an alarming rate on far-flung islands of the world’s fourth-most-populous country, and it could get worse soon. After hundreds of thousands of Indonesians gathered for Ramadan over the past weeks, some experts fear a big surge in cases.
- Japan has bucked the conventional wisdom around the virus: It has reported fewer deaths than other major nations and ended a state of emergency while conducting relatively few tests.
- It is reported that the Malaysian Employers Federation (MEF) expects up to 2 million people will lose their jobs in Malaysia as a result of the Covid-19.
- Japan is considering easing entry restrictions on people from Thailand, Vietnam, Australia and New Zealand, the Yomiuri newspaper reports.
- A gauge of China’s manufacturing activity slipped in May, underlining the slow pace of recovery from the first-quarter slump.

Australia & New Zealand

- Novavax, a U.S.-based biotech company, began human trials for a coronavirus vaccine in Australia on Tuesday.
- As Australians begin enjoying their newfound freedoms with the easing of coronavirus-related restrictions, you might expect the general level of concern in the community to drop. But in fact, the opposite has occurred. A significant increase in the number say they were very concerned about the pandemic.
- Victoria has hardened its stance on people returning to workplaces, saying if employees have been working from home, they must continue to do so for all of June. The state is moving from an advisory to an order by the Chief Health Officer under the Health and Wellbeing Act, which carries penalties up to $100,000.
- Australia’s health authorities urge caution as Covid-19 lockdown rules ease.

South America

- The economic pinch of the coronavirus pandemic in Mexico is hitting a wide range of people as the President said the virus could cost as many as a million jobs.
- A U.S. travel ban on Brazil is going into effect on Tuesday as the South American country struggles to control the relentless spread of the virus.
- The United States has delivered two million doses of hydroxychloroquine to Brazil for use in the fight against the virus.
UK & Europe
- Macron set to unveil aid for France’s embattled auto industry
- EU’s executive arm said it wanted to issue bonds in capital markets to raise 750 billion euros, or $860 billion, to finance the bloc’s economic recovery.
- Students were allowed to return to some elementary schools in England, but many parents decided to keep their children home anyway.
- Spain began 10 days of national mourning for victims of the virus. Prime Minister Pedro Sánchez waited to begin the period until the whole country had entered its first reopening phase.
- After months of lockdown, many people in Italy are hitting the beach, and some are flouting social-distancing measures.
- In Switzerland, events of up to 300 people and spontaneous gatherings of up to 30 will be allowed starting June 6.
- France is no longer allowing hydroxychloroquine as a treatment for Covid-19 patients.
- Eastern Europe’s covid-19 recession could match its post-communist one.
- Cyprus said it would reimburse tourists who contract the coronavirus while on vacation there, as part of an effort to attract visitors.
- A French study found one in 10 Covid-19 patients who were diabetic died within a week of being hospitalized.
- Greece is opening up to tourists from only 29 countries with similar or better covid-19 rates than Greece.

Middle East
- 17 new COVID-19 mutations found in UAE
- UAE changes the curfew hours again from 10:00PM to 6:00AM, beaches and business open.
- The death of a young doctor who was refused treatment for Covid-19 at a hospital in Egypt has sparked public outrage.
- Yemen Officially Has One of the Middle East’s Lowest COVID-19 Counts. In Reality, the Virus Is Spreading Unseen and Unchecked.
- In KSA, any patient with chest pain is considered as COVID-19 until proven otherwise.
- Saudi Arabia transfers $40bn to Public Investment Fund to capitalise on opportunities amid Covid-19
- KSA will begin a new phase dealing with COVID-19 based on social distancing from Thursday.
- The number of COVID-19 cases are on the rise across Iran.

Africa
- Africa struggles to test for covid-19
- The continent is at the back of the global queue for diagnostic ingredients.
- Manhunts have begun after hundreds of people, some with the coronavirus, fled quarantine centers in Zimbabwe and Malawi.
- South Africa lifted its ban on alcohol sales. The deeply unpopular measure was credited with a drop in murders and traffic accidents in the country. School openings are delayed.
- Congo, already battling the virus and measles, has a second Ebola outbreak.
Temperature checks, desk shields and no public transit: The guidelines would remake office life. Some may decide it’s easier to keep employees at home.

- Create a COVID-19 workplace health and safety plan.
- Before resuming business operations, check the building to see if it’s ready for occupancy.
- Identify where and how workers might be exposed to COVID-19 at work.
- Develop hazard controls using the hierarchy of controls to reduce transmission among workers.
- Isolate workers from the hazard. Change the way people work.
- Educate employees and supervisors about steps they can take to protect themselves at work.

Other key points:
- Modify or adjust seats, furniture, and workstations to maintain social distancing of 2m/6ft between employees.
- Take steps to improve ventilation in the building.
- Upon arriving at work, employees should get a temperature and symptom check.
- Inside the office, desks should be 6 feet apart. If not possible, consider erecting plastic shields around desks.
- Seating should be barred in common areas.
- Face coverings should be worn at all times.
- People to drive to work by themselves, instead of taking mass transportation or car-pooling.
- Replace high-touch communal items, such as coffee pots, water coolers, and bulk snacks, with alternatives such as prepackaged, single-serving items.
- Limit use and occupancy of elevators to maintain social distancing of at least 2m/6ft.
Recovery from Covid-19 will require resilience as companies advance, retreat, adapt, and repeat as necessary.

- Some of the biggest shifts in market share occur coming out of downturns, when new industry leaders—and new industries—often emerge. Rarely, though, has recovery meant putting people’s lives at risk.
- All business models will have to evolve in order to grow and thrive. But there’s no way to accurately predict the coming year, and it’s a dangerous mistake to rely too heavily on forecasts, which have to be complemented with highly adaptive and resilient business models.
- The recovery will mean restarting—in some cases, reinventing—operations in an unstable world of shifting conditions.

**We know much more about COVID-19, but uncertainty remains in 4 areas:**

- **Infectiousness**
  - **Recent developments**
    - Estimates in question
      - Transmissibility may be higher than initially thought, with each person infecting around five others without social distancing and distancing reducing the transmission rate by 8 to 14 percentage points
  - **Continued uncertainties**
    - Impact of loosening heavy mitigation policies
      - If high-risk groups successfully avoid infection, hospitalizations and deaths should be low, even if low-risk populations see high infection rates; if not, more hospitalizations and deaths are possible

- **Immunity**
  - **Recent developments**
    - Population penetration may be higher than assumed
      - Data suggests that fatality rates are near the low end of the 0.9%–4.0% range and that a large portion of the population has already been infected (20%–25% in New York City), though 40%–70% may be needed for herd immunity
  - **Continued uncertainties**
    - Possibility of lasting herd immunity
      - It’s possible that Covid-19 mutations may lead to different strains in which immunity to one strain does not fully protect against all or that mild cases do not develop full immunity

- **Vaccine development**
  - **Recent developments**
    - Acceleration of clinical trials for vaccine candidates
      - Several vaccine candidates are in human trials, with more than 90 additional efforts in earlier stages of testing
  - **Continued uncertainties**
    - Development and production of effective vaccine
      - The virus might be similar to SARS/MERS, for which there have not been successful vaccines: availability and speed to scale of manufacturing capacity is unclear

- **Therapeutic treatments**
  - **Recent developments**
    - Clinical trials show promise of potential treatments
      - Emerging studies showed that patients treated with remdesivir recovered more quickly than control group; many other treatments are in testing
  - **Continued uncertainties**
    - Development of an effective treatment
      - More rigorously controlled studies may fail to prove treatment effectiveness; in the worst case, current treatment options might see a negligible benefit

---

Link to the article
Companies must return people to work in phases, aiming to increase their numbers over time, but equally ready to shrink them.

- Willing workers are a critical component of the recovery, but companies can’t just turn the lights back on and hand out masks at the door to a returning workforce. Only by first understanding the demand side of the equation can executives gauge their workforce needs and the urgency of returning different groups of workers to their jobs and work sites.

- Local teams, guided by nonnegotiable safety requirements, will learn and respond to conditions on the ground, continuously adapting, putting solutions in place and reporting successes to leaders who can scale them across the business.

**Five factors** determine how the virus spreads, and how to prevent it.

1. **Proximity:** How physically close are workers to each other?

2. **Nature of contact:** Do workers touch common items, other workers or customers?

3. **Duration:** How long does a typical interaction last?

4. **Number of different contacts:** How many interactions occur in a day?

5. **Ability to screen and remove:** Are there screening points or protocols that protect your workers (and customers) from contact with contagious people?

A plan of action for returning to worksites:

- **Advance:** Changing conditions in the community; among suppliers or at the work site will demand rapidly shrinking waves—or withdrawing them entirely.

- **Retreat:** Companies will return workers to their work sites in waves, adding new waves or growing existing ones over time.

- **Adapt:** Companies need fast feedback loops to learn and apply lessons from each site and each retreat.

- **Repeat:** Resilience, which will define the winners, is the ability to retreat, adapt and try again.

Mitigating risk to workers as they return requires new policies, infrastructure and personal behavioral changes tailored to work sites

- **Personnel health and safety:** Implementing stringent procedures and responses to positive tests.
  - Worker risk profiling
  - Screening/testing procedures
  - Quarantine policies
  - Personal protective equipment guidelines

- **Physical workspace:** Creating a physical environment that proactively reduces risk of COVID-19 spread.
  - Spatial configuration
  - Limiting interactions
  - Cleaning protocols

- **Staffing and attendance:** Sustaining distributed approach between employees working from home and on-site.
  - Identify jobs that can sustainably be managed from home full-time
  - Acceptance of job moves to new mix of on-site/working from home

- **HR policies:** Adapting compensation and benefits to level of risk workers are facing.
  - Dedicated bonus or benefits
  - Salary adaptation

- **Travel policies:** Limiting spread of disease through travel and travel restrictions.
  - Protocols for commuting via public transportation
  - Strict travel protocols
  - Behavior while traveling

- **External interaction:** Limiting unnecessary risk from interactions with third-party stakeholders (vendors/customers).
  - Format of interactions (in person vs. remote)
  - External constituent screening

**Sources:** Company reports, Bain analysis
As companies emerge from lockdown, they are striving to ensure the safety of their people and the continuity of their operations. They want to do both cost-effectively and with an eye toward transformation and renewal. For most, returning to yesterday’s version of work is not a recipe for success, and restarting may not happen all at once.

Key points:

• Companies cannot win the fight unless their people trust their leaders and are comfortable with the risks of returning to work.

• Companies must start to balance supply, logistics, and uncertain demand. Demand and production planning that is built heavily around scenarios, new potential sales channels, and workforce availability. These include protection and hygiene considerations, including the availability of personal protective equipment, employee support and information, daily health monitoring, and social distancing protocols—split shifts and staggered start times—and enforcement.

• Companies have one chance to get the return to work right. That is only a slight exaggeration. If they do it unsafely, they will jeopardize employees’ health, the company’s brand and goodwill, and possibly their existence.

• To ensure that operations resume smoothly, companies should raise the profile of regulatory affairs in order to avoid delays, comply with new and changing rules, and take advantage of the availability of public support and subsidies.

• The best restart plans will surely fail if they are not clearly communicated to employees and all relevant stakeholders. Communications management is one of the primary tasks of leadership, and it needs to take a multipronged approach:

  • Employees should have access to communications on timelines, safety protocols, and health measures, both at home and at work, and workers should be kept up to date as plans change.
LESSONS FROM GERMANY’S SMALL & MEDIUM ENTERPRISES

A comprehensive survey sheds light on the economic impact of the COVID-19 crisis on Mittelstand enterprises: their outlook, key success factors in mastering the shutdown, and the way out of the crisis.

• 9 weeks of lockdown have had a tremendous effect on enterprises of all sizes, including the German Mittelstand. These businesses account for 57.6% of employment in the country and 34.4% of national revenues.

• The crisis has called many things that have long seemed natural in the German business landscape into question. It has also revealed the necessity to make structural changes and innovate within the German economy. Among these structural changes is the need to digitalize.

• 77% of the enterprises have a positive outlook on the future.

• >50% of surveyed enterprises expect a decline in turnover for Q1, and nearly 10% expect the decline to exceed 50%. But, 11% expect revenue growth in the second quarter (Q2) of 2020. 1 in 4 enterprises expects stable revenues with slight fluctuations between negative 5% and positive 5%.

What are these business doing?

1. Act counter-cyclically
2. Rethink customer engagement

Potential winners focus on future growth opportunities.

<table>
<thead>
<tr>
<th>Actions for business continuity</th>
<th>Actions for revenue stabilization or increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimizing indirect expenditures</td>
<td>Extending e-commerce services</td>
</tr>
<tr>
<td>Optimizing administrative expenses</td>
<td>Intensive customer contact</td>
</tr>
<tr>
<td>Optimizing material costs</td>
<td>Optimizing IT infrastructure and IT management</td>
</tr>
<tr>
<td>Short-term labor</td>
<td>Pricing changes</td>
</tr>
<tr>
<td>Optimizing costs throughout supply chain</td>
<td>Optimizing sales</td>
</tr>
<tr>
<td>Direct state aid</td>
<td>New sales models</td>
</tr>
<tr>
<td>Optimizing cash flow</td>
<td>Growth of marketing</td>
</tr>
<tr>
<td>Loans</td>
<td>Strengthening receivables management</td>
</tr>
<tr>
<td>Closing branches</td>
<td>No special measures</td>
</tr>
<tr>
<td>Layoffs</td>
<td>No special measures</td>
</tr>
<tr>
<td>No special measures</td>
<td>No special measures</td>
</tr>
</tbody>
</table>

1. Act counter-cyclically
2. Rethink customer engagement
3. Closing the digital gap and launching new digital businesses
4. Tackling supply chain risks
5. Making flexible working models stick
6. Rethink competition by joining ecosystems
7. Consolidating beyond optimizing costs
LESSONS FROM THE GENERAL INS IN THE “WAR” AGAINST COVID-19

Inspiration drawn from crisis-management professionals can help decision makers in the COVID-19 pandemic.

There are three main insights we can draw from military crisis management:

1. A command structure can help reduce confusion and enable faster, better decision making in the organization.
2. Managing simultaneously across all time horizons based on an integrated plan is fundamental to reducing chaos and accelerating decisions.
3. Age-old principles of war can help keep the organization focused and motivated, improving its chances of achieving objectives.

Link to article 1
Link to article 2

Applying the principles of war:

• Select and focus on an overarching goal.
• Maintain resilience as the crisis unfolds.
• Embrace offensive action.
• Inject elements of surprise and innovation.
• Accept that concentration on the main effort may demand economy elsewhere.
• Conserve effort to sustain the fight.
• Maintain morale.
• Retain flexibility.
• Foster cooperation.

Seven lessons taken from past conflicts may provide economic insights in a time of crisis, from government spending to sectoral implications.

1. This could go on much longer than we anticipate.
2. Government becomes a much bigger actor in the economy.
3. Wartime increases in government spending come with wartime mobilization of people and materials.
4. Mobilization ramps up to absorb all the slack in the economy, tightening the labor market and raising inflation.
5. Wartime means major winners and losers among sectors.
6. War can end with a recession.
7. The end of war can bring institutional changes and a better social contract.
ADDITIONAL READING…

The following additional reading may be of interest:

1. CNN: Coronavirus is killing more men. But the lockdown is disastrous for women and their rights
5. HBR: How to Regain the Lost Art of Reflection
6. WEF: 5 priorities for leaders in the new reality of COVID-19
7. The Economist: America’s covid-19 experience is tragic but not that exceptional
8. The Economist: The risk of severe COVID-19 is not uniform
9. AP: Though Kids' Eyes: Virus outbreak brings sadness, fear, joy
10. Bloomberg: This Is How Deeply the Coronavirus Changed Our Behavior
Our very own HKA band, THE BILLABLES, made up of Nader Emile on keys, guitar and recorder, Ahmed Elkordy on drums, Bill Haggart on guitar and lead vocals and Alex DE Abreu on back-up vocals, have recorded their very first single, Lockdown Blues, produced and mixed by Tareq Shawwa. Click on the album cover to listen (remember you have to be logged on to Teams for the link to work!)

Shamila, our Partner and Head of Operations Malaysia, is collaborating with colleagues as we carefully prepare to progressively make our Kuala Lumpur Office available for use.

HKA Trivia: Each week Oceania has 1 hour of trivia with well-being tips/hints and games. Attendance is optional and we generally get 30 to 50 people joining in each week.

IF YOU WOULD LIKE TO KNOW MORE ABOUT HOW WE ARE MANAGING THE COVID-19 CRISIS VISIT HKA.COM

Emily, our Assistant Management Accountant, was our Quiz leader for colleagues last Friday afternoon. Note the background of our COO’s screen; showing more brilliant HKA people!

Friday Night Drinks Generally no agenda, just an open space for people to come and chat. At the last session one of the HKA team who has done stand-up comedy in the past performed a short comedic skit.