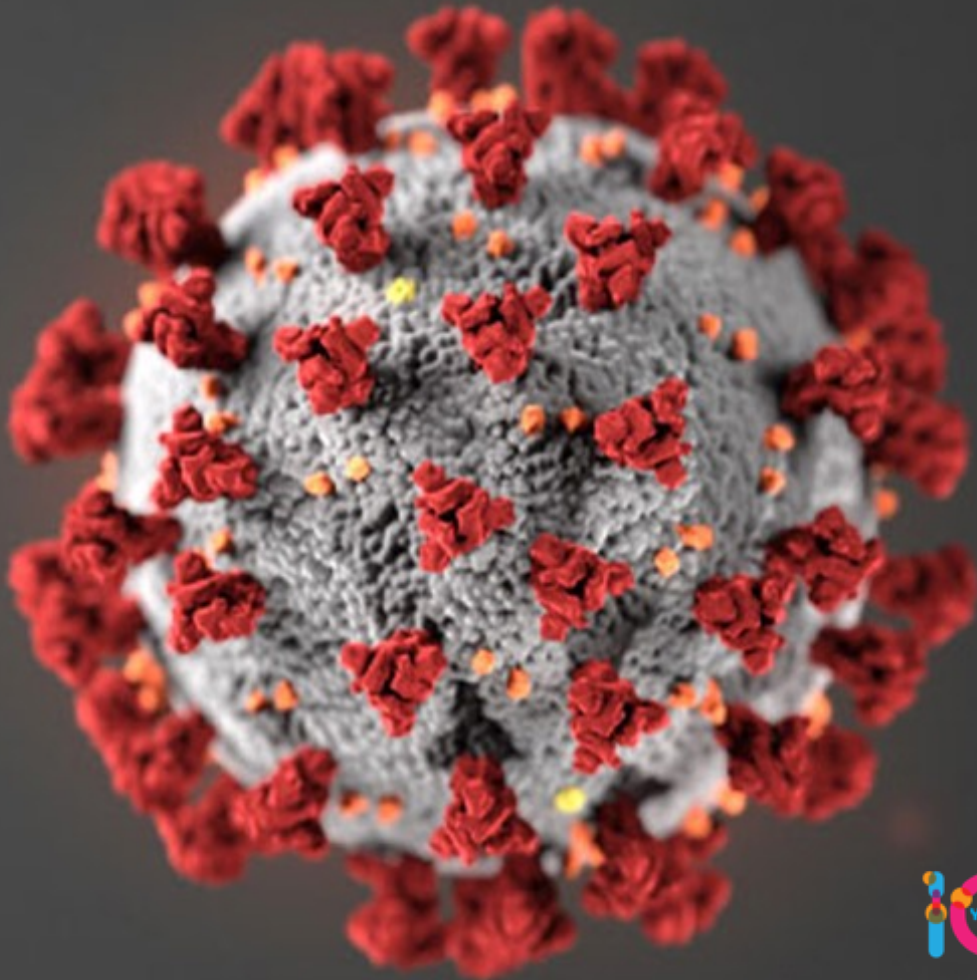
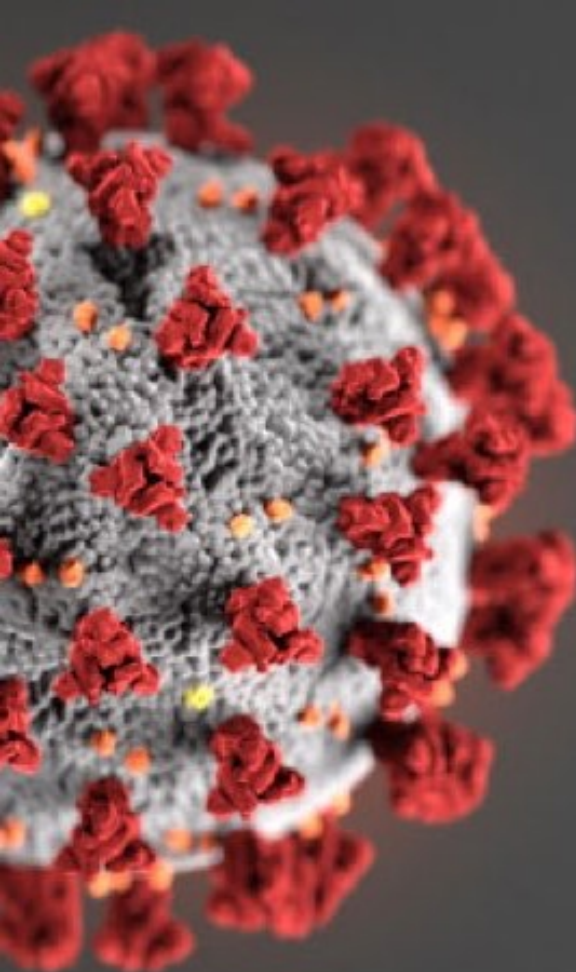




Race against Corona



A detailed 3D rendering of a coronavirus particle, showing its characteristic spherical shape with a grey, textured surface and numerous red, crown-like spikes protruding from it. The particle is positioned on the left side of the frame, with a blurred background of similar particles.

When the consumers need to stay at home they live on the new norm with new behaviour. Behaviour of time changed. Medium attention also changed. Most activity being on digital. It's not only about moving to digital. It's about the right action on the new norm of behaviour and being creative on the limitation.

Nielsen's Six Consumer Behavior Thresholds of Covid-19 Concern



01. PROACTIVE HEALTH-MINDED BUYING	02. REACTIVE HEALTH MANAGEMENT	03. PANTRY PREPARATION	04. QUARANTINED LIVING PREPARATION	05. RESTRICTED LIVING	06. LIVING A NEW NORMAL
CONSUMER BEHAVIOR SHIFTS					
Interest rises in products that support overall maintenance of health and wellness.	Prioritize products essential to virus containment, health and public safety. E.g. face masks	Pantry stockpiling of shelf-stable foods and a broader assortment of health-safety products; spike in store visits; growing basket sizes.	Increased online shopping, a decline in store visits, rising out-of-stocks, strains on the supply chain.	Severely restricted shopping trips, online fulfilment is limited, price concerns rise as limited stock availability impacts pricing in some cases.	People return to daily routines (work, school, etc.) but operate with a renewed cautiousness about health. Permanent shifts in supply chain, the use of e-commerce and hygiene practices.
COVID-19 EVENT MARKERS					
Minimal localized cases of COVID-19 generally linked to an arrival from another infected country.	First local transmission with no link to other location + first COVID-19 related death/s.	Multiple cases of local transmission and multiple deaths linked to COVID-19.	Localized COVID-19 emergency actions. Percentage of people diagnosed continues to increase.	Mass cases of COVID-19. Communities ordered into lockdown.	COVID-19 quarantines lift beyond region/country's most-affected hotspots and life starts to return to normal.

They keep up with the Covid-19 news multiple times a day through TV News and Social Media



FREQUENCY OF CHECKING NEWS



SOURCE OF UPDATES

NEWSPAPER	DOMESTIC ONLINE NEWSPAPER	FOREIGN ONLINE NEWSPAPER	NEWS ON TV	ON RADIO
28%	48%	40%	77%	16%
FAMILY, FRIENDS, COLLEAGUES	DOCTORS, PHARMACISTS, MEDICAL STAFF	SOCIAL MEDIA	ONLINE SEARCH ENGINE	CHAT APPS (WHATSAPP/ WECHAT)
44%	20%	80%	56%	47%
WORLD METE RS. INFO	WORLD HEALTH ORGANIZATION	TEXT FROM MOH		
11%	33%	24%		

Q. How closely are you following the information/update news of Coronavirus Disease 2019/Covid-19?

Q. What are the sources that you use to update and keep up with Coronavirus Disease 2019/Covid-19?

Base: All Respondents (n= 502)

How about remote working?



Asking people to work from home very quickly, is unprecedented. So, **no, organizations are not set up for this.**



Get the infrastructure right. Direct managers have to very quickly ensure that **every employee has full access, so no one feels left behind.**



Develop **rituals** and have a disciplined way of managing the day. Schedule a start and an end time. **Have a rhythm.**



How often should we communicate? Should it be **video, phone, or Slack/Jive/Yammer**. If you're not using one of those social media systems, should you?



To maintain psychological health, some groups and individuals, they use constant **instant messaging, live phone conversations or video conferences**, to communicate with their peers



Today we have **all of the technologies** we need to not only do work but also collaborate. We have enterprise-wide social media tools that allow us to store and capture data, to have one-to-many conversations, to share best practices, and to learn.



The blurring of boundaries between work and home has suddenly come upon us, flexibility in which employees work are given during WFH.



What are the top three things that leaders can do to create a good remote culture?

They make sure that team members constantly feel like they know what's going on, ensure that no members feel like they have less access to them than others, and aim for inclusion and balance the airtime so everyone feels seen and heard when running group meetings.



virtual sales calls and client engagements. it's even more important to use visual media for doing face-to-face.

Shifts will happen on many fronts



Geopolitics

e.g. protectionism

Macro-economics

e.g. limited access to capital

Human Behavior

e.g. Immune Certification

Regulations

e.g. new privacy laws

Industry Dynamics

e.g. supply chain disruptions

Technology

e.g. contactless everything

Industry Impact



Industry Impact Analysis



Covid-19 Industry Impact
boardofinnovation.com

Industry characteristics

If characteristic is present in your or your clients' business, impact is negative (unless you successfully pivot).

	Large gatherings are essential	Close human interaction is essential	Hygiene, or perception thereof, is critical	Dependant on travel (business and leisure)	Service or product is postponable or expendable	Impact analysis
Tourism and hospitality	Very high	Very high	High	Very high	High	Very high
Sports	Very high	Very high	Medium	Low	Medium	High
Music	High	High	Low	Medium	Medium	High
Automotive	Low	Low	Medium	Low	Very high	High
Beverages (Alcohol)	High	High	Medium	Medium	Low	Medium
Retail (non-food)	High	Medium	Medium	Medium	Medium	Medium
Pharmaceuticals	Low	Low	High	Low	Low	Low

What the experts say



“The government continues to work hard to anticipate this, to overcome people's purchasing power, to reduce the risk of layoffs and maintain economic productivity, community productivity throughout the Indonesian homeland.”



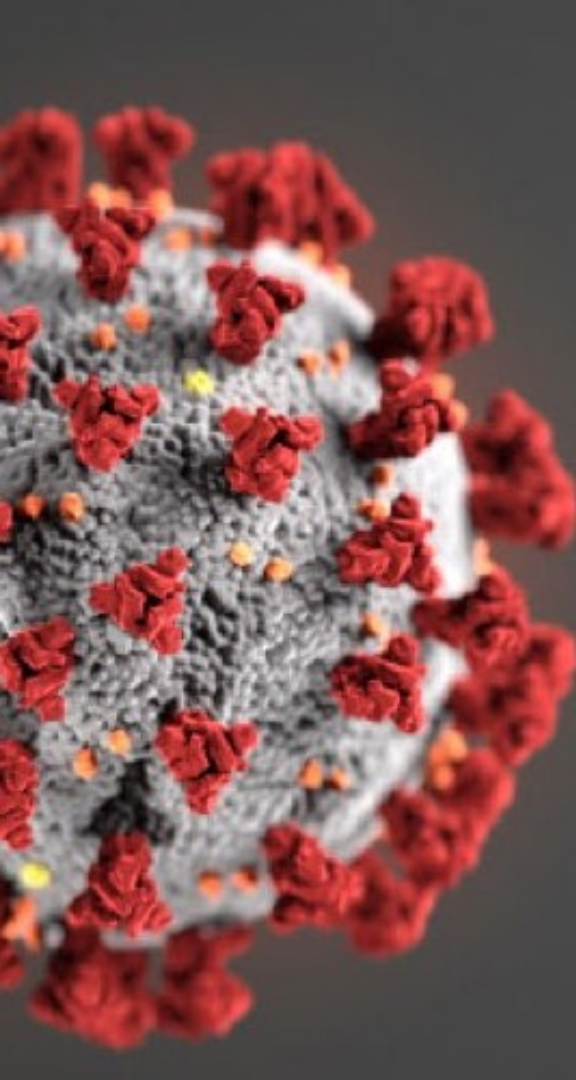
“Indonesia was hit hard enough by the spread of the Corona virus. Not only human health, this virus also disrupts economic health throughout the world. Our economic growth is based on the assessment we saw earlier, BI, OJK, LPS, and we estimate that economic growth will drop to 2.3 percent, even in the worse scenario, it could reach negative 0.4 percent.”



“There was an economic slowdown due to corona. The state orders its citizens to remain at home so that the business world loses money. There are also many investors who withdraw their capital. The impact of the corona is felt most severely by the labour-intensive sector and MSMEs. There is the potential for massive layoffs in the industry, many MSMEs are also threatened with bankruptcy.”



“Even in 2008 during the subprime mortgage crisis in the US, Indonesia's economic growth was recorded 6.1 percent. Only after that fell sharply to 4.5 percent. So the current conditions are far more risky than the 2008 crisis.”

A large, detailed 3D model of a virus particle is positioned on the left side of the slide. It has a grey, textured spherical core with numerous red, crown-like spikes protruding from its surface. Some small yellow dots are visible on the grey core.

What to do now?
It's the pivot moment

Define Your Strategy



Covid-19 Strategy Matrix boardofinnovation.com

Note: strategic response also depends on cash position, competitive position and industry attractiveness.

Severity and duration of economic impact
GDP forecast / Pandemic evolution / Economic policy

0.5 year impact
V-curve rebound; Effective pandemic control and economic stimulus

1.5 year impact
U-curve recovery; Social distance measurements prolonged, economic stimulus eases damage

3 year impact
L-curve recovery; Failed pandemic control, and wide-spread bankruptcies and credit defaults

Impact on your organisation

Direct impact of Covid-19 / Indirect impact of economic recession / Ability to adapt fast

	Positive Revenue growth through demand surge <i>e.g. E-commerce</i>	Mildly negative Sustained revenue loss of 0-15% in Q2-4 2020 <i>e.g. Consumer Goods</i>	Severe Sustained revenue loss of 15-50% in Q2-4 2020 <i>e.g. Oil and gas</i>	Catastrophic Sustained revenue loss of +50% in Q2-4 2020 <i>e.g. Tourism</i>
0.5 year impact V-curve rebound; Effective pandemic control and economic stimulus	Ride the wave: boost supply to keep up with demand surge	Push through and prepare for fast back-to-normal upswing	Survive and prepare for relatively slow back-to-normal recovery	Mothball large part of the business and prepare for re-start
1.5 year impact U-curve recovery; Social distance measurements prolonged, economic stimulus eases damage	Push for growth and market share	Defend, improve competitive position, and find new growth	Pivot through organic innovation and inorganic growth, or divest	Pivot through organic innovation and inorganic growth, or divest
3 year impact L-curve recovery; Failed pandemic control, and wide-spread bankruptcies and credit defaults	Aggressive push for growth and market share	Defend, improve competitive position, and find new growth	Prepare for aggressive new entrants. Reinvent and create totally new position, or abandon	Abandon market

Switching from defense

Mitigating the biggest risks is crucial, from a health & safety, operational as well as a P/L point of view. This is an ongoing effort.

to offense

But it's time to prepare for the next phase. Industries that were stable for a decade are now wide open to turn around.

Fast and decisive movers will win.



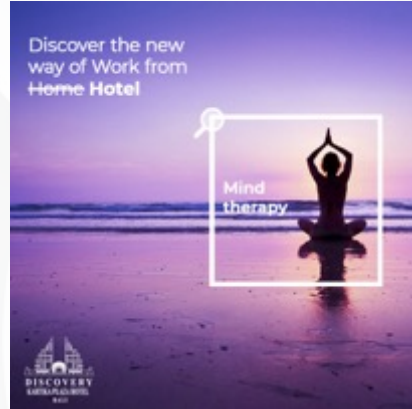
During the recession, **Sanofi**, the French pharmaceutical company, increased its absolute R&D expenditure from €950 million in 2000 to €1.3 billion in 2003, to keep its product pipeline robust. The company gained market share and **outperformed peers** in the stock market. Afterwards the company was well positioned to acquire Aventis, a much larger Franco-German pharmaceutical company, after a takeover battle, in the economic upswing of 2004. (HBR)



The outbreak of SARS was a pivotal moment that put **Alibaba** on its path to becoming a \$470 billion e-commerce behemoth. (CNBC)



Cosmetics company **Lin Qingxuan** was forced to close 40% of its stores due to Covid-19. The company redeployed its 100+ beauty advisors from the stores to become online influencers who leveraged digital tools, such as WeChat, to engage customers virtually & drive online sales. As a result, its sales in Wuhan **achieved 200% growth** compared to the prior year's sales. (HBR)



DEFENSE

Already ongoing Short term defense Weeks 0-3

- Align senior leadership & set up PMO
- Protect health & safety of your employees and customers
- Run macro-economic and microeconomic scenarios on your P/L
- Keep your operations afloat

What to do now Mid term mitigation Weeks 3-6

- Understand mid to long term impact
- Protect your revenues
- Define re-budgeting and implement cash preservation measurements
- Stabilize your operations (e.g. supply chain, manufacturing)

What to do in 3 weeks Long term growth Weeks 6-...

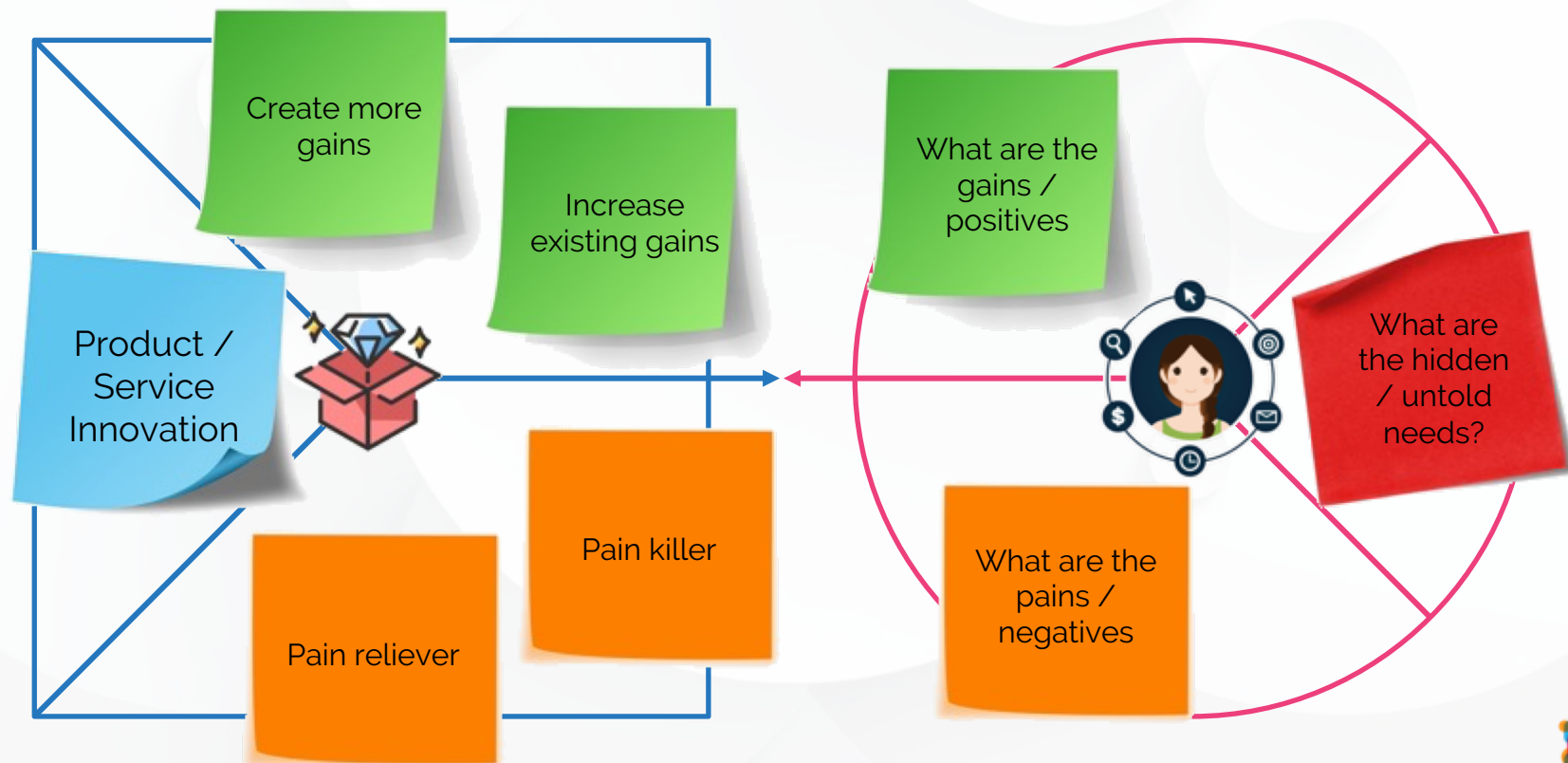
- Monitor actuals vs. scenarios, and adjust accordingly
- Roll-out re-budgeting and divestments
- Bring your operations to a new normal for the coming 18 months

OFFENSE

- Understand the new economy, and the growth opportunities it brings
- Develop a strategy on how to outperform competitors
- Plan to pivot or develop products/services/markets/business models

- Invest in growth areas
- Develop M&A plan
- Pivot your existing portfolio
- Develop new products/services/markets/business models

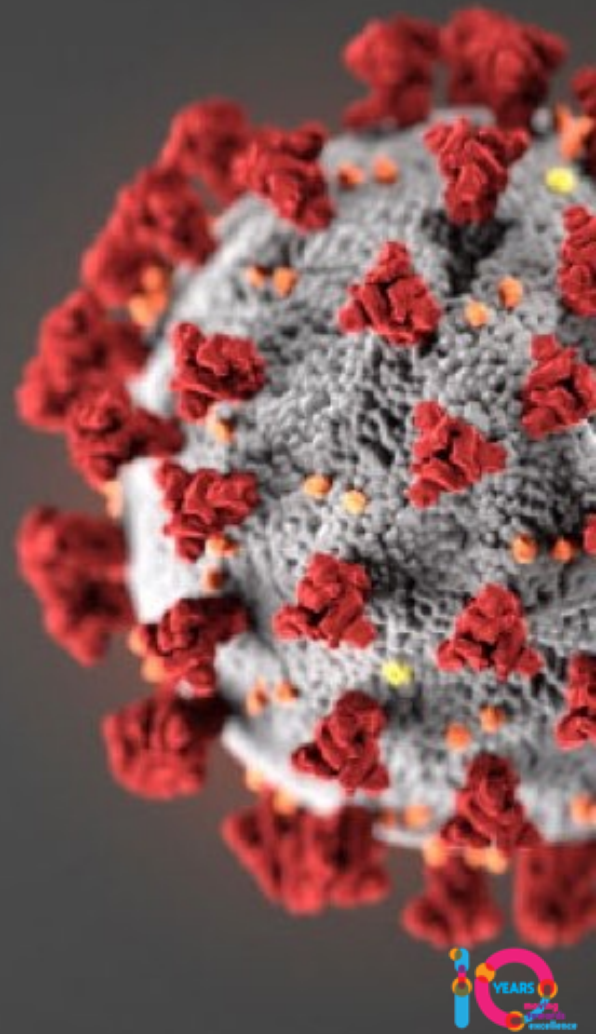
Re-visit the canvas





***Put communications at the
bottom of your company's
business continuity.***

It's the NEW NORMAL





AUDIT YOUR COMMUNICATIONS

*Have a look your messages.
Have they been delivered
correctly and accordingly to
the target recipients of
your message?*



DON'T HIDE BAD NEWS IN TIMES OF CRISIS

Don't panic. Settle down.

Classify the crisis,

have your crisis team ready.



MAKE IT VISUAL

Create experiences.

*Let the public see what you have
and how your message look real to them.*

Say it visually.



KEEP ACTIVE

Move your offline activities to online.

*The one who active
can win the fight now.*



FIGHT VIRUS WITH VIRUS

*Learn from how the pandemic works.
Have the Nano/micro/smaller
Influencers to spread the 'virus'. Have
more than 1, have series of influential
post.*



HELP OTHERS TO HELP YOU

Be relevant to current crisis.

Help others. Help the patient, help the doctors and nurses, help the poor, help the consumers, help the nation and even help your competitors. Genuinely. By the heart. We all responsible to other lives.

We all responsible to keep the economic rolling.



FOLLOW THE GOVERNMENT'S POLICY

*There are many asymptomatic. This is all new for us.
Together we can survive in this VUCA period. Let's
have the dialog and discussion.*



A member of: Pranala

Make an appointment for an online discussion with us:

Ria: +62 811 96 5853 or Shinta: +62 817-6471-097

or through our squad who contacted you