



Outmaneuvering Uncertainty: Reopen & Reinvent

Greater Washington Board of
Trade



OUTMANEUVER UNCERTAINTY

NOW  **NEXT**

Introductions



Paul Nunes

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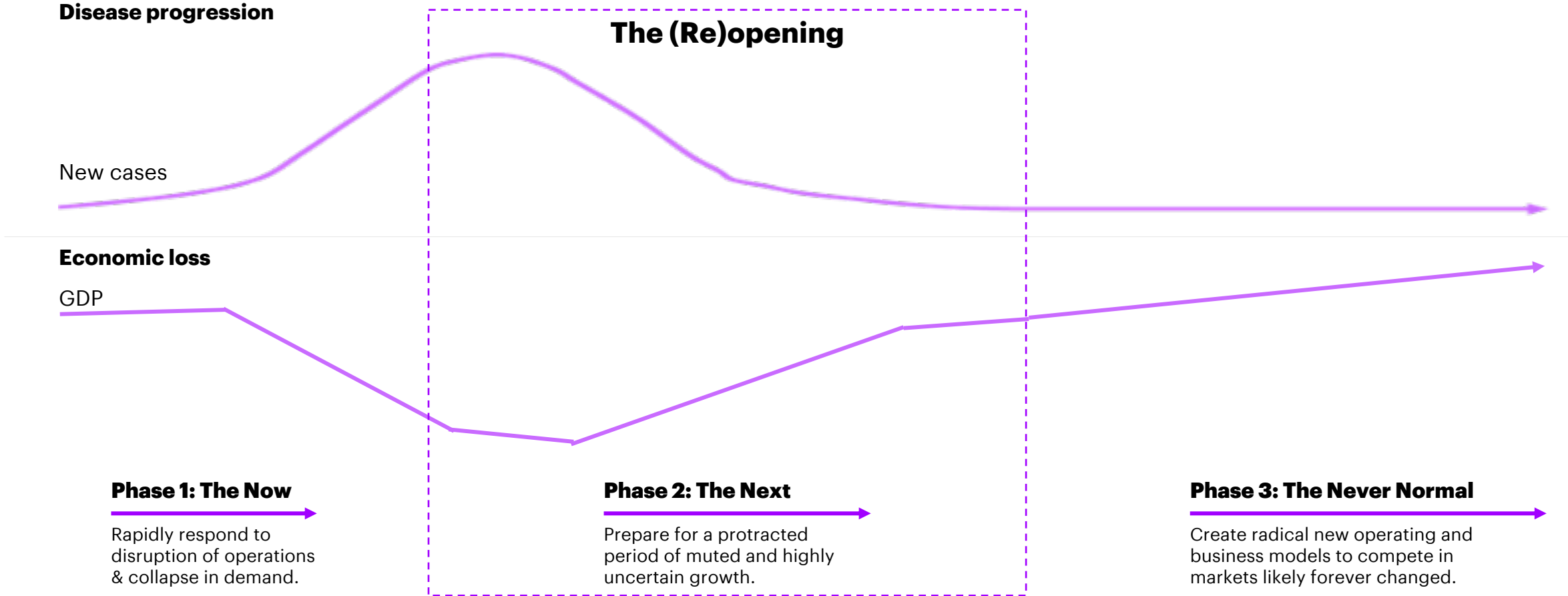


Tawfik Jarjour

Senior Manager,
Accenture Strategy

Despite ongoing uncertainty (Re)opening has begun

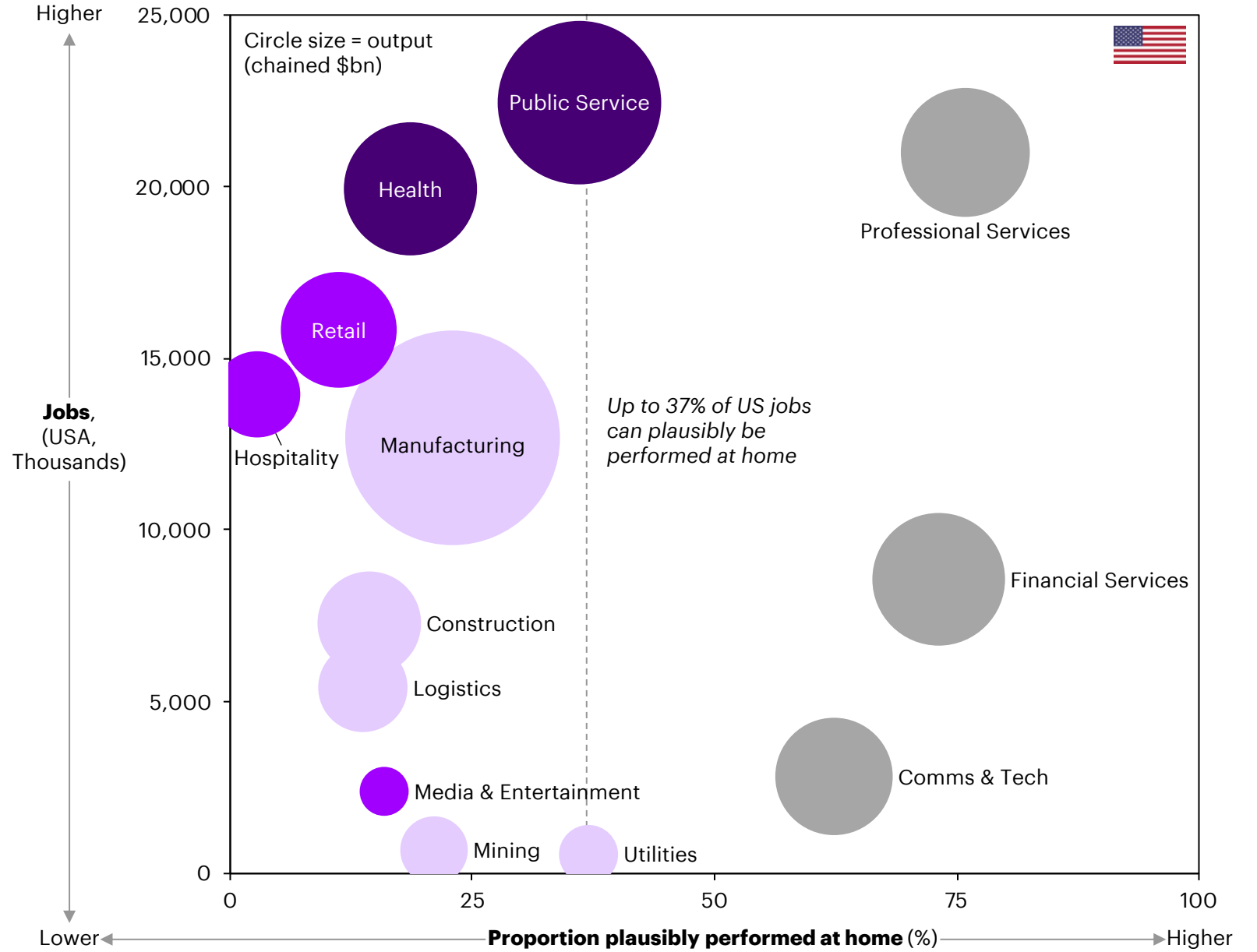
As economies move past the initial peak, opportunities to (Re)Invest will continue to evolve



Source: Accenture Research analysis.

The challenges in reopening are greater in some industries than others

- **Very high occupational risk—but vital**
- **High occupational risk—non-essential**
- **Lower occupational risk—Essential**
- **Essential—can be performed from home**



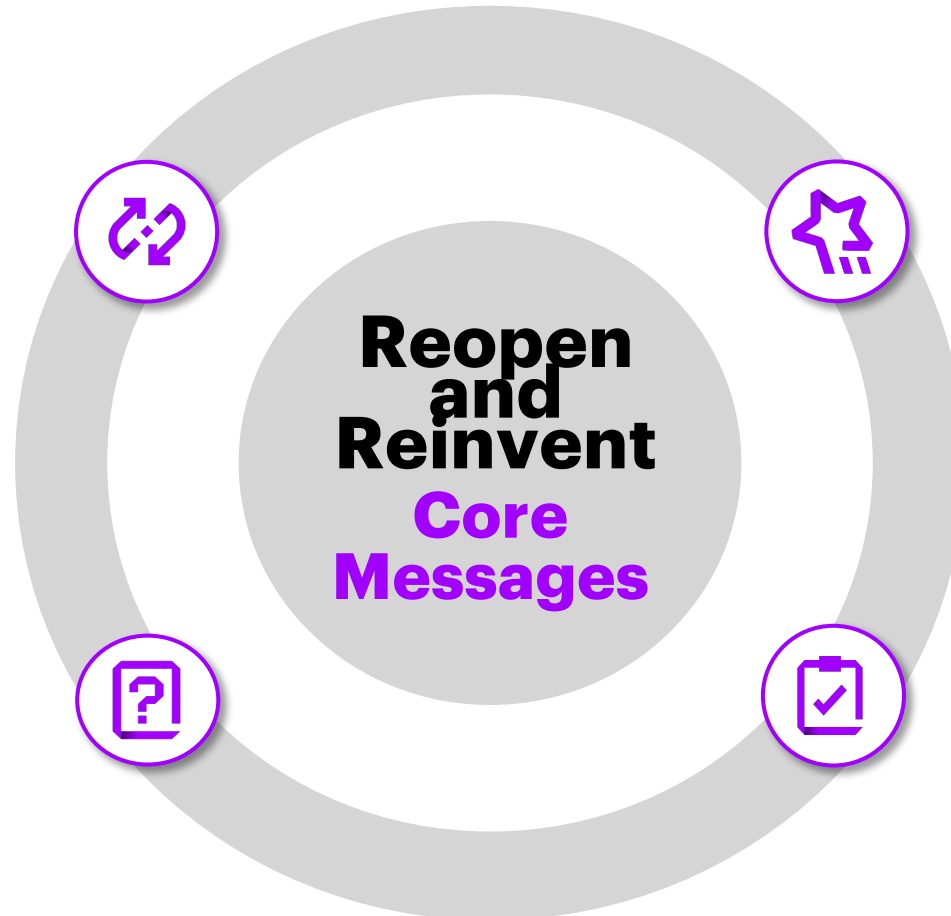
Sources: Jobs data from [US BLS](#); percentage plausibly working from home based on [Dingel & Neiman](#); C-19 occupational risk based on [Visual Capitalist](#).

Outmaneuver Uncertainties

Integrate scenarios to identify uncertainty, and capitalize on the opportunities to Reinvent

To Reopen is to Reinvent

Recognize a new era of the Never Normal requires short-term and long-term agility



Transform Organizations

There is an opportunity and a need to build competencies across **digital, cost structures, ecommerce and security**

Five priorities to commit to reinvention now

1. **Put people first**
2. **Design spaces that work**
3. **Solve in phases**
4. **Commit to an elastic cost structure**
5. **Get Future-Ready**

Four potential scenarios

INEFFECTIVE

SOCIETAL RESPONSE

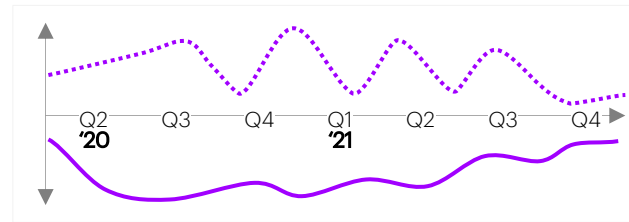
Government,
People,
& Business



EFFECTIVE

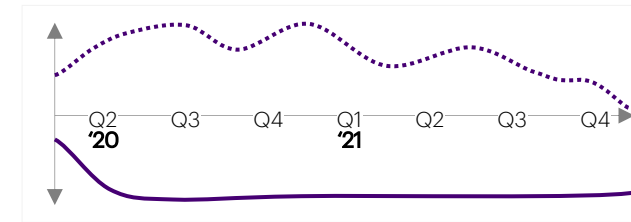
03. Cyclical outbreaks

Chronic Covid-19 outbreaks due to uncooperative elements



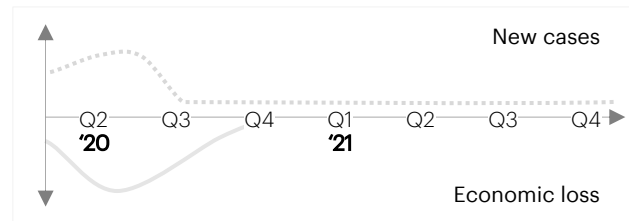
04. Prolonged chaos

Non-compliance on two fronts, leading to uncontrolled transmission



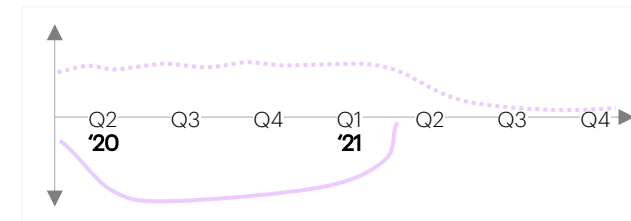
01. Rapid remission

Outbreaks are rapidly contained with cases then kept close to zero



02. Flattened curve

Gradual lift of lockdowns, with track & trace keeps cases at moderate level



MANAGEABLE

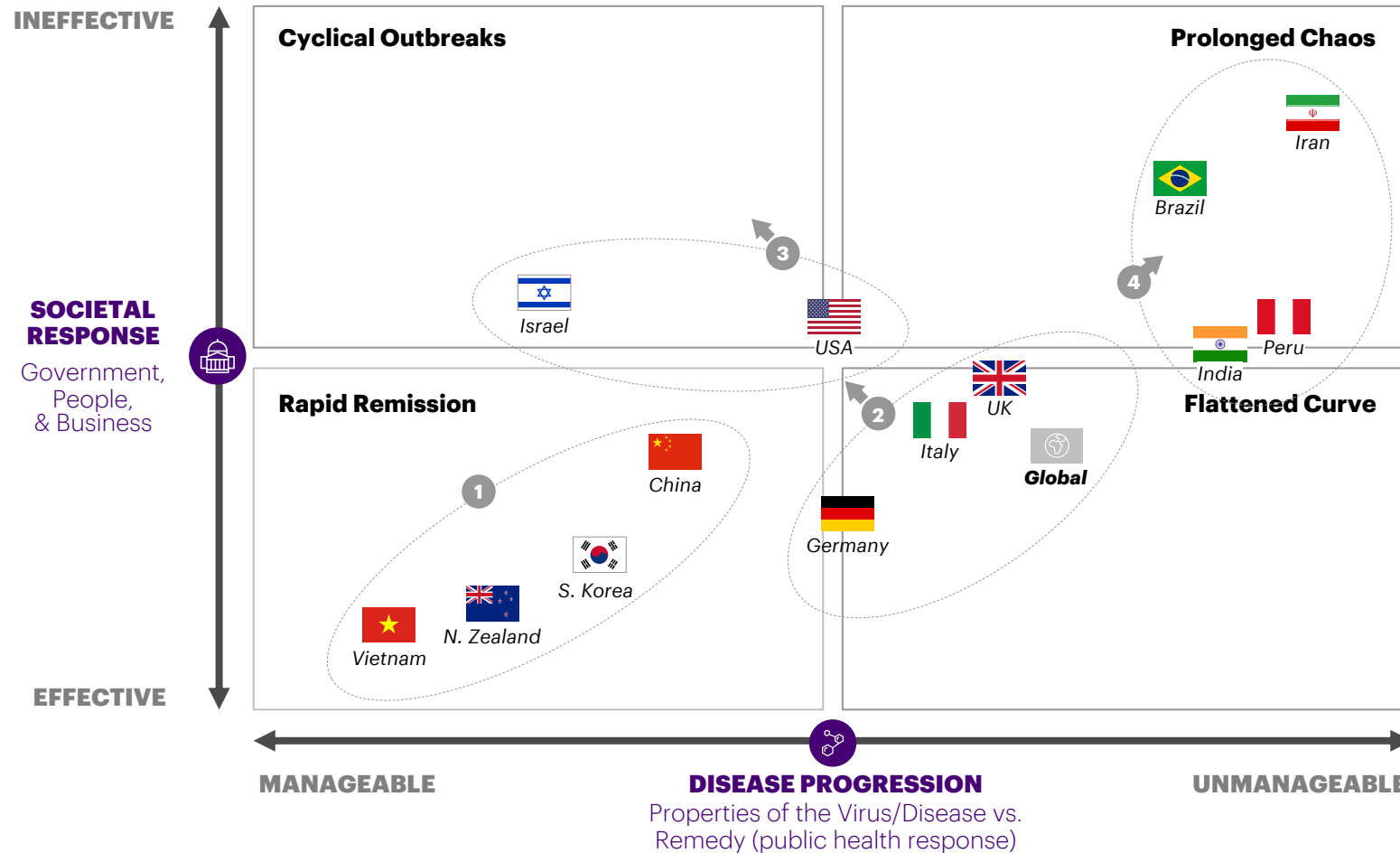
DISEASE PROGRESSION

UNMANAGEABLE

Properties of the Virus/Disease vs.
Remedy (public health response)

The risk of the worst-case scenarios—Cyclical Outbreaks & Prolonged Chaos—is rising

Indicative scenario pathways of select countries



What do companies **need to do?**

A program of active reinvention that outmaneuvers uncertainty starts with these five areas

01

Put People First

- Project confidence
- Build on purpose
- Secure employment
- See the whole employee
- Support households

02

Design Spaces that Work

- Digital work
- Rethink physical space
- Partner well
- Remember security
- New remote culture

03

Redesign in Phases

- Use business strategy
- Elastic, agile workplace
- Human-machine workforce
- Distributed global service model

04

Commit to an Elastic Cost Structure

- Immediate reductions
- Future elasticity
- Ecosystem view/M&A
- Partner with government programs

05

Get Future-Ready

- Listen to your Customers
- Scale with the cloud
- Reinvent security
- Build agile autonomy

Companies should take **five steps to mid-course correct** in their journey to a post-COVID world

Potential Roadblocks

1

Assumptions under question

2

Diverging markets

3

Rising tail risks

4

Choice over policy

5

Fiscal re-focusing



Mind the scenario uncertainty gap



Raise global-local coordination



Ready yourself for the worst



Redouble commitment to responsibility



Reposition for your role in society in the recovery

Introductions



Dave Dacquino

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Serco, Inc.



Mary McLaughlin

Senior Vice President,
Beltway Region,
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