Outmaneuvering Uncertainty: Reopen & Reinvent

Greater Washington Board of Trade
Introductions

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Despite ongoing uncertainty (Re)opening has begun

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

Phase 1: The Now
Rapidly respond to disruption of operations & collapse in demand.

Phase 2: The Next
Prepare for a protracted period of muted and highly uncertain growth.

Phase 3: The Never Normal
Create radical new operating and business models to compete in markets likely forever changed.

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.
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

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

03. Cyclical outbreaks
Chronic Covid-19 outbreaks due to uncooperative elements

04. Prolonged chaos
Non-compliance on two fronts, leading to uncontrolled transmission

SOCIETAL RESPONSE
Government, People, & Business

INEFFECTIVE
EFFECTIVE
MANAGEABLE
DISEASE PROGRESSION
Properties of the Virus/Disease vs. Remedy (public health response)

UNMANAGEABLE

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Source: Accenture Research analysis. Numbers of new cases and levels of economic loss are for indicative purposes only.
The risk of the worst-case scenarios—Cyclical Outbreaks & Prolonged Chaos—is rising

Indicative scenario pathways of select countries

Cyclical Outbreaks
- China
- S. Korea
- USA
- Israel

Prolonged Chaos
- Iran
- Brazil
- Peru

Rapid Remission
- Vietnam
- N. Zealand
- Germany
- UK

Flattened Curve
- Israel
- USA
- Italy
- UK

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

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Sources: Accenture Research analysis.
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

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