Thriving in Volatile Times
Is your organisation concerned about an economic slowdown, downturn, or even recession? What can you do to prepare and thrive in uncertain economic conditions?

Deloitte has taken the pulse of CxOs around the world to develop a deeper understanding of the most pressing issues facing your organisation today, and to develop the most relevant effective solutions, allowing your organisation to Thrive in Volatile Times.

What are we hearing?
- Boards of Director are frequently asking management what they are doing to prepare for a downturn
- Downturn scenarios will be central sensitivities for the next annual budgeting season
- Few senior leadership teams have guided an enterprise through a downturn – 11 years ago they were only running divisions or business units

What are your business needs?
CxOs have expressed six major categories of needs while planning for or responding to a downturn:

- **Set the Foundation**
  - Create a resilient and agile organisation that is prepared for volatile times

- **Defend and Drive Revenues**
  - Identify opportunities to improve top line growth

- **Reduce and Manage Costs**
  - Increase margin and operation profit to counteract impacts to revenue

- **Optimise Assets, Liabilities and Equity**
  - Curate the portfolio of assets; strengthen the balance sheet; manage for cash

- **Accelerate Digital**
  - Use technology and data to enable growth, decrease costs, and evolve as an insights-driven organisation

- **Manage Expectations**
  - Align and fulfill stakeholder expectations, and proactively address risks created by volatile conditions
How can we help?
We tailor our solutions based on your needs and our 5 guiding principles:

1. Think about multiple futures
Planning is not about getting rid of uncertainties but about understanding and being aware of them. Precisely define these scenarios, characterise the threats and the opportunities they represent for your business and quantify their potential impacts.

2. Be decisive and specific
There is no off-the-shelf plan, you will need a tailored plan for your company's specific business model and current context. Downturns strengthen the competitive edge of the prepared players and deepen troubles for unprepared. Such a plan will help you differentiate from the competition, thus come out of the recession stronger.

3. Get a clear view on the end goal and the journey
To rephrase Seneca's famous maxim, in a downturn there will be even more adverse wind for the sailor who doesn't know where to go. Now that you have a clear plan, it's time to establish your path. From business model assessment – cost competitiveness, what should be changed and what should be preserved – to your envisioned goal.

4. Act as soon as possible
Make your organization directionally right – quickly – rather than precisely right but too late. While the specifics are important, they should not be a roadblock to management working efficiently to make decisions about how to thrive in a downturn.

5. Remain curious and flexible
The next downturn will likely be different and bring about new kinds of disruption. While it is critical to have a clearly defined strategy, it is also vital to be able to adapt it quickly. Bringing flexibility to your organization and processes, and curiosity to your work culture should be fundamental pillars of your battle plan.

For more enquiries click here

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities. DTTL (also referred to as “Deloitte Global”) and each of its member firms and their affiliated entities are legally separate and independent entities. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte is a leading global provider of audit and assurance, consulting, financial advisory, risk advisory, tax & legal and related services. Our global network of member firms and related entities in more than 150 countries and territories (collectively, the “Deloitte organisation”) serves four out of five Fortune Global 500® companies. Learn how Deloitte's approximately 312,000 people make an impact that matters at www.deloitte.com.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which are separate and independent legal entities, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Hanoi, Ho Chi Minh City, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Osaka, Shanghai, Singapore, Sydney, Taipei, Tokyo and Yangon.

© 2020 Deloitte Southeast Asia Ltd