We are in an unprecedented time of change. The COVID-19 pandemic has caused life sciences organizations to adjust to supply chain and clinical development disruptions and financial challenges that would have previously been unthinkable. Where can your organization focus its response? How can you continue to deliver products and innovative discoveries to your patients? And what should you do next? Learn how we can help you combat the coronavirus with resilience.

Deloitte can help life sciences organizations respond to the pandemic by drawing on the scalable, experienced support of our industry-leading life sciences professional services organization and experience honed during the H1N1, Zika, and Ebola responses.

There are several areas where organizations can focus their responses:

**Crisis response and management**
Set up a crisis response center to assist in identifying, organizing, prioritizing, and managing various work streams; monitor and gather intelligence to provide a daily common operating picture at an executive level; think through and plan for recovery scenarios.

**Supply chain and manufacturing**
Avoid or mitigate disruption caused by COVID-19 conditions by considering capabilities around inventory allocation, manufacturing operations, channel and distribution strategy, appropriate operating model, and scenario planning. Leverage tools such as an inventory crisis center, control towers, and planning analytics, among others.

**Research and development**
Mitigate disruptions to clinical trials by rapidly adopting telemedicine and remote data capture solutions (e-sourcing, wearables). Support in-home testing and diagnostic capabilities.

**Workforce strategies**
Define strategies for critical workforce segments during the pandemic and in the recovery, supporting the transition to remote working and virtual delivery while continuing progress toward critical business objectives.

**Financial and downturn planning**
Conduct business reviews, downturn planning, and scenario planning to create a resilient foundation.

**Financial reporting**
Be prepared to close the books virtually to meet external reporting deadlines and analyze the effects of COVID-19 on key financial statement balances, the impact of tax relief packages, market stimuli, and related footnote disclosures.

**Tax resilience**
Understand the impact of COVID-19 on a company’s tax posture and identify how the CARES Act may improve cash flow and liquidity. Focus on cash generation strategies, including IP and transfer pricing planning, and assess supply chain related credits and incentives opportunities.

**Cybersecurity and privacy**
Bolster threat detection and response capabilities in a heightened threat environment, protect data privacy, and react swiftly to evolving security challenges while educating and empowering the workforce to safeguard enterprise security.

Leaders can consider these questions in planning their responses

**Chief executive officer**
- How can I organize a rapid and coordinated response across the enterprise?
- How can I enable quick and streamlined communications to patients, employees, and my teams?
- What risks may emerge in the next month, three months, six months, or year?

**Chief operating officer**
- How can I ensure employee safety at all our sites?
- How can I identify and respond to risks in our manufacturing process and supply chain?
- How do I accurately predict demand and prevent hoarding of supplies?

**Chief financial officer**
- How can we prepare to meet external reporting requirements on a timely basis as a virtual organization?
- What alternative liquidity models and derivative strategies should I be considering?
- What can we be doing proactively to mitigate the impact of canceled or delayed launches or trials?
- How should I be thinking about internal risk controls we have in place, and how might I need to change them?
- How will our organization need to pivot in the next 12 months to recapture losses?

**Chief strategy officer**
- What programs and revenue streams need to start and stop in the next three months, six months, or year?
- What do we do with the recent investments we have made?
- What other investments should we be considering?
- What can we do to better prepare for ongoing uncertainty in the ecosystem?

**Chief information or technology officer**
- What digital capabilities are most important for immediate investment?
- Which capabilities and solutions are most reliable and best for my tailored needs?
- What new information security risks are emerging?

**Chief human resource officer**
- How do I help build resilient, productive, engaged, and effective teams and leaders across functions in times of crisis?
- How do I ensure business continuity through virtual or remote work internally and for external stakeholder engagement?
- How do we balance the short-term and necessary workforce actions with positioning ourselves for lasting resilience?
- How does workforce and talent planning evolve from response reallocation of resources to building for the new normal post-crisis?
- How do we balance business outcomes with changing needs of people?

**Chief R&D or clinical officer**
- How can I analyze and understand the patient and site impact on my R&D portfolio, and how can I adjust my clinical operations and resources to respond?
- How can I accelerate the application of virtual health, digital technologies, and other tools to transform my clinical program execution?
- How do I best utilize my global network of capabilities to shift in-person lab and research work to alternative work models and geographies?

**Chief tax officer**
- How can opportunities provided in the CARES Act assist in addressing cash flow and margin pressure?
- How do changes in taxable income projections affect historic tax-planning priorities and challenges?
- Are there credit and incentive opportunities as a result of changes in sourcing and the supply chain footprint?

Contact us

**Mike DeLone**
Principal
US Life Sciences National Sector
and Consulting Leader
Deloitte Consulting LLP
+1 215 299 5230

**Dan Ressler**
Principal
US Life Sciences Advisory Leader
Deloitte & Touche LLP
dressler@deloitte.com
+1 215 299 5210

**Jeffrey Ellis**
Partner
US Life Sciences Audit Leader
Deloitte LLP
jeellis@deloitte.com
+1 412 338 7204

**Maggie Zellers**
Partner
US Life Sciences Tax Leader
Deloitte Tax LLP
mzellers@deloitte.com
+1 312 486 3621

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