5 Key Challenges During Times of Uncertainty

- Constant Scenario Development and Modeling
- Discomfort and Lack of Confidence in Future Projections
- Urgent Need for Decision and Courses of Action
- Unclear Decision-Making Framework and Ambiguous Criteria/Triggers
- Excessive Manual Iteration

Rapid Approach to Help Improve Visibility, Plans, Estimates, and Outcomes

- **Improvise**
  - Respond today in an effort to immediately understand cash liquidity
  - Analyze short-term fixed/variable and direct/indirect costs

- **Adapt**
  - Adjust plans with flexible, scalable forecasting and planning capabilities
  - Integrate internal and external drivers for scenario modelling

- **Thrive**
  - Integrate forecasting and planning with operational and functional leaders
  - Drive transparency and visibility to help improve future response times

It's important that businesses are proactive in assessing their capability to withstand disruption, and the options they have to identify, and respond to, potential opportunities.

What many orgs need

- Evaluate Scenarios / Action Plans
  - Provide better guidance externally and across the C-suite

- Business Continuity Modeling
  - Understand event impacts, trigger points, and levers

- Incorporate Emerging Data
  - Leverage recent and new sources of data effectively in plans and projections

- Reduce Operational Planning Burden
  - Baseline for BU layering of risks and opportunities

- Cash and Liquidity Visibility
  - Integrate working capital and cash driver information

- Free Capacity / Iterate Rapidly
  - Accelerate model regeneration, releasing key finance resources to take action

**Differentiated Value and Potential Benefits**

<table>
<thead>
<tr>
<th>Expanded Capability</th>
<th>Increased Capacity</th>
<th>Enriched Collaboration</th>
<th>Accelerated Credibility</th>
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<tbody>
<tr>
<td>Improved business and investment decision-making powered by scenario analysis</td>
<td>Identification of influential business drivers and modeling key business levers</td>
<td>Faster time-to-insight and ability to deliver financial insights and visuals</td>
<td>Improved guidance to maintain or reestablish investor confidence</td>
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**How we can help**

- **Rapid Assessment** to help uncover the data, insights, and criteria to support decision-making
- **Platform as a Service** for data ingestion/cleansing, advanced modeling, rapid scenario generation
- **Automated Models** that can identify trends with less effort, freeing time to focus on decisions
- **Dynamic Dashboards** to visualize and drill into root cause and trade-off analysis

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**Value drivers**

- Enriched Collaboration
- Increased Capacity
- Expanded Capability
- Accelerated Credibility

**Enabling accelerated finance modeling capabilities to rapidly shift focus from analysis to action**

**Resilient Leadership: Responding to COVID-19**

**Improvise – Adapt – Thrive**
Many organizations don’t attempt a wholesale change to their forecasting approach from the beginning. Instead, they select a part of their business or a specific revenue, product, or cost element to use as a pilot or proof of concept. Algorithmic forecasting can accelerate scenarios and insights in times of crisis and challenge.

Want to learn more? Read our guide to Forecasting in a digital world:
Deloitte.com/us/forecasting

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