

Global supply chain risk management

Responding to and managing the supply chain challenges of COVID-19

March 2020

Objectives

- 1** | Discuss the supply chain risks and implications of COVID-19 on your business
- 2** | Understand your supply chain risk management strategy, and your preparedness to deal with COVID-19, and your current plans
- 3** | Align on high-priority immediate actions that can help mitigate supply chain disruption and prepare for the rebound
- 4** | Present Deloitte's proprietary and leading edge CentralSight™ tool, and an offer, to illuminate your extended supply network by providing greater visibility to potential supply chain risks
- 5** | Confirm Next Steps. Time is of the essence

The impact

It can impact our clients in three main ways: by directly affecting people, by creating supply chain and market disruption, and by its financial impact on firms and financial markets



People



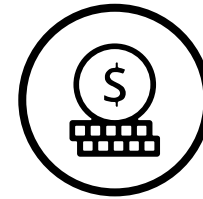
At the core of COVID-19, every organization is focused on protecting their people



Supply Chains



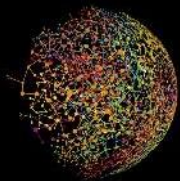
China's dominant role as the "world's factory" puts global supply chains at risk



Financials



Disruption in production and supply chains will create financial stress for companies



COVID-19: Practical workforce strategies that put your people first

Uncertainty and raising issues that require thoughtful, people-first responses



COVID-19: Managing supply chain risk and disruption

Coronavirus impact highlights the need to transform traditional supply chain models

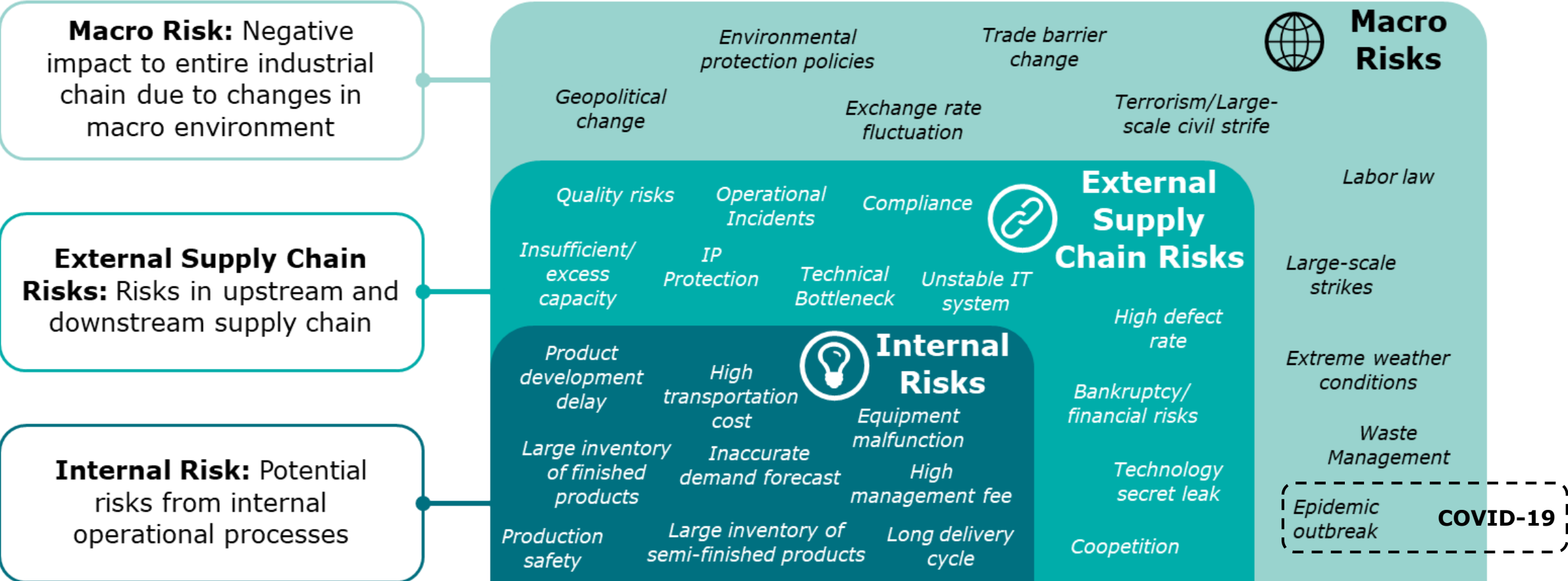


COVID-19: Managing cash flow during a period of crisis

Coronavirus creates cash flow implications across the extended supply chain

A holistic view of supply chain risk and COVID-19 in context

COVID-19 will have wider “macro risks” that can impact an entire industry or extended supply chain. Managing supply chain risks is the priority now, however, companies need to refine their overall supply chain and risk management strategy in the longer run



COVID-19 is different

The COVID-19 started as a “China” Problem, but has quickly become global. This is different from the 2003-SARS in several aspects, or any prior pandemic or recent black swan crisis



China’s rising role in the global economy

Relative importance of China in global trade and ecosystem has grown significantly as – a primary producer of products and components, a large customer of global commodities and industrial products, and a very attractive consumer marketplace

- China’s GDP has grown almost 10 times, from US\$1,478 Billion (2002) to US\$14,140 Billion (2019)
- China’s share of global GDP has grown more than three fold, from 4.3% (2002) to over 16% (2019)
- China’s GDP per Capita has grown almost 10 times, from US\$1,150 (2002) to US\$10,099 (2019)
- China’s percent of the world’s exports grew from 5.1% (2002) to over 13% (2019)
- China’s percent of world’s imports grew from 4.4% (2002) to over 11% (2019)



Globalization and Leaning of Supply Chains

Supply chains have become highly sophisticated and vital to the competitiveness of many companies. The interlinked and global nature also makes them increasingly vulnerable to a range of risks, with less margin of error and supply lead times

- Consolidated, and even single-sourced, low-cost country supplier networks to reduce costs but heavy reliance on a specific supplier or geography
- Optimized manufacturing networks with high capacity utilization, limiting flexibility to shift production quickly from one location to another
- Lean and Just-in-time inventory management approaches to reduce inventory, but reduce buffers for unforeseen or abnormal demand or supply side variations
- Optimized distribution and logistics networks to minimize delivery costs under normal conditions, but limited flexibility and high premiums associated with usage of alternate models during crisis
- Planning and execution processes that are oriented to low cost production and order fulfillment versus supply chain flexibility and responsiveness

Magnitude and period of supply chain disruption is unknown

Domino effect of plant closures and supply shortages across extended supply network can lead to significant supply chain disruption

- 1 Over 200 of the Fortune 500 firms have direct presence in Wuhan, the epicenter of the COVID-19
- 2 According to a Dun & Bradstreet study: 163 of the Fortune 1000 have tier 1 suppliers and 938 of the Fortune 1000 have one or more tier 2 suppliers (which feed the tier 1) in the impacted region
- 3 Very few organizations can trace their supply chain beyond tier 1 suppliers
- 4 Visibility into or having no direct exposure to tier 1 suppliers in China, does not mean that you are safe from disruption
- 5 Industries with lean supply chains and just-in-time inventory management practices will be impacted first. The automobile supply chain was one of the first to announce supply chain disruptions*
 - *Hyundai Motor Company announced that it had been forced to suspend production at its South Korea plant because parts made in China were no longer available*
 - *Shortly after, Fiat Chrysler Automobiles NV said it is temporarily halting production at a car factory in Serbia because it can't get parts from China*
- 6 While, companies are focused on China now, the impact will be greater as the COVID-19 epidemic expands beyond China. With the growing spread of the virus, this is no longer just a China problem, and companies need to get ahead of this

* Refer to the appendix section for more information on sectors and industries under supply chain stress and disruption



When China, the world's factory, is impacted, global supply chains are impacted

Recovery of efficient supply chains will take time

As of the second week of March, China is showing signs of recovery, however full recovery will take time and will depend on containment in other impacted countries

Factories are slowly restarting. However, they are running well below capacity given extended closures and delays in getting workers back to the plants given health quarantines and travel restrictions. Local governments are reporting:

- *Hubei province has announced that except for enterprises related to national interest or people's livelihood, other enterprises should not open up before 10 March*
- *90% of large industrial enterprise factories have restarted in Zhejiang province and 70% in Jiangsu, Shandong, Fujian, Liaoning, Guangdong, and Jiangxi provinces*
- *43.1% of small and medium manufacturing companies, 67.4% of steel companies and 86.3% of nonferrous metals companies have reopened*

There are broad logistics backlogs due to the shutdown of transportation into and out of several cities and restrictions on road transportation in many parts of China. This is compounded by a shortage of drivers as many have not been able to get back to work from their home town. Local governments are reporting:

- *Wuhan transportation will remain closed, likely until late March*
- *~60% of logistics enterprises and stations in the other affected areas have resumed work. However on the positive side, rail loaning rate has recovered to 95% of the rate before CNY*

Ports are suffering from container surplus as a consequence of discharging vessels, but containers not being picked up for re-export. Reefer yards at ports are at capacity and creating significant issues.

Airlines are unlikely to quickly reschedule their routes because passenger travel remains restricted. Many airlines use scheduled passenger routes to also carry cargo.

- *As a consequence, air freight shipping rates from China have soared as factories restart production – increasing 200-to-300% in late February*
- *Air transport plays a major role in China's exports, accounting for 76% of deliveries of telecom equipment from China to the U.S., 62% of computers, 36% of consumer electronics, and 31% of pharma products*
- *Desperate shippers have chartered cargo plans. Based on recent estimates, a Boeing 747 freighter charter from Europe costs at least \$250,000, which is not an option for all shippers*

Pillars of a resilient supply chain

Immediate focus is on improving visibility to supply chain risk due to COVID-19 – in your own facilities, in your direct suppliers, and beyond. If you can't see the potential supply chain problems you can't prevent or manage them

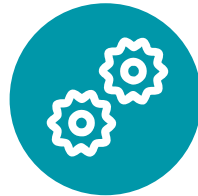
The solutions will come from increased Flexibility, Collaboration, and Control...

Visibility



The ability to track and monitor supply chain events and patterns, enabling proactive actions

Flexibility



The ability to quickly adapt to disruptions without significantly increasing operational costs

Collaboration



The ability to develop symbiotic and trust-based relationships with supply chain partners and other key strategic networks

Control



The ability to implement policies and execute processes to prevent disruptions

Crisis and Resilience framework

A holistic approach will enable businesses to prepare, respond, recover and emerge stronger from the crisis

Priorities	Time Frame			Accountability
	RESPOND Prepare / Manage Continuity	RECOVER Learn and Emerge Stronger	THRIVE Prepare for the Next Normal	
Command Centre	<ul style="list-style-type: none"> Institute crisis and resilience planning Nominate task force leadership team (and back-up) Activate and empower COVID-19 Command Centre Itemize organizational vulnerabilities by impact and value Develop and launch Communications Plan and Strategy Activate and communicate Pandemic Preparedness strategy Scenario plan to determine decisions to make today or defer 	<ul style="list-style-type: none"> Activate recovery contingency plan if required Reflect on lessons learned and rebuild with resilience Formalize and update crisis and resilience playbook Embed relevant Command Centre protocols into BAU 	<ul style="list-style-type: none"> Institute crisis and resilience planning as BAU Update crisis playbook to reflect COVID-19 lessons learned Organizational design for resilience and flexibility Regularly refresh vulnerabilities assessment 	CEO
Talent & Strategy	<ul style="list-style-type: none"> Optimize corporate HR policy – leave, travel, global mobility Review employment contracts for potential issues Implement and monitor safe / flexible working arrangements Prioritize strategic choices and investments 	<ul style="list-style-type: none"> Reimagine talent strategy and operating model Adopt “above-the-bar” regulatory / governance protocols Manage rapid employee return and ramp-up (future state) Execute on strategic growth, partner and M&A ambitions 	<ul style="list-style-type: none"> Rework employment arrangements to reflect next normal Employee education and training in crisis and resilience Consider shape of business models and ecosystems of the future Build scenario thinking / sensing into strategic decision-making 	CEO with CHRO, CSO
Business Continuity & Financing	<ul style="list-style-type: none"> Ensure actions uphold Responsible Business principles Implement cash conservation and recovery actions Evaluate working capital and liquidity requirements Rapid working capital optimization and credit solutions Control discretionary operating costs and capex Negotiate more flexible financing terms with lenders Communicate with other key financial stakeholders Understand impacts on contractual obligations Gather documentation for contract negotiations and claims Implement cash tax strategies / leverage government incentives 	<ul style="list-style-type: none"> Initiate claims and contract dispute resolution Ramp-up to normalized financial reporting Ensure internal audit resources reallocated based on risk Right size and operating model of support function (e.g. fixed vs variable resources; manpower vs technology) Implement equity raising and low-cost debt refinancing Exit of non-core and under-performing assets 	<ul style="list-style-type: none"> Maintain robust financial forecasts and scenario planning Stress test corporate model and capital structure Build resilience into operations and financing 	CFO, COO CRO, GC CTO
Supply Chain	<ul style="list-style-type: none"> Identify supply chain risks and potential disruptions Develop contingency plans for operational disruption Understand demand and supply side shocks and develop inventory strategies to buffer volatility and risk 	<ul style="list-style-type: none"> Establish multi-tier supplier network visibility to risks Collaborate with customers and suppliers to synchronize operations to priorities within constraints Manage inventory and cash flow through agile execution 	<ul style="list-style-type: none"> Establish control towers to predict, sense and prescribe risk responses Restructure supply chain to improve resilience Implement Industry 4.0 and Digital Supply Network (DSN) solutions to improve end-to-end visibility, synchronization, optimization, and agility 	COO, GC CTO
Customer Engagement	<ul style="list-style-type: none"> Engage with key customers to support business continuity Reinforce loyalty by protecting and rewarding customers Secure commercial and financial support from customers Develop communication strategy with front line employees 	<ul style="list-style-type: none"> Review orders vs commitments and inventory Use advanced technology in customer communications Reset receivables cycle and collections process and KPIs 	<ul style="list-style-type: none"> Establish open communication channels with customers Evaluate capacity / incentives to provide financial support Develop contingency plans for financial disruption Reimagine the operational model to strengthen customer engagement 	CMO
Digital Capabilities	<ul style="list-style-type: none"> Assess and address systems and cyber vulnerabilities Enable data-driven insights and situational awareness Develop real-time sensing / red flag reporting dashboard 	<ul style="list-style-type: none"> Update digital properties to synch with availability Design digitally-enabled flexible work arrangement Optimize e-commerce and customer / channel strategy 	<ul style="list-style-type: none"> Implement digitally-enabled future of work including for business processes and back-office functions Reflect on lesson learned and share best practices 	CMO, CIO CFO, CHRO GC, CTO

Evaluate actions within the context of geographic location and sector

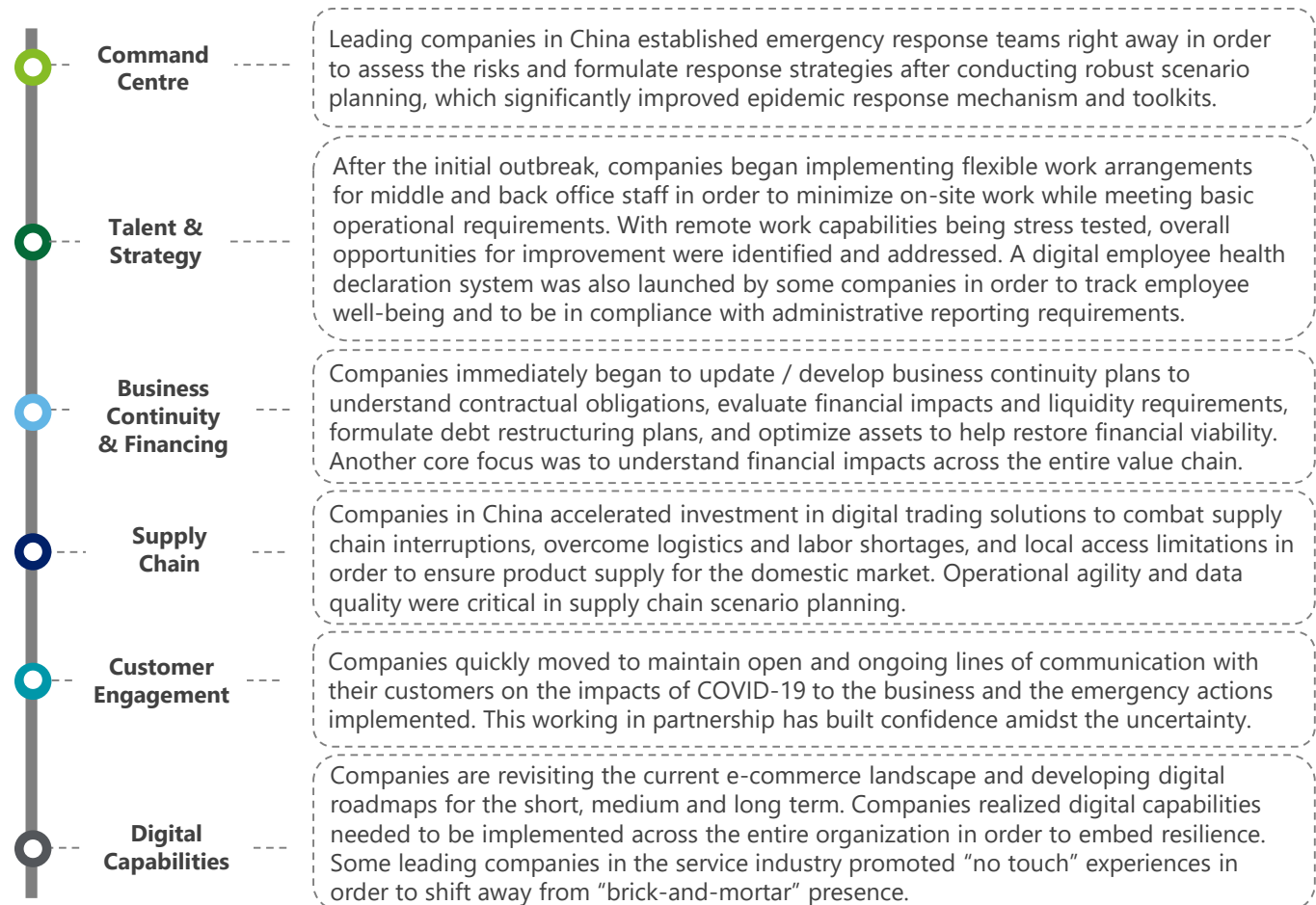
China took decisive actions to contain the impact of the crisis on their sectors. While the country was clearly impacted in Q1 FY20, there is evidence of recovery

Short term Impact in Q1 2020
 Recovery Scenario Impact predominantly in H1 2020, recovery through H2 2020 (assuming normalisation in rest of world)

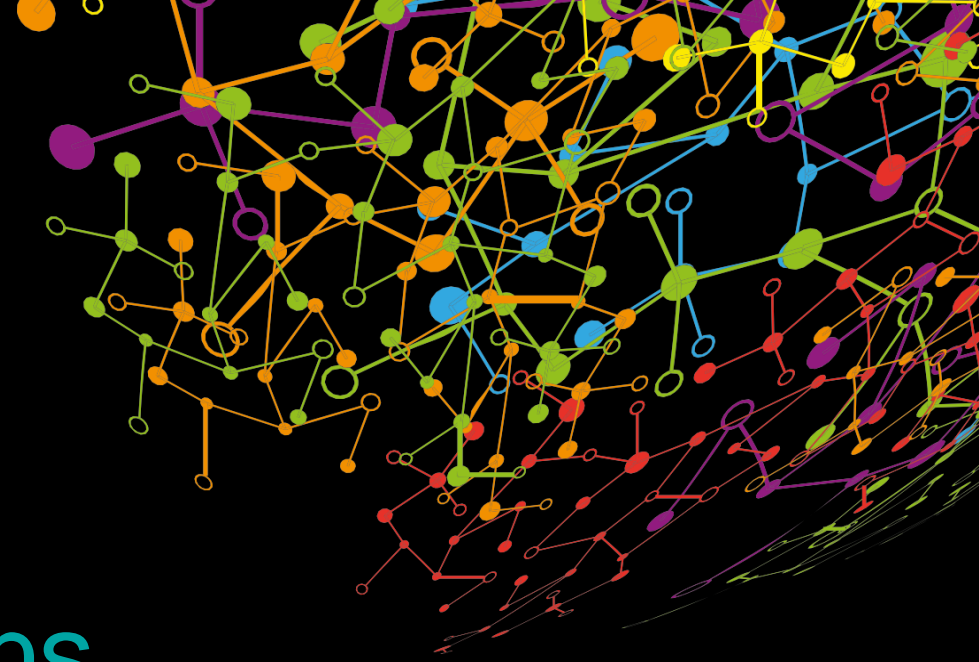
Priority Impact Sectors	Scenarios		Influencing Factors				
	Short term	Recovery scenario	Reduced/Restricted Travel	Production Suspended	Supply Chain Interruption	Reduced Consumption	Working Capital Pressure
Automotive	H	M	X	X	X	X	X
Consumer Goods (Clothing & Essentials)	M	M		X	X	X	
Consumer Goods (Luxury Goods)	H	M	X			X	X
Transportation and Hospitality	H	M	X	X	X	X	X
Technology (Hardware)	H	M	X	X	X	X	X
Real Estate	H	N	X	X		X	X
Oil & Gas	H	M	X	X	X	X	
Life Sciences	H	O	X	X	X	X	X

H High Impact N Neutral or Low impact
 M Significant disruption/financial impact O High demand/opportunity

Key learnings from leading companies in the Chinese market...

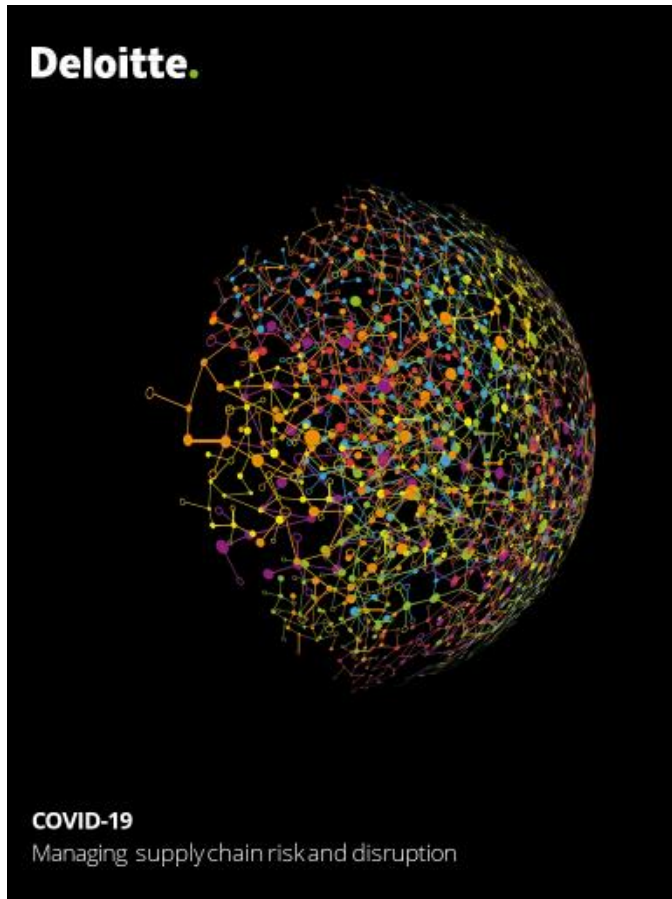


How can we help supply chains
of the world? Our point of view



Immediate actions for supply chains in China and impacted geographies

Every company needs to respond quickly to this situation to mitigate the negative impact in the short term and be better prepared to win in the inevitable rebound



Presence in Impacted Region...

1. Educate employees on COVID-19 symptoms and prevention.
2. Reinforce screening protocols.
3. Prepare for increased Absenteeism.
4. Restrict non-essential travel and promote flexible working arrangements.
5. Align IT systems and support to evolving work requirements.
6. Prepare Succession Plans for Key Executive Positions.
7. Focus on cash flow.

Supply Side...

1. Enhance Focus on Workforce/Labor Planning.
2. Focus on Tier 1 Supplier Risk.
3. Illuminate the Extended Supply Network.
4. Understand and Activate Alternate Sources of Supply.
5. Update Inventory Policy and Planning Parameters.
6. Enhance Inbound Materials Visibility.
7. Focus on Production Scheduling Agility.
8. Evaluate Alternative Outbound Logistics Options and Secure Capacity.
9. Prepare for Plant Closures.
10. Conduct Global Scenario Planning.

Demand Side...

1. Understand the Demand Impact Specific to your Business.
2. Prepare for potential channel shifts.
3. Confirm Short Term Demand-Supply Synchronization Strategy.
4. Open Channels of Communication with Key Customers.
5. Enhance allocated available to promise capability.
6. Evaluate alternative inbound logistics options.
7. Prepare for the Rebound.
8. Conduct Global Scenario Planning.

Link: [Click here to access the PoV](#)

Rapidly illuminating the supply network

A digital approach to supply chain risk management is required – to gain sufficient visibility to supply chain risks. Deloitte's CentralSight™ is one solution that leverages artificial intelligence, a machine learning-powered entity resolution platform, incorporating structured and unstructured data, and leveraging proprietary and subscription-based databases, to illuminate supply networks in hours to days, providing visibility to extended multi-tier supply chain risk that most companies thought was previously not attainable.



STEP 1
Autonomous
supplier network
illumination

STEP 2
Triage and force-rank
the most critical risks

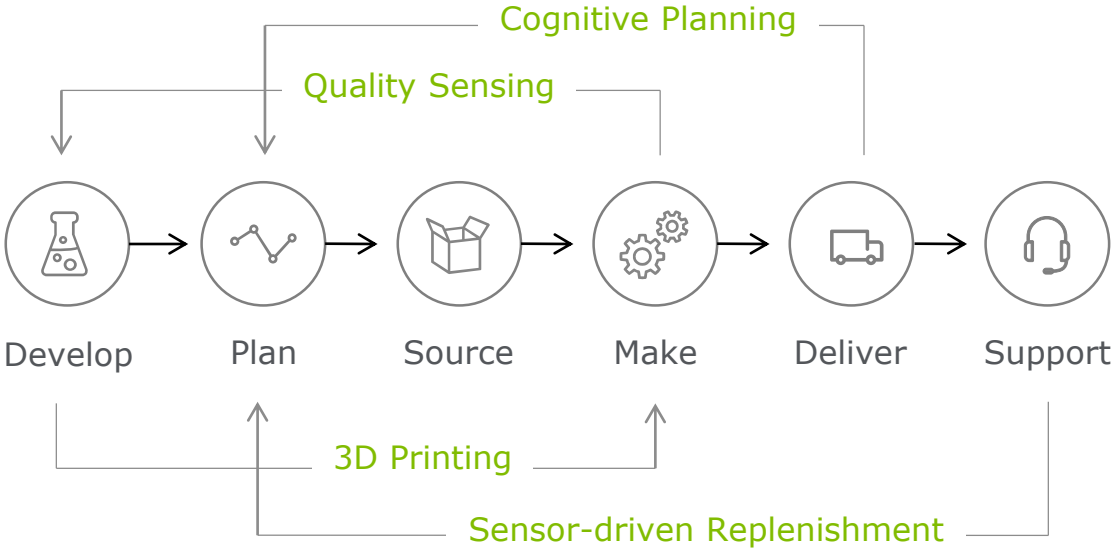
STEP 3
Formulate
actionable risk
mitigations

STEP 4
Continuous monitoring
and network
assessment

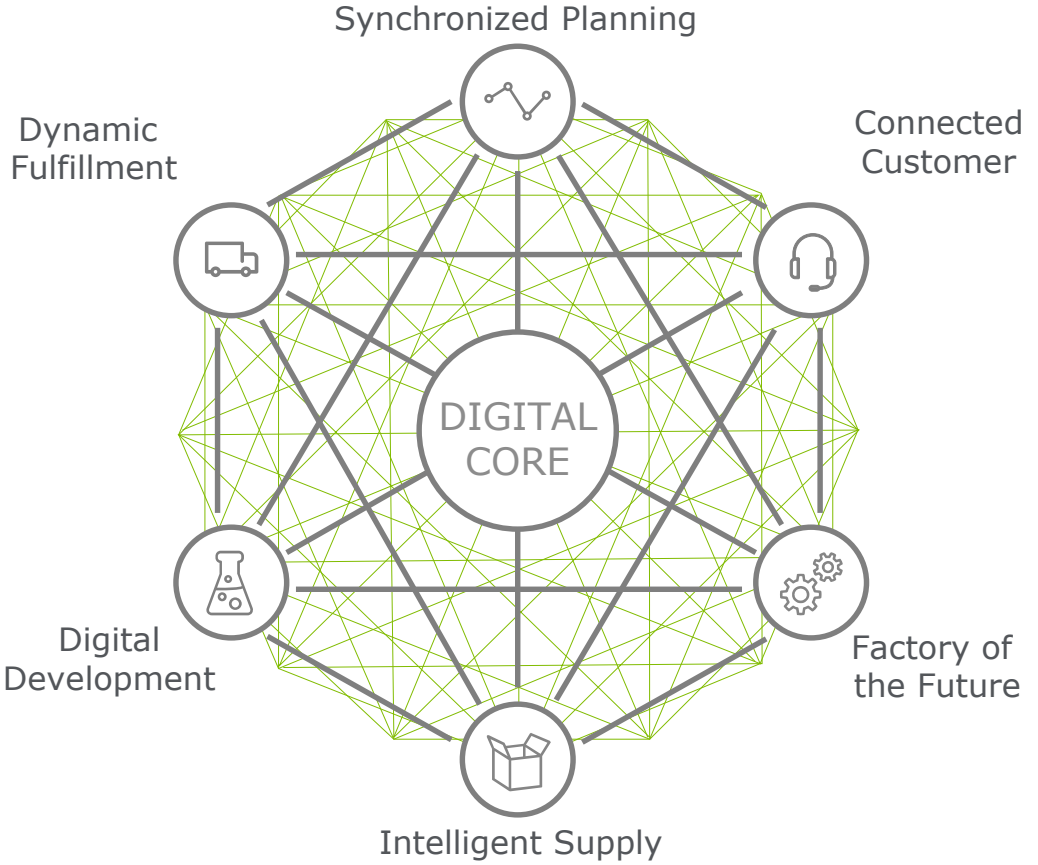
The Evolution of Digital Supply Networks

Advances in information and communications technology are making evolution to the supply chain more possible. Technologies such as IoT, cloud computing, 5G, AI, 3D printing and robotics are all critical to enabling the digital supply network of the future. At the same time, a volatile business environment is making it all the more necessary.

TRADITIONAL SUPPLY CHAIN



DIGITAL SUPPLY NETWORKS





An offer to help

We recognize the importance and urgency of the current situation. We are committed to help you through this...



TO BE CUSTOMIZED BY CLIENT SITUATION

An offer that is right and compelling to the client most likely includes:

- An immediate launch of CentralSight™ to improve visibility to their extended supply network, to better understand risks and formulate focused risk mitigation plans
- Establishing a “Control Tower” to support proactive issue identification and quick resolution of issues as they arise
- Starting Immediately. Days matter for them

Supply Chain Risk Management Capabilities

Capability Areas	Capabilities	Descriptions
Supply Chain Risk Management Strategy	Strategy Development	Developing the overarching framework and program design to guide downstream decisions
	Strategy Alignment	Aligning functional risk management activities in support of corporate strategic objectives
Supply Chain Risk Management Operating Model	Governance & Organization	Defining the roles, responsibilities, and controls required for an organization to effectively manage and respond to risk events
	Processes & Procedures	Developing the policies, procedures, and protocols for managing risk across the supplier network
	Decision Support	Introducing appropriate tools, analytics, and technology infrastructure to enable timely and informed decision making
Supply Chain Risk Management Implementation	Analysis & Segmentation	Segmenting suppliers by criticality to business operations
	Monitoring	Tracking and monitoring supply chain partners and events to improve visibility into actual or potential risk events
	Modeling & Scenario Testing	Quantifying impact of potential disruption and cost to avoid, transfer, or mitigate it
	Response Planning	Developing mitigation and response programs to potential or actual disruptions
	Control Functions	Establishing the organization, frameworks, and protocols for managing risk across the supplier network
Supply Chain Risk Tools	Mapping and Identifying Risk	Mapping supply chain networks to enhance visibility and help identify key areas of exposure and prioritize where resiliency is most needed
	Scenario Testing/ Exposure Assessment	Employing analytical tools to help quantify exposure to risk events and the cost of alternative mitigation strategies
Supply Chain Risk Management Sustainability	Training/Education	Supporting adoption of new methods and ways of working through training, education or coaching
	Change Management, Risk Culture	Enabling organization to execute programs and independently develop and improve methods

Deloitte global supply chain & network operations

With over 2,500 dedicated supply chain professionals across the globe, and over 10,000 practitioners experienced in supply chain projects, Deloitte has unmatched breadth and depth of supply chain expertise to help you address your most important supply chain challenges. Among our many analyst recognitions and awards, Deloitte is also recognized as the Leader in Supply Chain Risk Management consulting.



Zlatko Bazianec

Deloitte Adriatics
Consulting Partner

zbazianec@deloittece.com



Jim Kilpatrick

Global Supply Chain &
Network Operations Leader

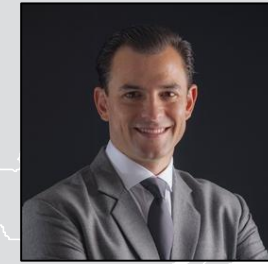
jimkilpatrick@deloitte.ca



Jennifer Brown

Global Supply Management &
Digital Procurement Leader

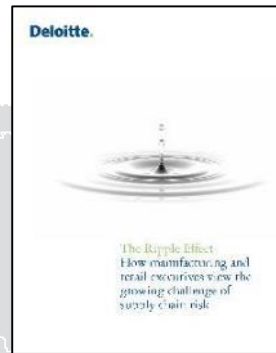
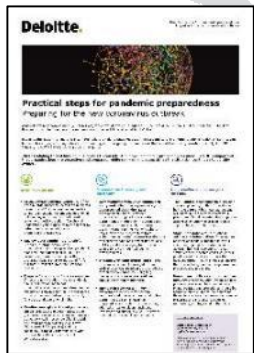
jennibrown@deloitte.com



Rafael Calderon

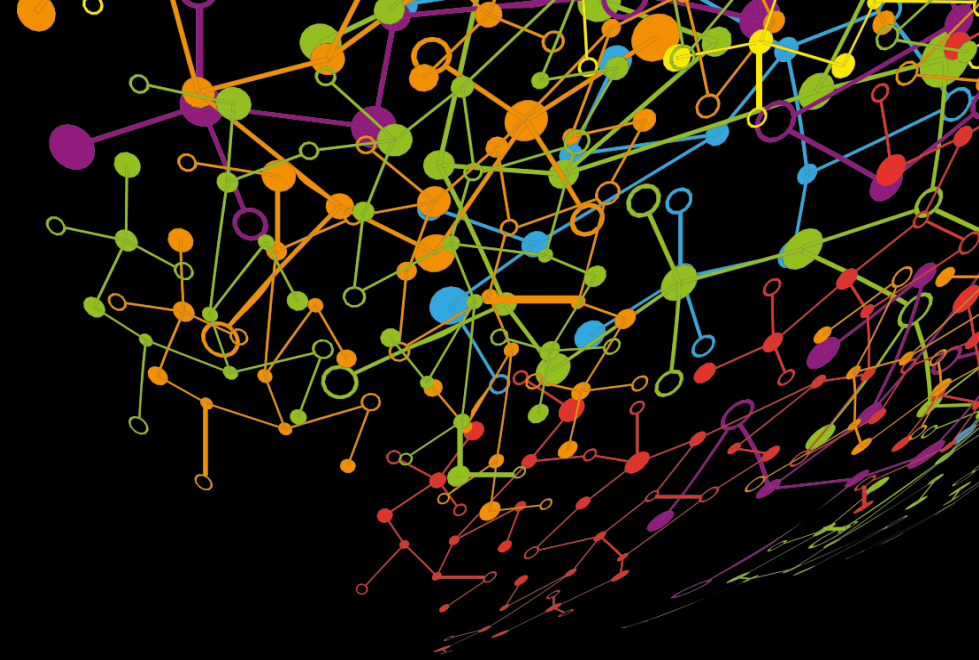
Global Synchronized Planning
& Fulfillment Leader

rcalderon@deloitte.com



We're ready to help

Appendix



COVID-19 Stories

Deloitte is playing a critical role in supporting our clients, globally, in responding to the supply chain disruptions and threats posed by COVID-19

US Division of a Global Food Company

With supply chain disruptions anticipated due to the spread of COVID-19, Deloitte was engaged by the US Division of a Global Food company to develop a strategy on how to use inventory as a buffering mechanism across the network (finished goods, materials, etc.). The key factor was to first understand consumer and customer most likely demand increases, or supply disruptions, instead of just adopting a general increase of 15-20% across the board (which was the initial direction from corporate). By applying consumer analytics to previous crises and gathering real time customer intel, we were able to get very granular and specific as to how much extra inventory to carry and where in the extended supply chain based on probability and magnitude of impact. This not only protects the supply chain from disruption and service failure but also mitigates unneeded working capital, increased salvage and unnecessary transportation and other costs. In food supply chains these costs can quickly be in the millions of dollars due to food expiration guidelines. The strategy was adopted in the US Division. It was then sent by the Global head of supply chain to all the zones as a best in class example of what geographies need to be doing.

US Healthcare Organization

When the threat of COVID-19 was first identified in January 2020, the health care organization's supply chain response to the threat was swift and in concert with the overall Emergency Management Response. The organization quickly increased inventory in critical supplies in the Central Distribution Center (CDC) by over \$1 Million. By mid-February, suppliers began allocating supplies. However, the organization was able to maintain an advantageous inventory position with alternate suppliers and purchasing anything made available through the allocations. However, by the end of February, as the threat increased further, allocations start expanding to new products making overall inventory management more complex. At the same time, entities within the organization that were not currently supported by the CDC began to run out of critical supplies and looked to the CDC for support. Weekly usage of N95 masks doubled, and was attributed to a lack of inventory control (i.e., hoarding and shrinkage). Deloitte was engaged to support them in a strategy to rapidly get control of their inventory situation and to prepare for increased COVID-19 threat. The solutions included:

- Secured Existing N95 Mask Inventory. Entity Supply Chain Directors took inventory away from locations with historically low volume, secured inventory, and conducting regular cycle counts. A portion of CSC inventory was segregated and not accessible for standard replenishment orders.
- Developed Mitigation Solutions for Expanded Supply Allocations. Reviewed critical PPE items and non-PPE items impacted by China's manufacturing disruptions and explored alternate supply items and means of procurement (e.g., procuring bulk-non-sterile products and sterilizing).
- Developed clinical processes for conserving supplies impacted by allocations. Working with nursing leadership, policies and procedures were developed to slow the utilization of impacted supplies where possible.
- Established used N95 Collection and Bio quelling process. A process and procedure was defined to recycle these masks if the organization was significantly impacted by the coronavirus, to provide ongoing access to the masks of preference.

COVID-19 Stories

Deloitte is playing a critical role in supporting our clients, globally, in responding to the supply chain disruptions and threats posed by COVID-19

Global Apparel Manufacturer and Retailer

Over seven years ago, the company identified and over-reliance on production based on China, as their primary supply source. Since then, they had taken a number of steps to diversify their Tier 1 supplier base from China, to other low cost countries primarily still in Asia (i.e., Vietnam, Taiwan). This enabled them to work through the US-China trade wars in a better position than many other apparel and consumer products. As the Deloitte was engaged to support the stand-up of a Business Continuity Management office. As COVID escalated, they closed their stores in China and Italy, which contributed to a significant reduction in demand. Their “China+1” strategy also started to show some flaws as the Tier 1 suppliers outside of China were often reliant on Tier 2 supplier in China, leading to inventory shortages and supply-side disruptions. The Board requested a detailed risk management plan and updated financial forecasts. Deloitte was engaged to work with senior management to challenge and strengthen their plans across all areas of their business (e.g., supply chain, stores, global curfew and shut down plans, crisis response/readiness, etc.), including providing advice on governance as it relates to what can be regional/autonomous versus centralized. Deloitte also supported various simulations that take into account lost revenue and building inventory back up for presentation to the Board.

Global Automotive OEM

Deloitte was engaged to support a Global Automotive OEM in identifying Tier 1, Tier 2, and key “Tier n” supply side risks focused on one of their critical vehicles. The company had good visibility to Tier 1 supply status, and felt that they had effective systems and processes to address issues in a “fire fighting” approach as they came up. However, they had limited to no visibility beyond the Tier 1 suppliers to fully understand the potential risks and to move to a proactive and preventative approach to management supply-side disruption. Deloitte was engaged to “illuminate” the supply network beyond the Tier 1 supply base, with a focus on one of their critical and strategic vehicle models. Leveraging Deloitte’s proprietary CentralSight™ asset, we were able to provide extended supply chain insights within hours, and identifying key supply chain risks in the extended supply chain within days. While focused on one vehicle model, the illumination of their supply base identified issues with Tier 2 and beyond suppliers that were also supplying parts for other models, enabling proactive action to be taken on a broader scale.

COVID-19 Stories

Cross-service stories are also growing



- Command Centre**

Command Centre stand up to centralize communication and decision-making

For Auto manufacturers grappling with the move to electric and reduced demand from China, COVID-19 has come as an unwelcome shock. Disruption of lean supply chains has had an immediate impact, halting production in some cases, and the fear of financial stress and potential failure of smaller suppliers is causing alarm across the industry. In early February, one major OEM turned to Deloitte for support in addressing these concerns. We stood up a Command Centre and are now working through the issues and providing targeted support where required to help maintain production and balance supply in response to more volatile market demand.

COMMAND CENTRE, AUTO SECTOR, EMEA
- Talent & Strategy**
- Business Continuity & Financing**

Managing financial stability to support business continuity through uncertainty

In February, a leading green energy supplier—an audit client based in the PRC and listed in Hong Kong—engaged Deloitte to provide working capital and debt restructuring advisory services. The client was seeking to obtain waiver and amendment consent from lenders on the possible material uncertainty on going concern. In addition to assessing the company's financial position and debt servicing ability, Deloitte also formulated their communication strategy to increase transparency to lenders and obtain their consent.

BUSINESS CONTINUITY & FINANCING, CHINA
- Supply Chain**
- Customer Engagement**

Framing crisis communication strategies to reinforce brand image

A multinational financial services company with operations across China wanted to further formalize their approach to Crisis Communications with stakeholders. They spoke to Deloitte to better understand the typical frameworks that can be used. We were able to take them through our five step Crisis Communications framework, and then perform a gap analysis of their current practice to this. This has enabled the client and Deloitte to work together to rapidly enhance the clients approach to communicating with stakeholders at this important time.

CUSTOMER ENGAGEMENT, FINANCIAL SERVICES, CHINA
- Digital Capabilities**

Training support for a smooth transition to remote work arrangement

For many Chinese enterprises, remote work has become the only option to resume work during the epidemic. A large state-owned bank sought support from Deloitte to help their employees quickly adapt to the remote work arrangement. Deloitte developed and delivered a series of training courses which were tailored to different target groups – employee, management team, and HR. The courses covered key operational aspects including business development, work management, customer management, team management, and HR policies. Deloitte's training support helped ensure a smooth transition to remote work arrangement and maintain productivity at all levels.

TALENT & STRATEGY, FINANCIAL SERVICES, CHINA

Leading supply chain assessment and innovation to prepare for disruption

A major retailer with a high degree of vendor concentration in China was concerned about the potential for a prolonged supply chain disruption. They turned to Deloitte to assist them with developing a real-time pandemic preparedness strategy. This included structuring a global "command and control" structure, communication framework and tools. Deloitte is helping stress test the business continuity plans globally, identifying gaps and potential vulnerabilities in the supply chain, and developing contingency plans. We are also deploying cognitive sensing technology to get an early indication of changing trends and to create situational awareness to support fast executive decision-making as events unfold.

SUPPLY CHAIN, CONSUMER RETAIL, US



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