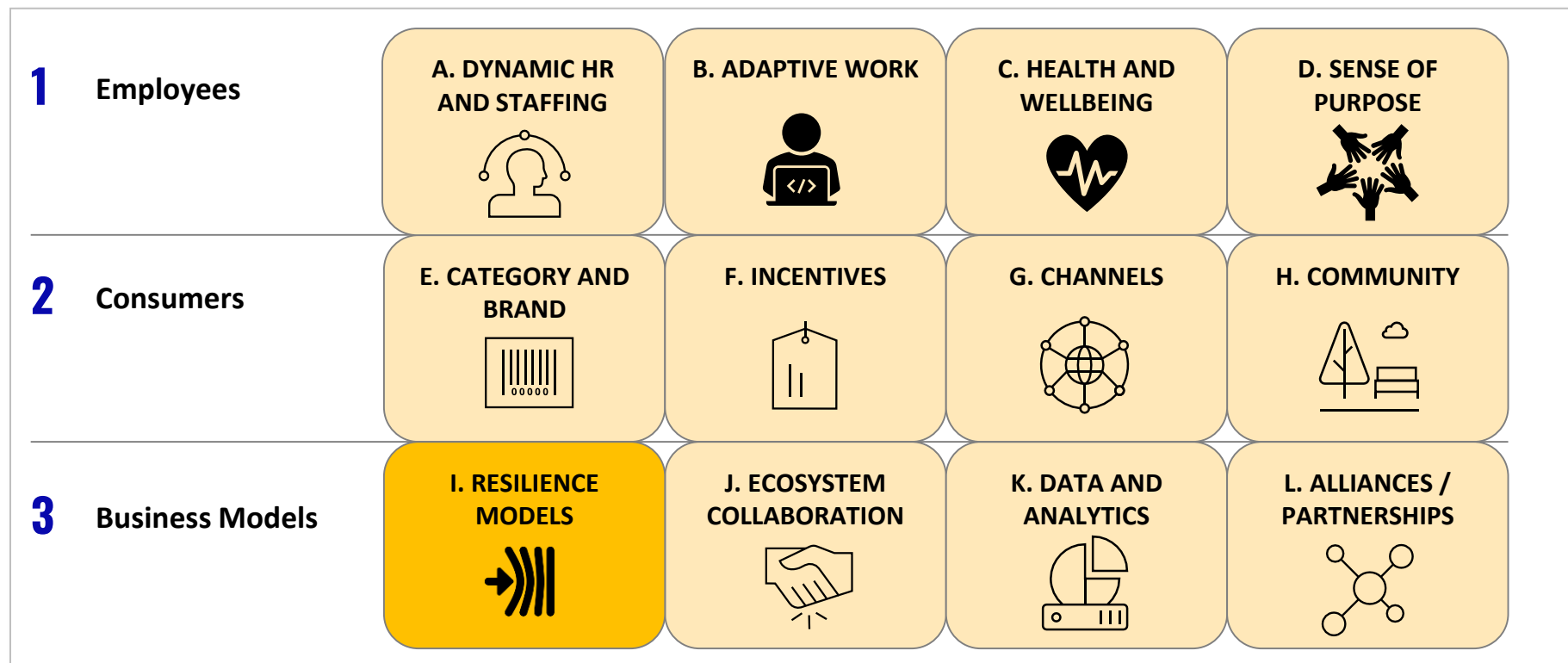
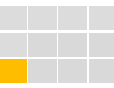


# LEARNINGS & NEW NORMAL FRAMEWORK OVERVIEW



*Looking for similar sections?*

- Filter to any module in the “Covid-19 Framework” filter on the GLM for other module summaries
- Search “**Learnings**” in the GLM for all module learnings summaries
- Search “**New Normal**” in the GLM for all module new normal summaries



# LEARNINGS SUMMARY OVERVIEW

## I. RESILIENCE MODELS



### Challenges/ trends

### Key learnings

#### Maintaining Business Continuity (Short-term)

- All operations have shifted drastically; some companies seeing an unpredicted increase (i.e., grocery, retail sales of certain products) and others seeing a drastic halt in sales (i.e., food and beverage manufacturers with food service customers)
- Though companies are trying to cut costs, some fixed costs cannot be reduced
- Re-examine business models due to immediate changes in employees, demand, and channels



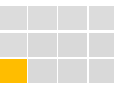
- Conserve cash by cutting variable costs in various ways:
  - Negotiate reduced / delayed payments for rent where possible
  - Reach out to creditors to negotiate for more time for debt payments
  - Cancel extra orders from suppliers and negotiate a delay in payment
  - Re-examine executive pay
  - Carve out essential roles for workers to keep as many as possible
- Convert stores to support click & collect and online

#### Managing the Crisis (Medium-term)

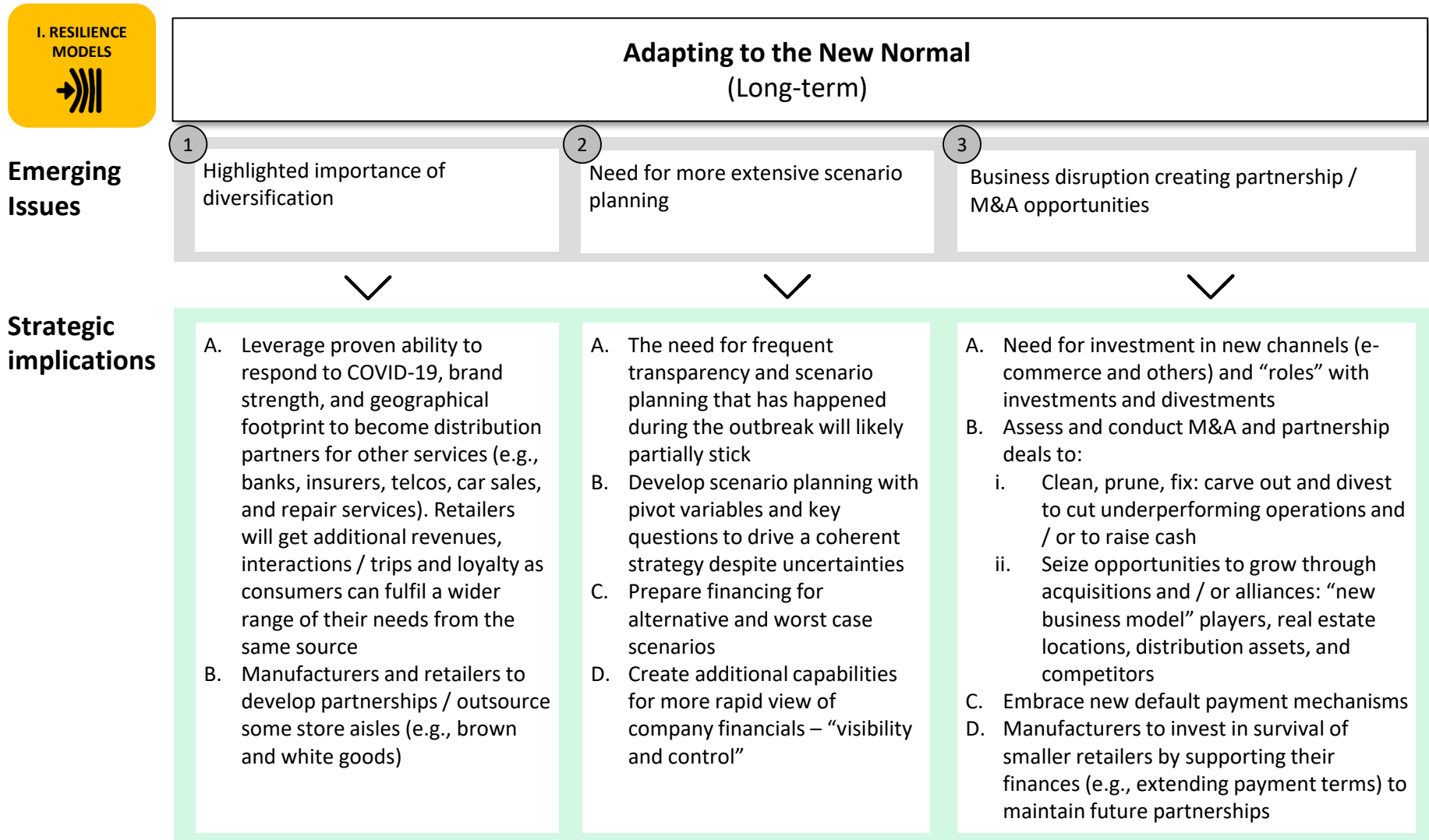
- Need to shed unprofitable areas and rapidly finance growing ones
- Shift from immediate business model changes to forecasting and budget planning for the rest of the year
- Aim to increase financial resilience
- Need for scenario planning



- Shift investment focus from growth to stable profits
- Continue investments in post-COVID-19 environment to be focused on deliveries and contactless payment
- Initiate and conduct cost base reset (including leveraging COVID-19 efficiencies and learnings) for short-term cost reduction and for survival minimum
- Start investing to simplify and automate store operations, become leaner
- Continue to assess scenarios for financial development (be ready to seize opportunities)
- Consider more direct-to-consumer alternative business models that allow consumers to avoid or shorten in-store shopping trips



# NEW NORMAL HIGHLIGHTED INSIGHTS





# HIGHLIGHTED CASE STUDIES

Case Study (CS)  
Module Legend:



Employees



Digital and online



In store



In communities

Logo	Name / Region	CS Module	Overview	Contact
	Rewe 		 Small businesses have powered eBay for 25 years. Now it's time for us to help power them.	
	Ebay 			
	P&G, ITC, Hindustan Unilever & Nestle,... 			
	Migros Ticaret 			
	Alibaba 			
	Lego 			

Please view numerous additional case studies, submitted by CGF members, in the Case Study Library