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# RIDING THE STORM DURING COVID-19

Executing strategic business goals amidst the Corona  
pandemic – An India centric approach

# Agenda

1.	Corona Pandemic - A Brief Overview
2.	Building a Strategic Business Roadmap for COVID-19
3.	Evaluating Multi-industry Outlook During and After Coronavirus
4.	Timeline for Recovery
5.	Preventive Measures for Future Disasters – Key Learnings from the Coronavirus Pandemic
6.	About Blackboard Consulting

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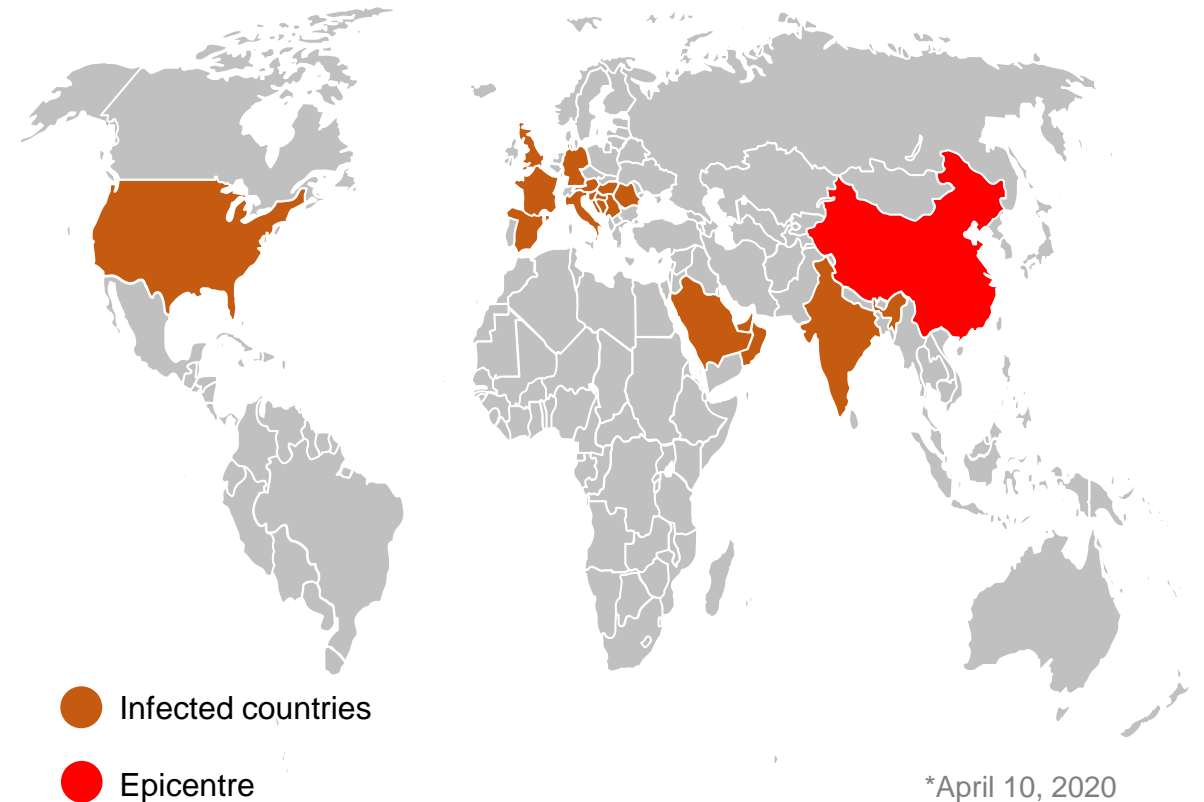
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# Coronavirus has rapidly spread across countries causing rising death levels and further leaving many infected across the world

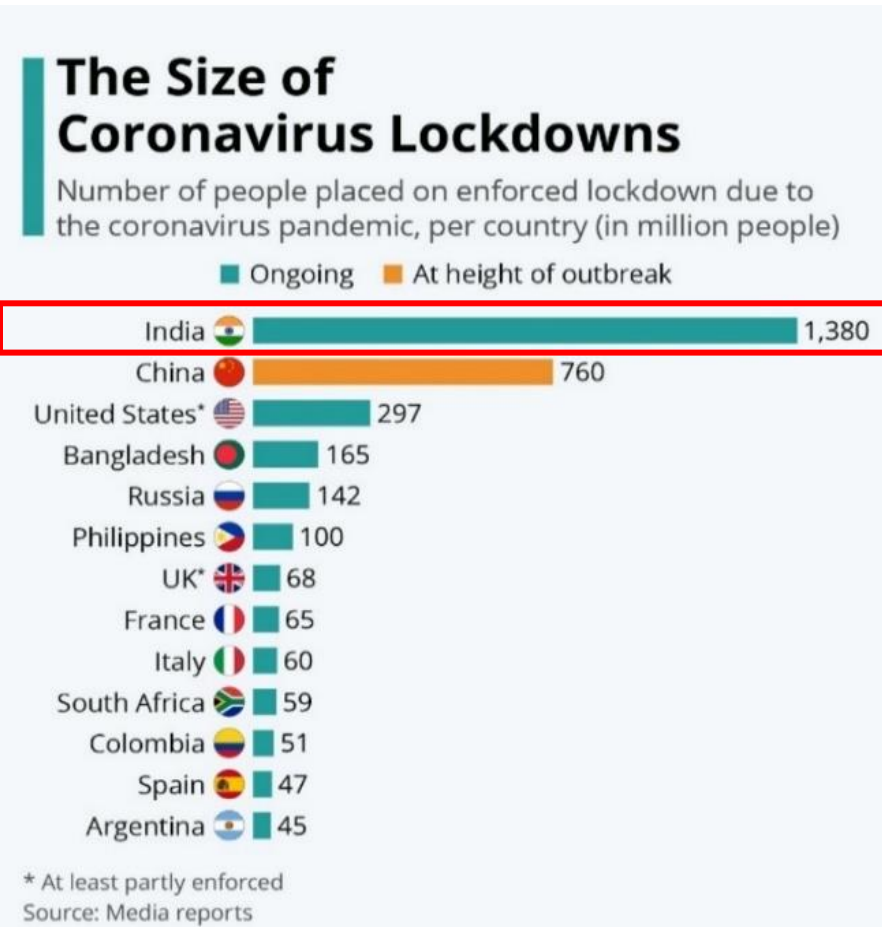
## Key Facts

- ▶ Started in late 2019 in the province of Wuhan in China
- ▶ Rapidly evolved and spread across the country infecting hundreds of local workers/ immigrants
- ▶ Spread outside China in countries like UK, USA, Italy, Spain and India at a rapid rate after a large number of people started migrating leading to rising number of death cases
- ▶ No initial drug for curing coronavirus
- ▶ As of date\* > 1.5 mn people infected worldwide

## Worldwide spread of coronavirus (April 2020)



# Companies operating in the Indian environment need to chalk out alternative growth plans amidst a lockdown situation to stay afloat



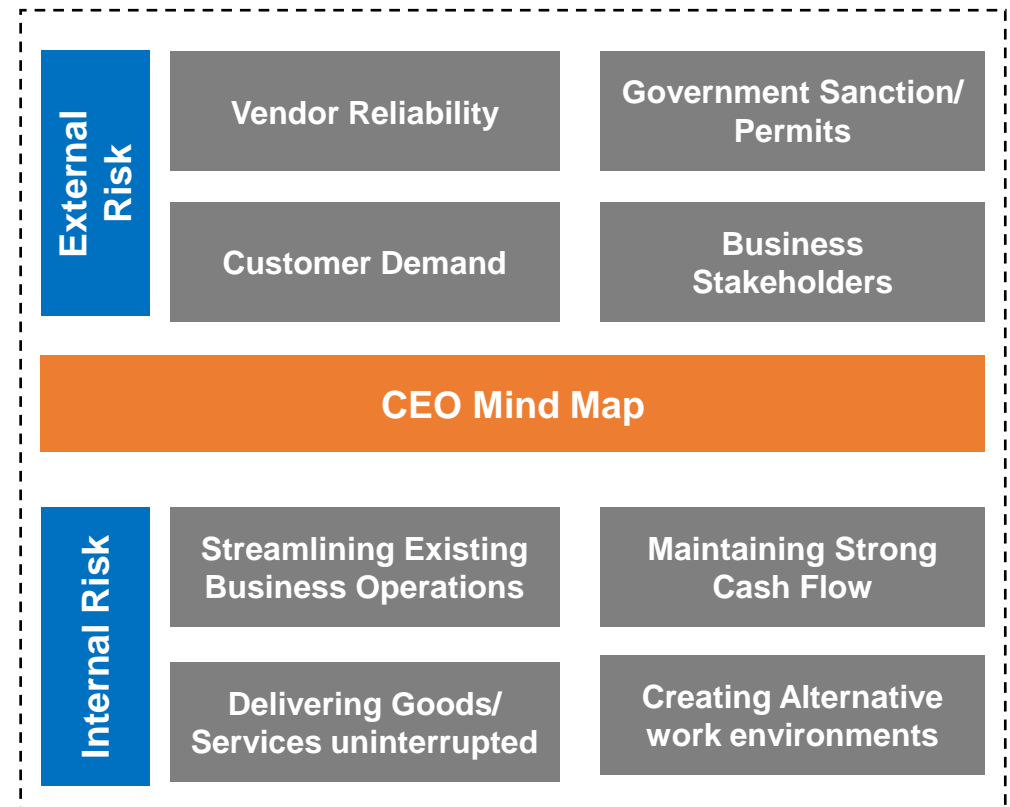
## Primary observations & business drivers

- ▶ India becomes the first and largest country among the many other infected countries to implement a nationwide lockdown
- ▶ Being the second most populated country in the world after China, the lockdown is expected to bring strong disruptions in business operations and day to day activities
- ▶ A robust action plan for businesses needs to be chalked out that ensures minimum damage to profitability and steady cash flow
- ▶ Alternative business growth opportunities and strategic direction needs to be identified and executed at the earliest to stay afloat

# The key lies in evaluating internal and external risks in a lockdown crisis by studying diverse areas for business flexibility

## Immediate Organisational Challenges Include

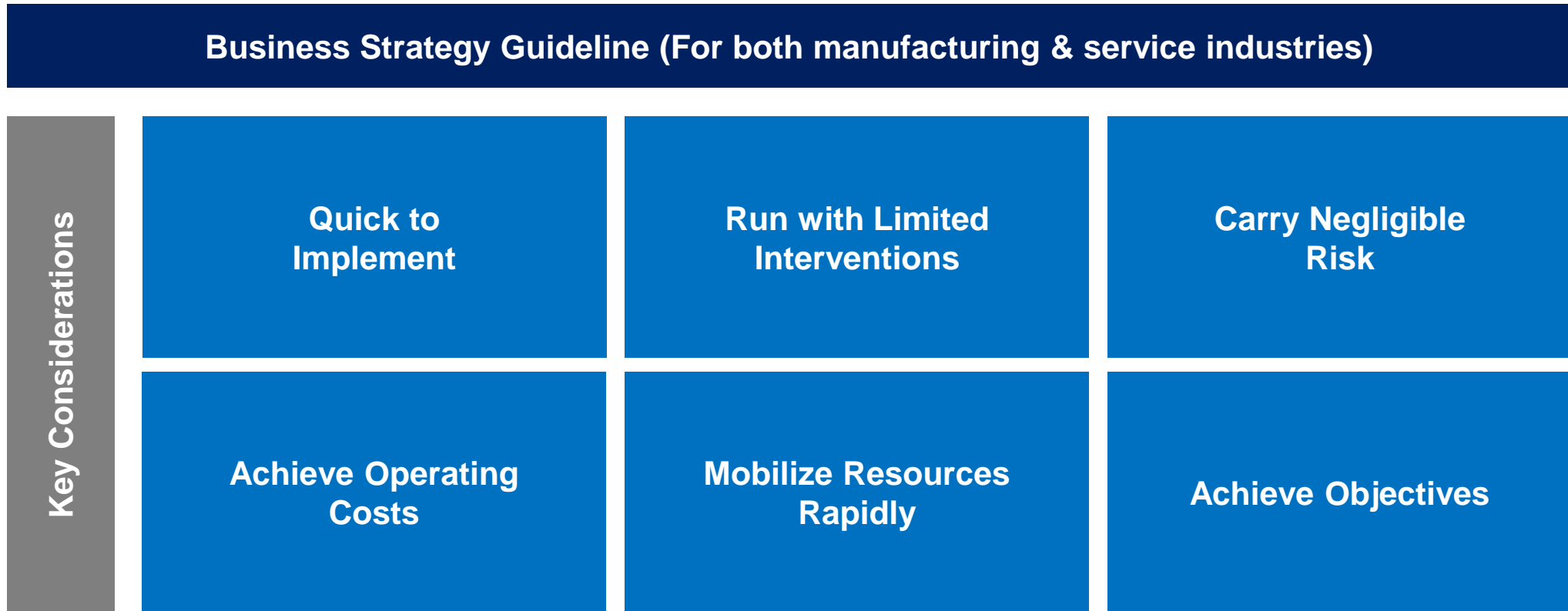
- ▶ To maintain work output consistency (despite restrictions) and evaluate alternative mechanisms for work operations (Eg: Work from home/ remote working/ automated working/ AI)
- ▶ Reduce unwarranted manpower at office/ factory locations as virus spread potential is maximum among people in proximity
- ▶ Developing organisational modules that direct all formal communication through online tools and web based interfaces
- ▶ Timely regular / interim payments are made to employees depending on the organisations cash flow/ liquidity
- ▶ Getting required licenses/ work permits/ authorization letter from concerned authorities for key office personnel



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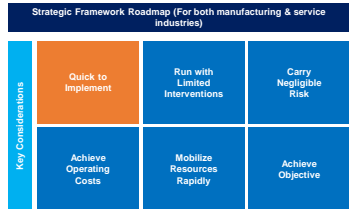
## A robust strategic framework should focus on specific targeted areas that allow leadership teams to make quick decisions



**By focussing on the above key guidelines, an effective strategy should be developed that will spearhead complex and unforeseen business uncertainties efficiently**

# A “quick action plan” should be manageable, tangible and produce desired results despite limited resources

INCLUSIVE LIST



**Quick to Implement Checklist**

## Key Considerations

### Manufacturing Industry

### Service Industry

Availability of raw materials, labour, transport, working capital

Availability of a technological backbone to execute web based interaction especially for businesses involved in IT services

Procurement of raw materials from local or international vendors (Time-cost analysis)

Data privacy and secure networks for ensuring data breach and violation does not hamper business operations

Availability of key resource personnel at operational sites

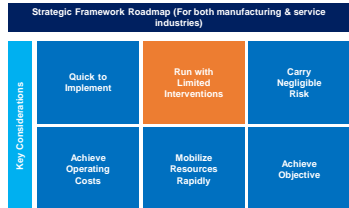
Key IT personnel with required skillsets to monitor day to day business operations of employees engaged in remote working activities

Developing optimised supply chains to reduce time wastage

Back up plan in case of system breakdown or breach

# Despite operational bottlenecks and disruptions, organisations “need to remain agile” to run smoothly

INCLUSIVE LIST



**Run with Limited Intervention Checklist**

## Key Considerations

### Manufacturing Industry

### Service Industry

Steady supply of raw materials and free access to markets

Robust IT infra capable of handling large volumes of network traffic and working without disruption 24X7

Free flow passage of key working professionals at office facilities including in extreme cases corona infected areas

Smart systems/ technologies to resolve any operational bottlenecks (maintenance/ downtime) and unusual activity in IT assets

Availability of financial assistance through credit facilities and exemptions for businesses that fall under SME/MSME

Strong base of trusted vendors to supply IT hardware/ software to help business operate smoothly

Fewer number of required permissions to execute day to day business tasks (Eg: Sourcing necessary permits, working hours)

Adequate training and support documentation reducing frequent dependence on service professional (Eg: Video tutorials, operating guidelines)

# Business crisis can dampen day to day revenue and overall profitability therefore a “**strong contingency plan**” needs to be chalked out

INCLUSIVE LIST

Strategic Framework Roadmap (For both manufacturing & service industries)

Key Considerations	Quick to Implement	Run with Limited Interventions	Carry Negligible Risk
	Achieve Operating Costs	Mobilize Resources Rapidly	Achieve Objective

**Carry Negligible Risk Checklist**

## Key Considerations

### Manufacturing Industry

### Service Industry

Ability to cater to unforeseen demand through optimised capacity utilisation including involving 3<sup>rd</sup> parties for job work/ Alternatively, identifying companies who need job work done.

Business assets increased in the short term can be deployed in alternative areas once current crisis ends

Modifying existing production lines to cater to alternative products to provide need based/ demand driven products

Provision of raising business assets through rented agreements that will not strain existing working capital

Raising short term capital loans through trusted partners in such a manner by which existing business operations remain functional/ Gaining credit facilities from suppliers

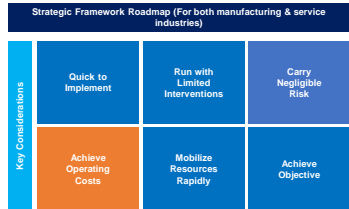
IT access and infrastructure is full proof, secure such that employees cannot tamper with licenses/ permissions/ rights

Focussing on prime cost recovery to fund for daily working capital needs. This will avoid digging into long term capital reserves for any business shocks or unforeseen events

Extra expenses incurred on remote working tools is chalked out through cost effective SLA (Service Level Agreements)

# While maintaining a steady cash flow is vital, focus should remain on “recovery of prime cost”

INCLUSIVE LIST



**Achieve Operating Costs Checklist**

## Key Considerations

### Manufacturing Industry

### Service Industry

As sourcing capital at short notice can come with high risk/ increased cost of capital, focus should remain on optimising internal costs to keep overhead costs low

Idle working hours for key service professionals should be used for brainstorming activities using newly invested technologies

Try various marketing strategies to ensure product sales/demand remains consistent. Eg: Product combo/ Extra quantity/ Freebies

Limited number of businesses operating globally can call for internal training activities by which individual/ overall productivity can grow (HR can draw up key programs)

Balancing capacity utilisation despite operational bottlenecks by making best use of available time slots for manufacturing. Using idle machines for alternative product manufacturing.

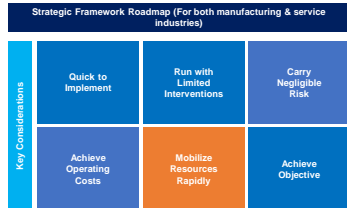
Identifying new business opportunities through remote assistance work that can add value to end user clients

Speaking to dealers/ end users in identifying their challenges and developing new products (Hidden Opportunities)

Reconnecting with previous clients to offer further value added services and grow existing orderbook pipelines (Eg: Cross selling services)

# “Rapid mobilisation” of key resources will play a pivotal role in achieving smooth operation rollout

INCLUSIVE LIST



## Key Considerations

### Manufacturing Industry

### Service Industry

**Mobilize Resources Rapidly Checklist**

Analysing existing setups of required raw materials/ machines and ensuring smooth supply through local/ international partners

Identifying key specialists in the workforce who can handle and manage pressure conditions (Clients/ deadlines/ teams)

Creating an action team responsible for key daily tasks such that reporting and decision making become easier. Eg: Inventory management team, government permissions, etc.

Authorizing required personnel to takeover key business roles / permissions such that key management remains focussed on wider business strategy

Identifying key markets where demand is high and serving those areas with products by building efficient supply chains that are robust, cost effective and cover a wider geography

Kick starting vital operations remotely using existing IT assets before large scale transition can takeover

Service personnel catering to various markets should hold required approvals/ driving licenses/ (Overcome language barriers)

Informing end users/ customers at the earliest about limited services before demand/ queries escalate

# A well defined strategic framework will help “achieve business objectives” despite a crisis situation

INCLUSIVE LIST

Strategic Framework Roadmap (For both manufacturing & service industries)

Key Considerations	Quick to Implement	Run with Limited Interventions	Carry Negligible Risk
	Achieve Operating Costs	Mobilize Resources Rapidly	Achieve Objective

**Achieve Objectives Checklist**

## Key Considerations

## Manufacturing & Service Industry

By evaluating risks, identifying likely opportunities and servicing customers we can aim to achieve business goals as expected

To achieve these goals organisations need to involve all stakeholders to jointly chalk out an action plan for recovery

Such objectives can be achieved through active participation, knowledge sharing and regular interaction with all stakeholders

Any challenges/ assistance can be met through active collaboration, resource sharing and mutual understanding

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# Coronavirus crisis will cause several industries to witness slower growth momentum due to future uncertainty & slowdown in consumption

INCLUSIVE LIST		● Severe	● Moderate	● Strong	GROWTH SENTIMENT	
Sr. No.	Key Major Industries	Short Term Impact (1-3 Months)		Medium Term (3-6 Months)		
1.	Banking & Finance	Severe	●	Moderate	●	
2.	Real Estate	Severe	●	Severe	●	
3.	Manufacturing*	Severe	●	Moderate	●	
4.	Service*	Moderate	●	Moderate	●	
5.	Metals & Construction	Severe	●	Severe	●	
6.	Information Technology (IT)	Moderate	●	Moderate	●	
7.	FMCG*	Moderate	●	Strong	●	
8.	Pharmaceutical	Strong	●	Strong	●	

**\*Certain industries where consumption levels are expected to remain high will witness strong demand despite slowdown in wider economy**

Note: Assessment based on Blackboard Consulting internal analysis

All estimates are projected keeping April 2020 as the base month

# Key factors that will lead to multi-industry slowdown till the end of calendar year 2020 include... (1/2)

## Key drivers that will lead to slowdown in consumption include

1

### Lockdown enforcement

- ▶ The lockdown which has eventually been for about a month has kept maximum people indoors restricting them from venturing out
- ▶ Closure of airports, railways restaurants, multiplexes, malls and other public places will lead to fall in footfalls and overall drop in spending
- ▶ Lockdown extension possibility in the future

2

### Focus on primary needs

- ▶ Daily essential items will hold priority during a medical crisis therefore luxury and unwarranted spending will remain low
- ▶ Increased costs due to supply chain disruptions can create sudden price spikes thereby making additional cash provisions for daily items
- ▶ Across FMCG products, certain key items will hold strong growth. Eg: Personal hygiene, Dairy, Bakery items

3

### Lower disposable income

- ▶ Due to many businesses remaining shut, it is expected many consumers will have limited large cash flows
- ▶ Salary cuts and lower remuneration will lead to further slowdown in spending
- ▶ Restricting the use of credit facilities due to paying of previous dues and future crisis over employment uncertainty

4

### Saving for the future

- ▶ Since the coronavirus crisis was sudden and unplanned many are saving for future uncertainties
- ▶ Due to lower returns from strong havens like FD's, mutual funds, stocks and saving accounts, cash will remain king and therefore cash based transactions will remain highly controlled
- ▶ Forced saving and strong learning lessons from current coronavirus pandemic

## Key factors that will lead to multi-industry slowdown till the end of calendar year 2020 include... (2/2)

### Key drivers that will lead to slowdown in consumption include

5

#### Fear of infection

- ▶ Limited outdoor activity (even after lockdown) due to fear of coronavirus transmission in public places
- ▶ If infected with coronavirus expenses towards medical treatment will be high and expenditure on other items will remain low (Priority spending)
- ▶ Community/ family infection can lead to isolation measures and drastic drop in miscellaneous spending

6

#### Escalation of COVID-19

- ▶ Due to non-availability of drugs for curing COVID-19 patients, rising death levels can cause worry for everyone
- ▶ If lockdown enforcement is not followed strictly, likely extension possible for curtailing widespread transmission. This will result in further slower consumption and slowdown in economy
- ▶ Possibility of re-emergence of coronavirus in treated patients

7

#### Curtailed spending

- ▶ Decision to make high value purchases will be curtailed due to priority in saving for immediate expenses
- ▶ Despite attractive pricing by MNC's, fear of loss of future assets/ investments will lead to delayed spending activity
- ▶ Future investments are possible once current crisis has ended decisively with strong proof of evidence

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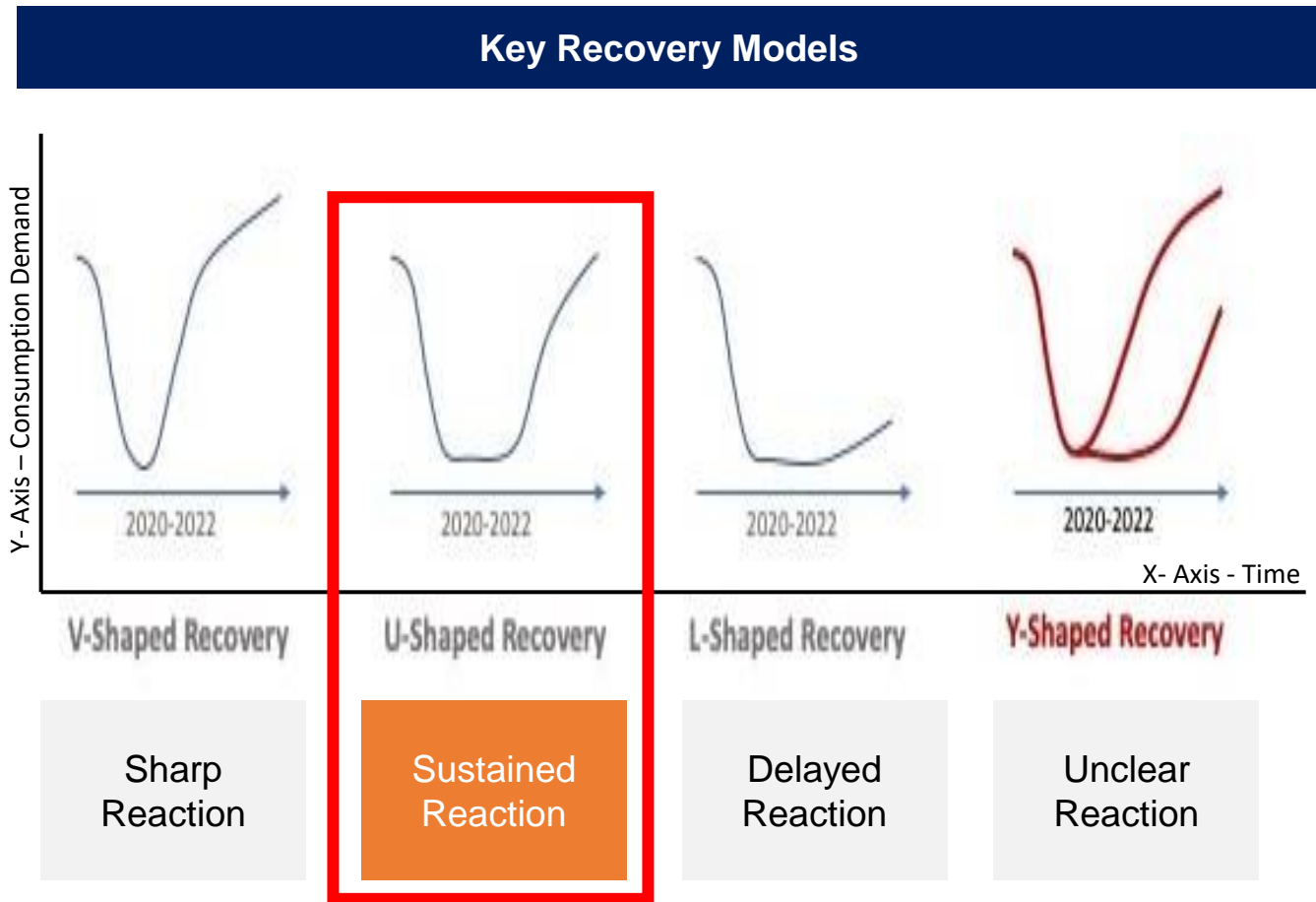
#### Financial meltdown

- ▶ Many investors (retail & MNC's) have already suffered huge losses due to coronavirus crisis and current situation can create strong defaults in financial systems
- ▶ Rising NPA (Non-performing assets) backed with poor overall growth can lead to collapse in banking activities (Eg: Yes bank crisis)
- ▶ Rs/ Dollar is already at 52W high (Rs.76.4/ \$) on 15/4/2020

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# We expect a “U-Shaped Recovery” that will take a minimum of nine months (April-December 2020) before uptick in consumption resumes



- Key reasons for “U-Shaped” recovery**
- ▶ No immediate relief in the short run due to lockdown enforcement
  - ▶ Bottom end of U curve phase has already begun and we are still at the flat end of the curve due to no clarity on medical cure/ treatment for COVID-19 pandemic and lockdown extension possibility
  - ▶ Growth momentum is expected to kickstart once full scale operations resume and coronavirus crisis ends (After clear government directives)
  - ▶ For reaching back to existing growth levels will require strong cash flows within domestic households
  - ▶ With slowdown in economy and poor consumption levels, we don't expect *sharp* reaction in demand to begin for a minimum of three full quarters (FYQ1-FYQ3)
  - ▶ Since coronavirus is a global crisis, we expect global slowdown in major developing countries

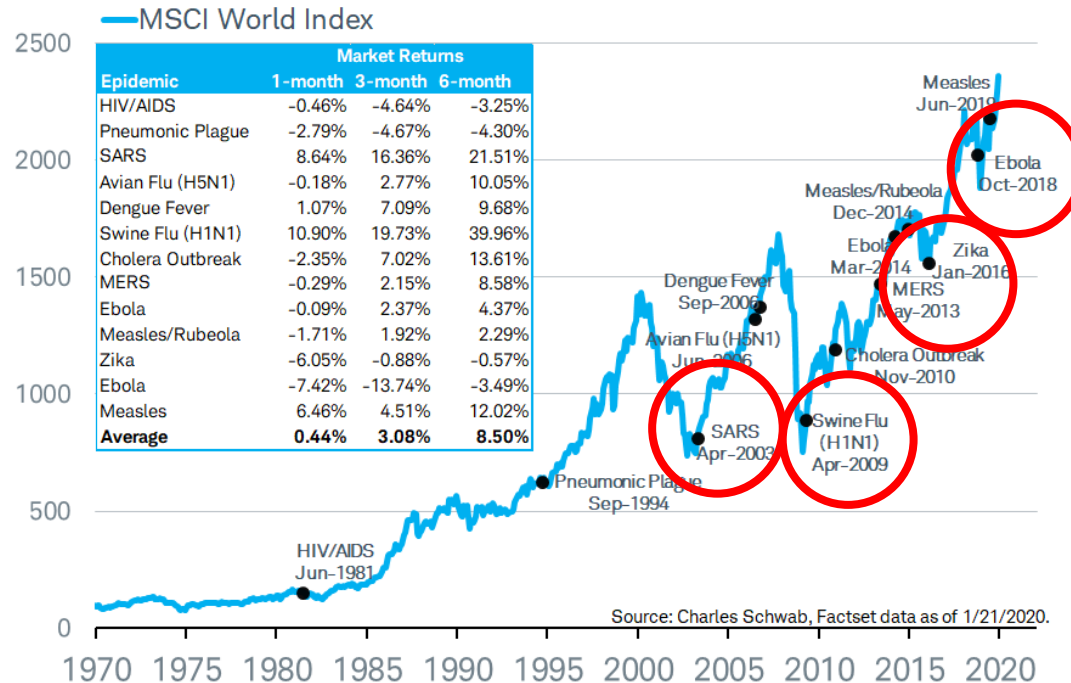
Note: Assessment based on Blackboard Consulting internal analysis

All estimates are projected keeping April 2020 as the base month

# Financial markets don't lie and there is a clear correlation between fall in index value and rise in mortality/infection rate due to virus outbreaks

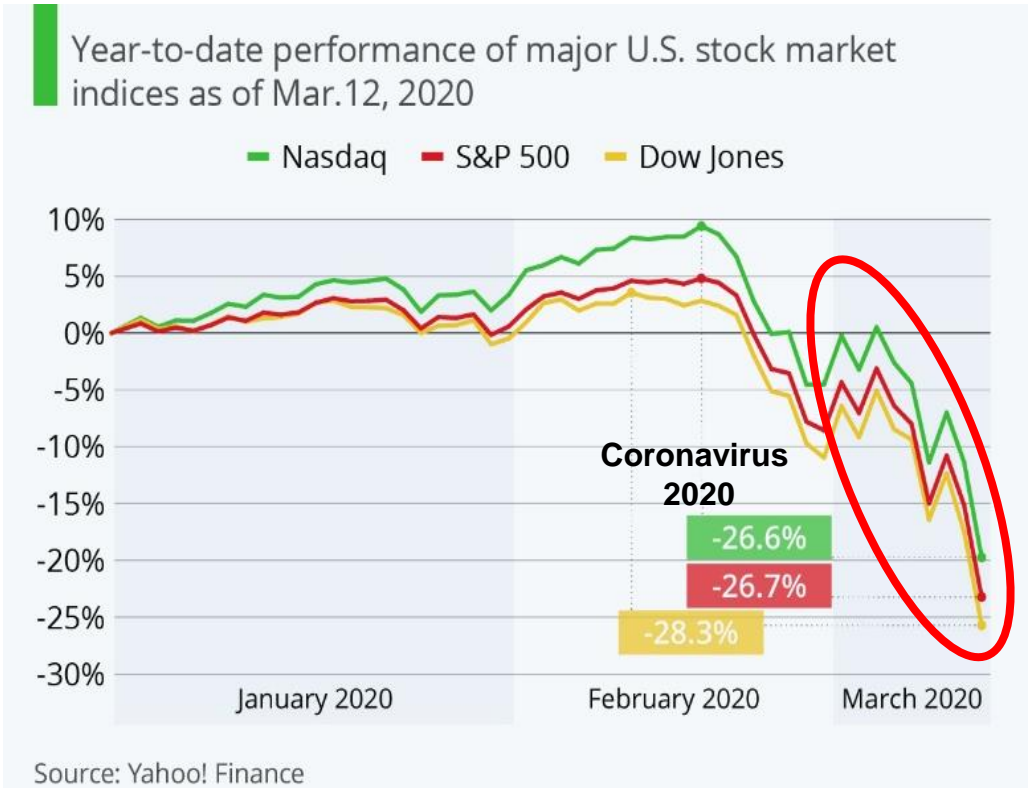
## During earlier crisis

Immune: world epidemics and global stock market performance



The MSCI World Index captures large and mid cap representation across 23 Developed Markets countries. With 1,646 constituents, the index covers approximately 85% of the free float-adjusted market capitalization in each country. Past performance is no guarantee of future results.

## During coronavirus



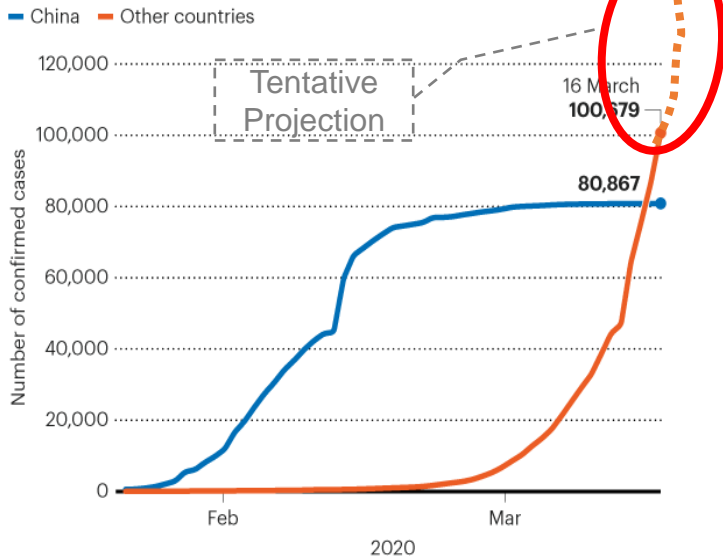
Source: Marketwatch.com data | Internal analysis of market rise and fall during virus outbreaks

# A three pronged approach will led to faster recovery if preventive measures are taken at an early stage

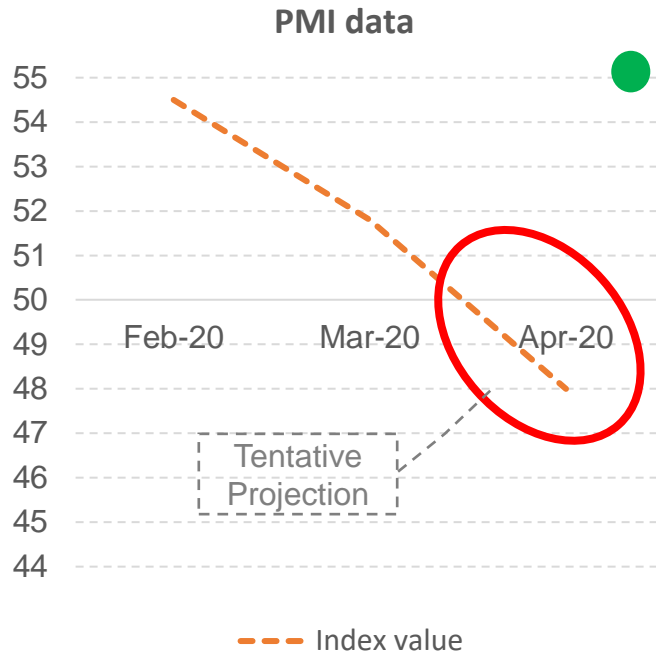
## 1 Reduce rapid spread of coronavirus

### RAPID SPREAD

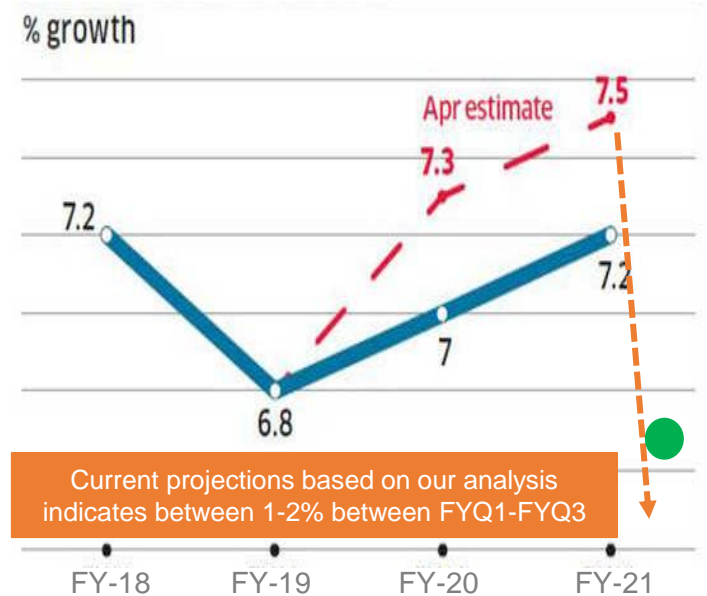
The new coronavirus has infected more than 180,000 people globally. The number of cases outside China continues to escalate.



## 2 Increase consumption/ PMI



## 3 Increase GDP Growth rate



**Our Assessment** → **PMI data should remain above 55** → **GDP rate should hover above 5%**

Source: Marketwatch.com data | Note: Assessment based on Blackboard Consulting analysis, PMI: Purchasing Managers Index All forecasts are projected keeping April 2020 as base month

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# It is imperative to remain vigilant and plan in advance for future shocks as business environments remain constantly dynamic

## Key Learnings from coronavirus crisis

### 1 Stay vigilant for market surprises

- ▶ The coronavirus instance was sudden, unplanned and has caused many business operations to remain shut leading to daily losses and overall instability
- ▶ Through market data and periodic review of the business we can remain well prepared for future unforeseen circumstances
- ▶ Keep strong hands for long term advisory & growth plans

### 2 Be agile in business operations

- ▶ Unforeseen circumstances can create drastic disruption in supply and demand therefore be prepared with alternative growth plans for short term instability
- ▶ Keep an eye for short term opportunities to remain afloat in business even during testing times
- ▶ Speak to industry stakeholders to collectively voice opinions and identify profitable opportunities

### 3 Remain cash rich

- ▶ Periodically stay invested in right businesses to stay shock proof despite unprepared volatility
- ▶ Maintain cordial relations with multiple stakeholders to benefit from short term credit loans and advances
- ▶ Ensure to maintain steady cash flow to make immediate payments to critical stakeholders

### 4 Save for the unknown

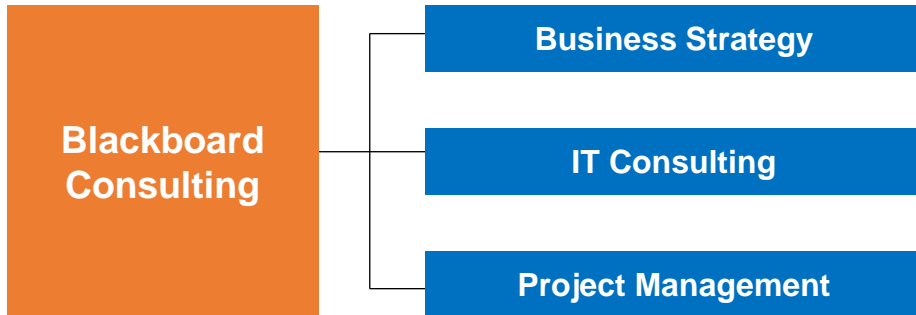
- ▶ The coronavirus crisis has been a learning lesson for most businesses to remain alert and make adequate provisions for short as well as long term funding
- ▶ Speak to industry experts and advisors who can guide you to remain ahead of the curve through timely advice
- ▶ Save. Save a little more.

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# Blackboard Consulting is a business strategy & IT consulting firm providing growth & value excellence in dynamic business environments

## Key Service Offerings



## Customer Projects Coverage



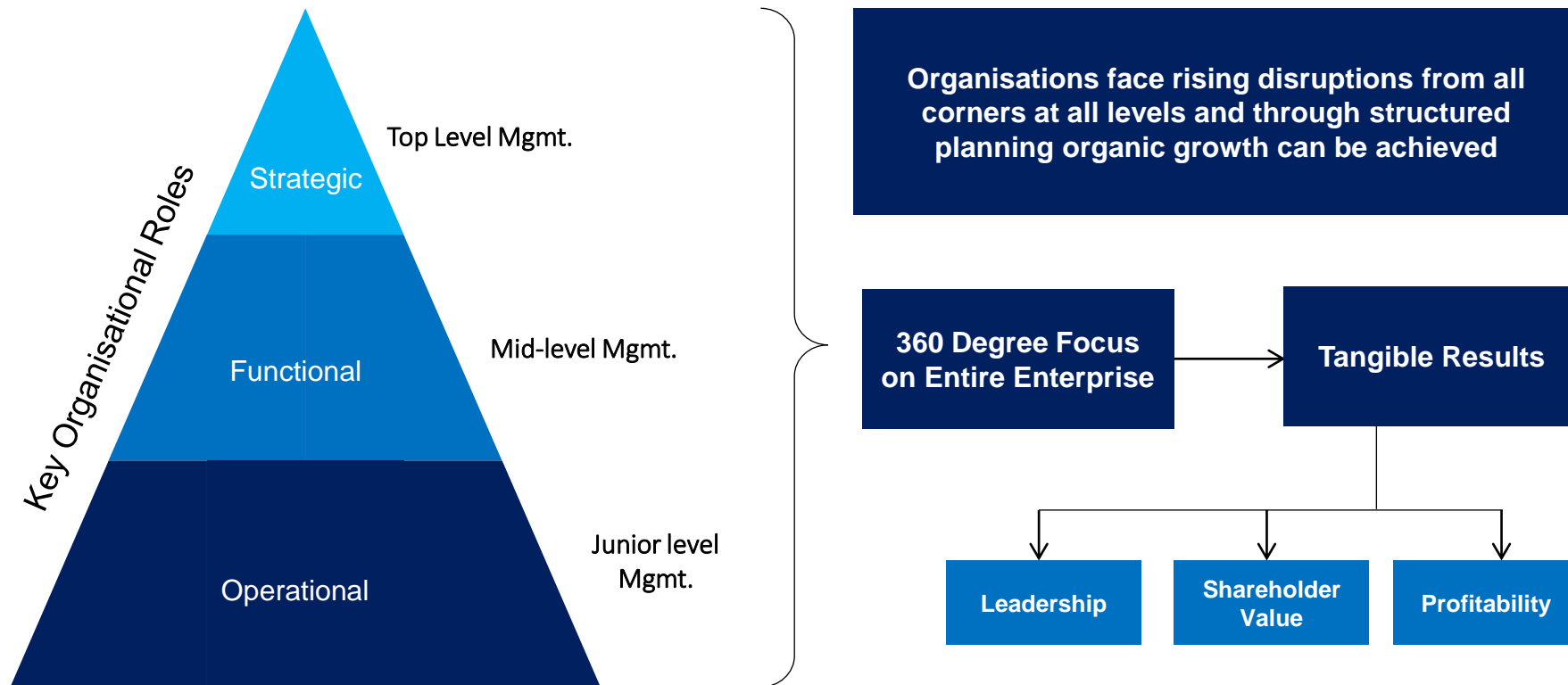
## Quick Facts – Blackboard Consulting

- ▶ **Founded in 2016**, Blackboard Consulting is a leading **management consulting & strategic advisory** firm **based in Mumbai, India** working with organisations in helping them achieve strong results that create value
- ▶ **Our main service offerings are across Business Strategy, IT Consulting and Project Management** –The 3 pillars for long term survival
- ▶ Our team of expert consultants comprise of professionals possessing **strong industry knowledge** and **experience with leading international consulting firms**
- ▶ The goal of our team is to **work with organisations in helping them achieve strong results** thus empowering them with **competitive advantages** and **leadership excellence**
- ▶ We work with organisations from geographies across **Asia, Middle East, Europe and North America**

# Our advisory services revolve across business strategy, IT and project management encompassing diverse areas

Blackboard Consulting	Business Strategy	<ul style="list-style-type: none"><li>▶ Country &amp; Economic Analysis</li><li>▶ Growth &amp; Commercial Strategy</li><li>▶ Market Entry Strategy</li><li>▶ Organisation Design &amp; Development</li></ul>	<ul style="list-style-type: none"><li>▶ Feasibility Studies</li><li>▶ Growth Assessment (Due Diligence)</li><li>▶ Market &amp; Business Research (B2B, B2C)</li><li>▶ Competitor &amp; Risk Analysis</li></ul>
	IT Consulting	<ul style="list-style-type: none"><li>▶ Front end application development</li><li>▶ Cloud computing architectures</li><li>▶ IoT planning</li><li>▶ Backend structural planning</li></ul>	<ul style="list-style-type: none"><li>▶ Terminal Operating Systems – Ports</li><li>▶ SDLC's</li></ul>
	Project Management	<ul style="list-style-type: none"><li>▶ Project planning</li><li>▶ Interim Project Roles</li></ul>	<p>Note: IoT – Internet of Things SDLC – System Development Life Cycle</p>

# We focus on all layers of the enterprise to highlight challenges and identify growth drivers



**Diverse business's have different goals and each goal requires a unique approach to achieve results. Blackboard consultants work with you to identify and execute your corporate objectives by adding value at each stage of the strategic decision-making process.**

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# Questions ?

Thank you.



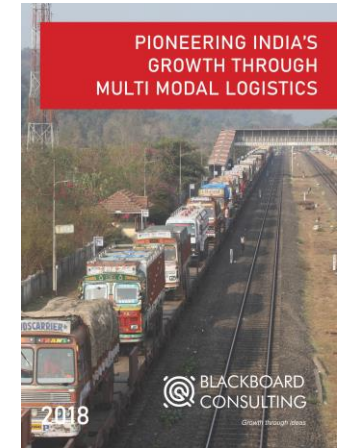
*Growth through ideas*

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