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Rebooting Your Business for The New Normal

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Agenda



Trends In COVID-19 Cases & Rebooting

Business Sentiment, Performance and Risks

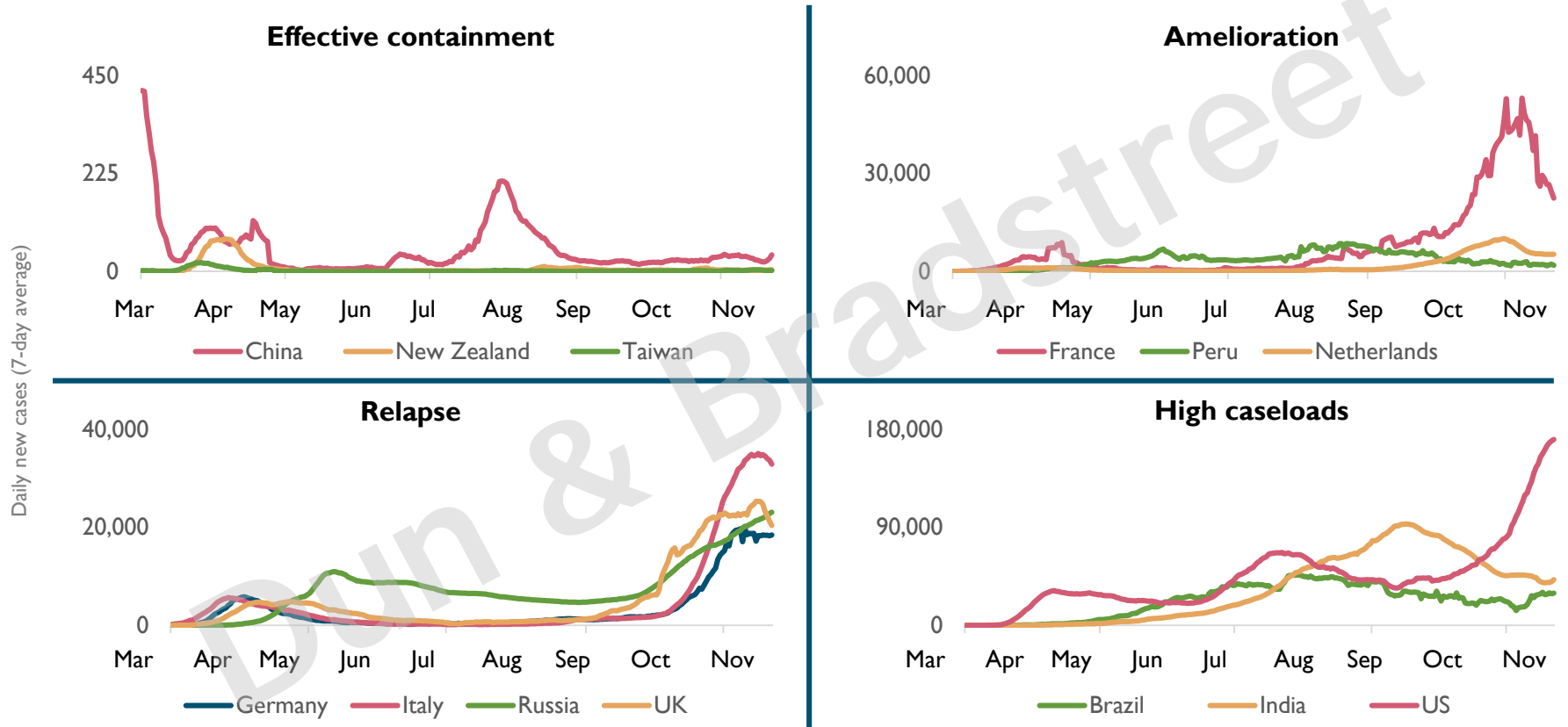
How To Create An Effective Business Plan
For 2021

Trends In COVID-19 Cases & Rebooting

Dun & Bradstreet

TRENDS IN COVID-19 CASES

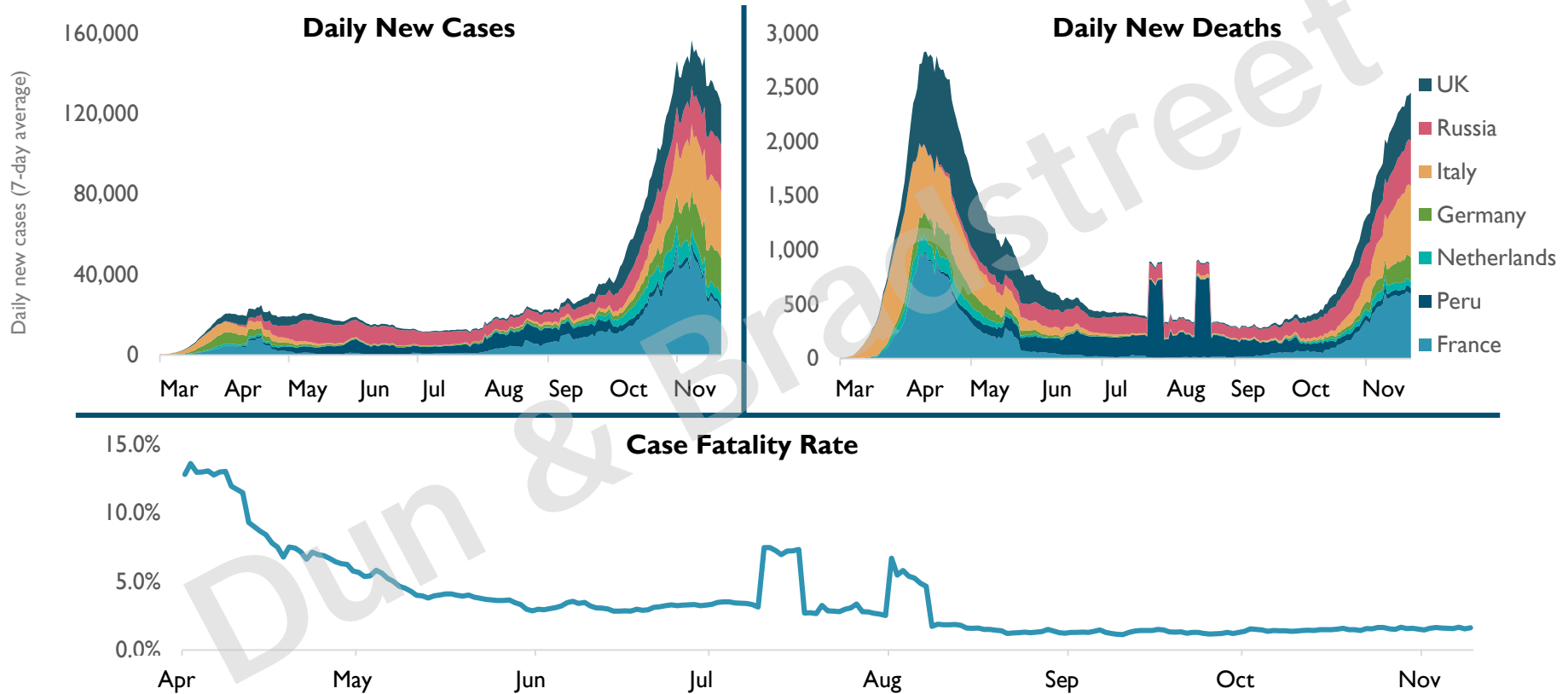
Countries are experiencing a wide range of trends in the caseload



Source: Johns Hopkins CSSE, WHO, CDC, ECDC, NHC, DXY, D&B Analysis

TRENDS IN COVID-19 CASES

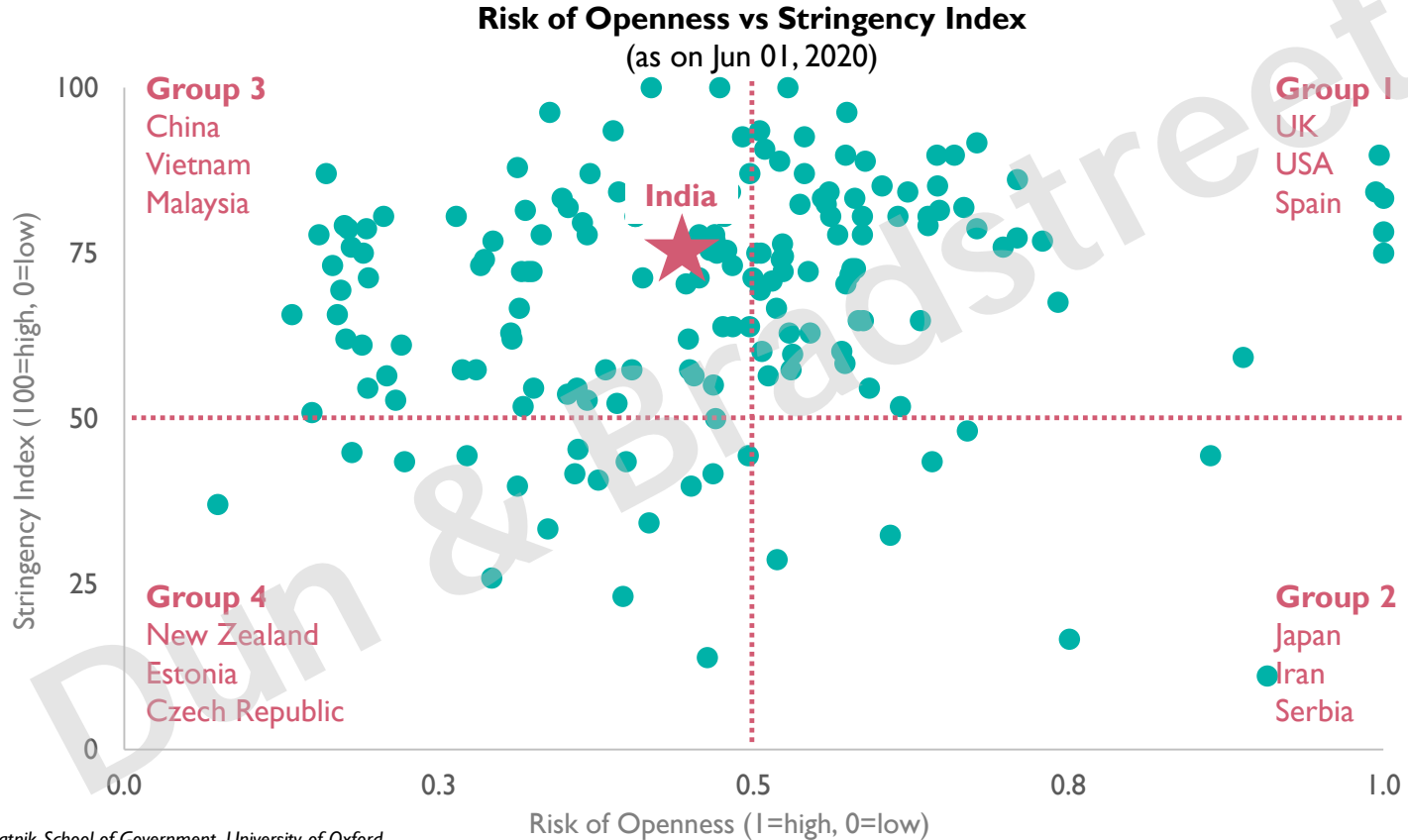
A rise in infection has not translated into fatalities during the second wave



Source: Johns Hopkins CSSE, WHO, CDC, ECDC, NHC, DXY, D&B Analysis

REOPENING ECONOMY

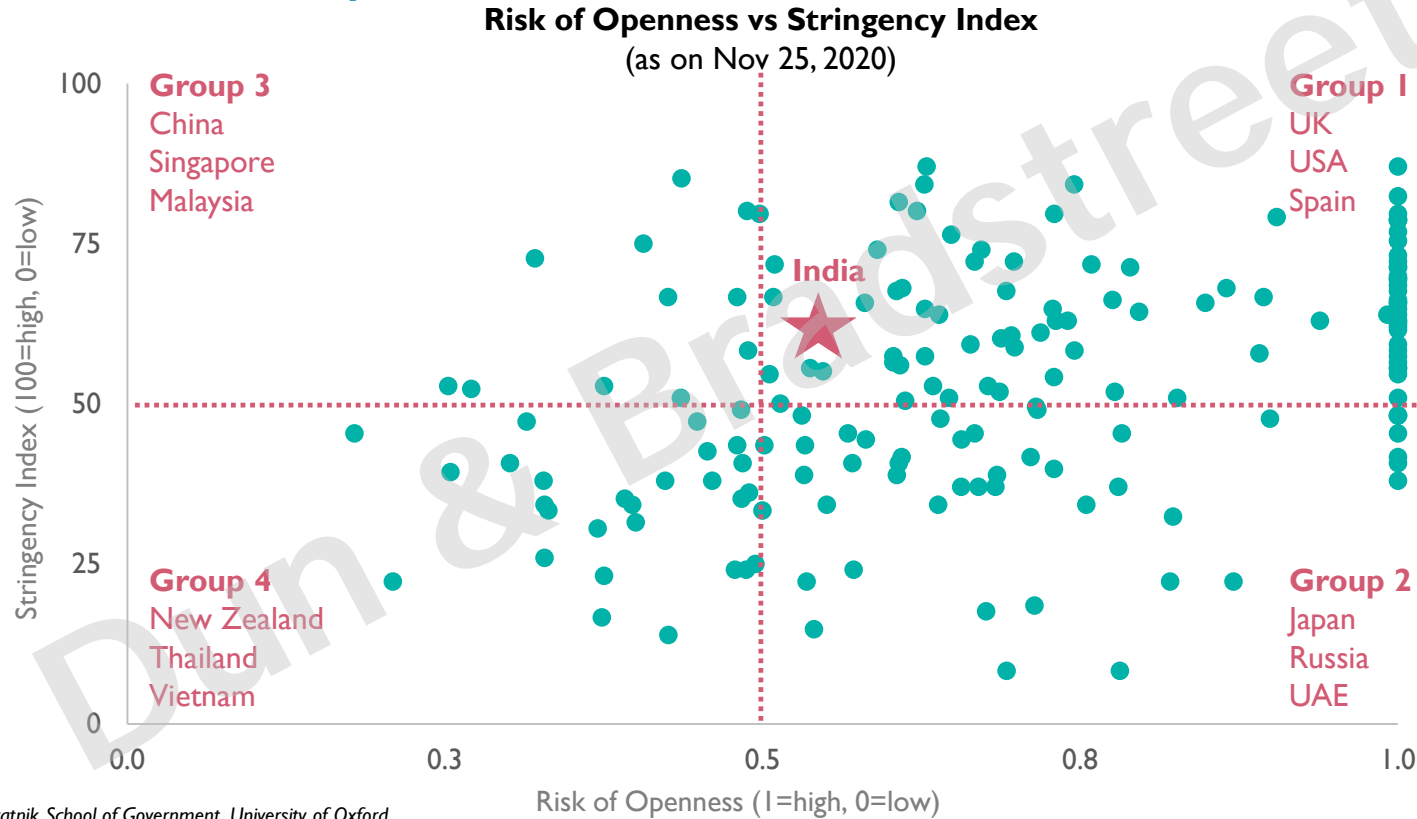
Most economies had stringent lockdowns and restrictions.....



Source: Blavatnik School of Government, University of Oxford

REOPENING ECONOMY

.... But are now easing restrictions despite facing high risks. In some cases this has led to deterioration in public health levels

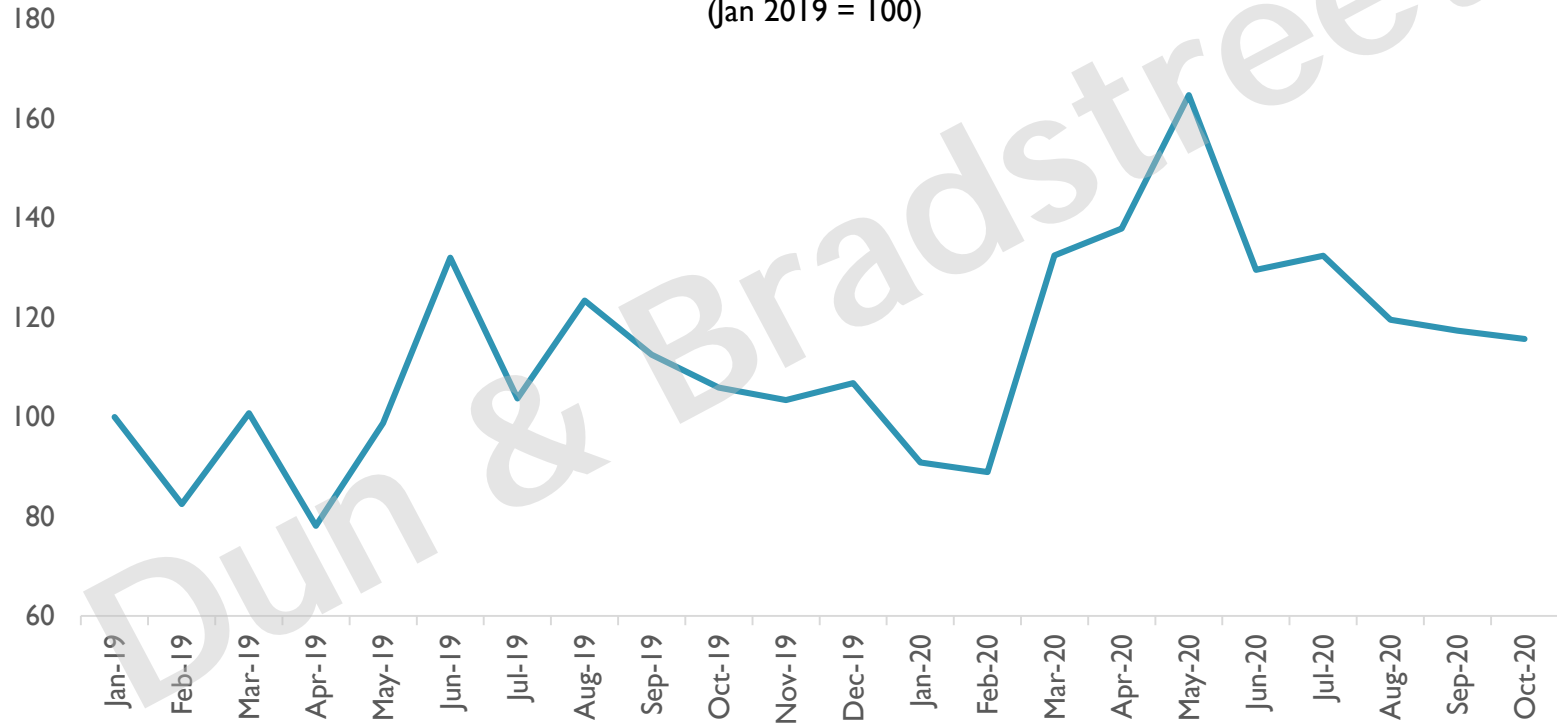


Source: Blavatnik School of Government, University of Oxford

ECONOMIC POLICY UNCERTAINTY

Economic policy uncertainty is moderating given the increase in our understanding of the novel virus over the last few months

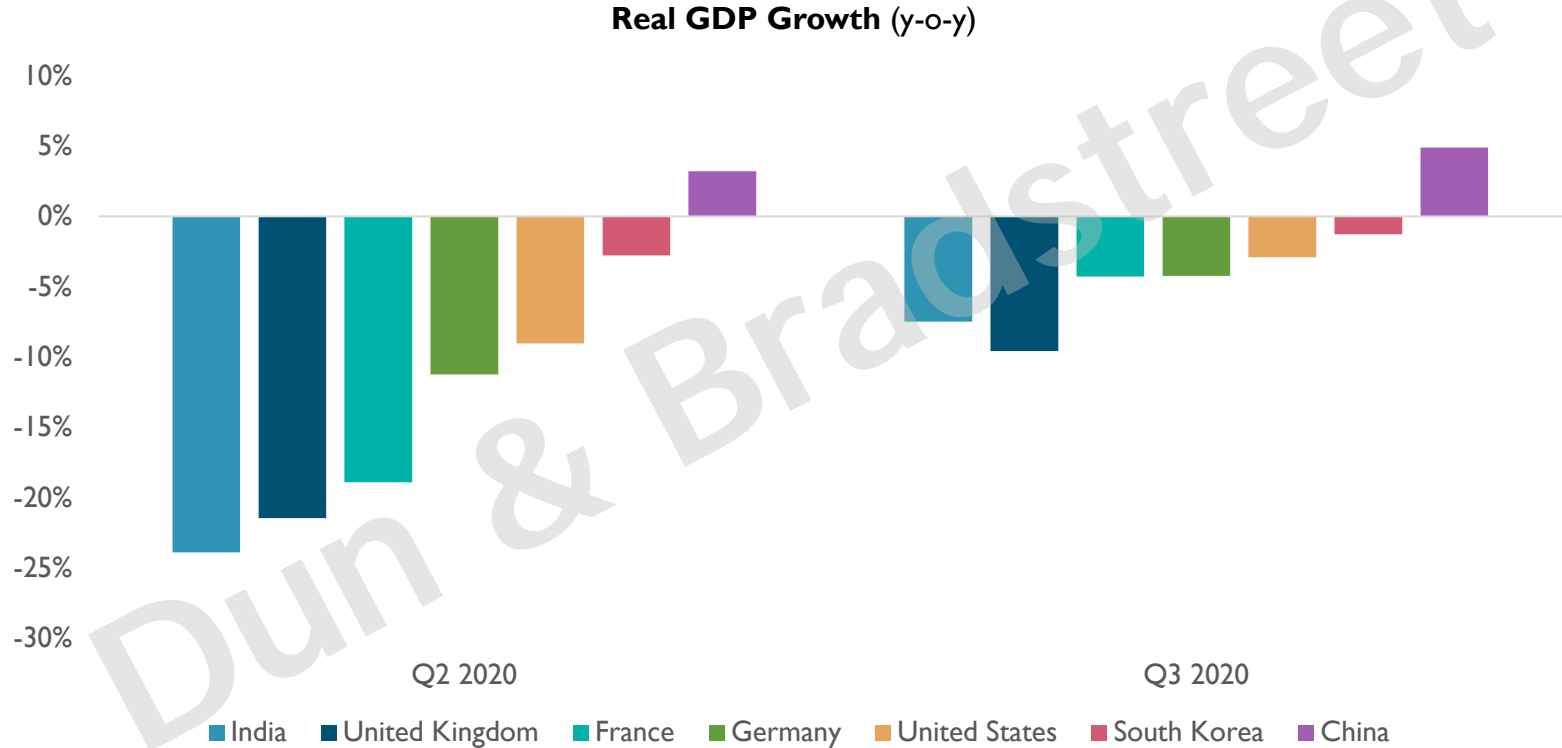
Global Economic Policy Uncertainty Index
(Jan 2019 = 100)



Source: policyuncertainty.com

GDP GROWTH

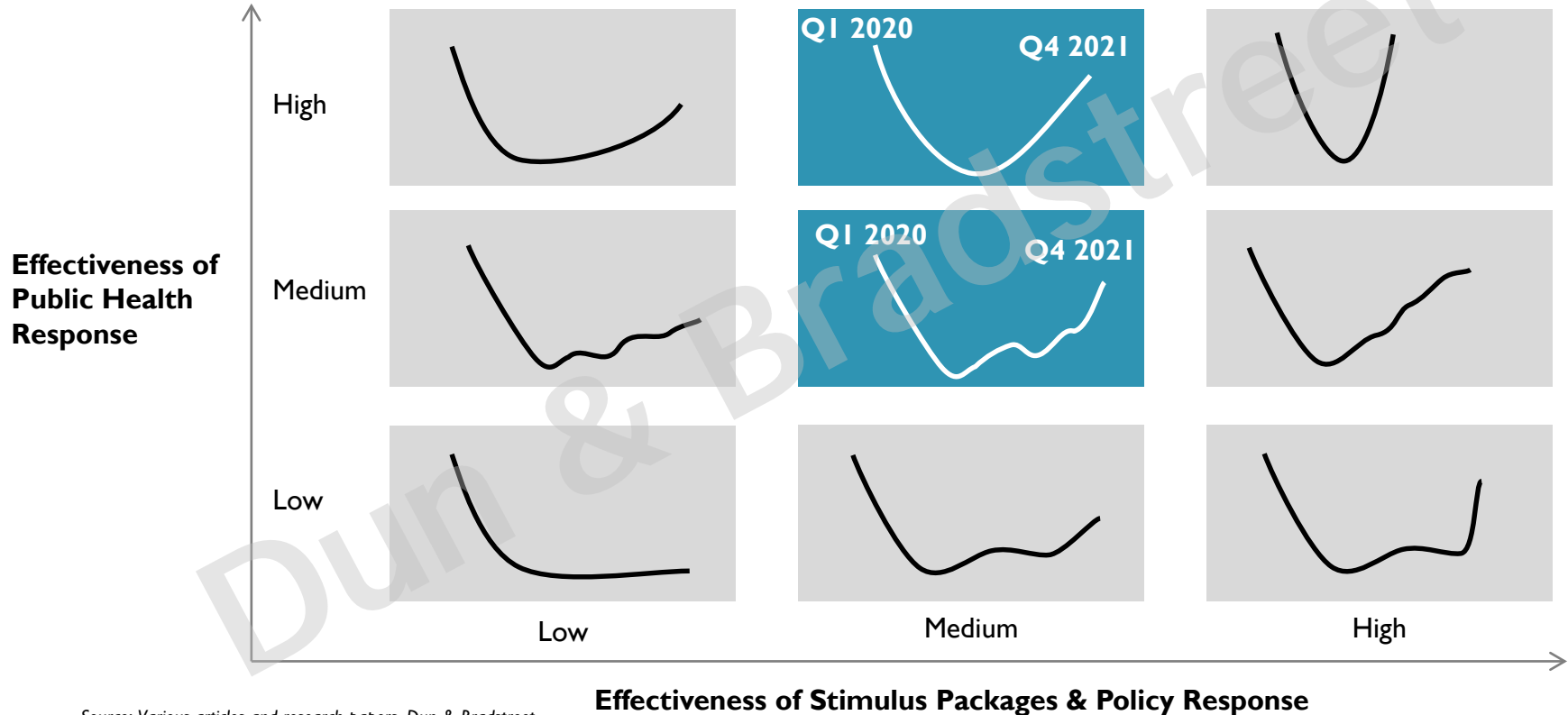
Real economy is retracting from the depth of its collapse following the outbreak of the pandemic and government enforced lockdowns



Source: OECD

GDP GROWTH SCENARIOS

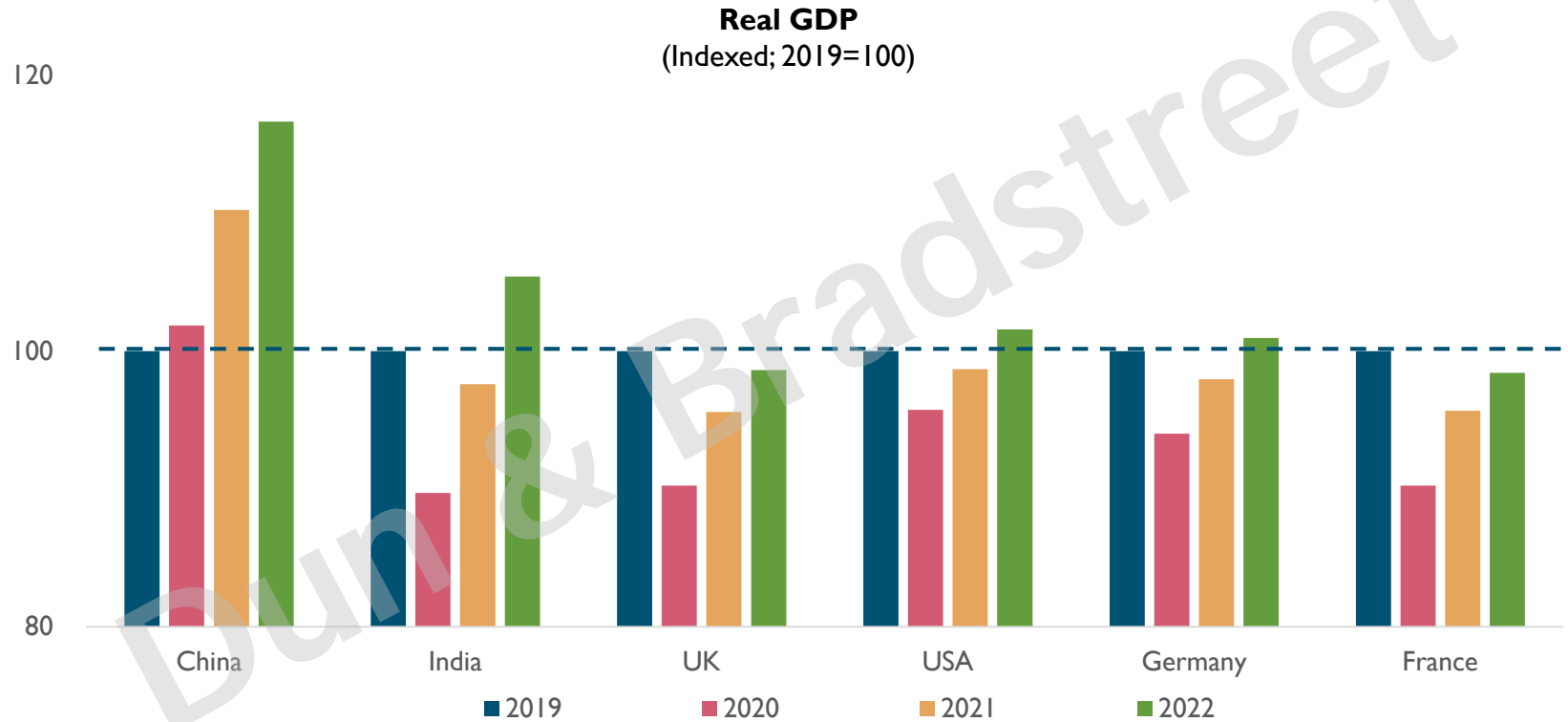
GDP growth during 2021 would largely be dependent on the effectiveness of economic measures and public health response



Source: Various articles and research papers, Dun & Bradstreet

REAL GDP

Many economies may not return to their pre-pandemic output levels until 2022



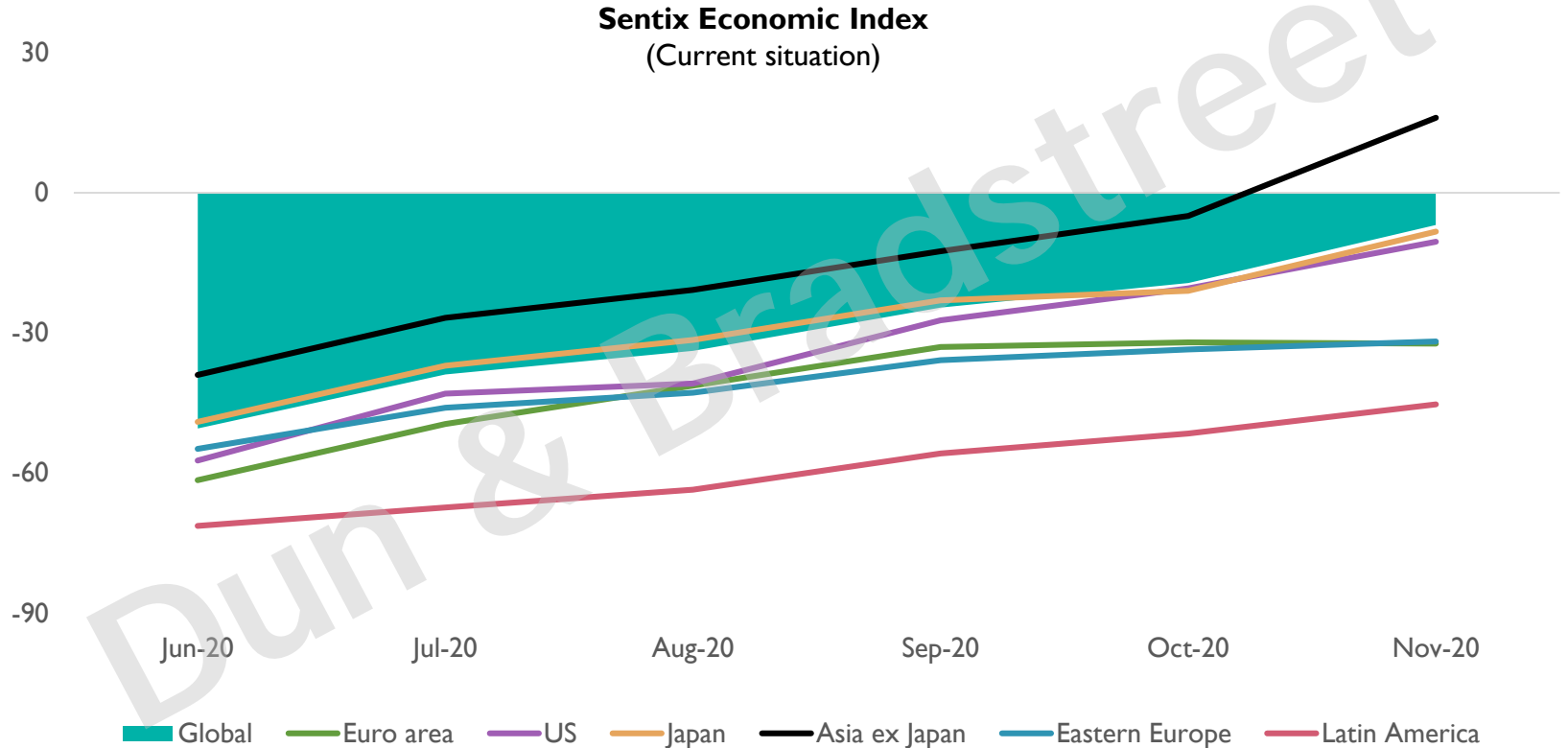
Source: IMF, World Bank, D&B Analysis

Business Sentiment, Performance and Risks

Dun & Bradstreet

INVESTOR SETIMENT

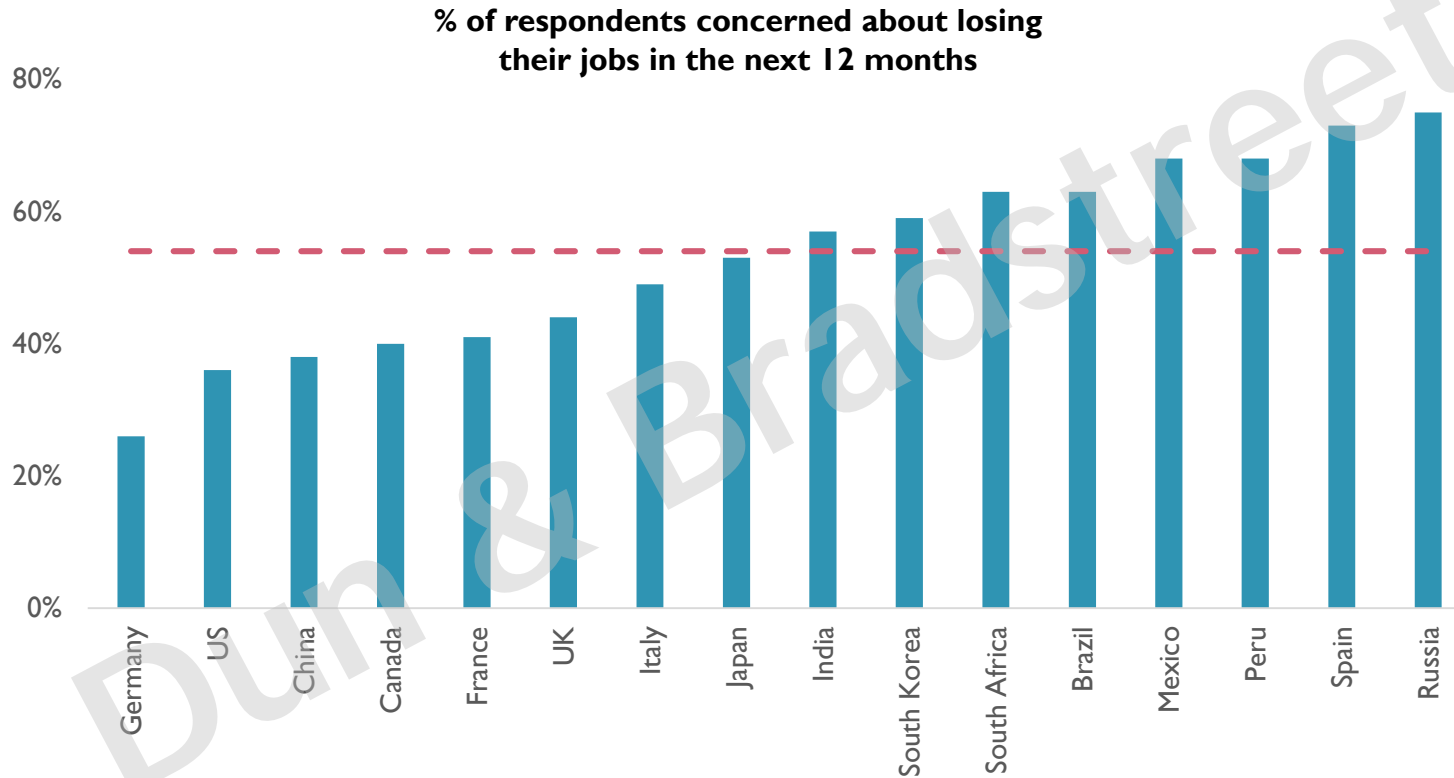
Global sentiment on current economic situation turns positive for Asia ex Japan, but remains subdued at the global level



Source: Sentix GMBH

EMPLOYEE SENTIMENT

Fear of job losses could weigh down on aggregate demand in the economy

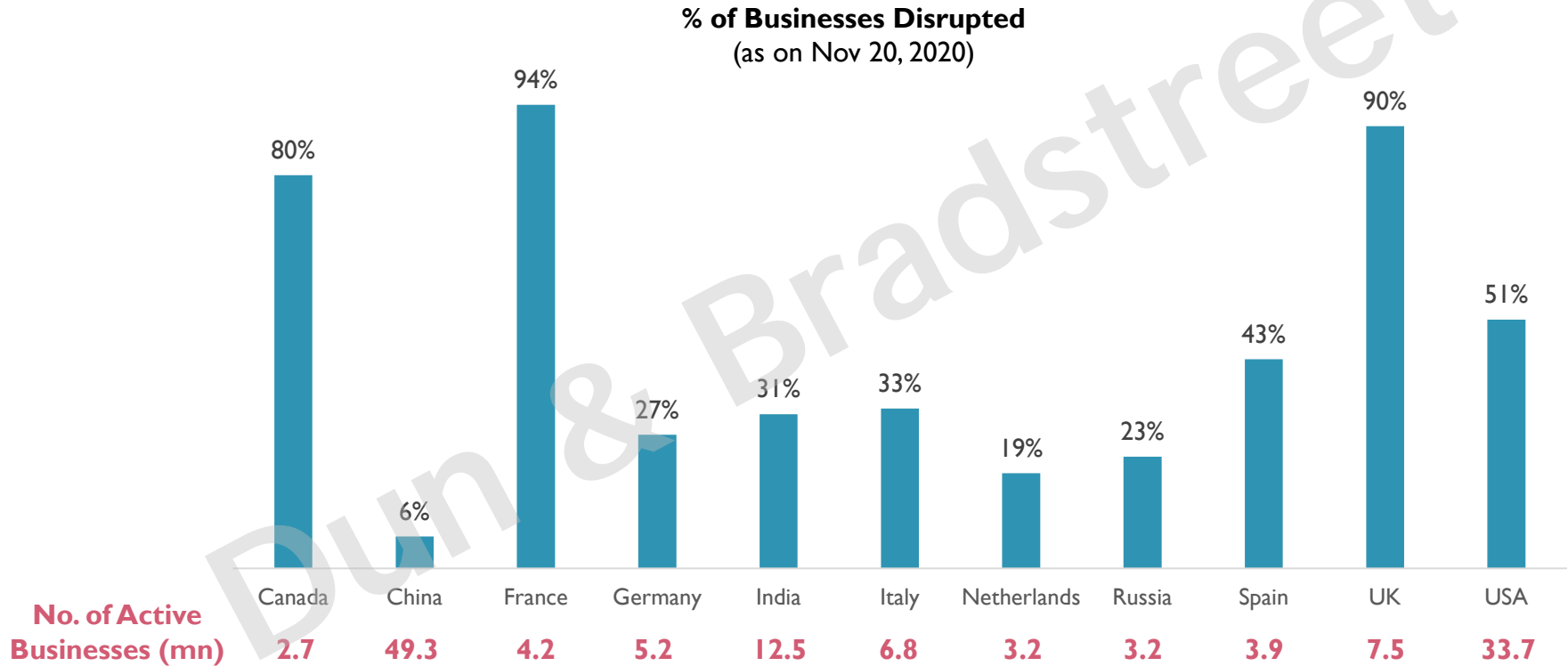


Note: UK refers to Great Britain

Source: Ipsos, World Economic Forum

DUN & BRADSTREET COVID-19 COMMERCE DISRUPTION TRACKER

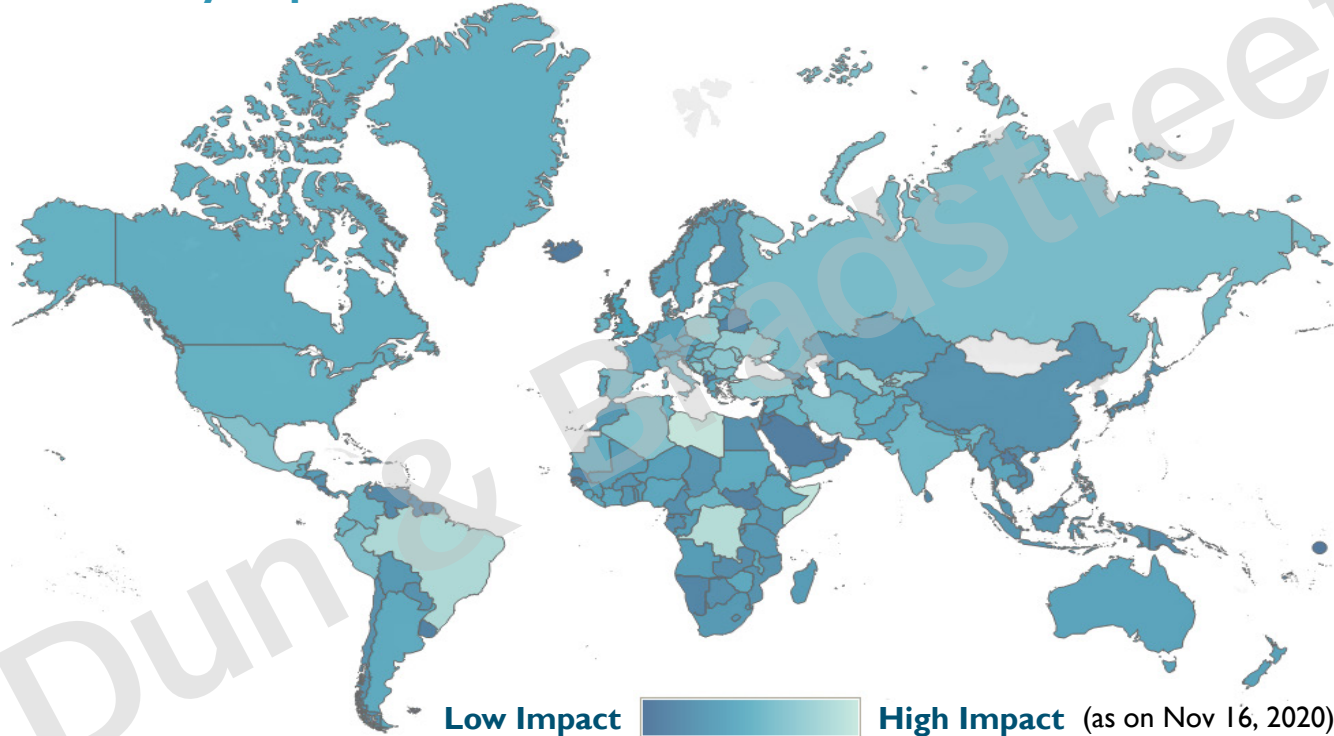
The impact of the pandemic has been asymmetric, effecting different parts of the world to differing degrees at different times



Source: Dun & Bradstreet

DUN & BRADSTREET COVID-19 IMPACT INDEX

Due to the asymmetric impact of the crisis, location data and regional dependencies are also extremely important

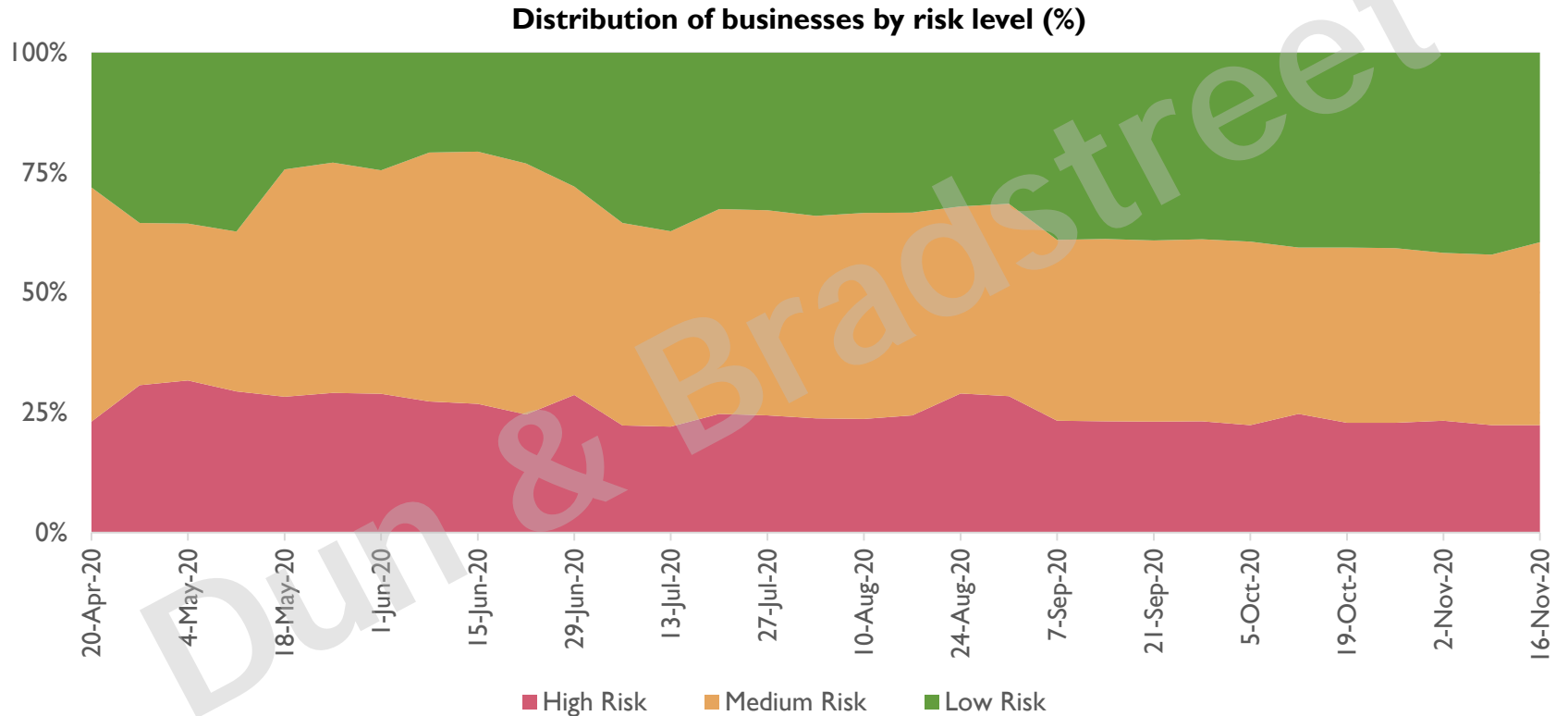


Note: This map is for illustrative purposes and does not imply the expression of any opinion on the part of D&B, concerning the legal status of any country or territory or concerning the delimitation of frontiers or boundaries.

Source: Dun & Bradstreet

DUN & BRADSTREET COVID-19 IMPACT INDEX - INDIA

1 in every 5 business in India fall under the “high risk” category

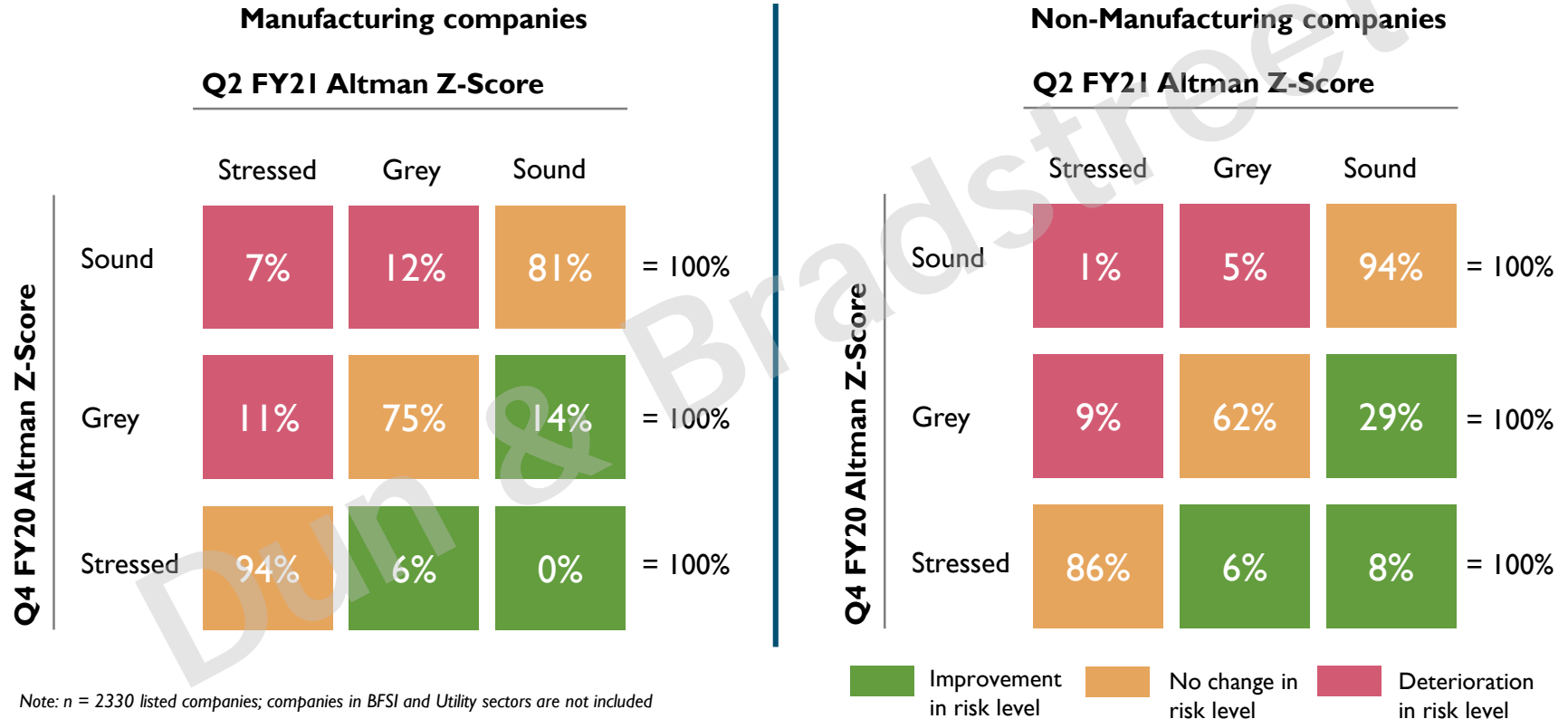


Note: Data presented only for businesses with at least 50 employees

Source: Dun & Bradstreet

CORPORATE STRESS - INDIA

While the pandemic has not had a significant bearing on the financial health of listed companies, the level of risk remains substantial

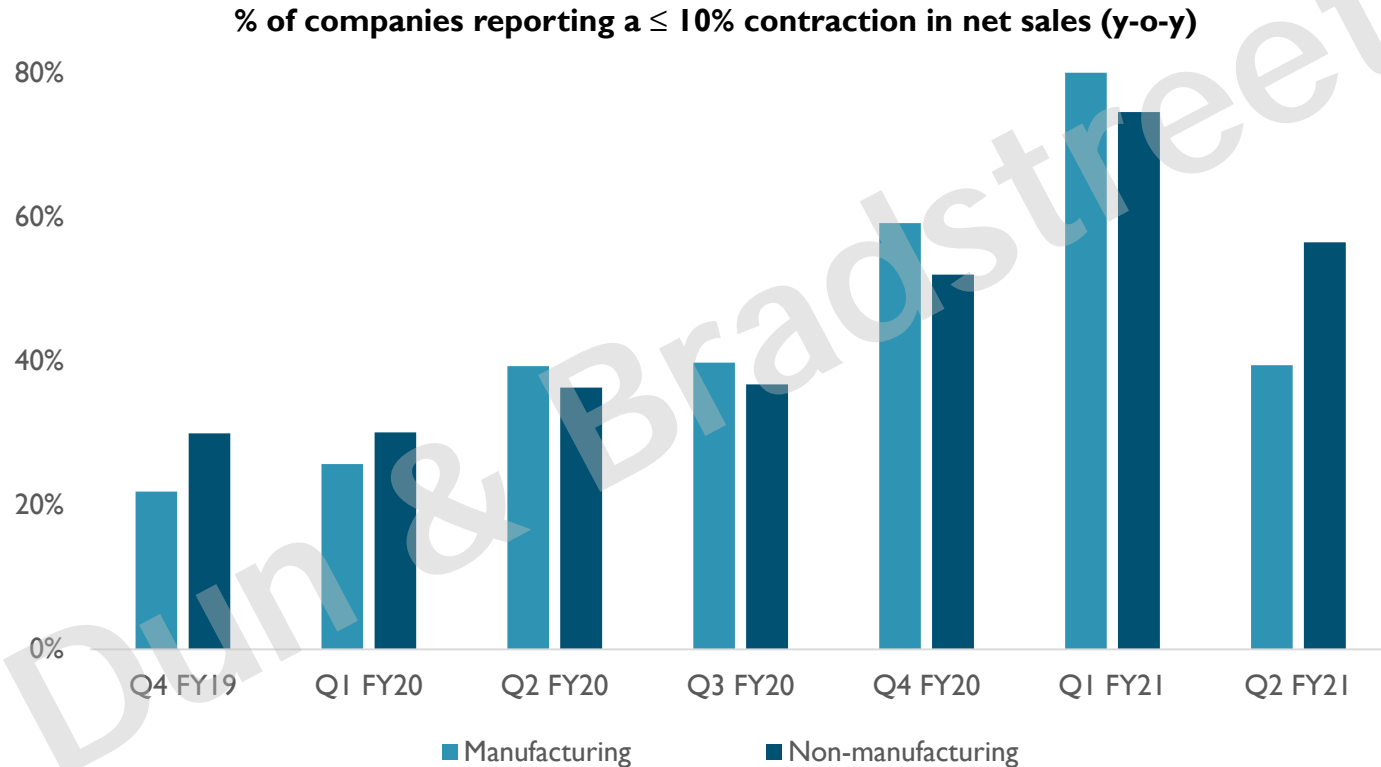


Note: n = 2330 listed companies; companies in BFSI and Utility sectors are not included

Source: CMIE, D&B Analysis

CORPORATE EARNINGS - INDIA

Performance on net sales was deteriorating even before the pandemic



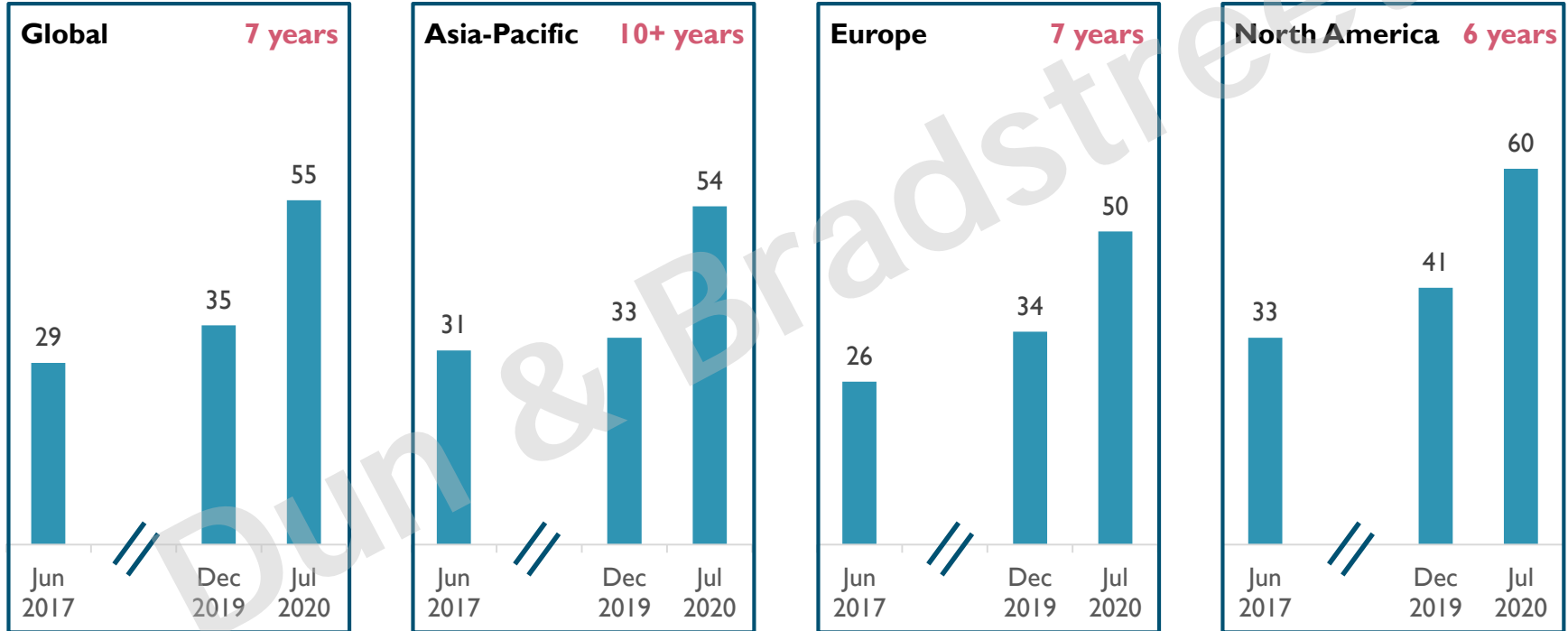
Note: n = 2350 listed companies; companies in BFSI and Utility sectors are not included; FY – Apr to March

Source: CMIE, D&B Analysis

DIGITAL ADOPTION ACCELERATION

Digital offerings have leapfrogged as a result of the pandemic, accelerating adoption rate by years

Average share of products and/or services that are partially or fully digitized (%)



Source: McKinsey

How To Create An Effective Business Plan For 2021

Dun & Bradstreet

Planning for 2021: Evaluate Your Business Relationships

Vendors



Which vendors are essential?



Is your supply chain diverse enough for future disruptions?



What have you learned about your supply chain?

Customers



Reach out



Survey



How can you help them?

Planning for 2021: Evaluate Your Business Relationships

Lenders



Debt vs
Income



Terms
& Conditions



Overall
relationships

Community



Form alliances with
other businesses



How can an alliance help you get
back on your feet? Can you use
the alliance to place bulk orders?



Reestablish
community
relationships

Source: Dun & Bradstreet

Planning for 2021: D&B COVID-19 Impact Index helps not only to mitigate risk and sustain positive cash flow, but also to create new opportunities for business growth

High

Strategic Recommendation:

Reduce operational dependency; Limit communications and future sales; Transition to survival strategy

Action Steps: Locate alternative suppliers and redeploy sales resources to other accounts; Increase reserve for revenue disruption; Move customer to suspend credit line and require manual review for all future orders

Medium

Strategic Recommendation:

Engage with eye toward longer term partnership; Maintain and strategic extend new opportunities; Deepen relationships with favorable terms

Action Steps: Engage in business continuity surveys with key vendors; Maintain current credit limit and limit overrun; Proactively collect on open balances while adjusting terms

Low

Strategic Recommendation:

Explore relationship expansion; Transition to pursuit model with active engagement; Cross-sell/up-sell opportunities; Expand relationship for long term partnerships

Action Steps: Extend purchase agreements where possible with key vendors; Extend favorable terms and increase credit limit where appropriate; Communicate sales leads to newly available resales resources

Source: Dun & Bradstreet

Thank You!

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