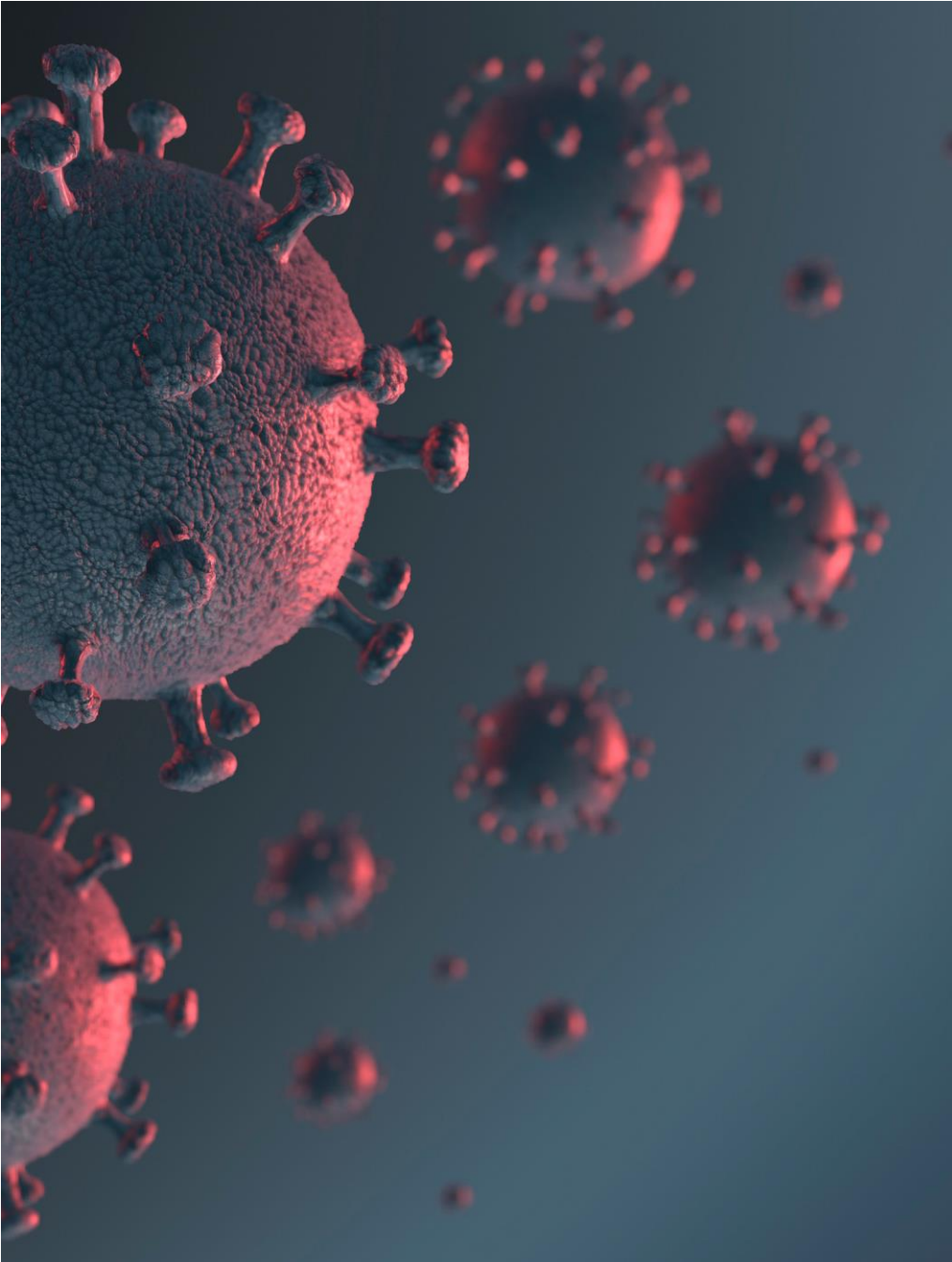


CRISIS MANAGEMENT

**Guiding Your Business Through
Epidemic Crisis**



INTRODUCTION

In no time, Coronavirus majorly impacted the whole world, closing borders, sending stock markets on wild swings, and leaving people everywhere unsure of what comes next.

As in any time of uncertainty, companies across the world are naturally concerned about the impact on their business. On top of that, and perhaps more importantly, they also must address concerns about employee safety and psychological well-being that goes far beyond what arises during the normal course of business.

Employees are now looking at their employers to take actions that both protect them and the business. The pressure and urgency make it tempting to act quickly, without thoughtful consideration of all potential consequences.

More than ever, companies need to demonstrate their utmost care to their employee and client's employee, responsibility towards the public and great contribution to successfully pass through these challenges.

LEADING YOUR BUSINESS THROUGH COVID-19 CRISIS

CRISIS MANAGEMENT

Crisis Management is a critical component of any successful strategy during a very challenging time. It can be plotted to successfully overcome the odds or merely surviving the waves. In times like this, companies need to thoughtfully develop a prevention plan on time manner which shall also be communicated to employees, clients and depending on nature, even to the general public.

APPOINTMENT OF TEAM

Most of the national Government created a task force to lead the Nation's response to any crisis, or in today's case, the COVID-19 Pandemic. On the micro-level, private entities/companies shall also appoint key personnel that will initiate and support the companies action towards the ongoing crisis. The main objective of the team is to check & implement the contingency plans, including business continuity, workforce management, and industry-side and business area-specific risk mitigation, and orchestration of activation and implementation.

ASSESS THE CURRENT SITUATION

Assessing the current is the most critical task required for the success of any strategy. Assessing, monitoring, and managing the development and impact of COVID-19, including compliance with the requirements and guidance issued by government bodies and local authorities. For a set of decisions about how to proceed, find the most comprehensive factual information from trusted and reliable sources preferably government site and social media accounts. Most of the time, the Government issues guidelines for operating companies which may vary depending on the type of services and products offered.



COMPLIANCE WITH THE REGULATORY AUTHORITIES

In the event that the crisis affects the nation, as in the current situation of COVID-19, compliance with the regulators will be part of any initial plan. Monitoring and communicating with the relevant authorities in a timely manner in order to address (potential) containment (temporary) shutdown of operations and/or sites, quarantine or changes to the business operations, if any. Some of the regulatory measures that had been implemented include:

- Partial or full closure of business operations;
- Regulations for the welfare of employees and customers/clients;
- Travel restriction;
- Restriction on the importation, particularly from certain origins;
- Restriction on mobilization (i.e. transportation mode);
- Suspensions or delays on government services due to full or partial closure of services.

EMPLOYEE CONSIDERATIONS – PROTECT YOUR EMPLOYEES

Your employee will play critical roles in your entity towards successfully overcoming these challenges. The companies should regularly check, monitor and comply with the guidelines and the requirements issued by government bodies in connection with the health and safety of employees. The company needs to figure out the emotional, psychological and physical well-being of every employee as well as their family, friends, etc. Introduction of new policies to prevent the spread of COVID-19 and possibly continuing to operate in some circumstances, the following might be applied in a case to case basis:

- Provide employees with the necessary equipment and technology to work remotely, where appropriate (e.g., laptops).
- Issuing Personal Protective Equipment (PPE) for those employees that will be required to work on-site.

- Consider introducing temporary flexible working policies.
- Limit or prohibit business travel, particularly to high-risk areas, and discourage face-to-face meetings. Instead, introduce ‘virtual’ meeting solutions such as videoconferences. Consider self-quarantine measures for employees returning from non-business travel.
- Require employees to notify the company of possible exposure to COVID-19 (including following travel in high-risk areas), subject to privacy laws.
- Provide training, equipment, and support to prevent the spread of COVID-19.
- It’s critical that employees minimize their risk of infection. An immediate review of sick leave policies can help you encourage them to do the right thing and stay home when they are ill — both for their safety and for the safety of their colleagues. In addition to that, other policies must be reviewed, including travel policies, working remotely policies and communications policies.



DISRUPTION OF THE SUPPLY CHAIN AND NON-COMPLIANCE / SUSPENSION OF COMMERCIAL AGREEMENTS

In a Global Pandemics, Your company is not the only affected by the crisis. Some companies might not hit directly, but eventually, they will still feel the impact through its supply chain and other commercial agreement with other entities. The company should be prepared on any impact which may include:

- Mitigate disruption of supplies due to supplier's containment zones, factory closures, travel restrictions or employee absences due to illness or quarantine;
- Changes on delivery due to the absence of regular logistic routes;
- Delays in any collection from the customer, coupled with a delay in delivery by the supplier;
- Review adequacy of force majeure terms of material contracts;
- Alternative means to deliver services to customers (i.e. online-based business);
- Giving courtesy to the customers when dealing with order cancellation.

During this very challenging time, the character and image of the company will be put to the test. Reliability towards its customers in times of continuing services, handling complaints, cancellation, refunds, and others will determine if you will still manage to retain or win customers once everything is back in place.

Remember, this is not only about you minimizing the cost or stopping the losses but gaining the customer.

TAKING CARE OF THE FINANCIAL CONCERNS

The company needs to make sure that people can keep working safely, comfortably and feeling secure in a manner that keeps them financially secure. The key here is to ensure health benefit costs can be minimized and reduce working hours only as a last resort.

The company shall also ensure sufficient liquidity by implementing proactive cash management measures. This may include regularly analyzing the impact of COVID-19 affecting cash flows and the net profit. Consider updating/adjusting business plans and budgets to address changes in operations and potential defaults resulting from government actions, including containment zones.

Leaders should run financial models with recession assumptions to ensure business readiness. They fine-tune recession and post-recession strategies and define the people who are required to drive innovation by everyone. Ensure that any developments you have made in the past five years to create a diversified and comprehensive workplace have not been erased due to layoffs or reorganizations.

Furthermore, the company should assess all the available sources of finances for them, which may include internal and external sources. In addition to that, the company should look into any potential restricting of any existing financial facilities.

LOOKING AHEAD

This might be the worst global crisis in modern time and we are not assured that this will be the last of its kind. Given the things that we are currently encountering, learning how to get through it might be the biggest lesson that we can take.

Being prepared and ready for the next crisis

We should expect additional phases for the current epidemic and additional epidemics in the future. The research on the effectiveness of organizational responses to dynamic crises indicates that there is one variable that is more predictable of ultimate success - preparation and anticipation. Preparing for the next crisis (or the next stage of the current crisis) is now likely to be more effective than an interactive reactive response when the crisis occurs.

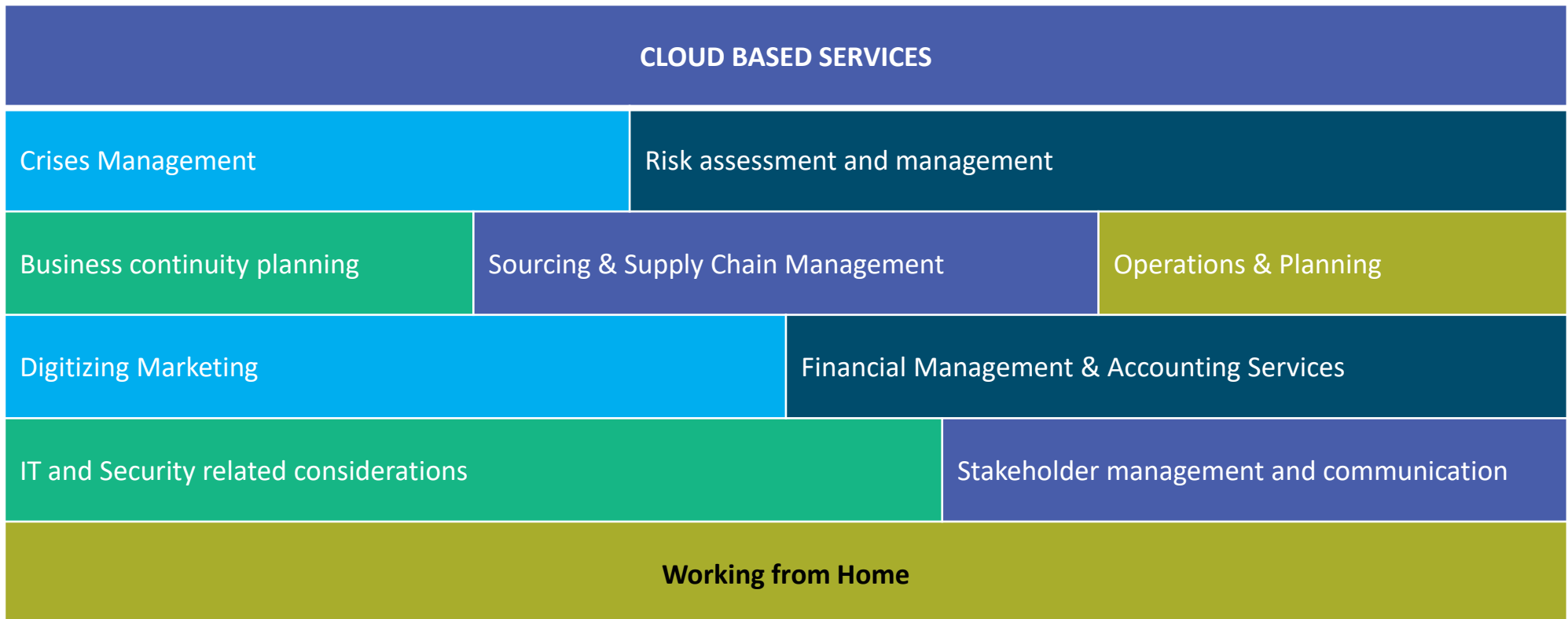
Be Ready for the Changed World

We should expect the Covid-19 Crisis to change our business and society in important ways. It is likely to feed into areas such as online shopping, online education, and public health investments, for example. It is also possible to change how companies from their supply chains and boost the trend away from relying on a few large factories. When navigating the immediate part of a crisis, companies must take into account the changes that have occurred in this crisis and what they have learned in order to be able to reverse it in their plans.

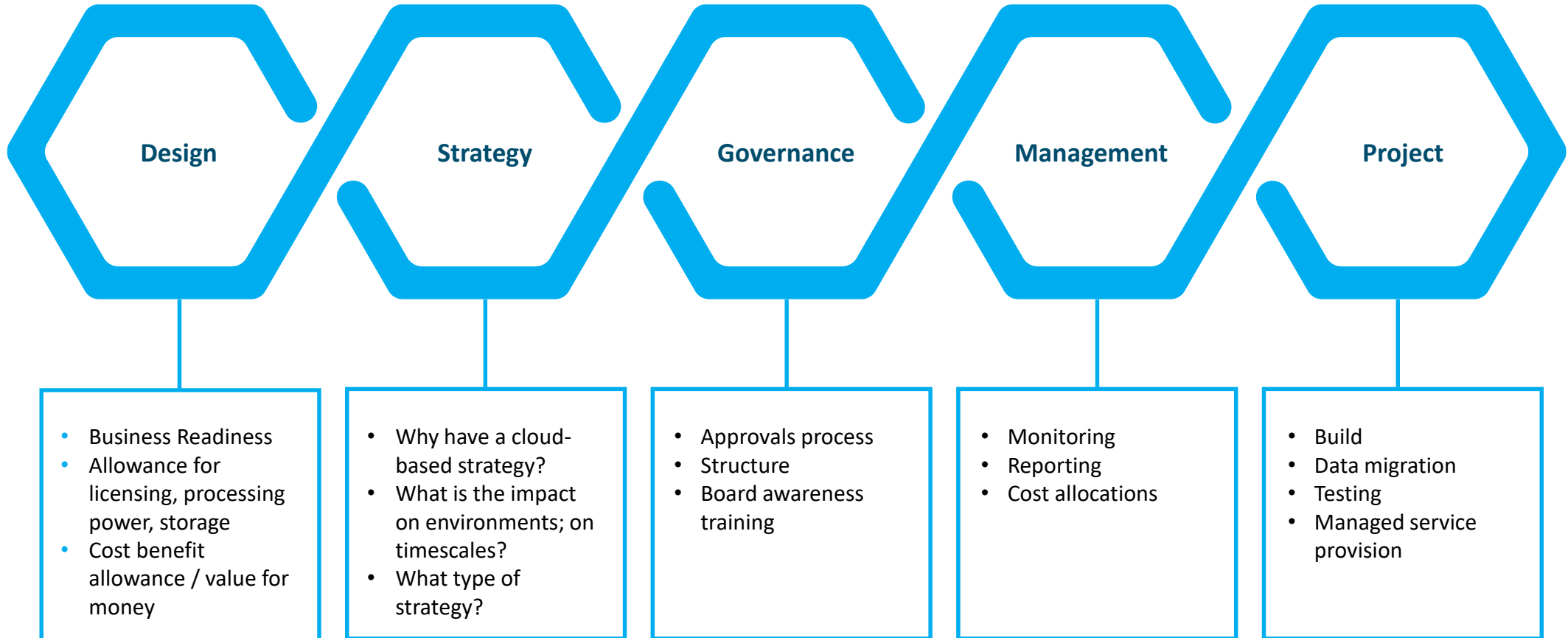


MOORE QATAR COPING AND CONTINUITY

Moore Qatar will provide several services for its clients in order to help them to Cope with and continue after The Covid-19 crises. The following illustrates some of the services that can be provided:



MOORE QATAR COPING AND CONTINUITY HOW WE DO IT



WHAT CAN WE DO NOW

Business Continuity during COVID-19 Pandemic Crises



Staff awareness and orientation

- What business continuity during this crises can do
- Which business processes need to operate during the crises
- Commander and Crises team Roles and responsibilities



Advantages of working remotely

- Working remotely takes practice, commitment, and strong communication skills
- More productivity
- Increased flexibility
- Stay safe



Systems readiness

- Security readiness
- Applications readiness
- Staff knowledge and practice



Pre-requisites

- System evaluation
- Security evaluation



MS Role

- Training
- Awareness
- Choosing proper technologies
- Implementations (Security and systems)
- Project management



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