



Steering through uncertainty: Recession Navigator

Smart solutions for tough times
Responding to the economic crisis



The financial crisis has hit the world's economy hard, severely limiting visibility on what the future holds for markets and organizations. The key for success is to improve a company's ability to navigate through uncertainty. Management teams need clarity on their short- and medium-term strategic options and the impact of their decisions on long-term strategy.

The Recession Navigator provides strategic and tactical options to manage through uncertain times while creating a platform for recovery and growth. It focuses particularly on freeing up capital through a combination of recession recovery planning, sound operational crisis management and business simplification (see Figure 1).

In a period of three to ten weeks, each area of the Recession Navigator is analysed and interdependencies clearly defined. The impact of the strategic and tactical options are visualised to give our clients greater understanding. Recommendations focus on preparing organizations to take the right decisions at the right time.

It is a three-fold approach, with three workshops to align results with the market and customer conditions (see Figure 2 for an overview).

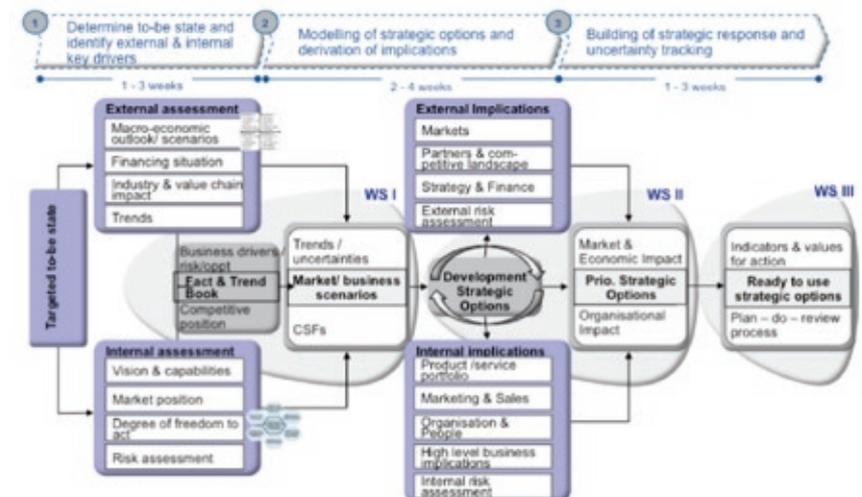
In times of recession, the value of hindsight data is limited, so the first part of the process is centered on the to-be state. Most of the external and internal analysis is therefore focused on existing assets and ecosystems and their potential use in reaching the to-be state. This includes an analysis of key market and customer drivers with micro-economic scenarios.

The first visualization of strategic options is prepared for the second workshop and is focused on areas of competitive advantage and how to leverage them. This workshop is often multi-site, as external and internal implications vary greatly according to geography and customer segments served.

Figure 1: Navigating through recession



Figure 2: Three-fold approach



Once the strategic options are reviewed and validated, the organizational impact is assessed. During the second workshop, the strategic options are prioritized and a final visualization of the proposed implementation and timings are completed. The third workshop completes the Recession Navigator journey, with a clear plan for operational engagement and a steering process for recession recovery.

As Figure 3 shows, a total of six deliverables are included in the Recession Navigator, including:

Targeted to-be state and analysis

- Fact book with relevant data on how to reach the targeted to-be
- Determined degree of freedom to act to mitigate downturn impact

Strategic and tactical scenarios

- Defined scenarios and their impact on the business short- and long-term

Prioritized strategic options

- Strategic options in response to the market and business scenarios including external and internal implications

Leading indicators and metrics

- Leading indicators identified
- Threshold values, suggested actions and monitoring defined

Follow-up

- Process to continuously review leading indicator, scenario revision and strategic option execution
- Set of ready-to-use opportunistic measures for implementation

Operational engagement

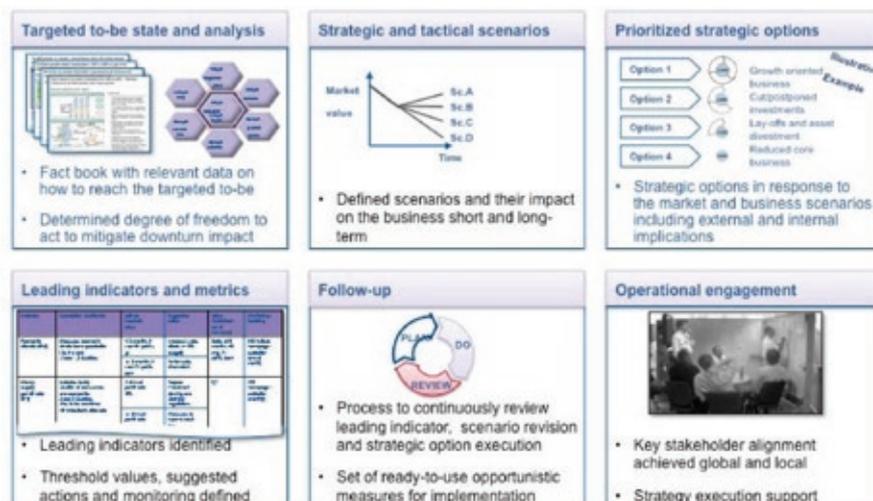
- Key stakeholder alignment achieved globally and locally
- Strategy execution support.

The Recession Navigator gives our clients clarity on:

- What strategic and tactical options are available to stabilise the business

- What decisions can be taken to get back to profit while not missing opportunities
- How to simplify the business to systematically increase efficiency and effectiveness and gain competitive advantage.

Figure 3: Deliverables



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