

# “A good crisis is a terrible thing to waste”: Build Competitive Advantage from Covid-19

*Sandy Vaci*

*May 7, 2020*



## — “Your Host”



Inspired by...





## — ***NOT*** The “Agenda”

- Set up a crisis operations centre
- Do stress testing
- Preserve cash and capital
- Shorten and “shock-proof” supply chains
- Improve virtual delivery
- Empower remote workforce
- Embrace digital transformation
- Upgrade cyber security
- Consider “agile” approach
- Use free time for training, planning for the future



## — The “Agenda”

1. Stages of a crisis
2. Taking care of people
3. Learn, learn, learn
4. Test and adjust processes
5. Strategic resilience
6. Competitors' business models
7. Internal strengths – departments
8. Internal strengths – people
9. The “New Normal” – business
10. The “New Normal” – people





## 1) Stages of a Crisis

YOU  
ARE  
HERE

First, Do No  
Harm

Stabilize  
Situation

Optimize  
Maximize

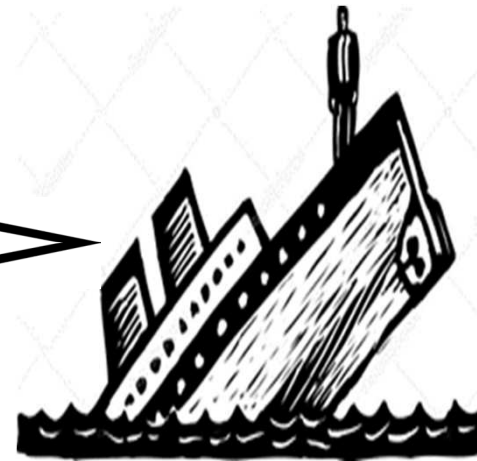
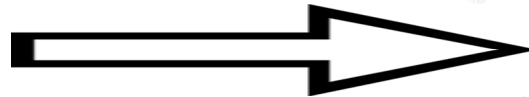
Prepare  
for  
Future

**CRISIS**



## — 2) Take Care of People

1. “Me, myself and I”



2. Employees

3. Customers



**Segment!**

4. Partners

**Segment!**

5. Communities

6. Stake holders

<u>TARGET</u>	<u>Action #1</u>	<u>Action #2</u>	<u>Action #3</u>
- Suppliers	✓	✓	✓
- Distributors	✓	✓	✓
- Etc.	✓	✓	✓



### — 3) Learn, learn, learn

... and test, test, test

... and get creative!

MR SALE

1. Honest appeal
2. Support others

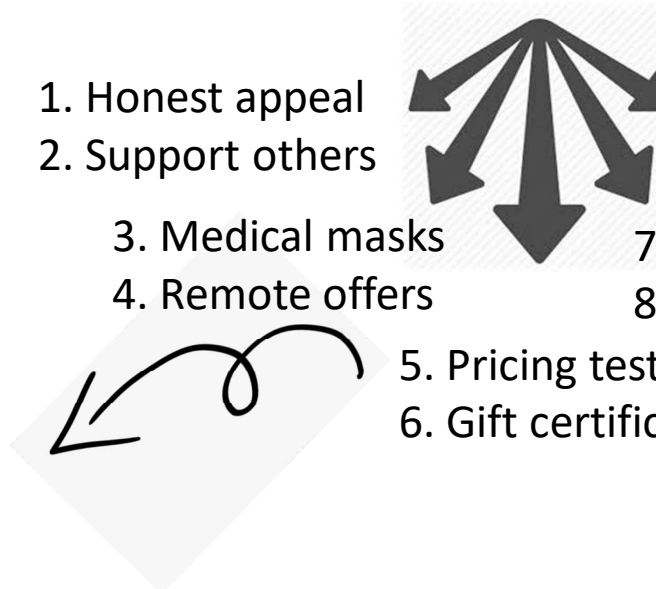
3. Medical masks
4. Remote offers

9. Free masks at store
10. *Targeted* offers

7. Triple e-mail frequency
8. Promote competitors

5. Pricing test
6. Gift certificate donations

<u>Price</u>	<u>Uptake</u>
70%	50%
100%	30%
130%	20%





#### — 4) Test and adjust processes

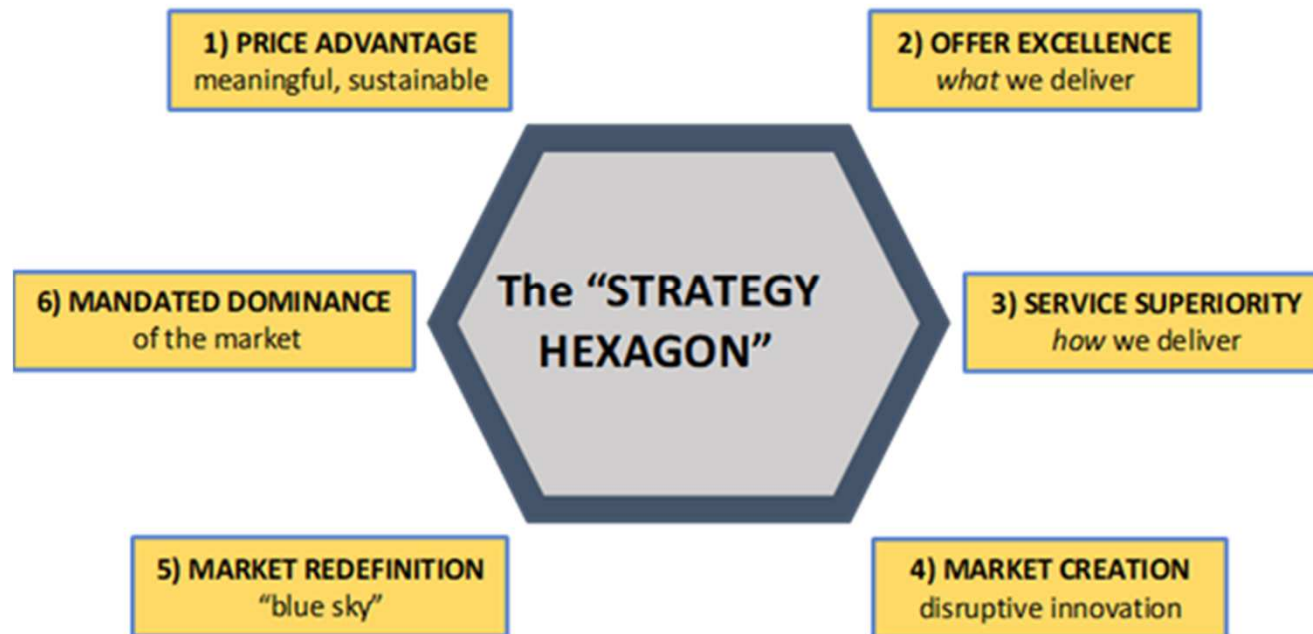






## — 5) Check your strategic resilience

Do you **HAVE** a strategy? Does it stand up in a crisis?





## — 6) Learn your competitors' *real* business models

People, and companies, revert to their true selves during extreme stress...

A person's true character is often revealed in times of crisis or temptation. Make sure that you have what it takes to be your best in such times.

(Paul T. P. Wong, Clinical Psychologist)





## — 7) Test your departments' resilience

- Can they adapt?
- Can they do things differently?
- Can they do different things?
- Are they cooperative?
- Are they proactive?
- Can you rely on them, “regardless”?



Resilience



## — 8) Check your people's resilience

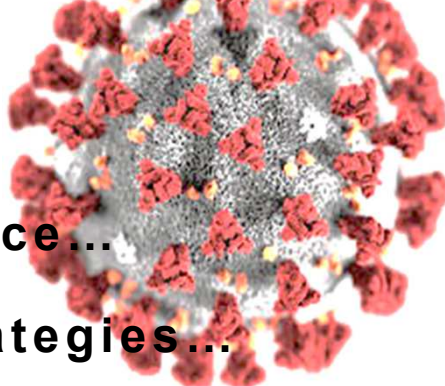
- Who are calm under pressure?
- Who are flexible?
- Who remain cheerful and energetic?
- Who can care for and motivate others?
- Who show creativity?
- Who will go the extra mile?



**WHO ARE YOUR FUTURE LEADERS?**

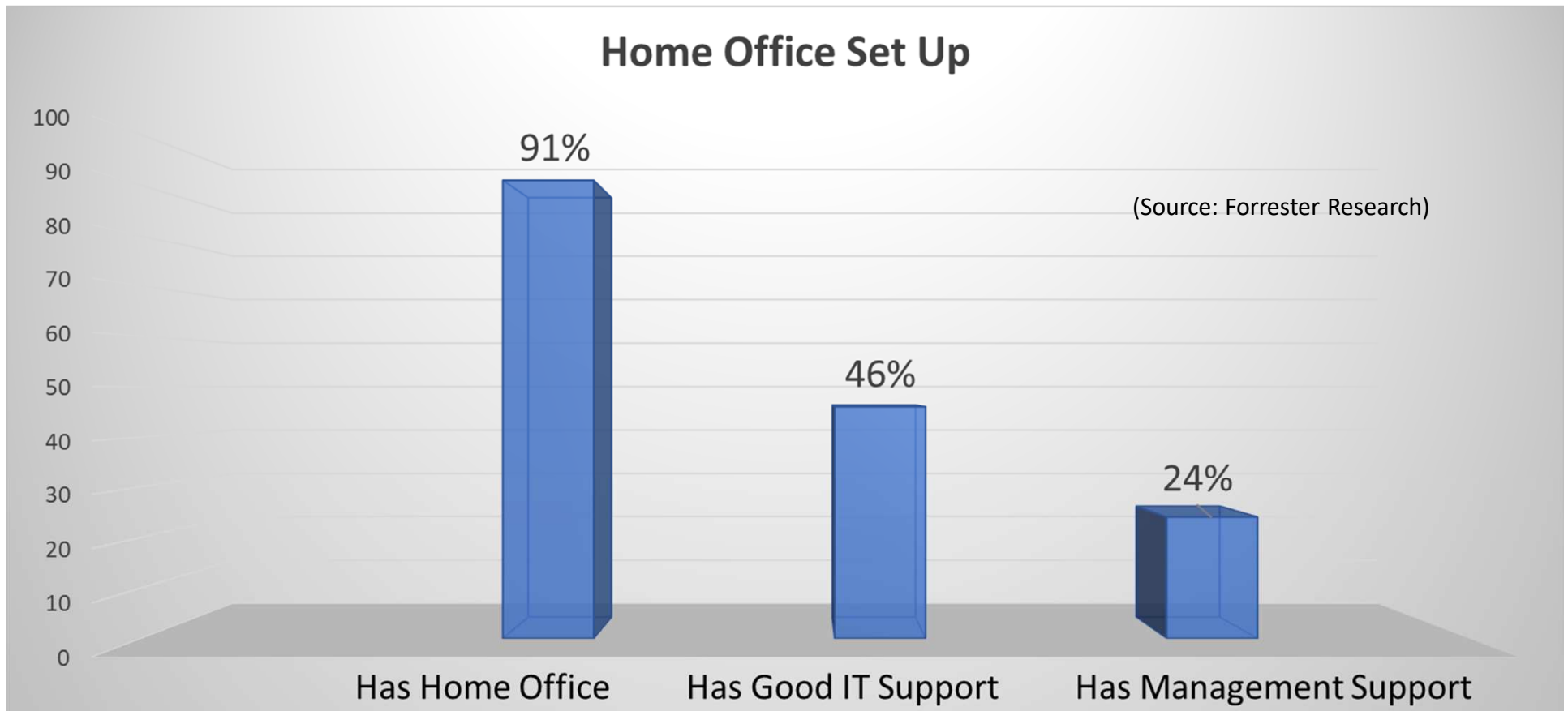


## — 9) The “New Normal” in Business

- 
- Efficiency... plus *flexibility* and *resilience*
  - Off-shoring... and *near shoring* plus *robotics*
  - Remote service... plus *sales, work, infrastructure*
  - Different strategies... but *customer care* is key  
(NB: *innovation* becomes cheap)

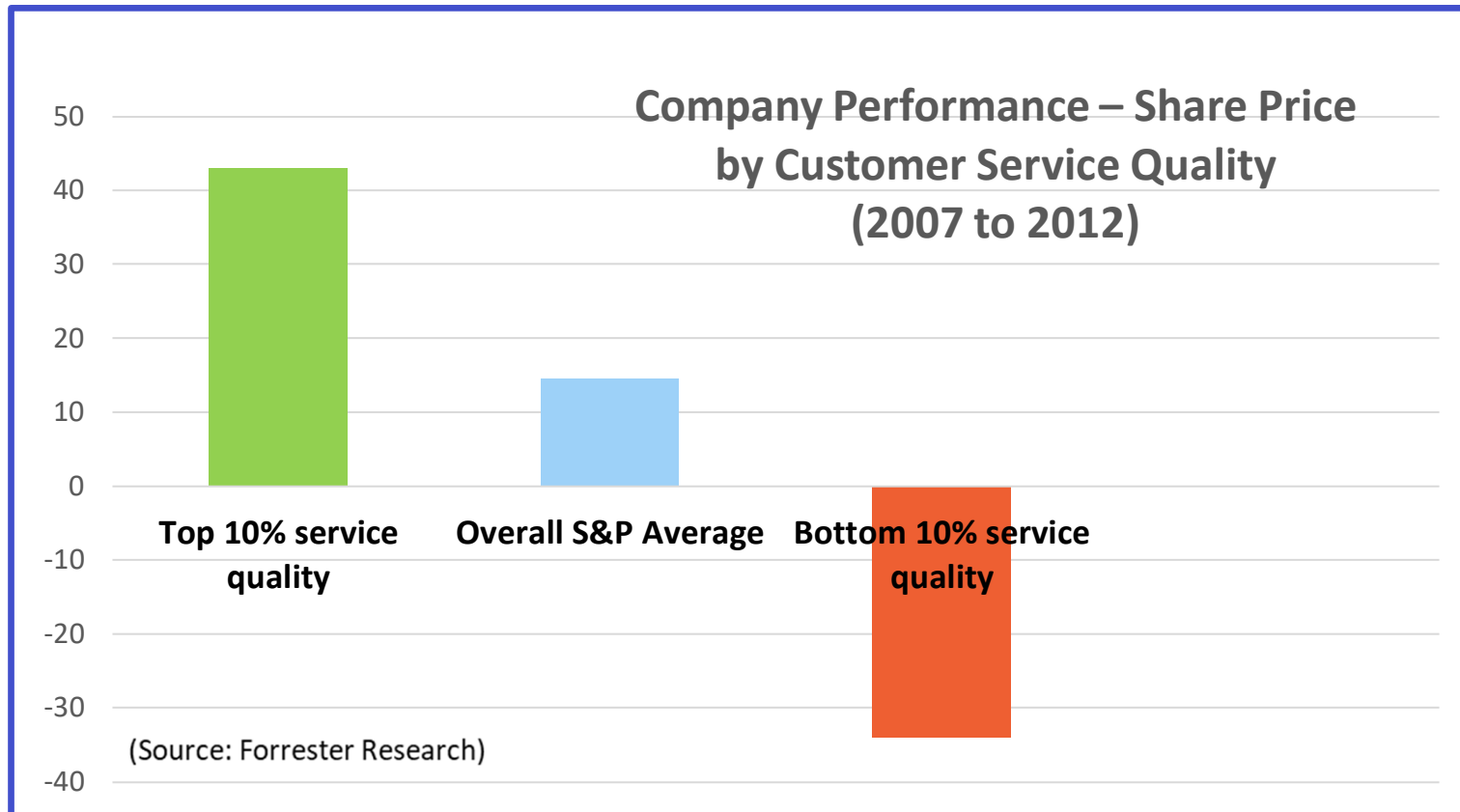
Next slides...

## Remote working, anyone?





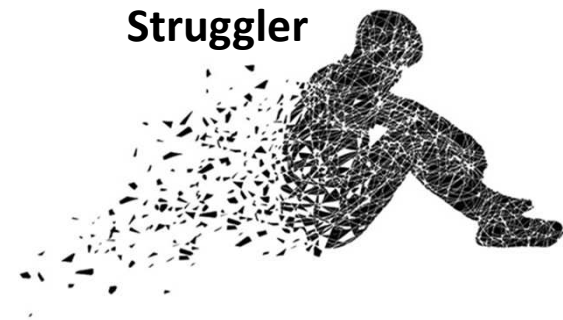
## — Winning strategy, anyone?





## — 10) The “New Normal” for People

- “Past performance is not necessarily indicative of future results”
- Can predictive modeling, AI, machine learning help?
- How will your target clients internalize their own experiences?
- **Who** will they be?





## — Cognitive modeling, culture coding, neural marketing

*YOU* think



**MONEY**

*THEY* think



**MONEY**

Interested?



*“Advanced Consumer Understanding and Communication Techniques – The Use of Cognitive Biases, Culture Coding, Neural Filters and More”*

2-part workshop by **Sandy Vaci** and



**SEED**

SCHOOL FOR EXECUTIVE  
EDUCATION AND DEVELOPMENT



## — Recap

1. Stages of a crisis
2. Taking care of people
3. Learn, learn, learn
4. Test and adjust processes
5. Strategic resilience
6. Competitors' business models
7. Internal strengths – departments
8. Internal strengths – people
9. The “New Normal” – business
10. The “New Normal” – people

**REMEMBER...**     *“We always make our worst mistakes in the best of times!”*