

COVID-19 Risk Monitor

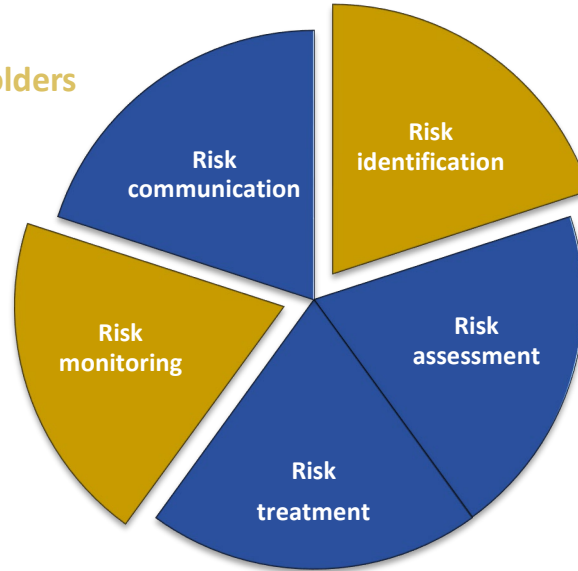
In a Vulnerable Virus Environment



The Advantage of Risk

Risk Management Cycle

Report back to stakeholders



Define actions

Monitor Key Risk Indicators


Risk	Risk	Risk	Risk	Risk	Risk
FINANCE	SALES	IT	COMPLIANCE	OPERATIONS	PEOPLE
Cost base	Revenue contract award	Network downtime	Regulatory non-compliance	Production process control	Long term absence
AP/credit	Cancelled orders	VPN downtime	Purchasing Contract under change	Amount of B2B's	Short term absence
Credit Rating	Order forecast over/under	IT incidents	Other compliance	Average cost of B2B's	Current absence
Procurement	Shipments	Server Partitions availability	Time/Performance time	Safety incidents	Current absence
Business Process	Revenue	Order Receipt/Dispatch	Number of errors	Production/Outgoing	Long term absence
Cost Cat 1	Manufacturing	Order Receipt	Customer complaints	Quality/Defects/Issues	Long term absence
Cost Cat 2	Manufacturing	Production/Dispatch	Production/Dispatch	Production/Dispatch	Long term absence
Cost Cat 3	Marketing campaigns	IT project delays	Quality/Defects	Revenue and recovery time	Long term absence
Employees			Number of employees with absenteeism	Number of B2B's orders	Long term absence
			Employee safety/compliance	Change in critical cases	Long term absence

Risk Categories of COVID-19


Financial	Sales	IT	Legal & Compliance	Operational	Human
<ul style="list-style-type: none"> Revenue contract award Cost of Sales and operating expenses Logistics cost with impact (COVID-19) Shipping/Production Production/Dispatch Production/Dispatch Production/Dispatch Production/Dispatch 	<ul style="list-style-type: none"> Order of Sales Revenue Cancelled orders Order forecast over/under Shipments Revenue Manufacturing Production/Dispatch Production/Dispatch 	<ul style="list-style-type: none"> Network downtime VPN downtime IT incidents Server Partitions availability Production/Dispatch Production/Dispatch Production/Dispatch Production/Dispatch 	<ul style="list-style-type: none"> Regulatory non-compliance Purchasing Contract under change Other compliance Time/Performance time Quality/Defects/Issues Production/Dispatch Production/Dispatch Production/Dispatch 	<ul style="list-style-type: none"> Production process control Amount of B2B's Average cost of B2B's Safety incidents Production/Outgoing Quality/Defects/Issues Revenue and recovery time Number of B2B's orders Change in critical cases 	<ul style="list-style-type: none"> Long term absence Short term absence Current absence Current absence Current absence Current absence Current absence Current absence

Assess Impact & Likelihood

Risk Categories of COVID-19

Financial 	Sales 	IT 	Legal & Compliance 	Operational 	Human 
<p>Shortage of Cash (cash flow)</p> <p>Credit Terms not respected (overdue payables)</p> <p>Credit lines and Credit Ratings (credit rating)</p> <p>Adjusting Provisions (movements)</p> <p>Remote Financial Close Activities (errors)</p> <p>Cost Management (cost per spend category)</p> <p>Impairment (inventory aging / assets utilization)</p>	<p>Loss of Sales (Revenue movements / # Cancelled sales orders)</p> <p>Sales Outlook (Monthly Forecast)</p> <p>Shipments (# transports planned / Average value of transports)</p> <p>More returns (return %)</p> <p>Increasing Inventory (inventory movements)</p> <p>Less physical marketing events</p>	<p>Availability of the systems and network (Downtime)</p> <p>VPN constraints (VPN up/downtime)</p> <p>Remote working issues (# IT incidents)</p> <p>Overloaded social / team collaboration platforms (network load)</p> <p>Higher Cyber risks (Security breaches detected/reporting)</p>	<p>Contractual delays (sales and purchase contracts in progress)</p> <p>Privacy Issues (user complaints)</p> <p>Taxes and duties (Tax paid on time)</p> <p>More claims for non-performance (# customer complaints/ claims)</p> <p>Liability risk due to employees contracting the virus while at work</p>	<p>Lower production (production volumes)</p> <p>Shift and working format reorganization (employee mobility: division of shifts, transport, etc.)</p> <p>Short on supplies (#backorders)</p> <p>Health and Safety constraints (inventory of masks/gloves/sanitizers)</p> <p>Transport constraints (# delayed transports)</p> <p>Less inventory losses (inventory write offs)</p> <p>Re-use of assets for high demand materials</p> <p>Assure Business Continuity (response and recovery times)</p> <p>Limited availability of vendors, suppliers, borrowers, investments</p>	<p>Mixing home and office life (employee short term absence)</p> <p>Sickness /Absence (% of absence compared to previous year)</p> <p>Sickness in leadership positions</p> <p>Leave (Leave days taken compared last year)</p> <p>Redundancies (# contracts ended)</p> <p>Workplace protection (cleaning activities)</p> <p>Mental support (# remote team meetings)</p>

Opportunity Categories of COVID-19

Financial 	Sales 	IT 	Legal & Compliance 	Operational 	Human 
<p>Lower costs of travel and expenses</p> <p>Reduced facility costs (energy, cleaning, security, catering)</p> <p>Lower (costs) Inventories</p> <p>More available government subsidies</p> <p>Re-utilization of idle assets</p>	<p>New channels of communication with new customers</p> <p>Higher domestic demands</p> <p>Short(er) delivery times due to more domestic demand</p> <p>More online marketing events</p> <p>Higher customer intimacy (more direct and frequent one2one contact)</p> <p>New products/services (related to health and safety or remote working)</p>	<p>Better utilization of applications</p> <p>More time for (remote) training</p> <p>Explore new ways to feed informal information flows</p> <p>Improvement/ utilization of collaboration tools and methodologies</p> <p>Better time for migration / project planning / design</p> <p>Agile working (daily huddles with remote processing)</p>	<p>Newer ways to deal with contract negotiations</p> <p>More contracts extending (due to lower pace)</p> <p>More understanding and acceptance for delays (and non-compliance)</p> <p>Tax payment relaxation</p>	<p>More time for cleaning and repairs</p> <p>Less safety incidents</p> <p>Higher quality due to smaller production batches</p> <p>More domestic demand and supply – shorter delivery times</p> <p>Higher productivity due to more office time</p> <p>Better safety and hygiene on the production floor, improved quality</p>	<p>Less travel time – more office time, less stress</p> <p>More relaxed environment</p> <p>More opportunity to schedule for leave</p> <p>Utilization of on demand/ flexible workforce</p> <p>Collaboration methodologies</p> <p>Embedding remote working as normal</p> <p>More trust</p> <p>More safe and more hygiene resulting in reduced (other) illness/ absence.</p>

Dashboard



KRI FINANCE	KRI SALES	KRI IT	KRI COMPLIANCE	KRI OPERATIONS	KRI PEOPLE
Cash flow	Revenue current period	Network Downtime	Sales contracts under review	Production volume current period vs last	Long term absence
AP overdue	Cancelled orders	VPN Downtime	Purchasing Contract under review	Amount of Shifts	Short term absence
Credit Rating	Order forecast next period	IT incidents	User complaints	Average size of Shifts	Leaders absence
Provisions	Shipments	Social Platforms utilization	Taxes/Fees paid on time	Safety Incidents	Leave balance
Reporting errors	Returns	Cyber Attacks/ Attempts	Number of claims	Backorders Purchasing	Contracts ended/hired
Cost Cat 1	FG Inventories	Online Meetings	Customer complaints	Health/Safety Materials stocks	Cleaning activities/ costs
Cost Cat 2	Marketing events	Phishing mails	Cleaning rounds production	Productivity rate	Remote meetings
Cost Cat 3	Marketing campaigns	IT project delays	Quality/Defects	Response and recovery times	Employee satisfactory
Impairments			Number of employees with corona virus	Number of fallback options	
			Employee claims/ complaints	Cleaning activities/ costs	



Thanks