



Management Consulting

# Qvo Vadis?

A Crowe vision for COVID-19

Crowe Spain | Audit & Advisory



Audit / Tax / Advisory

Smart decisions. Lasting value.

# Content

<b>Stay calm, there is no need to spread panic</b>	<b>3</b>
<b>Leadership requires asking the right questions</b>	<b>5</b>
<b>Where am I?</b>	<b>6</b>
The value of predictions	6
Situation and forecasts	7
First and foremost, focus on what is important:	
Cashflow is in command	8
Business environment	9
Aligning everyone's interests	9
Leadership	11
Navigate the crisis	11
<b>Where am I going?</b>	<b>12</b>
The world has changed	12
Leadership has changed	13
Scenarios have changed	14
<b>How do I get there?</b>	<b>15</b>
Zero-based budgeting	15
Marketing and sales	15
So, what do we do with commercialisation?	16
Teams for tomorrow	19
<b>Paths to navigate</b>	<b>20</b>
Do you remember the <i>catenaccio</i>	20
Imagine the future	21

## Stay calm. No need to panic

This article doesn't come up with magic solutions, nor lengthy disclaimers on the responsibility or robustness of the hypotheses. Simply put, we're living in an uncertain context: No hypotheses make sense until events occur. And until they happen, stay calm. It's time to optimise decisions, focus on what can be controlled and stay away from fears.

We're in a moment which may change the world and disturb many established structures. Or maybe, we're merely approaching a pothole in the middle of the road into which some may fall, and others will bypass, going back to business as usual. If we were riding our cars alone, I'd believe the conservative hypothesis. However, the globalised world is like a bus, on which we travel altogether, and which has its wheels stuck in that pothole. Some of us had our seatbelts on; others did not; some were asleep in their seat, while others were looking out the window. Some were standing up, even more vulnerable. But we are all on the same bus. Just look at this map.

The simplest hypothesis is to assume a downfall between 3 and 8% in developed countries' output and no more than 5% in emerging countries. Still, apart from that, although it's not a minor impact, we could go back to business as usual. In the last few days, traditional industry lobbies have been asking for a suspension of carbon taxes and a lift in sanctions imposed for energetic inefficiency. Other sectors, such as the automotive, have asked for demand incentives. Big lobbies may wish to go back to normal, pushing conservative measures such as tax cuts and labour flexibility. It's possible readers of this article support these

hypotheses as well, and, once the grey cloud passes; we may eventually decide to go back to 'normal' sweeping bad memories under the carpet and not learning anything.

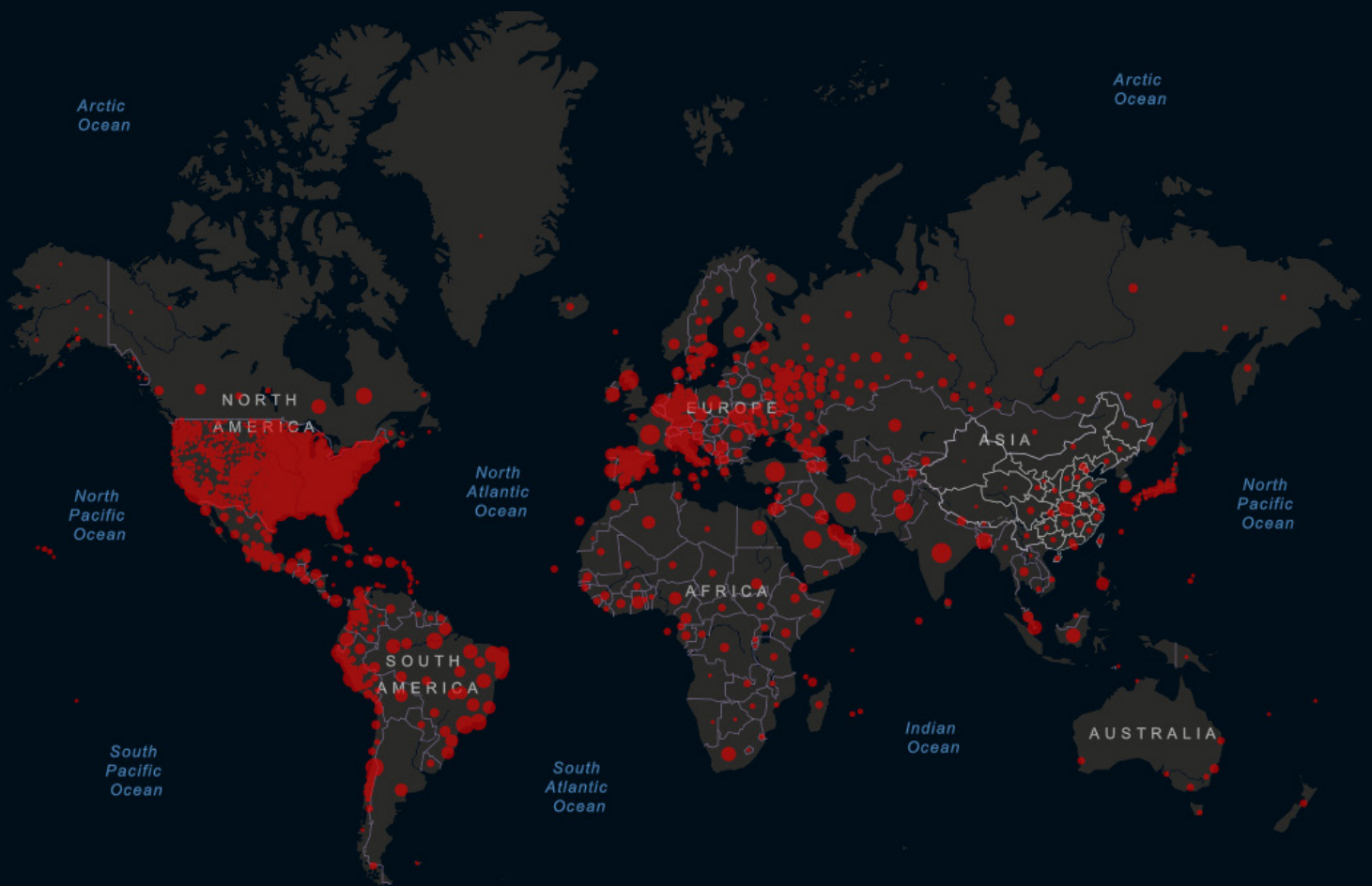
However, it's more likely that things will change for good. I read *The Plague* by Camus when I was a child; not sure why as it's not a book for children, but it was around. We won't have a hundred million deaths this time. A few years back, we were told that planes were created to visit the people we love, but they also became a terrorist weapon. One day, entrepreneurs learnt that shareholder value wasn't all that mattered but that looking after the environment was also good business. I find it hard to believe the only thing we'll learn this time is that pangolins are not edible. We'll learnt something more valuable.

Science is very close to ruling out conspiracy theories as there's increasingly more evidence of this being a black swan event, thus supporting the hypothesis of such an event most probably not occurring again for another hundred years. Perhaps it would help to read about Nassim Taleb's theory, which explains we give little consideration to extreme events; also, to understand that the future belongs to those who put their skin in the game and take decisions. This time, we may learn that black swans are more common than we thought and that after their passage, come changes in habits which we're unable to see with the naked eye, along with significant system disruptions - including our system of beliefs.

**Luis Piacenza<sup>1</sup>, Editor.**

*1. Luis is a consulting Partner of Crowe Spain who advises companies on sustainability matters across the globe. He got his MBA at Warwick Business School and was a Management Science researcher at the Universidad Católica of Argentina. Today, he is involved in Behavioural Science research.*

The world is under pressure, as it has been before, and those who have thrived have always been those who remained calm instead of letting themselves get overwhelmed. Those who created lasting value through smart decisions.



Map made by the Universidad Johns Hopkins. Whiting School of Engineering.

## Leadership requires asking the right questions

Current times compel us to make decisions. It isn't a moment to hesitate nor hide behind structures, nor blame others for what we cannot fix. Now is the time to be calm and sow healthy optimism.

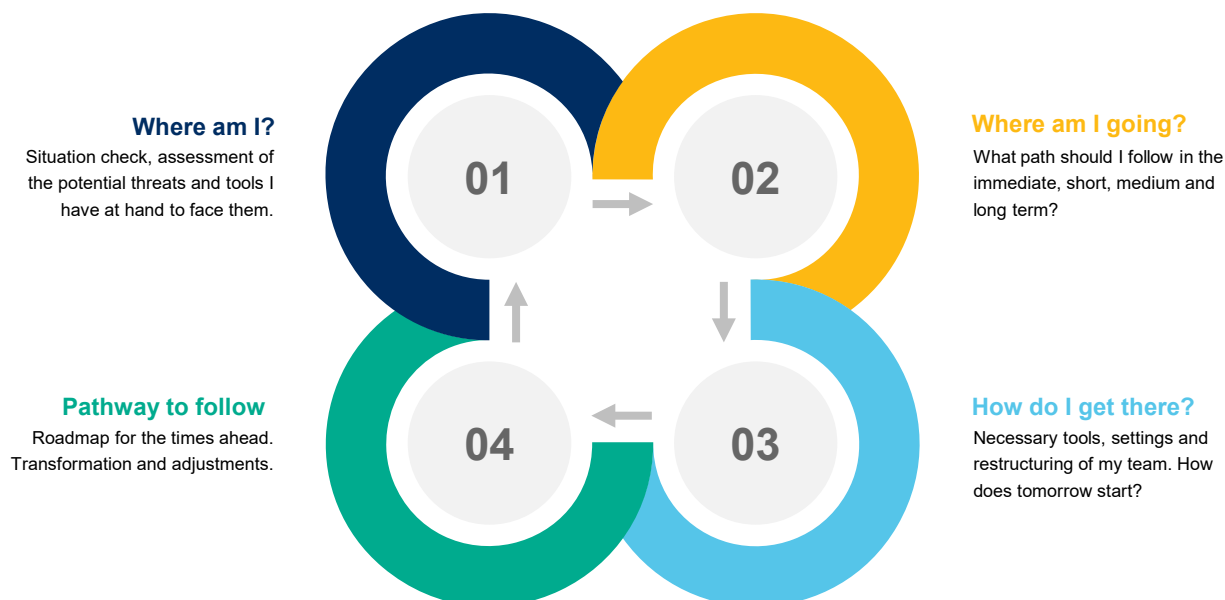
For many of us, these are also times of anxiety; not only due to the humanitarian crisis – which is the first thing we must dispel – but also because for what remains before us, we don't know what the future hold. *And one who doesn't know what to do, tends to do nothing.*

Innovative leadership is required; one capable of posing questions we may not have asked before.

Then, to navigate in troubled waters, there are three simple questions we must ask ourselves, which will help us define the pathway to follow.

To help our clients answer these three questions -and define the pathway to follow-, we've written this paper with some clear and simple guidelines accompanied by presentations and individual conversations to help them in their decision-making process facing this current situation.

**We talk about decisions because only smart decisions lead to sustained value.**



## Where am I?

Understanding the context we're currently in, is crucial to maintain balance - a necessary condition to make decisions.

Within a few weeks, the world digitalised itself. Even the positions which remaining presential endured digitalisation since management structures and supervision now involve that new concept of 'social distancing'. In this setting, the fact of leading and being led has gained more relevance – an unprecedented decentralisation has reached the most vertical sectors, presenting a challenge for autonomy and professional maturity of workers in all industries. A lower density of people implies lesser supervision of face-to-face feedback, while working remotely involves different ways of interacting and remaining accountable.

In a world with less interaction, more decisions associated with leading others and being a leader are taken each day. That is why, every individual needs to understand where they stand, develop increased self-awareness and know better the team they are working with to ensure every person is in its best place of contribution. Work relationships have changed, and they may change for a long time, maybe for good. Change in relations will ultimately change the way we organise ourselves.

## The value of predictions

Journalists and economists have never been good at predicting the economic outlook; let's not expect them to make the right forecasts on public health this time.

During every crisis, predictions have never been reliable. In general, they're aligned with the agenda of those predicting. Thus, depending on the analysts' preferences, perspectives, and levels of optimism/pessimism; predictions can differ and are strongly biased by political interest.

Now is an excellent time to take a step back from the information burden, which doesn't help to make decisions and sceptically look at what is said out there.

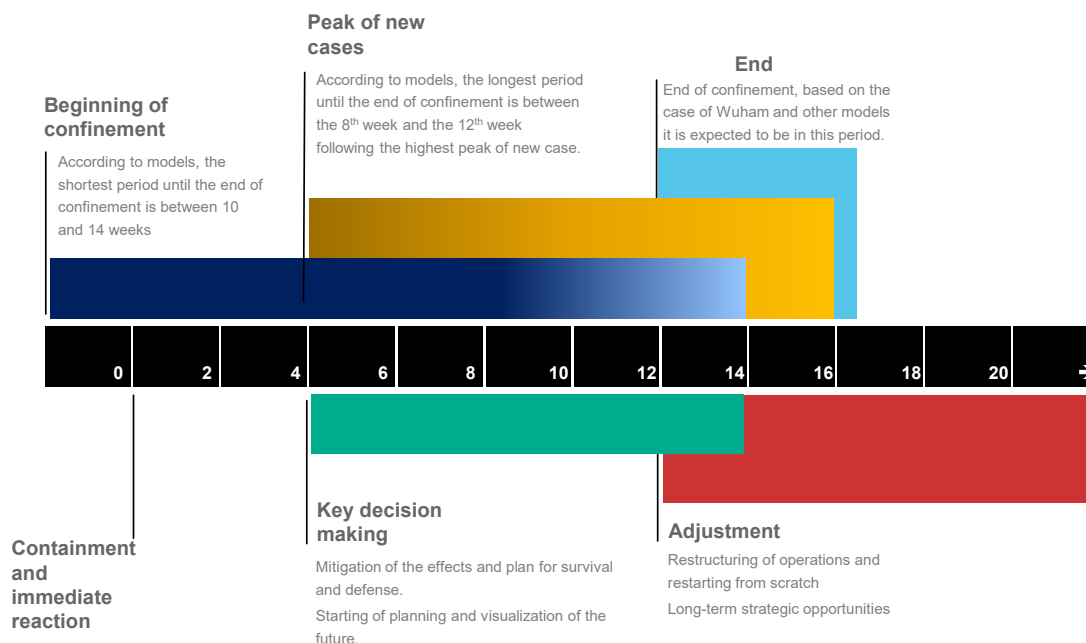


## Situation and forecasts

When will all this end? This is most probably the one question being played over and over again in everyone's head, every day. And, even though we do not know when all this will end, it's convenient to have a model in mind, although it may be incorrect or wrong, which allows us to plan and get ourselves out of this paralysis. With the intention of having a starting point, we've put together a variety of models<sup>2</sup> which help us draw a hypothesis.

If, for example, Spain starts confinement in the 12th week of the year, we should expect the end of the confinement period to be set between the weeks 24 (8 June) and 28 (6 July).

In any case, these models are most likely inaccurate. However, they should allow us to establish a benchmark to organise ourselves and take action. We can act contingently and correct them later; however, making plans according to these variables will enable us to gain as much control as possible over the situation.



## Situation chart

From this hypothesis, (which will change with time), we can draw the following questions, to depict the situation:



**Cash-flow: How to manage treasury?**



**Business environment: What will happen to my industry and business?**



**Forecasts: Put predictions where they belong.**



**Align systems: Processes and stakeholders, how does the pandemic affect them?**



**Leadership: Which approach would help in the process?**



**Navigating the crisis: Align the crew to reach the best possible results.**

2. Sources: John Hopkins University, Harvard Business Review Coronavirus + Business, national newspapers and personal data processing of public information from Wuhan, Hubei province and China. The carbon consumption and steel production data give us guidelines on China's economic recovery.

## First and foremost, focus on what is essential: Cashflow rules.

The first step after an immediate period of contingent decisions is to perform a sensible cash flow analysis.

This is the most crucial step as it will determine which decisions must be taken next. During the containment and reaction step, many would've decided to downsize, shutdown operations, defer payments and take other actions to gain control over the immediate effects of confinement.

Nevertheless, as the weeks go by it's most likely that one could remain paralysed while new information arises, leaving the contingency effect with no subsequent decision.

The first move is to have a weekly cash flow. Some companies will have one, others won't. It is as simple as looking at the current state of your treasury and bringing together the weekly incomes and costs, to see your surplus or deficit. Estimate the accumulated deficit up until week 20. This may help perceive the state of the expected treasury, in time of slippery horizons, which will enable you to see the advantage of decisions with direct cash impact.

## Business environment

What does a fall in GDP mean? Let's say GDP falls by 3%, does that mean my income will decrease by an equivalent amount?

The answer is no. Technically speaking, it means there'll be new winners and losers in the economy. Starting from the point where GDP was growing steadily since the end of the financial crisis in the late 00s, we're now facing a downturn in economic perspectives without a clear idea of how long it will last for.

When perspectives change, so do winners and losers. Of course, a fall in GDP suggests that, on average, the economy will not get better. However, this doesn't mean that all sectors will experience the same decrease.

Even within the same industry, players may not all be impacted in the same way. Thus, when GDP decreases, some companies may compete against each other while others may survive, and some may even grow slightly thanks to their capacity of adaptation or the restructuring of their competitive scenario, scenario in which some may lose market share. GDP will be affected by private and public activity.

Nevertheless, the deliberate injection of liquidity which, at some point, will be felt in the real market, won't necessarily restore the economy with its initial conditions.

*The winners will be those who understand their business environment better and can anticipate through decision making. Losers are not usually the ones making bad decisions but rather those who don't take any. The ones making bad -but not fatal- decisions typically learn from them.*



## Aligning everyone's interests

The worst consequences of turbulent situations come from the partial blindness of companies and their executive teams when making decisions.

New information must continuously catch our attention and rearranges priorities, which is why it's fundamental to be aware of all the fronts which must be managed.



## The Four Key Fronts

One of the ways to overcome partial blindness is understanding that every organisation has four fronts which play a crucial role in daily business, even during times of crisis. That is, if one of those fronts is not running smoothly, whatever one does in another, would be irrelevant.

In a time of crisis, we must always have full visibility of and control over operations, sales, people, and finance.

### **Operations:**

We should start now to prepare to go back to normal. Think of the following: when the engineer battalion deployed supplies in the first wave in Normandy, they only had a vague idea of what might happen; however, they didn't stop doing their job. Sometimes, although we know we'll get hit, we don't know from what side.

We don't know how or when we'll be going back to normal, but we must be ready, for example, to provide individual safety gadgets for staff. We should know now, where and how we can make them available; how to train our team to use them properly and how it'll affect our daily work.

Also, we must observe the new behaviours of demand and supply and inventory capacity because these will affect our working capital: this may entail revising capacity and inventory policies as well as developing processes to anticipate demand. Conversely, in terms of technology, we'll have to assess the resilience of our systems, especially as operations, which used to be executed in the corporate environment, now have to be performed from home.

### **Marketing and sales:**

How will my marketing mix be affected? (product, price, place and promotion), and we have to imagine how our selling channels will be loaded again, at what speed; what promotions will we have to implement and how will our move of exiting some market segment or remaining will affect brand image. Are there new attributes to our value proposition that we must incorporate?

### **People:**

Decisions taken immediately as the pandemic was declared may have affected the psychological contract with my teams. Are we prepared in terms of leadership conditions to manage with resilience or do we have people who are very dependent on structures and will not know what to do? Do we have to consider replacing people based on flexibility when facing change? Do facts, up until now, force us to restructure our operations? Are some of our people exposed due to their health issues and will have to protect themselves with extra precautions? Can we expect a maximum contribution from someone returning to work after having seen their working hours reduced or experienced a compulsory and sudden temporary dismissal?

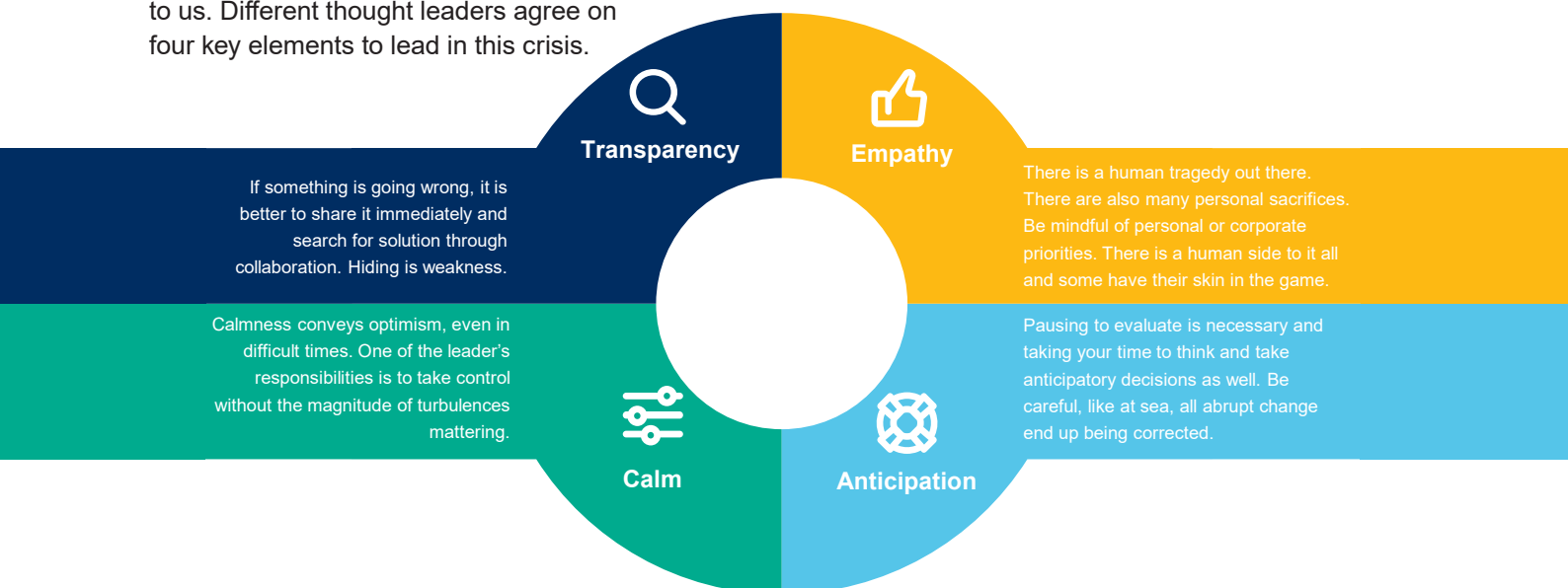
### **Finance and administration:**

Apart from cash flow, is it clear to us what our new EBITDA margin is and how the crisis affects our working capital? Are we using all the tax and financial benefits available to us? Who is investigating the opportunities arising as governments and financial entities implement new measures daily? Has our business become attractive to new suppliers of capital such as risk capital funds?

These four key aspects should be assigned to people who are capable of embracing change and challenge established structures (a skill as critical as technical competencies) to tailor a period of iterative planning and re-planning of the organisation.

## Leadership

We've been referring to leadership throughout this paper already; this is because we believe that it's the key to overcome challenges the pandemic brought to us. Different thought leaders agree on four key elements to lead in this crisis.



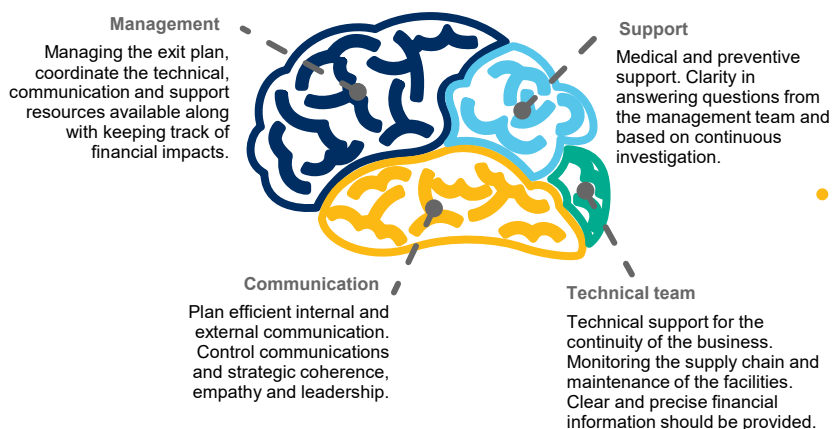
## Navigating the crisis

On top of style, we must align our crews to avoid falling into panic and collective anguish. The executive team and all management have to ask themselves: how are we working? Are we crafting decisions, or are we in a permanent assembly?

In the last few weeks, we have seen crisis committees in endless meetings, some of them on a daily basis, without the adequate distribution of crisis roles. We found a frequent confusion of hierarchies between the crisis roles and the organisational chart.

In the armed forces, differentiation is simple; the organisation chart changes with respect to operations times or administrative times. In companies, the operations scenario (call it the situation room) may be a room full of chaos in which measures with major consensus are not necessarily the most efficient ones to take, triggering further bad decisions.

Those called to lead should re-orientate the room so that each person can pursue in their best place for contribution in an exceptional structure. The diagram shows a possible way of organising the situation room in a setting like the one we are currently facing.



# Where am I going?

## The world has changed

We're still not fully aware of what all this stuff has provoked, but let's think of it this way: it's something we do not know how it'll end, and it could kill us. So it triggers emotions. People paying tributes in support for those keeping the wheels spinning (healthcare workers, truckmen, bus drivers), people singing from their balcony and others expressing no more than their anxiety and feeling of imminent death. Let's not confuse ourselves; the expression of emotions is to thank, but the cause is a sense of apocalypse in the individual and collective subconscious.

This 'revolution of emotions' will change our preferences about what we consume and how we consume it, as well as our perceptions about our workplaces. In the labour world, depending on the 'psychological contract' we held with our employers -before and during the pandemic-, the outcomes could make us sick about the relationship or reinforce the bonds for good.

Think of this: generations of children will remember 2020 as the year we lived in danger, but their parents and young adults who were just starting to discover working life will also remember it in that way.

But it's quite common in our short history of ruling this world as species to find shifts linked to disruptive events. During the Second World War, women started working in factories, even though nobody would have imagined it happening before. Mass industrialisation has its example: Henry Ford once said that if he asked his customers what they needed, they would say "faster horses", and he dedicated himself to seeing demand over need. Admittedly, needs are interpretations of the past and demands are the calculations and bets on the future. The internet succeeded in making people believe more in Facebook than the New York Times. Bin Laden and Bush made us realise that the most dangerous in flying was not a technical failure. Demand associated with these events changed through interpreting the future, not mimicking habits of the past.

What will COVID-19 teach us? Nobody knows, but we can start drawing hypotheses about the shape of the post-COVID world.

### New behaviours

- More anxiety and depression.
- More tension and conflict.
- More home purchases.

### New ways of working

- Unprecedented levels of unemployment.
- Optimised remote working.
- New scheduling rules.
- New rules for face-to-face work.

### New trust codes

- Less trust in hygiene and harmlessness of food and other products and services
- Restrictions on the way we travel.

### New value drivers

- Changes in identities through the representation of the products and services consumed.
- Changes in the worth of attributes such as post-trauma.



## Leadership has changed

Leadership based on principles have come to stay, and it will strengthen even more after this pandemic.

If we analyse the history of similar catastrophes, we'll notice they all have one thing in common: significant transitions in leadership. Not only does the risk-aversion model change, but so does the mental model to analyse phenomena and, with it, the generations bound to "wire" the new world.

We should give value to the experience, but this very experience should also be used to establish the channels of transition and accompany new leaders. The authors of *From Ego to Eco: Leadership for the Fourth Industrial Revolution*<sup>3</sup>, identify five necessary capabilities to move from leadership based on EGO to leadership based on ECO(systems). This change involves a revolution, particularly in belief systems.

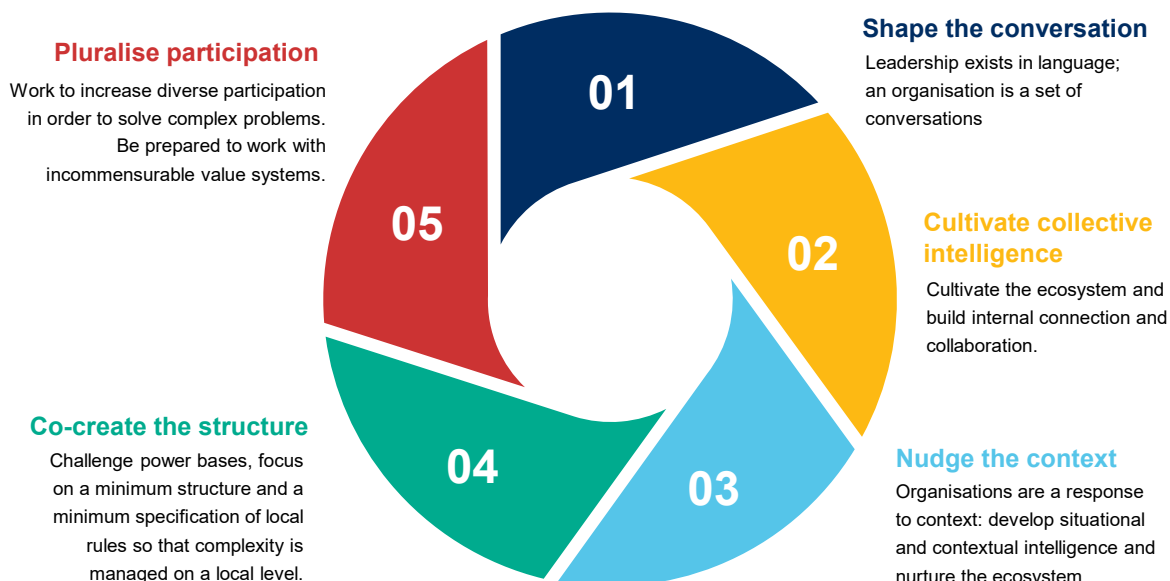
The arrival of new generations and profiles forces different value systems to become compatible; while change and volatile contexts require a level of response which can only be obtained through

flexible structures with little hierarchy. These flexible structures, which generate contextual impact and permanent adaptations are only possible through collective conversations.

To summarise, the new paradigm requires from us to unlearn much of what is considered as a foundational base in companies today. The more rigid the structure, the more energy will have to be invested in change. The levels of distrust in leadership structures have never been higher; thus, a new configuration of the power symbols (from EGO to ECO systems) is essential. This was already the case before the pandemic.

The study mentioned above shows that the 18-29-year-old generation distrusts traditional power structures more than their prior generations (30-49 years old): military, religious leaders, police and business leaders. In line with the distrust trend, this intermediate generation 30-49 trusts less in these structures than the generation of people in their fifties.

None of them have any trust in politics – at least there is inter-generational consensus there – while on the other hand, relationships are inversed regarding trust in scientists, journalists, and university professors.



3. *From Ego to Eco: Leadership for the Fourth Industrial Revolution*. Jon Stokes, Senior Fellow in Management Practice; Sue Dopson, Rhodes Trust Professor of Organisational Behaviour. Saïd Business School, University of Oxford.

## Scenarios have changed

The business plan we had up until now does not matter that much. Plans have changed; more for some, less for others, but they have changed, nonetheless. Each one of these scenarios suggests a specific treatment and a different economic solution.

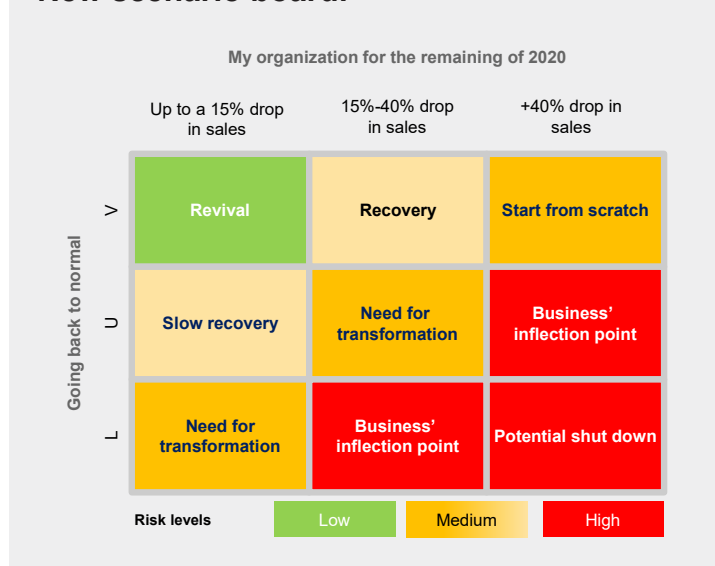
Going back to normal can be pictured through three types of temporary scenarios. A 'V' shape recovery suggests going to back normal within six months, whereas a 'U' shape recovery would require 18 months for recovery. Finally, following an 'L' shape curve would require three years for healing, as was the case for the last financial crisis.

The type of recovery will be different depending on the sector and one's value proposition (there may be different value propositions within the same industry. For example, in the publishing sector, some companies may be more or less equipped with digital versions, which suggest various competitive capacities).

On the horizontal axis, the impact of the crisis generated from the pandemic is not only measured by the current drop in sales observed but also by the fall which may occur as a residual effect or eventually due to a new outbreak in cases in the second semester.

A low-risk scenario allows an upturn immediately after the crisis. However, it requires reviewing new behaviours, new ways of working, new values and client trust, as well as unique value drivers. This revision will allow the evaluation of the strategy. It'll review the projections looking for success within the core-business, delving into it and looking for improvements in margins and market shares.

### New scenario board:



Though, in medium-risk scenarios, recovery may not be sufficient to satisfy financial needs; exposure to risk may also make business unattractive to financial capital providers.

In these cases, innovation will be the only way out, as these organisations shall grow outside of their core business. We must understand here that the traditional focus on CAPEX, which allows the maintenance of a healthy sales/active ratio isn't an option. STRATEX must be added to the conventional CAPEX, which will enable, through research, development and innovation, the improvement of margins and business attractiveness.

Similarly, in the high-risk scenario, transformation is compulsory indeed. However, that transformation must also be disruptive to save the business, or else it'll have to be abandoned. In this scenario, perhaps the current financial capital providers will not be willing to support the business unless they see new financial partners showing interest. With or without any new business partners, investors must believe in the ability of business and management to adapt and provide disruptive solutions from an organisational and business model perspective.



## How do I get there?

Finding a strategic course to follow is the first challenge. However, although aligning the management team and managing scenarios following new paradigms is necessary, it's far from being sufficient.

Some structural systems within the organisation must be reviewed, and their implementation cannot wait until the next crisis.

### Zero-based budgeting

Let's pick up our zero-based budgeting book again. All the projections we had don't make much sense now.

Some of us, rushed by the desire to understand the crisis had re-evaluated the sensitivity of their previous scenarios, adding the effects of the crisis. But, if the effects are so damaging and the rules of the game so different, why would we keep our initial projections?

We must build a new budget based on the strategy we just outlined, which includes the derived STRATEX to reach the desired scenarios and bear in mind our current capital providers may not necessarily be the same as those who have tagged along with us up until now.

Apart from the commercial aspects we shall discuss in the following section, the new budget will have to include the effects of two threats:

- The threats linked to fixed costs which may change our break-even position and consequently make us rethink our mix of fixed and variable costs.
- The threats linked to the price of raw materials and supplies or any other variable resources, as the crisis would have a consequence on their prices and, as a result, an impact on our margins.

It is most likely that, because of this crisis, all companies will have to revise a fundamental, yet sometimes forgotten characteristic of their activity: their break-even point.

### Marketing and sales

Perhaps this is the perfect occasion to do what we have not done before.

During the first days of confinement, sales teams went out (virtually) to sell, many with discounts, others with innovative ideas to keep the pipeline working, some to capture market share. Salespeople went out with their initiative, probably driven by their concern of losing their jobs.



The fact is that everyone wanted to sell us something, but it didn't work. Barely anyone increased their levels of consumption. In other words, salespeople wanted to sell us more, but they did not sell, neither in the B2C nor the B2B marketplace.

During the 2008 crisis, restaurant consumption decreased by 58% globally. Did restaurants disappear? On the other hand, tobacco consumption dropped by 30%. Although it fell by less than restaurants, ten years after this crisis, investors are stopping tobacco investments and are investing in restaurants. Pets and hobbies' consumption had also reduced by 37% in 2008. During this current crisis, these sectors saw an increase in consumption, because people were told to stay at home.

Marketing is the most neglected of the Economic Sciences. During such events, we tend to focus on global predictions (industrial activity, GDP, employment) when the only variable we can manage, within our scope of control, is the value proposition we have to offer to the market.

If we worked on scenarios of how consumer behaviour may change and what level of loyalty our consumers have to our values and offers rather than make estimations of macro variables, we would certainly be more capable of operating within an domain of control, regardless of what would happen on a bigger scale, we would acquire further abilities for survival.

### So, what do we do with commercialisation?

Efficient communication is now more critical than ever. Companies must have their marketing and communication departments working at 100% capacity to maintain their image and brand voice during the period of quarantine and beyond.

The time has come to adjust the marketing strategy and adapt communication rhetoric to re-establish a relationship with clients in another dimension. This is valid in both B2C and B2B contexts.

It isn't a linear learning process but rather circular process based on four phases:



## 1. Analyse the context and the clients' new reality

We may be facing the biggest challenge for our entrepreneurial generation and a change in world paradigm.

As much as we are more sensitive when facing a crisis; COVID-19 has introduced worries beyond economic concerns, affecting our health and depriving us of social interaction.

This doesn't only make us feel uncertain about the future and more vulnerable than ever as individuals, but it also confronts companies with the dilemma of following through with campaigns or ceasing all types of communication.

Brands not only have to adapt to habits but also culture. In these times of confinement, many companies decided to make opportunistic advertising, sometimes losing credibility.

Others have succeeded in creating emotional bonds and showing us their human side, putting people at the heart of their actions, and confronting the bad times reinforcing their values. We don't know if this will continue beyond the period of confinement. Still, if it does, it could herald a difference in preferences: we never know what can leave a mark in the subconscious, which is the part of our self that leads when determining buying preferences.

To sum up, connecting with the consumer, communicating with clear intentions, and offering solutions with an optimistic future lens may be correlated with creating long-term value.

## 2. New consumer behaviour

Aside from a change in mentality, 86% of consumers across the world have changed their consumption habits in response to the coronavirus.

No matter the sector, the priority for vendors is the same: reach the client wherever they may be. Pandemic is a heads-up for marketers to consider three key aspects:

- **Digitalisation:** It's never been more important to adapt sales channels and communication to digital platforms. In just a week of being at home, consumers took on new habits such as paying for new entertainment formats and online training, which saw an increase of 84% (Spain). In this sense, it's expected that 81% of national companies will accelerate their digital transformation. Will this change be eternal? We don't know, but there is undoubtedly a learning experience to gain from it. Again, following 9/11 we all changed our ways of travelling; the aftermath of the pandemic will probably change the way we interact with others.

- **The threat of business shutting down:** Thinking differently to adapt the business to the new situation. Here's an example, some companies have thrown themselves into the health sector, changing their business model, to produce face masks, cleaning products, respirators, or protective equipment. This is a temporary and instant reaction but is a good test to see if they have the capacity to play in an uncharted landscape, especially in the context of 'business shutdown'. That scenario represents a setting when one's business is on the verge of collapse, and there's nothing left to do.
- **Proximity, empathy, and action:** Communicating and demonstrating that you can beat this crisis is fundamental. Consumers follow success. That's why it's essential to prove and tell others that you are capable of overcoming and managing the current events.

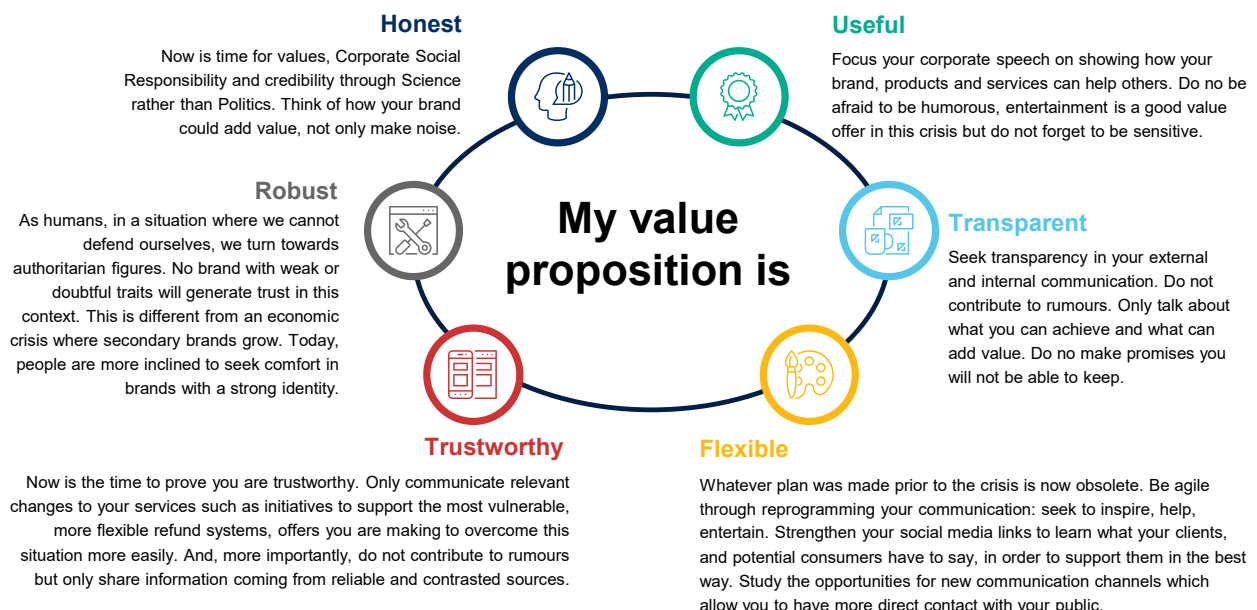
### 3. New campaigns/channels

Focusing on promotion and sales to reduce friction is the fundamental concept of the digital economy. How can my products or services reduce friction in my relationship with clients?

Friction is everything that distances us from buying, whether it's waiting time, lack of stock or complexity of processes. Let's think about what part of our sales processes creates unnecessary friction, including the idea of physical presence as a friction-imposer.

### 4. Re-evaluating our commercial strategy

The following attributes of the commercial proposition are even more valuable in times of crisis. When the time comes, their relevance may be individually reviewed, but now is the perfect occasion to re-evaluate the brand contract you have with your clients. The proposition test should evaluate that the offer you make to clients has the following characteristics:



### Relevant Data

#### Growth of online purchases

We've gone from panic and compulsive shopping of hygiene and great consumption products, which saw an increase of 10% in the first days, to a more rational consumption products, there's been an excellent opportunity for entertainment platforms and fitness products.

#### More TV consumption

As most of the population has been at home, television has earned back some of its relevance, as daily news audience increased by 65%. It's worth noting that TV is now watched with the household. Similarly, on-demand platforms have also seen a substantial increase in consumption with +115% in comparison with the previous year.

#### Increase in use of Smartphones

Due to confinement, we have had to give up on seeing our relatives, friends, and our social environment leaving us with only our smartphones to communicate and stay entertained. In this way, we've gone from daily use of 2 hours to 3.24 hours. When we go back to normal, our time on smartphones is unlikely to remain as high as 3.24 hours a day but will most certainly be more than 2 hours, as we're now all capable of making video calls.



## Teams of tomorrow

In a TV interview, a presenter says to his psychoanalyst interviewee “what doesn’t kill us makes us stronger”. The psychoanalyst replies with a cynical smile “no, this is only true for the small few, to most people what doesn’t kill them makes them resentful”.

The scenarios we’ve presented in this paper require specific behaviours such as autonomy, flexibility, empathy, leadership, and thirst for learning because new information arises every day.

These capabilities aren’t necessarily the ones incentivised by our current corporate rewards’ system (emotional and economic). It’d be an improbable coincidence if it were so. As previously mentioned, there’re two structures in the military, one for administration (when nothing is happening) and one for operation (when they go to battle).

Our structures, which go by Mintzberg’s book we read at university, are built to address static frameworks. However, as Nassim Taleb says, ‘economists have difficulties with things that move’.

Why not better take the software industry as role model, where everything is in constant movement? There, flexible planning and continuous restructuring has been the norm from the very start. This is the closest to the ‘operation’ structure of the armed forces, the so-called Task Force.

Naturally, that structure is full of adrenaline, whereas the administration structure is pure dopamine. Thus, to develop different neurotransmitters, we must think from a fresher stimulus.

Indeed, beyond structures, we must also understand that this situation involves new networks, whether they be remote or not, implying that teams must be built in such a way that goals can be balanced across different perspectives.

Thus, team mapping and self-awareness techniques must be urgently implemented if the organisation doesn’t yet have them. In other words, does the leader know each of her teammates’ profile, what values drive them, and what emotional anchors link them to the company? Does the leader know if each of her teammates is put in a position to contribute at the best of their abilities?



**value  
drivers**

Our new Value-Drivers tool (implemented in Crowe Spain just prior to COVID19) allows us to draw up individual profiles based on their natural ways of thinking, values and career anchors which, combined with team mapping, enables us to effectively plan career succession, team conformity and other organisational needs. Profiling can be performed remotely and has proven its efficiency in over 70,000 cases across more than ten industries.

## Pathway to follow

### Do you remember the *catenaccio*<sup>4</sup>?

During a strategy discussion, a few months ago, with a team of regional leaders from the same company, an interesting question came up: Do we play not to lose, or do we play to win?

Today, this debate is obsolete, none of the scenarios allows us to play not to lose. The Catenaccio, which led to results in Italian football in the past is not helpful for playing models nowadays (indeed Italy did not play in the last World Cup).

Let's have a look again at the scenarios out there and save us from this debate: there is no exit, we play to win.

The steps towards winning are not trivial, and they can't be found in a consultant's PowerPoint. Nonetheless, we allowed ourselves to suggest a new game model, to come out winning.

#### Implement with efficiency

- Put people in their role of higher contribution
- Leave them work and learn –they may perform weekly check of the objectives they set themselves
- Dedicate yourself to aligning behaviours rather than leading processes

#### Take control

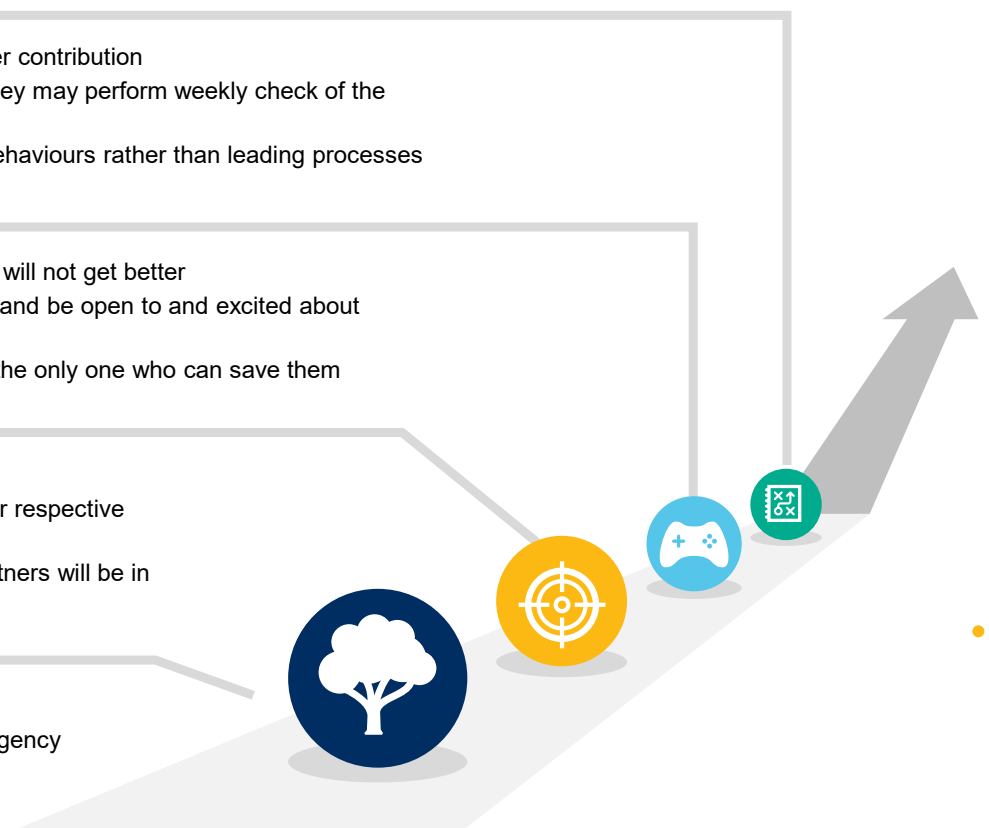
- If you do not make decisions it will not get better
- Review your value proposition and be open to and excited about transformation
- Look after your team, you are the only one who can save them

#### Look at where you are and get rid of the blind spots

- Lay out each scenario and their respective budgets
- Review who your business partners will be in these scenarios

#### Shake the Tree

- Call a strategy meeting
- Present the situation and its urgency
- Review the conducting team



4. The catenaccio is a tactical system in football, created by the Austrian Karl Rappan, who, in his late 30s, came up with the desire to strengthen Servette's defence and team by placing a player in front of the opposing line of three strikers. The Italians then improved this system introducing a libero behind the defenders. Nereo Rocco and the Argentinian Helenio Herrera were the two main exponents of a line of criticism for their "lack of football" and its destruction within the playing field.



## Imagine the future

It's time to internalise new habits, one of them being imagining the future and revising and restructuring our thinking continuously.

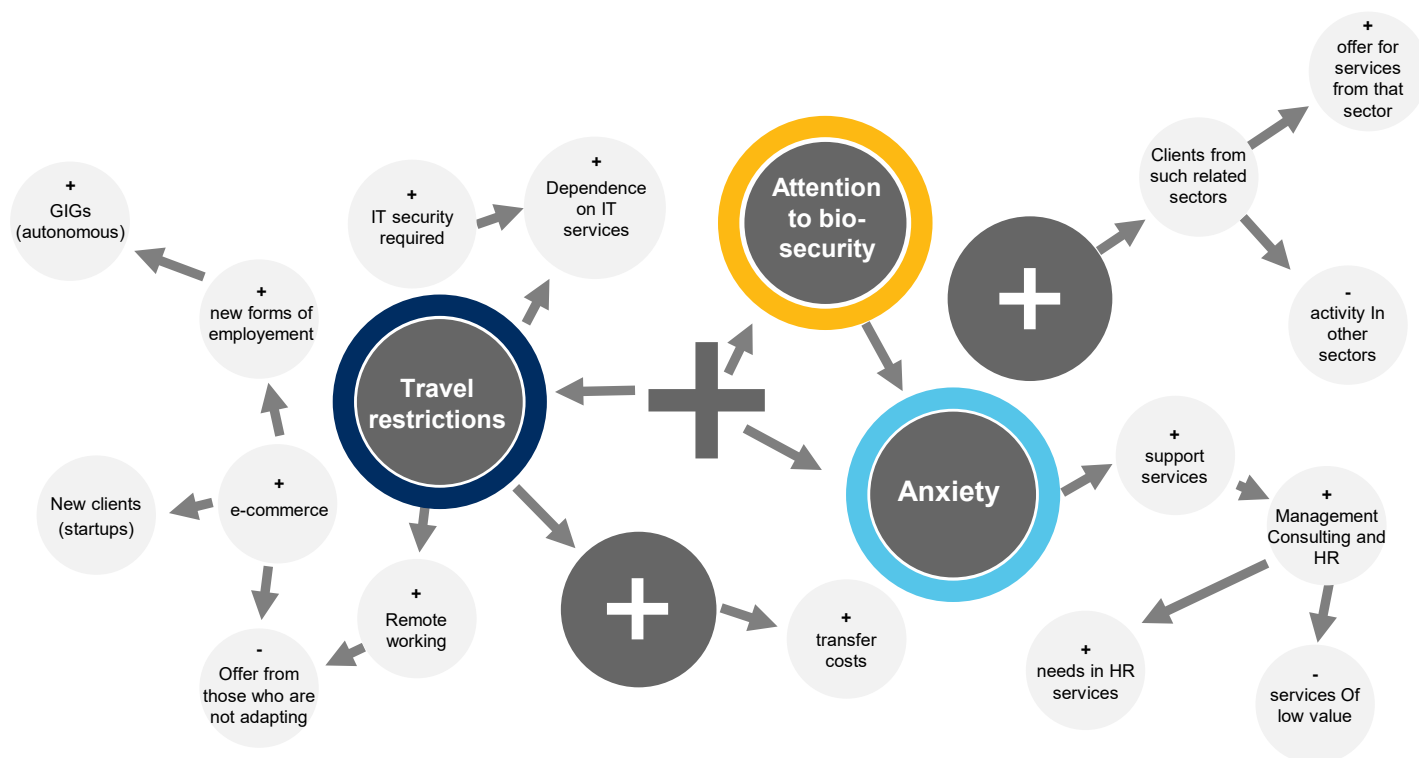
Be proud about having your ideas on how the world works, and with time, your predictions will come true. It's a learning process, simple, but trickily simple.

About this, as we wave our goodbye, we want to share an impact map which, far from being absolute, is an imaginary exercise about what we can expect from set out interactions.

In our map, we outlined the themes related to our management consulting business. All you need to do is to adapt it to your company and change from a linear analysis to a more chaotic interpretation of facts. Tip: keep it orderly chaos; it's much better than made-up linearity.

Eventually, when there's no written manual, it's up to you to write it yourself.

So come on, make your own, there's no time to lose!





## Contact information

**Luis Piacenza**

COO

Crowe Spain | Audit & Advisory

 [Luis Piacenza](#)

Tel.: +34 932 183 666

## About Crowe

Crowe Global is the eighth largest global accounting network with more than 42.000 people in 130 countries around the world, committed to impeccable quality audit and advisory services aligned with our core values.

Crowe Spain is established in the national market as the eighth leader firm specialized in audit, tax, advisory and legal services. The firm is staffed by professionals with knowledge of local laws and customs, which is important to help clients making smart decisions and grow successfully in the market.

[www.crowe.es](http://www.crowe.es)

Barcelona · Madrid · Valencia · Murcia · A Coruña · Vigo · San Sebastián · Lleida