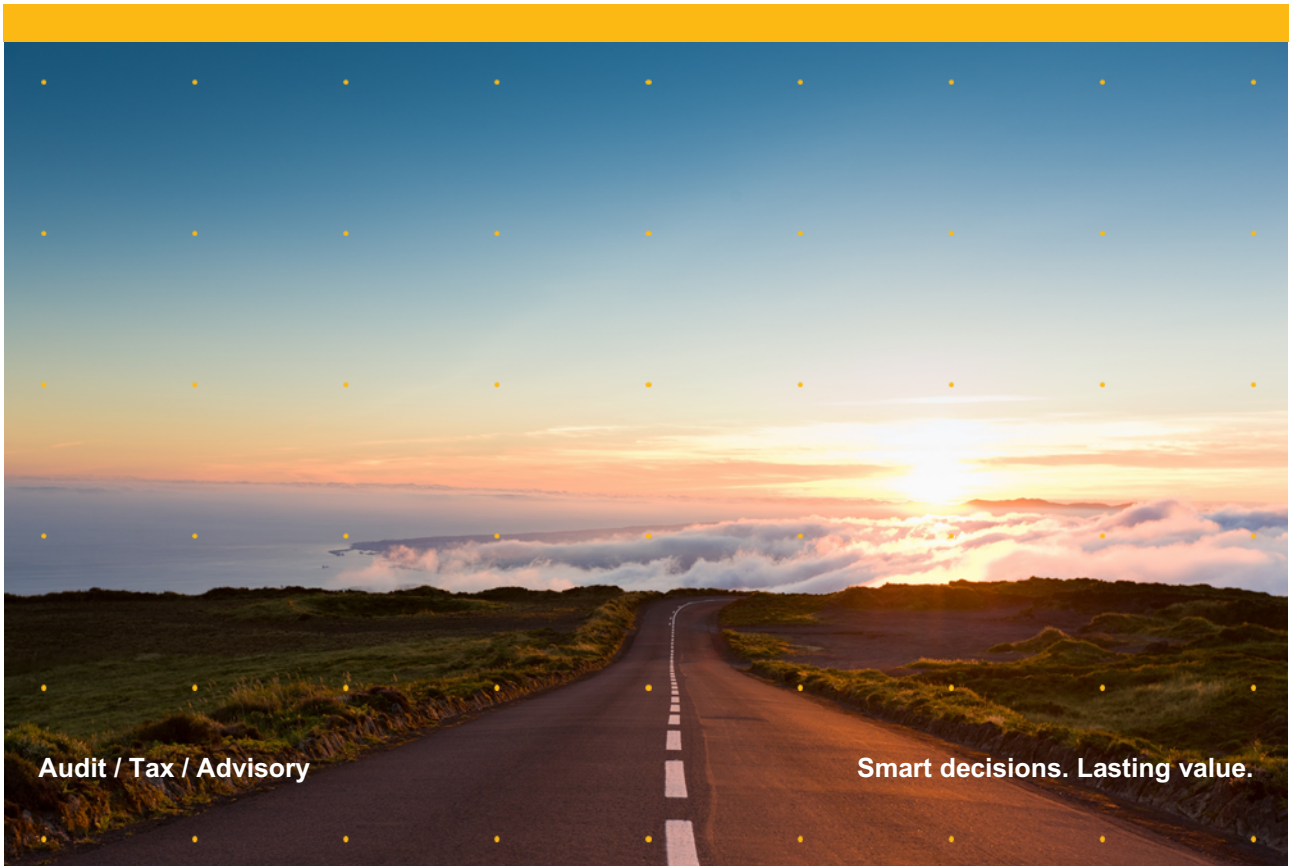




The "New Normal"

Are we ready?

May 28th, 2020.



The “New Normal” COVID-19 | Bulletin 6

After the announcement made by our government about the reactivation of some industrial sectors, several organizations are developing protocols and actions that focus on their return.

Due to this situation, the question that we have all asked ourselves arises:

Will we return to the usual world before the arrival of COVID-19?

Obviously, we will not return to that usual context that we knew. And not precisely because of the negative impacts that this crisis has generated, but because of the new situation that we can find in this scenario.

At Crowe, we highlight the opportunities created by this pandemic which are to encourage positive outcomes being the possibility to resurface and reinvent ourselves, while having resilience in all aspects.

We know that many companies have been significantly impacted, not only financially, but also culturally and personally.

Derived from this environment, we want to share some reflections that will help you to maintain your continuity and at the same time, adapt to the new needs of the market.

The considerations we offer are based on the lessons we have acquired. Although there are already a series of measures and protocols established by the health authorities, our reflections go further...

We must not take for granted that all institutions will have to ensure the sanitary measures decreed by the labor and health authorities. Based on the aforementioned, this document focuses on identifying if our DNA is ready to adapt to the new reality.

And what is the DNA of a company?

It is the component that defines each institution and this, as in every living being, is different in each one. Therefore, it is essential to be clear that each organization will respond and adapt to the “**New Normal**”, depending on its culture, structure and human capital.

Therefore, the level of adaptation to new needs is essential for organizations to prevail in these new circumstances.

We have learned to coexist with unknown scenarios in economic, social, labor, health and above all, personal aspects.

We are aware that the human capital of organizations is the most important piece in the upcoming events. For this reason, the decisions that are made by the owners, partners, CEOs or directors, are key at this time.

Our Firm knows the importance of effectively advising our clients. We have even developed a robust guide called "**The Art of Smart**", which is a compilation of different studies carried out with various organizations, whose purpose is to share best practices on key issues for companies.

This experience allows us to visualize the opportunities that COVID-19 offers us, this is to prevent adversities from stopping us, while extracting the positive elements to allow them to work in our favor.

Adapt or adopt?

Although these two words may resemble each other, in strict terms they are different, which is why we point out that companies must use both concepts. They will not only to adapt, they will also have to adopt (acquire/accept), new strategies to excel and be the answer to new market guidelines.

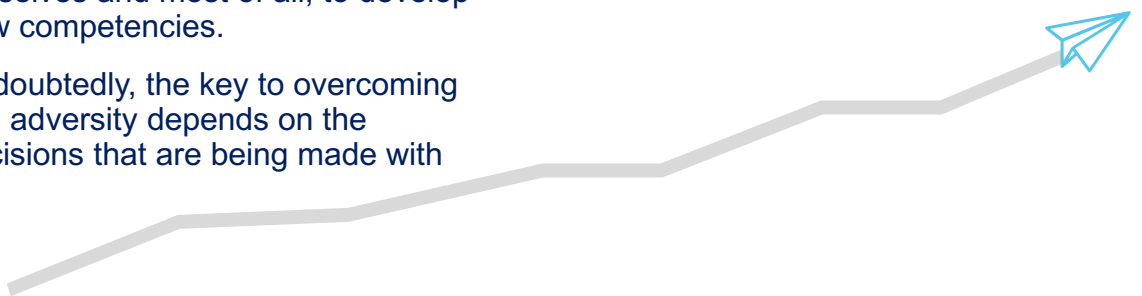
Today more than ever, we know that many institutions had to adapt to novel schemes, and even to totally unknown situations. The pandemic has forced us to leave our comfort zone to look for new alternatives, to be more creative, to challenge ourselves and most of all, to develop new competencies.

Undoubtedly, the key to overcoming this adversity depends on the decisions that are being made with

the integral well-being of the organization in mind. It is a priority to maintain the continuity that was provided during the emergency, since it sets the course for the reactivation of operations. In other words, the companies that have made the right decisions and adapted to the requirements caused by the health emergency will be the easiest to resume their activities and, therefore, be successful under an effective and safe environment.

What processes will no longer be the same?

We can make a very extensive list of various processes and activities that will be modified in companies from the "**New Normal**". Inevitably and at least for the following months, we will observe offices with a smaller number of people, the use of the face mask will be an indispensable part of the clothing accessories, we will begin to get used to seeing our colleagues with masks and to no longer greet them with effusiveness that characterizes us.



Most likely, the mealtime will no longer be the same, derived from the roles that companies implement to avoid crowds.

Processes that we used to do as trivial as going up in an elevator will now have a protocol. The meetings in common areas will be done with a specific logistics. Board rooms will favor free space and video conferences will be promoted, including within work facilities.

We can continue mentioning more activities that will no longer be the same, being clear that our dynamics have changed and will continue to do so, which is why the human factor will be the engine that drives and achieves success in this new stage, in which there will be little space for people, processes and companies that are reluctant to change.

We never thought that the competition (**Adaptation to change**) that we talked about for several years now, would be essential today to face the challenges that the virus has generated. Currently, it is unthinkable to hire an executive who does not adapt to these changes, since many of his decisions and his management are based on this competence.

We can continue mentioning many competencies and changes that the “**New Normality**” demands, and it is here that the true art of organizations arises, which consists in molding all

its members in this adaptation to the new requirements.

Definitely, the leaders of the companies and the human capital department are essential to facilitate and expedite the **DNA** of each company, to blend in with the new reality.

We are living a different stage, where the technology has replaced many of the face-to-face activities. Day by day, we enter into a cycle full of opportunities, experiencing different forms and working conditions, different communication channels, new strategies to achieve results, among many other things.

Our experience visualizes that the sum of these factors will promote, in the middle term, an environment of genuine commitment in the institutions.

There is no place for fear... It is an extraordinary time to give us the opportunity to explore new and challenging paths.

You have our support to guide you in this and other essential issues for your organization.

