

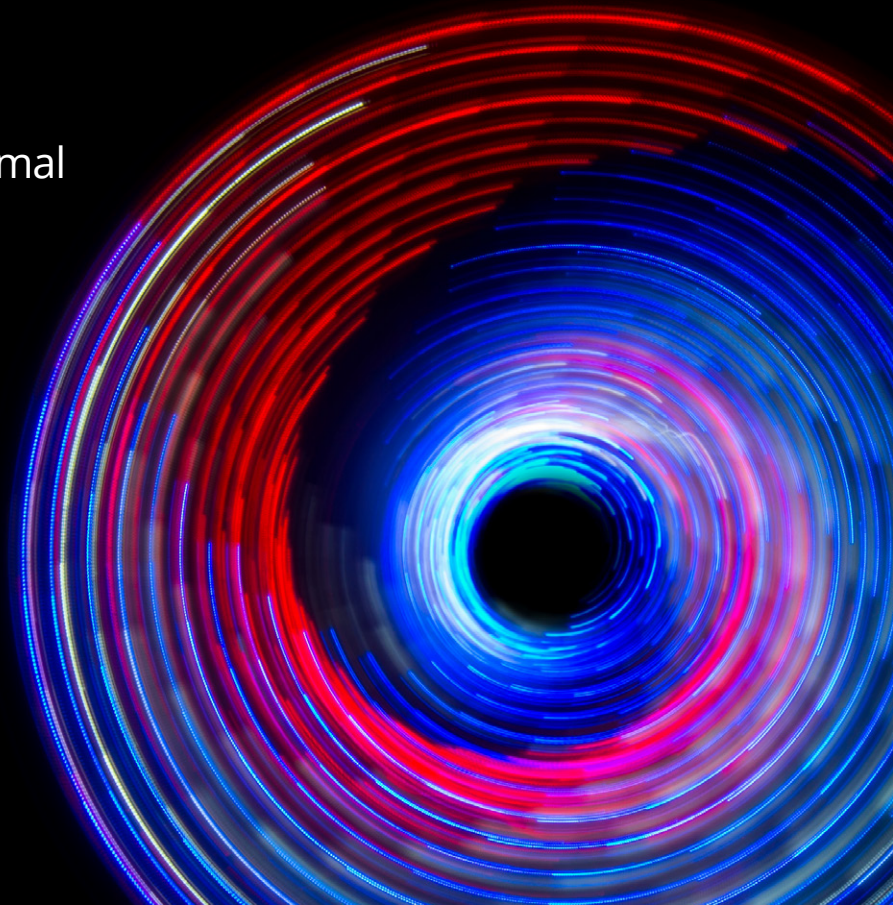
**Deloitte.**

## CFO Program

The SEA CFO Agenda

Five imperatives for the new normal

*Key insights*








# Top-of-mind issues of SEA CFOs

The COVID-19 pandemic has thrust the role of the CFO under the spotlight. We interviewed CFOs in the region and looked at how they have responded to this uncertainty, and more importantly identified 5 imperatives to address.

## 1 Responding to COVID-19

**SEA CFOs' concerns broadly fall under three themes:**




-  Managing working capital and liquidity
-  Minimise supply chain shocks
-  Enabling workforce to operate remotely

## 2 Thriving in the new normal

**Five imperatives that SEA CFOs must address to navigate the new normal:**

-  Reimagine and adapt business models
-  Invest in digital transformation
-  Rethink the future of work
-  Increase risk and cyber resilience
-  Restructure to stay relevant and seize M&A opportunities

## 3 Charting the next move

-  Play greater roles as Strategists and Catalysts, partnering with the CEO, in addition to their traditional roles as Operators and Stewards
-  Provide leadership with respect to aligning financial and business strategies, investments and capitalisation of the company
-  Formulate critical judgements and seize opportunities to grow and change



# Reimagine and adapt business models

## Product innovation and repurposing existing inventory

- Adapt products to overcome constraints and new consumer behaviour

## Market and product diversification

- Explore new, untapped markets to play in

## Enhancing distribution channels

- Leverage digital platforms to sell
- Enhance collaborations and partnerships in the value chain

## Supply chain resilience

- Have visibility of your supply chain
- Develop strategies to manage the risks and disruptions





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## Invest in digital transformation

### Accelerate the digital mindset

- Prioritise digital transformation projects
- Allocate funding to support innovation and operations at speed
- Supporting virtual operations

### Increase reporting and scenario planning

- Business continuity planning for future business disruptions
- Anticipate future customer needs to deliver the right value propositions
- Leverage digital finance systems for business decisions
- Agility is key for frequent forecasts and multiple scenario planning

### Implement organisation-wide wide analytical tools

- Clear understanding of business drivers and requirements for digital solution selection
- Relook operating model and capabilities to support analytics
- Prioritise data quality to generate accurate insights





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## Rethink the future of work

### Re-examine the workplace

- Relook at real estate and infrastructure costs given permanent shifts towards remote work

### Re-evaluate the workforce

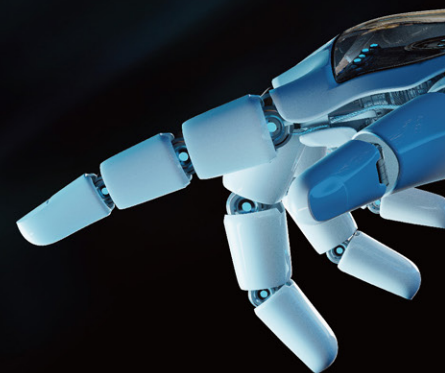
- Flex workforce size and composition based on demand
- Train employees for new digital systems and collaboration tools
- Access to top talent in international locations as remote work becomes the norm

### Rethink work

- Adopt a virtual-first mind-set
- Fund IT initiatives for effective and efficient remote access to key systems and data
- Augment machines and workforce

### Upskilling and integration

- Workforce training and retraining of key competencies
- Upskill team managers and senior executives to lead high performing virtual teams
- Integrate various employees types into a more cohesive workforce





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# Increase risk and cyber resilience

## Financial reporting

- Reassess accounting implications and apply appropriate impairment and loss recognition guidance
- Re-evaluate profitable aspects of the business

## Financial and credit risks

- Implement appropriate cost control measures
- Manage fluctuations in liquidity across portfolio of businesses
- Assess credit exposure, liquidity adequacy and debt levels

## Fraud and cyber security

- Adopt a strategic risk management posture
- Reassess effectiveness of safeguards and internal controls
- Training for employees in areas of cyber security
- Implement measures to fortify cyber security and insider threat management programs





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# Restructure to stay relevant and seize M&A opportunities

## Restructuring

- Distressed M&A to safeguard future
- Shift portfolio focus to fast-growing markets
- Explore public-private partnership opportunities
- Deploy inorganic growth strategies to reduce risk and capital outlay

## M&A

- Pursue transformative acquisitions
- Use M&A to safeguard customer base and supply chain
- Broaden due diligence to include integration options
- Forecast with new math and be ready with contingency plans

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## Charting the next move

Evolving CFO role as Strategists and Catalysts in their organisation

Formulate critical judgements and seize them as an opportunity to grow and change

Reinforce critical shifts from a “today” to a “tomorrow” mind-set for the teams

Perform scenario planning across a range of plausible futures of differing depth and duration

Re-examine talent, operations, suppliers, customers, and other key stakeholders

Reimagine and scale digital capabilities across the organisation

Explore different concepts and models of work, workforce, and workplace for greater organisational agility

Ensure talent are equipped with the necessary digital tools and skillsets to perform in the new normal







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To access the full SEA CFO Agenda report, please [click here](#).

To learn more on the SEA CFO Program, visit our [website](#) or email us at [cfoprogramsea@deloitte.com](mailto:cfoprogramsea@deloitte.com)



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