

Operating in Pandemic Times

Presented by Naqsh (Nick) Kochar
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About Naqsh (Nick)



Strategist. Innovator. Dream-enabler. Naqsh is many parts a great deal of energy, heart, and generosity, complimented by strategic street smarts, a triple letter international business education, and over 2 decades of high-level marketing, innovation and business strategy experience.

As a program advisor for The Exchange, WESK's business growth program, Nick provides advice and guidance to clients on all aspects of their business. In addition to working with WESK, Naqsh is Chief Strategist & CEO of strategy firm, Refresh Inc. He is also involved in the mental health and disability communities, both at a local and national level.

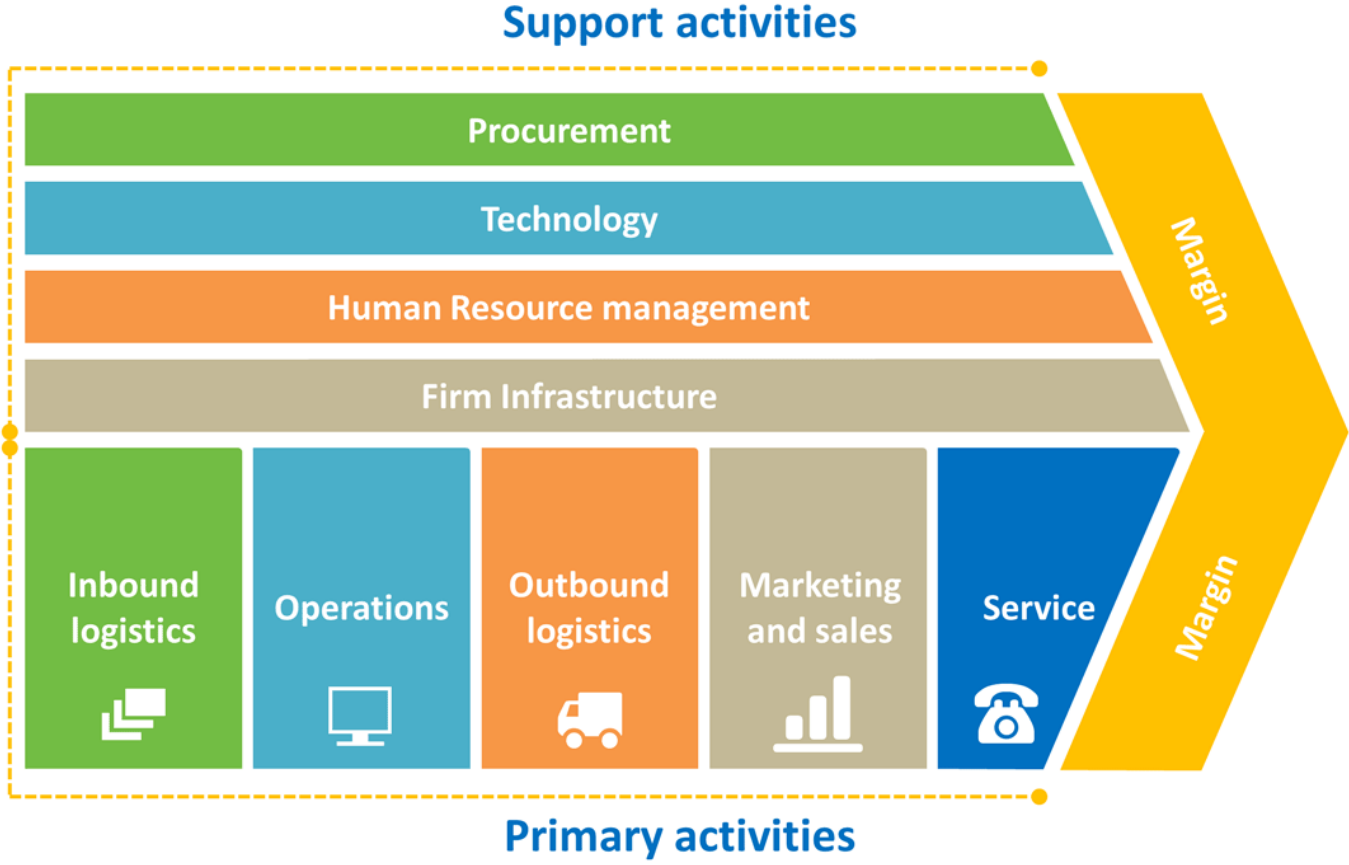


Agenda

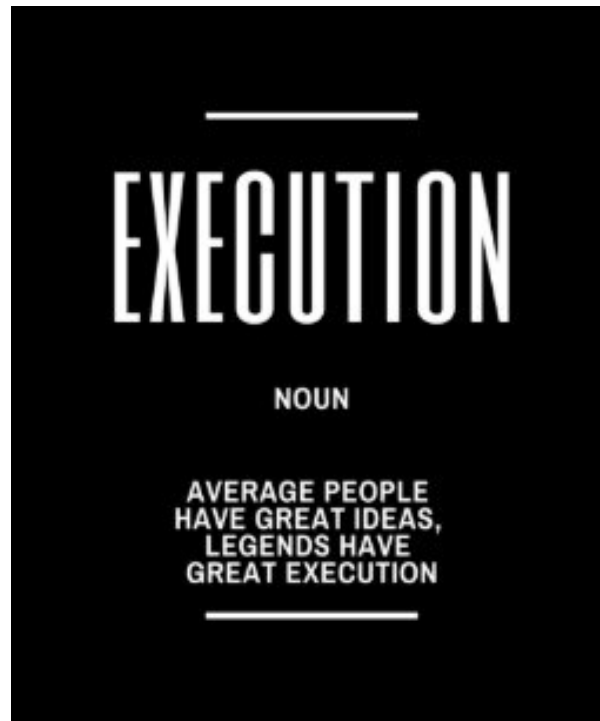
1. About Me
2. The Big Picture.
3. Why Operations Matter
4. Operational Priorities
5. Next Steps



The Big Picture



Why Operations Matter



the
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Operational Priorities

"COVID-19 has created an imperative for companies to reconfigure their operations, and an opportunity to transform them."

-- McKinsey & Co



1. Building Operations Resilience

WHAT:

Redesign of operations and supply chains to protect their businesses against wider range of potential shocks and disruptive events.

HOW:

1. Revisit global asset footprint (i.e., online/omnichannel delivery models, regionalization)
2. Reassess make vs. buy options.
3. Set up of supply-chain risk-management functions.

CHALLENGE:

How to make these changes without unsustainable increases in cost?



2. Accelerating end-to-end digitization

WHAT:

Digital transformation of their customer journeys and value chains.

Bonus: Boost Enterprise Value

HOW:

1. Digital technologies.
2. Overcome staff shortages by automating processes or developing self-service systems for customers



3. Rapidly increasing capital- and operating-expense transparency

WHAT:

Revisit cost structures.

HOW:

1. In-depth review of operating costs.
2. Leverage operations to support cash- and liquidity-management activities.
3. Improved techniques in capital planning.
4. Consider moving away from creating capital-intensive expenditures in favor of leasing.



4. Driving the future of work

WHAT:

Reassess your people strategy. Operational roles will be most affected.

HOW:

1. Reduction in manual and repetitive roles. Increase in analytical and technical skills.
2. Reskilling, boost skills, remote learning and coaching.
3. Embrace remote working – it's the norm for a while.
4. Balance of staff in local markets and specialist team members who are working remotely using digital connectivity tools to provide support.



5. Reimagining a sustainable operations competitive advantage

WHAT:

Reexamine the role that operations plays in connecting with customers and building an entire corporate strategy.

HOW:

1. Focus on specific technologies or market niches.
2. Repositioning within their industry's value chain by ramping up direct distribution while increasing delivery speed and flexibility
3. Transform the way you develop products using Agile methods and digital connections.
4. New ecosystems where relationships based on close collaboration and data sharing with include supplies and adjacent industry players.



Operational Priorities - Recap

1. Building Operations Resilience
2. Accelerating end-to-end digitization
3. Rapidly increasing capital- and operating-expense transparency
4. Driving the future of work
5. Reimagining a sustainable operations competitive advantage



Next Steps

1. Recognize potential operational themes that might impact you.
2. Discuss with your Board.
3. Discuss with your WESK advisor.

Questions? Feedback?

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Super secret appendices

