

# AFP 2021

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## Catching on the Rebound

### A long-term plan for business resilience and growth

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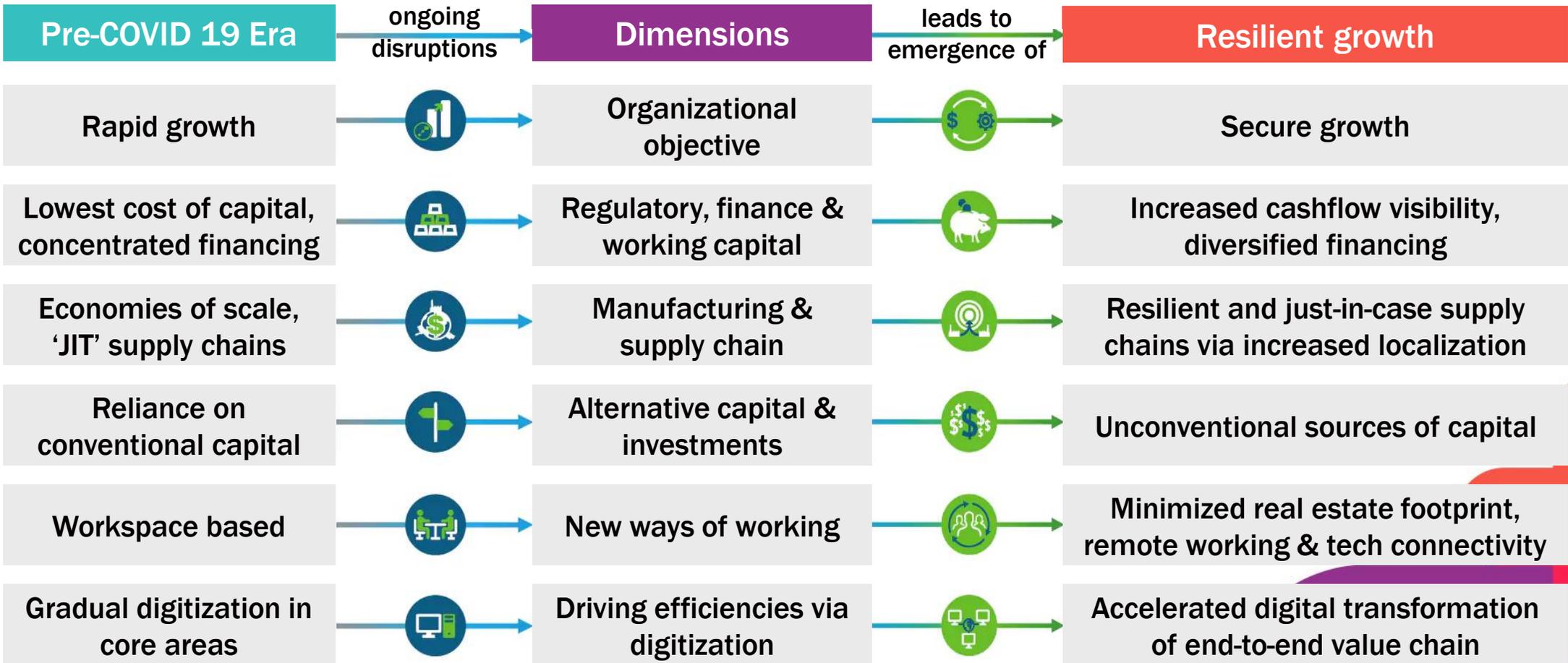
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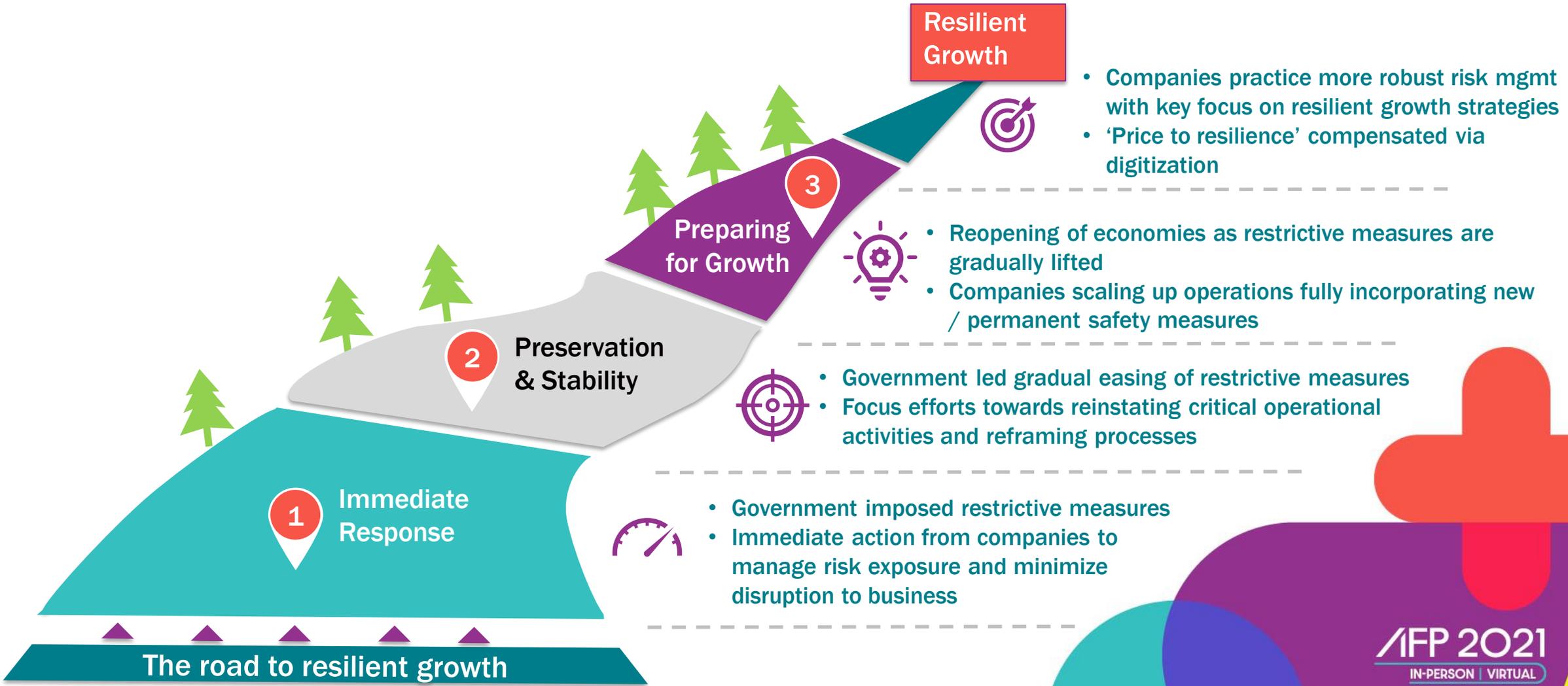
# Navigating a vulnerable recovery

- **Global economy seeing an uneven recovery – emerging markets lagging developed-market peers**
- **Governments in both developed and emerging economics are putting plans to get economies back on track**
- **Key downside risks include heightened near-term uncertainty, prospect of tighter monetary policy, rising inflation and higher levels of public debt**
- **Interest rate normalization and tapering of stimulus are likely to remain a key focus over the next year**

# Major shifts in a new world



# Road to resilient growth



# Stage 1 – Immediate response

## Key challenges

Liquidity concerns, suspended / delayed receivables

Time / cost implications of stricter regulatory requirements

Operations disrupted / shut down

Supply chain interrupted

Output impacted by labor shortages

Internal and external communication complexities

Workforce management, ensuring workforce safety



Regulatory, finance & working capital management



Manufacturing & supply chain



Workforce & processes

## Focus areas for corporates

Ensure adherence to govt. regulations

Devise plan to minimize cash impact

Access govt. financial assistance

Revise expectations with suppliers

Manage customer expectations

Reorganize production scheduling

Activate Business Continuity Planning

Revise employee working schedules

Maximize possibility of remote working

# Stage 2 – Preservation and Stability

## Key challenges

Delayed payment from customers

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Demand for stronger liquidity support from critical suppliers



Regulatory, finance & working capital management

## Focus areas for corporates

Renegotiate payment terms

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Adopt digital invoicing and payment methods

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Develop scenario-based cash flow forecasting

Rising cost of key components

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Pricing pressures, uncertainty in demand

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Falling supply chain efficiency



Manufacturing & supply chain

Realign production plans

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Adjust pricing strategy and drive communication to retain customers

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Enter synergistic partnerships

Reduced headcount / productivity

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Limited consumer engagement



Workforce & processes

Realign operating processes to adhere to regulations

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Deploy mechanisms for enabling collaboration & establish risk response



# Stage 3 – Preparing for growth

## Key challenges

Managing contract disputes and litigation risks

Limited financing support from traditional channels

Operations disrupted / shut down

Supply chain interrupted

Output impacted by labor shortages

Internal and external communication complexities

Workforce management, ensuring workforce safety



Regulatory, finance & working capital management



Manufacturing & supply chain



Workforce & processes

## Focus areas for corporates

Adopt risk protection measures, new clauses in contracts

Leverage digital technologies to limit contract disputes

Access alternative sources of capital

Prepare for uptick in demand

Digitally engage with suppliers & customers

Drive greater transparency with partners to continually assess resilience

Enhance connectivity to remotely manage employees

Reassess real estate footprint

Strengthen internal data management processes

# Considerations for international growth

- **Companies should re-think their methods of execution, increase resilience and strategically position themselves for future growth opportunities**
- **Growth outside of the home market helps reduce risk in supply chains and drivers. Addressing obstacles to international growth is essential**
- **Digitization will be key to enabling new businesses and operating models, and lower cost and risk of entry to new markets**
- **Companies will have to prepare for a new reality that has digitization at its core, impacting how they work, and how they do business**

# Takeaways - Six ideas to 'elevate' Treasury processes

## 1 Cash flow management

Make adjustments so that cash is in the right plane, in the right currency, at the right price and at the right time



## 2 Determine cash availability

Use data to aid in developing a full picture



## 3 Scenario testing

Continually test to assess short- and medium-term impact of different economic recovery scenarios



## 4 Engage with relationship banks

Identify funding solutions that provide flexibility and support to see your company through this crisis



## 5 Digitize manual processes

Explore automation of the monitoring and movement of cash positions



## 6 Monetize inventory

Inventory may be temporarily surplus to requirements – explore with service providers how this can be deployed



# Q&A

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