



Beyond Business Continuity: How Organization Need To Plan For Transition To Next Normal

Executive Summary

The COVID-19 pandemic has taken the world by storm and has created a deep impact on the core industries. The impact has been more pronounced in verticals such as CPG and Retail, which depends on a unique ecosystem. The engines running CPG and Retail has hit a stumbling block, caught in the headwinds posed by COVID-19. Given this backdrop, they need to quickly recalibrate themselves and navigate to the next normal. At this point, both CPG and Retail industries are looking at solutions that can help them achieve the following objectives:

- Clearing existing inventories
- Getting better in demand prediction
- Opening more digital channels in the post COVID -19 world
- Evaluating alternative supply chain to mitigate risk
- Optimising cost

In this paper, we look at the multi-pronged challenges confronting the CPG and Retail industries in the current context and how Nihilent can help you with best of breed solutions in navigating the crisis and beyond.

WHAT ARE THE ESSENTIAL ELEMENTS TO ENSURE FASTER DIGITAL RESPONSE?

The whole world is facing unprecedented disruption due to COVID-19 pandemic. This human tragedy has impacted every single individual, enterprises on this planet and put a question mark to a lot of established practices. Some of the changes that started as temporary practices will become permanent. One thing is quite clear that things that can be done digitally, would now be done only digitally, things that can be achieved remotely would now be preferred to be done remotely. To avoid human dependency in business continuity, automation would now be looked at in a pervasive way. Digital is going to play a pivotal role in shaping the next normal for our industries and for ourselves. We have already seen that enterprises and government bodies who had significant digital presence have managed their clients and stakeholders in far more seamless way than the ones who did not. But when our services are disrupted and traditional ways of operation are challenged, can we afford to apply traditional techniques to reposition yourselves?

In the middle of this massive disruption, organizations need to prioritize their strategy to stay relevant to their customers and deliver the experience that they expect. Here are some of the things that need to be prioritized to successfully transition into this whole new world in this period of crisis.





Embracing disruption through continuous ideation

In today's world disruption can be triggered by any event. While everyone probably understands this simple fact, very few do something about it until disrupted. Continuous ideation is one of the characteristics of the living organizations. While they would try to predict various situations and align their systems and processes that enable them to stay afloat in the middle of a disruption, their ability to respond when things deviate from normal is much higher.

Fast forward to the future

In today's hyper connected world if clients need help, they expect to receive that help on time. More so in a crisis, it is imperative that we as businesses are ready to respond faster. Generally, a deeper connect happens when we take that extra mile and offer the services that our clients require in a crisis. Speed of response and dealing with disruption will also determine our ability to satisfy the new requirements, new experiences and expectations. It would also work as a differentiation against the competitors. Faster 'Go-to-Market' would provide early mover advantage to the organizations and open up untapped market opportunities.

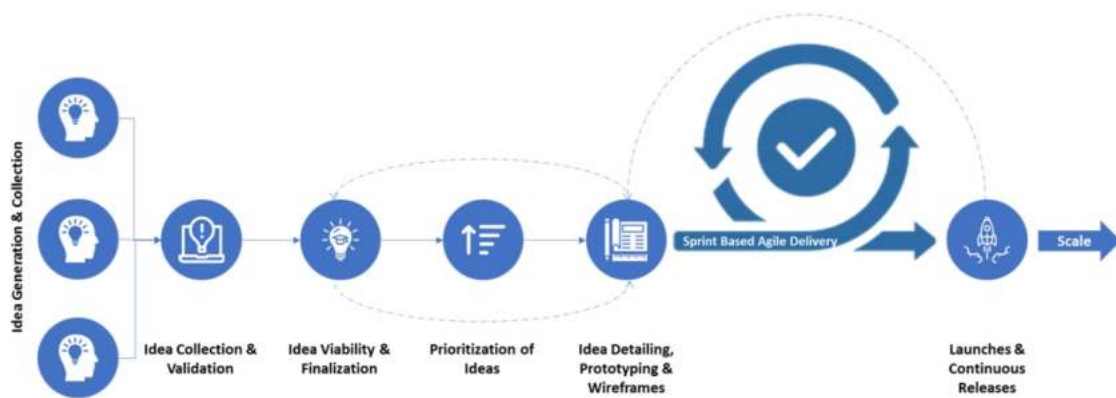
Agility in project execution and business operations

When the environments are extremely uncertain and full of changes, established methods fail to deliver expected results. This is where the characteristic of learning agility is extremely helpful. It allows use of established methods and the existing environments to learn and adjust, so as not to change the process but to use it and add value. The ability to continuously learn and apply it must be instilled within the teams, who need to be comfortable in adapting to variations and changes without having to stop and take direction. Adaptability to uncertain paths and explorer mentality to solve problems would be required to sail through these tough times.



Multi-skilled Digital taskforce

Digital structure is not monolithic, it's a cluster of technologies that come together and enable a totally new way of working. Building deep capabilities in specific technologies may not help organizations to succeed in this endeavour. Whereas building multi skilled team that's capable of smoothly transitioning from one technology pilot to the other is one of the key elements in digital success. Organizations need to develop right level of partnership through contracts that provides much needed flexibility while trying to



digitalize multiple touch points simultaneously.

Accelerating value by rapid industrialization

Considering every business is a digital business in today's world, organizations need to look for rapid digital industrialization capability to minimize time between pilot to product. The ability to scale fast would enhance organization's ability to maximize value and differentiate themselves in the marketplace. This would only be possible when the delivery engine is fueled with robust delivery frameworks, tools, assets and ecosystem of partners to scale fast.

Companies now need to look into diversification of manufacturing as a risk arbitrage measure. While split production across multiple countries, plants and teams may help to navigate the current situation.

Figure 1: Nihilent's Framework for Continuous Innovation



Nihilent's Digital Factory as a Service

Nihilent offers very specialized digital factory as a service which brings all the necessary elements to accelerate client's digital response. Our digital factory framework helps clients in their continuous cycle of ideation, incubation and industrialization. We bring in all necessary elements of people, process, technology and governance to make sure that our clients can achieve faster time to value.

All the thinking around digitalization opportunities are translated into a set of clear change actions by translating this framework into an ideation grid, a 5x7 matrix with the value drivers on the X-axis and the technology drivers on the Y-axis. Nihilent uses its proprietary Idea Challenge Management platform to source and nurture ideas that can create major opportunities for the organization.

Through the lens of the emerging change actions, we find that digital transformation re-imagines the very foundational fabric of organizations, stakeholder or consumer experience, and operational processes in a way that connects people with the brand, products, services and relations.

Nihilent's highly scalable digital delivery framework is based on Scaled Agile, Distributed Agile and DevOps with a multi-disciplinary team that can work across boundaries.

The team first understands the end goal of customer and constraints within the customer environment. A framework is then applied, which gives options to form team/s of multi-skilled and full-stack skilled associates, who are domain experts and can provide solutions or strategy in short span to customer, without overloaded documentation.

Our engagements leverage our proprietary frameworks and methodologies – these include tools such as MC3[®] a patented framework which helps us provide our change management solutions, 14 Signals[®] a tool which is used for evaluating perception, experience and aspirations of a customer, SightN2TM a framework for digital marketing. Our Sentiment Analysis tools are being used to drive active interpretation of social media and Internet chatter to build 'Big Data' interpretations to drive scheduling, pricing and content decisions targeting various demographics through perceived personalization.

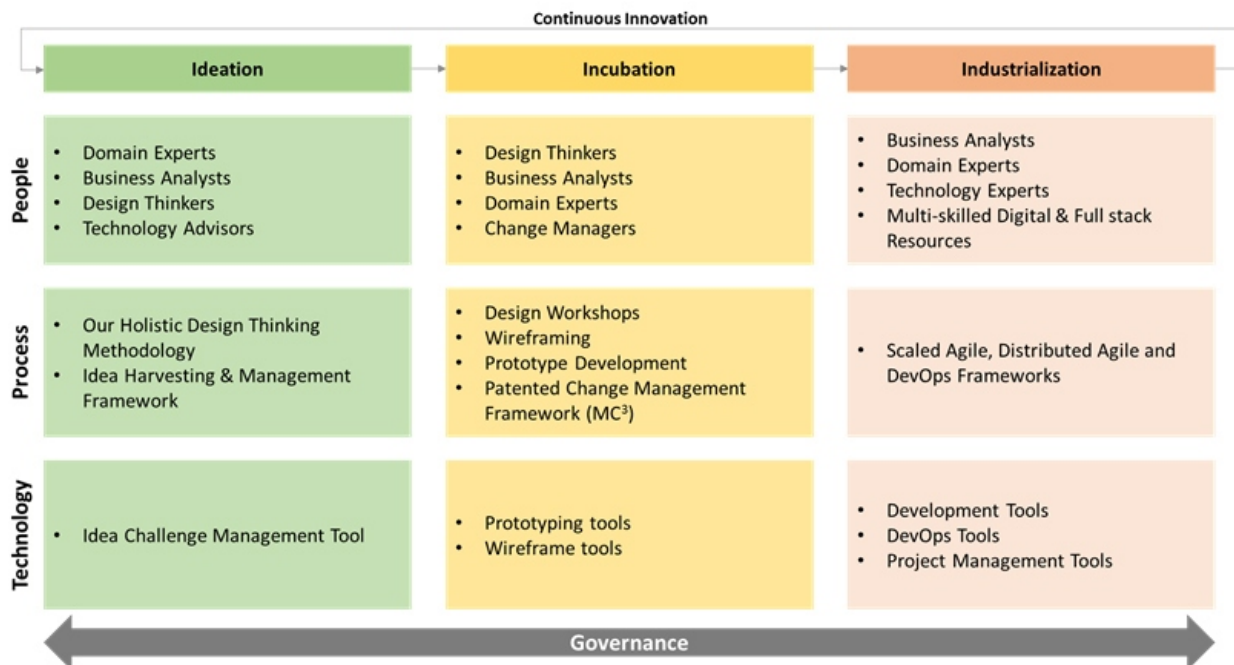


Figure 2 : Digital Factory Critical Elements Nihilent's view

Conclusion

Situations like this demands for brand new thinking. As the priorities and preferences change, things that seemed irrelevant before suddenly become extremely relevant. It is these massive disruptions and crisis situations that create a whole new world. Organization worldwide irrespective of their sphere of work need to repurpose themselves and amend their ways of working to fulfill client needs and ensure their existence in the new normal. As more services move from physical to digital channel, organization need to enhance their digital delivery capability and accelerate their go to market ambitions. Nihilent is perfectly positioned to offer Digital Factory as a Service to help customers rotate to the NEW.

About the Author:



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Atalanta has over 16 years of experience in diverse roles in Consulting Industry – Management Consulting, Digital and Technology, in geographies extending to South East Asia, India, Australia, Japan and China. He comes with a track record of C-suite advisory, envisioning business transformation, leading major client engagements and building great teams. Prior to joining Nihilent, he has worked in various leadership positions with leading consulting companies like HCL, TCS and Accenture. Atalanta drives global sales and business development at Nihilent and is passionate about unlocking the trapped value for our clients. With a keen interest in technology and digital, he has a strong focus on supporting and enabling clients to maximise their business potential through the adoption of new technologies and agile solutions, add value to their business and facilitate growth. He holds his post-graduation in Business Administration from Indian Institute of Technology and bachelor's in Industrial Production engineering from Visvesvaraya Technological University.

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About Nihilent:

Nihilent is a global consulting and services company that uses human-centered approach for problem-solving and change management. Nihilent's comprehensive range of expertise in customer research, process and technology enables newer heights of business performance.

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