



COVID-19: A guide to maintaining Enterprise Resilience

New Zealand Edition

Due to the fast changing situation please refer to the below
for most up to date information

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Foreword

These are uniquely testing times for us all. The speed at which COVID-19 has spread across the world and the severity of the disruption to the global economy appear unprecedented. At KPMG, our absolute priority is the health and well-being of our people, their families and our wider communities. In the face of this unusually complex crisis, we are also deeply committed to supporting clients as they seek to safeguard their business on behalf of their employees, customers and the broader economy.

We recognise that there will be opportunities for businesses to adjust, evolve and alter their business models so they emerge stronger than before and optimise their business for the new market dynamics.

COVID-19 is affecting every element of business, from the robustness of supply chains, to the stability of the financial markets, the availability of the labour force and the threat of rapidly waning customer demand.

In this unpredictable environment, one of the keys to business survival – and to future success – is resilience throughout the entire enterprise. This includes financial resilience, operational resilience and commercial resilience, all agile enough to evolve over time and in the light of changing circumstances.

The events of COVID-19 have driven organisations to think differently about their business models and that response has illuminated new strengths and new opportunities that can be harnessed for the future. This shock event presents a pivot point for organisations to apply original thinking to the constraints of the past and leap forward to harnessing the opportunities of the future.

This guide sets out KPMG's perspectives on maintaining enterprise-wide resilience and some practical ways in which KPMG member firms are helping to equip clients to tackle not just the current global health crisis but a raft of other fast-moving trends set to shape the business landscape for years to come.



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[Click here to take our COVID-19 response assessment](#)

Enterprise resilience

Financial resilience

Financial stress testing and forecasting

Liquidity and financing

Financial crisis response and contingency planning



Operational resilience

Operational crisis management

People

Supply chain

Technology and data

Premises and property

Cyber and fraud risk



Commercial resilience

Markets, products and services

Customer experience and behaviours



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Enterprise resilience

The COVID-19 pandemic is creating unprecedented disruption throughout our lives and the global economy. The speed at which events continue to evolve is unparalleled, the public health crisis, response of governments, changes to our daily lives and its implications for our respective economies. Customer demand, supply chains, financial markets, the labour force and every aspect of day-to-day business are affected. Businesses have faced crises before, but this one is potentially more complex and unpredictable. Many businesses will have their crisis management plans in place, the challenge now is how do you sustain a plan typically built for days and weeks to manage a period of extended uncertainty?

Businesses were already working hard to maintain resilience in the face of other fast-moving trends, including relentless technology innovation, extended supply chains and changing customer expectations. Facing COVID-19, businesses must now urgently assess all aspects of their resilience, hone in on the key issues and keep them under review to ensure survival and success.

Maintaining resilience will mean taking an organisation-wide view across three pillars: financial, operational and commercial.

Financial resilience

The ability to withstand the financial impact on liquidity, income and assets.



Operational resilience

The ability to withstand operational shocks and continue to deliver your core business.



Commercial resilience

The ability to respond to changing market and consumer pressures.



These pillars are interdependent and underpinned by multiple factors, with horizontal trusses, such as management information and stress testing, providing the glue that holds the structure together.

Our guide sets out the challenges facing organisations, provides insight about industry best practice, and outlines the views of KPMG professionals of immediate, medium and long term actions organisations should be taking. Sharing experiences and exploring practical ways in which you can assess, strengthen and plan a phased response, bolstering resilience through to recovery.

Our approach to Enterprise Resilience is designed to be adaptable to the dynamics of your organisation and is intended to evolve over time to reflect the changing nature of this crisis, enabling us to share the breadth of our insights rapidly and efficiently.

When you complete our online assessment, which has been tailored to the issues of COVID-19, you will receive a customised report providing practical considerations and potential actions to take. We believe maintaining resilience holds the key to protecting today and being ready for the opportunities and challenges of tomorrow.



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