



The Path Ahead for the Corporates

Excerpts from the Panel Discussion

This panel discussion is the concluding part of the series 'What gives CFOs sleepless nights amidst this pandemic.' The lockdown is partially lifted and people are being prepared to operate in the new normal. Given the nature of the pandemic, businesses will be different from now onwards. Organizations are revisiting their strategies to function optimally in the present situation. There are new learnings from the crisis, and every business has to move forward with clever considerations and strategies.

The challenges and opportunities of the new normal needs to be addressed with a new mindset. With this backdrop, 'The Path Ahead for the Corporates' discusses how businesses can navigate in the coming days as the lockdown is relaxed, revival of organization's financial health, consumer demands, building resilience, and more.

The panelists were -



Aparajita Jethy Ahuja
Chief Financial Officer
CX Advisors LLP



Radha Ramanujan
Chief Financial Officer
Aliaxis SA-Ashirvad Pipes



Sandhya Sriram
VP, Global Head Of
Audit & Risks
Wipro Enterprises



Urmil Khurana
Markets Leader - North India
Nexdigm (SKP)

Here are the excerpts from the panel discussion –

What has been your experience in the last two months?

- The growth in India has been historically consumption-led, and the majority of us will need to go into a cash conversion cycle.
- This situation has resulted in increased efficiency and optimization of resources.
- Businesses are leveraging relationships with vendors, banks, suppliers.
- It has also led to swift decision making, and we have all proved to be adaptable in facing an adverse of this kind, which has been an immense learning phase for everyone.

How are the corporates coping with this situation?

- Communication has been at the forefront to address the anxiety of the stakeholders, employees, vendors, and customers.
- Cash flow planning and optimization of revenue and creating avenues for revenue generation.
- Rigorous planning is in place since there is no clarity on how long would this last, and every aspect is volatile at this stage.
- We have witnessed a surge of innovation and rapid decision making.
- Amidst the uncertainty, staying relevant to your consumer, and creating value to the market has been of prime importance.

What will be the key opportunities and challenges for corporate India once the lockdown is over?

- The shape of the market will change, and technology will play a wider role. In the new normal, the way people interact with the services, the goods that they consume will vary, from the quality, capability, and quantity point of view.
- Labor laws in the country have been draconian, and it needs to find a middle ground that favors both parties.
- The capital markets have seen tremendous downfall, and players from private equity will face a scarcity of capital.
- Debt requires government intervention, and with two moratoriums, they need to look at where the capital will come from.
- Impact on the business is real, and the consumer demand patterns are going to change.
- Some industries and sectors will have stronger defense and newer opportunities, while others will struggle.
- Inventiveness will open new growth areas.

What, according to you, should be the key internal priorities for organizations to capitalize on the rebound?

- Fundraising is a tough market, and organizations must focus on creating buffers and not just thrive on the edge.
- Businesses need to have a pragmatic approach towards valuations.
- Employers have to take innovative steps to sustain the workforce and focus on working capital management.
- From a dynamic global point of view, the supply chain will undergo a lot of transformation, and thus, businesses need to identify the right supply chain model.
- Going forward, companies will be struggling between protectionism, localization, and capabilities.
- Since most of these experiences are a first, there is no guideline available that businesses can follow.
- Companies should invert and augment knowledge and develop innovation quotient consciously.
- Companies will have to focus on cash creation, and there has to be constant communication with the stakeholders.

To what extent will the government relaxations help in stabilizing the economy?

- Getting the demand back is the key to a speedy economic recovery and the speed of implementation.
- Government should encourage foreign investments and foreign subsidiaries.
- The government's efforts are directed towards MSMEs, and some other sectors need more support.
- Tourism and Hospitality is one of the worst impacted sectors and can certainly require huge intervention and support from the government.

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We provide an array of solutions encompassing Consulting, Business Services, and Professional Services. Our solutions help businesses navigate challenges across all stages of their life-cycle. Through our direct operations in USA, India, and UAE, we serve a diverse range of clients, spanning multinationals, listed companies, privately owned companies, and family-owned businesses from over 50 countries.

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