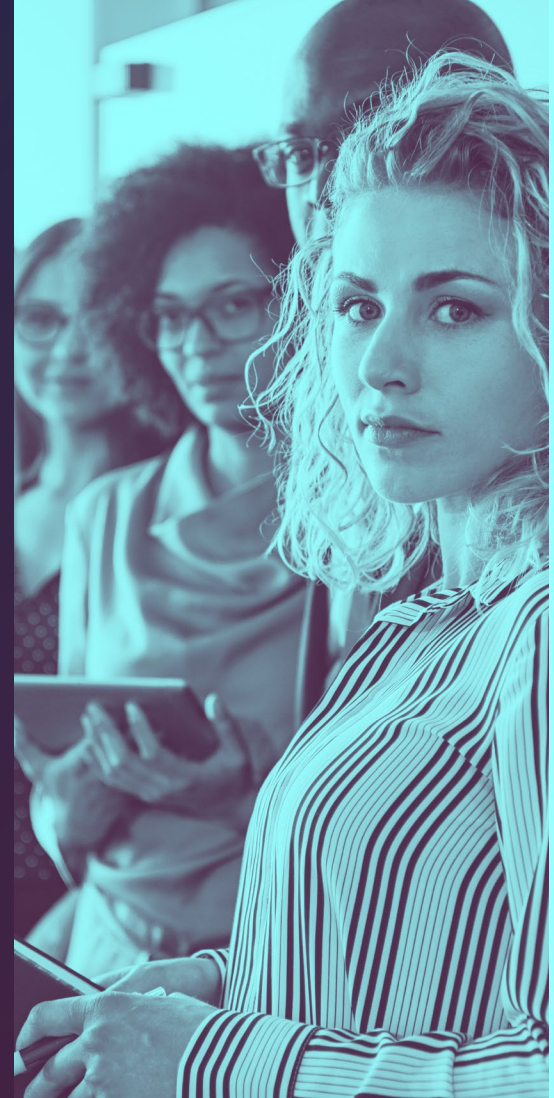




**SAFEGUARD  
GLOBAL**

# **Managing your global organization through crisis: A 10-point guide**

Decisive actions today protect against  
unpleasant reactions in the future



# 1

## Move quickly

**“Use the clock speed of external events as a guideline for pacing the internal process, rather than starting with the latter as a given.”**

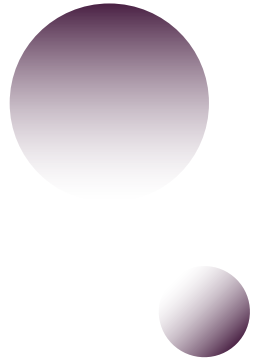
-Harvard Business Review

---

Every day without a response plan and execution against that plan is added risk to your business. Waste no time in getting your strategy together for your business.

Here is a great article from Harvard Business Review to help you think through the pace of decision-making:

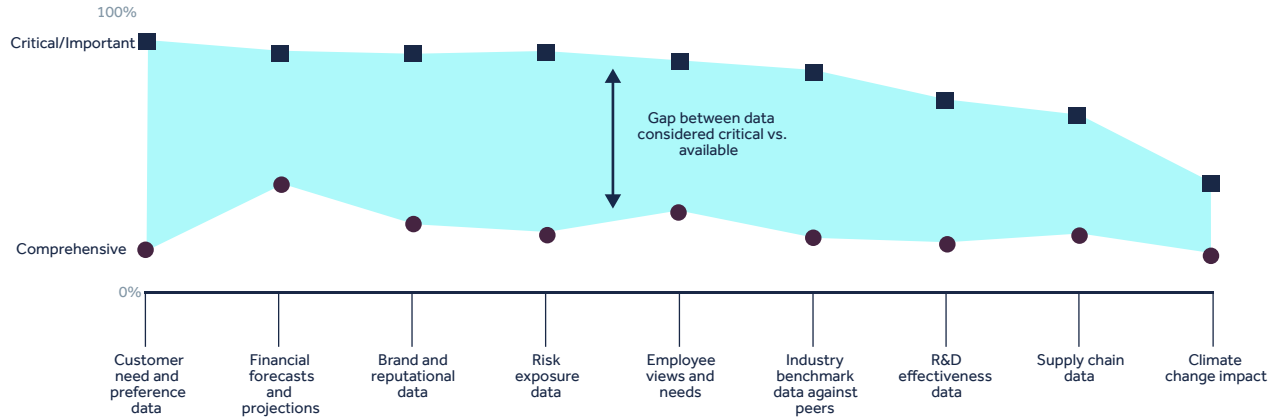
**[Lead Your Business Through the Coronavirus Crisis](#)**



# 2

## Get the data to build your plan

You may feel like you don't have all the data you need to make decisions—and you're not alone, according to PwC's 2019 crisis trends report. However, collect the data you do have, and act. There's no such thing as perfect data—so don't wait for it.



Source: 22nd Annual Global CEO Survey, PwC

# 3

## Manage your pre-existing risks, because they're bigger now than before

Companies aren't the only ones experiencing unprecedented revenue downturns—governments around the world are, too. And because they'll soon be looking for ways to recoup their losses, expect increased regulatory compliance enforcement.

### Employee misclassification is a prime area for governments to target.

So if you rely on independent contractors at your organization, check out these resources to help understand how to protect your organization from added risk.

 SAFEGUARD GLOBAL

### Independent contractors:

**More scrutiny, more risk**

Using independent contractors internationally just got riskier. That's because in today's climate of economic unrest, governments will be looking for new ways to bring in revenue—and the hefty fines and penalties that come with employment non-compliance are likely a top target.

Here are steps you can take to reduce risk:

### Independent contractors: More scrutiny, more risk

### Compliance FAQs: International independent contractors

**How should overseas contractors be paid?**

Most independent contractors are paid through accounts payable, with the contractor sending an invoice directly to the company. It is the contractor's responsibility to report all income and manage their own taxes.

**Can a paid intern be hired as an independent contractor?**

Generally, no. An intern implies someone who is junior in experience and thus requires supervision, guidance and training to perform their work. This requirement removes them from consideration as an independent contractor.

### Compliance FAQs: International independent contractors

# 4

## Protect the customer experience

As you think about maintaining or even improving your customer experience, keep this simple framework in mind.

### Communication:

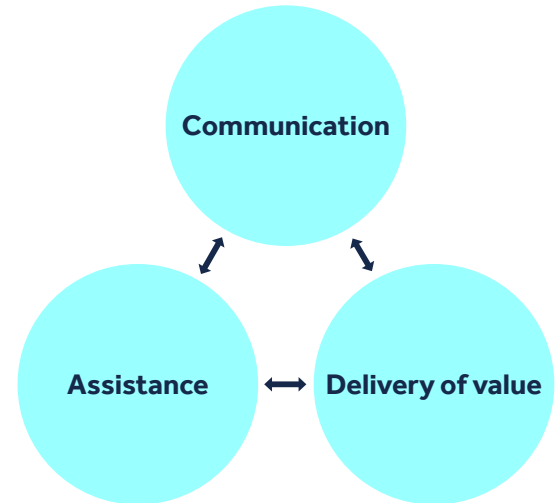
Consider new avenues to engage in a dialogue with clients, such as: a dedicated email address, a chat portal, a topic-specific Twitter handle.

### Delivery of value:

Review each customer touch point and make adjustments where necessary to ensure you can deliver and maintain the expected level of value at each point.

### Assistance:

Identify opportunities to offer your clients value in ways that didn't exist before.



# 5

## Steady the base

Maintain a customer focus, because a loss of customers is exponentially more damaging than a decline in new logo sales. Here's an interesting breakdown that shows how customers behave during economic downturns.

**Understanding customer behavior is key to crafting a plan for serving and keeping your base.**

### B2B segments' changing behavior

■ Same/slightly less opportunity for all
 ■ Opportunity for strong players, less for the rest
 ■ Reduction of opportunity for all

		Risk of sales downturn				
		LOW			HIGH	
		Essentials	Treats	Postponables	Expendables	
Customer Behavior	Risk-averse	Seek low-cost substitutes	Will deeply reduce nice-to-have investments	Take on risk by deferring maintenance items (security, software updates, etc.)	No spend	HIGH
	Keep calm and carry on	Will spend but will seek discounts	Will drop volume or look for other ways to decrease run-rate	Delay major spend, will look for concessions (additional features, discounts)	Deeply curtail spend	
	Growing and strategic	Continue to buy	Curtail luxury	Seek higher quality and discounts	Won't stop spending, will prioritize spend on longer-term value creation	
	Risk tolerant and aggressive	Continue to buy	Continue to buy	Will buy if great perceived value	Maintain existing spend, may curtail new investments	LOW

Table adapted from Harvard Business Review, for B2B focus.

Source: "How to Market in a Downturn," Harvard Business Review

# 6

## Consider your tone

**Your business doesn't have to stop selling, but be aware that your messages can be perceived as tone-deaf if you're blatantly positioning ROI value.**

The basic rules of good content marketing still apply: Provide value to people and business will come your way.

Priyanka Bajpai, Southeast Asia regional head at SPAG Group, sums it up well:



### **Empathy:**

Be cautious with optimism and reflect trust in the future.



### **Engagement:**

Inspire confidence in the brand among stakeholders, both internal and external, through actions as well as by offering support.



### **Education:**

Use multiple channels to educate stakeholders on the criticality of the situation as well as the brand's actions to manage the crisis.

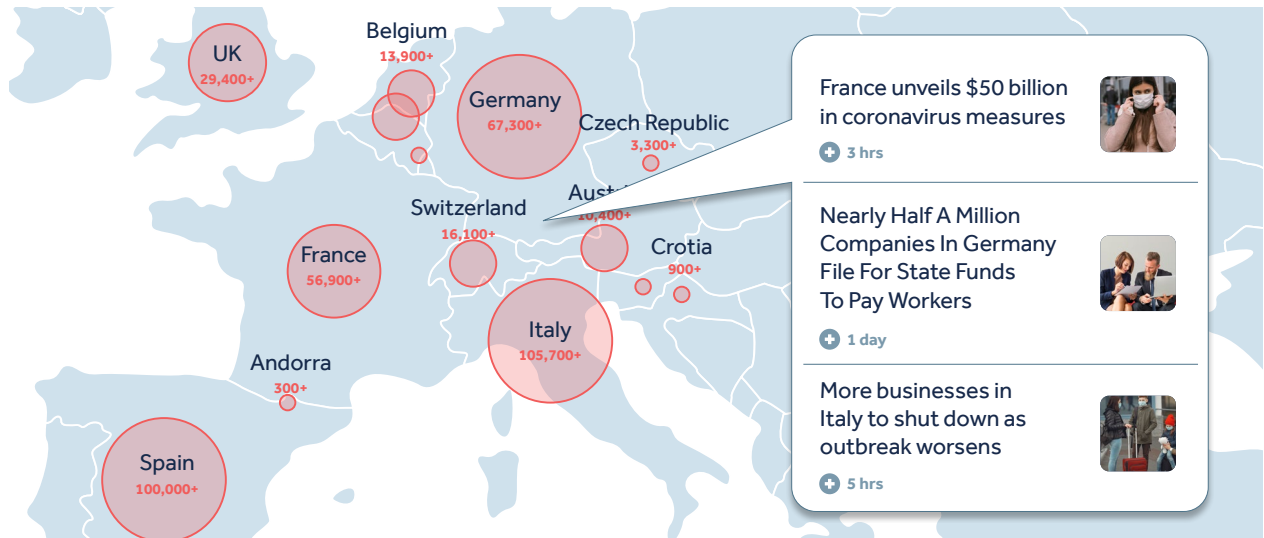


# 7

## Understand local impacts

In a global crisis, changes happen rapidly.

Pay careful attention to the regional headlines and legislative actions, particularly in areas where you have operations, workforce or other business interests to understand how your organization may need to respond.





# 8

## Protect and invest in IP

**“Given the uncertainty, executives may easily give up in frustration, hunker down, and await irrefutable evidence that the economy is turning around. But this approach could be a recklessly cautious one.”**

–McKinsey & Company

---

The things that make your organization unique are more important than ever. Economic turmoil doesn't mean you should freeze investments across the board. A careful examination of the present in relation to past downturns may show that “wait and see” could lead to once-in-a-generation missed opportunities.

Here is a great article from McKinsey & Company that sheds more light on the idea:

**[The crisis: Timing strategic moves](#)**



# 9

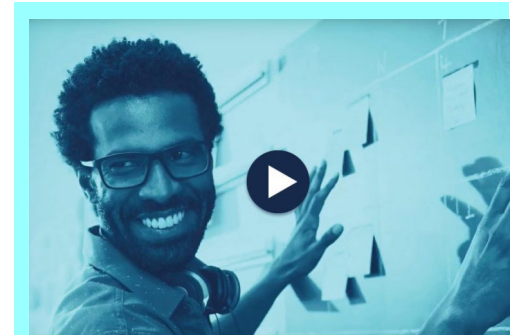
## Focus on efficiency and productivity

**In times of uncertainty, conserving cash is a given.**

The key is figuring out how to conserve it in *the right way*—that is, focusing on efficiency and optimizing productivity. Some areas to consider include:

- Looking to countries with more favorable labor costs
- Protecting valuable talent and skill sets by converting contractors to employees
- Keeping an in-country workforce even as you cut costs by dissolving an entity

Safeguard Global enables this kind of workforce efficiency and productivity through our flexible **Global Employment Outsourcing (GEO)** solution. Here's how:



# 10

## Be authentic

**Focus on what you know—after all, it's what got you to where you are today.**

At Safeguard Global, we've been helping organizations adapt their workforces to expand and succeed in the global economy for over a decade. It's what we know—and it's how we can help organizations like yours navigate through this turbulent climate.

**We're ready to share our knowledge with you.**

**Contact us today to schedule a free evaluation of your global approach.**

[SCHEDULE A CONSULT](#)





**SAFEGUARD  
GLOBAL**

## **Safeguard Global builds adaptive solutions for organizations seeking to thrive in the global economy.**

Through a combination of workforce management data, technologies, services and market expertise, Safeguard Global enables success through smarter, more efficient global employee management, recruitment, payroll, onboarding, expense management and more.

[safeguardglobal.com](https://safeguardglobal.com)