

Situation Update

2019 Novel Coronavirus

BRUNSWICK
博然思维

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SIX STEPS FOR BUSINESSES WANTING TO HELP

It's week seven of the coronavirus outbreak, and a growing number of multinationals are acknowledging the impact the outbreak is having or could have on their people, their supply chains, their operations, their consumers' behaviors and financial results.

From donations of cash and medical supplies, to reorienting innovation pipelines and mobilizing volunteers, many companies are taking action to support the response to the outbreak. But in working out how best to respond, business leaders are asking themselves: What will have the greatest impact on containing the outbreak? What do you need to know about working with NGOs in China? How will the choices I make about how we respond today, impact my business in the future?

There are six key steps business leaders should be taking when working out how best to contribute to the coronavirus response in China, and elsewhere. Each of the steps have deeper considerations within them. Brunswick's Coronavirus Response Team is on hand to bring insight and expertise from across sectors and geographies to help you develop and optimize your own contribution to the response.

Six key steps to determine your wider contribution to the coronavirus response and optimize your impact.

1. **Define the objectives behind your desire to contribute to the wider response.** Clarity on your objectives will help you determine the shape of your response, i.e.: a combination of:
 - a. Philanthropic objectives, your own or that of employees
 - b. Underpin business continuity or resilience
 - c. Strengthen or protect reputation and corporate relations, on the crisis, or in China, elsewhere
2. **Identify the core assets or resources that you can offer to help authorities, people and communities to respond.** Companies have a wealth of assets and resources that can be deployed to aid the wider response. Consider individually and in combination:
 - a. **Innovation**, e.g. the surge of AI-enabled tech, from the advanced body temperature screening systems of Megvii and Baidu to robotic cleaners for isolation wards and AI-enabled voice assistants calling people with home quarantine advice.
 - b. **Expertise and capabilities**, e.g. Erdos, the Chinese cashmere company has repurposed its garment manufacturing lines to produce masks and protective clothing for medical workers. Baidu opened up its RNA production algorithm LineraFold, to epidemic prevention centers, scientific research institutes and genetic testing agencies. Alibaba has offered free access to its AI capabilities, including tools designed to speed up research on viral gene sequencing, and partnered with the Global Drug Discovery Institute to develop an open source data platform to track the coronavirus using AI.

- c. Products and services**
- i. *Your own products*, e.g. Huawei has provided 5G equipment to get newly constructed Wuhan hospitals online. Lenovo is providing IT support and hardware for emergency response assistance to Wuhan Emergency Medical Engineering. McDonalds and KFC are using restaurants in Hubei to prepare and deliver food to medical workers.
 - ii. *Others' products* e.g. Philips Foundation donated medical supplies and equipment including a CT scanner, ultrasound machine, air purifiers and other equipment. Canon donated medical equipment and supplies including a full body x-ray CT diagnosis system.
- d. **Cash**, to support the general response or for a specific aspect of the response: e.g. The Bill and Melinda Gates Foundation donated RMB 700m (USD 100m) to fund coronavirus vaccine research globally. Nike donated RMB 10m (USD 1.4m) to local charity Hubei youth Development Foundation to support the purchase of medical supplies and recovery.
- e. **Time**, e.g. employees across a range of businesses are volunteering their time to support critical services, such as temperature testing at community compounds, and delivering groceries in lieu of public transport. Employers are providing support for volunteers and working to reduce the risks associated.
3. **Determine priority geographies where you will focus your efforts to optimize impact.** Where does your contribution count most for your stakeholders? Where will your input make the biggest difference?
- a. **China**: e.g. in Wuhan or Hubei, other major cities or across the country
 - b. **Another country**:
 - i. Where you are headquartered or listed
 - ii. Neighboring countries that have different needs to China, e.g. less sophisticated health systems and communications networks
 - iii. Countries at risk where you may have significant operations or value chains
 - c. Internationally, such as multilateral efforts to prepare for, respond to or recover from the crisis.
4. **Decide on which phase(s) of the crisis you will target based on your available resources¹.**
- a. Preparedness
 - i. Health and risk reduction, surveillance of risks and warnings
 - ii. Education to optimize resilience
 - iii. Reduce underlying risk factors (e.g. public facilities, risk sharing and partnerships)
 - iv. Emergency preparedness (e.g. response planning, training and capacity building)
 - b. Response
 - i. Outbreak detection (e.g. case identification and tracking, diagnostics)
 - ii. Health response (e.g. health systems and capacity, rapid response, training)
 - iii. Support for basic services
 - iv. Operations and logistics
 - c. Recovery
 - i. Risk management mechanisms (e.g. strengthening surveillance)
 - ii. Restore local health capacity
 - iii. Restore livelihoods and (re)build community resilience
 - iv. Address infrastructure (e.g. accountability, traceability, utilities and basic services)

¹ Adapted from WEF: Managing the Risk and Impact of Future Epidemics: Options for Public-Private Cooperation.

- d. Across all phases, e.g. Coordination and management, Information and data management, Research and development, Advocacy and communication, Financing, Community engagement
5. **Decide how you will deliver your contribution in practical terms.** Working in partnership is critical to optimizing the impact of your contribution, and to avoiding reputational potholes along the way.
- a. In partnership with an NGO or charity. Please refer to detailed note: Philanthropy in Support of the Novel Coronavirus Response, Feb 11.
 - i. Chinese: national or local
 - ii. Third parties working with Chinese NGOs and Charities, e.g. Direct Relief and Give2Asia
 - iii. International
 - b. Direct. Through your own distribution channels and networks, or via employee time or volunteering
 - c. In partnership with other businesses. e.g. distribution partnership with FedEx
6. **Develop plan for how and when you will communicate your contribution, and to whom.** It is critically important to ensure your support is clearly documented and searchable in Chinese and English, and with a tone of humility and respect. How will your communication impact your reputation and corporate relations with each of your stakeholders? Be sure to consider employees, investors, national and local governments, supply chain partners consumers and the wider public.

ABOUT BRUNSWICK

Brunswick is a strategic advisory firm focused on critical issues. We have a worldwide team of experts who can discuss the implications of the coronavirus outbreak, from business resilience to employee communications.

Our teams around the world are working closely with clients on numerous aspects of their response to the coronavirus. Key leads are provided below. Please do not hesitate to get in touch with us.

China	Business and Society	Business Resilience	Employee Communications	Investor Engagement	Healthcare
Yan Mei Senior Partner, Chair of China	Meaghan Ramsey Partner, London	Paddy McGuinness Senior Advisor, London	Jonathan Dong Partner, Beijing	Tim Daubenspeck Partner, New York	Charis Gresser Partner, London
St. John Moore Partner, Head of Beijing	Stacey Chow Director, Hong Kong	Lisa Foley Asia Managing Partner, Hong Kong	Nick Howard Partner, London	Amelia Pan Partner, London	Will Carnwath Partner, Head of Singapore
	Liz Dahan Director, Washington DC	Kate Holgate Partner, Head of Hong Kong	Rebekah Metts-Childers Partner, Chicago	Elaine Li Director, Hong Kong	Yi Zhou Director, Hong Kong
		George Little Partner, Head of Washington DC	Katharine Crallé Director, New York		