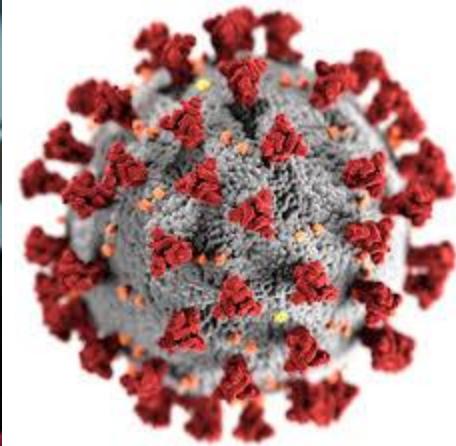




Impacts of Covid 19 on Performance Management

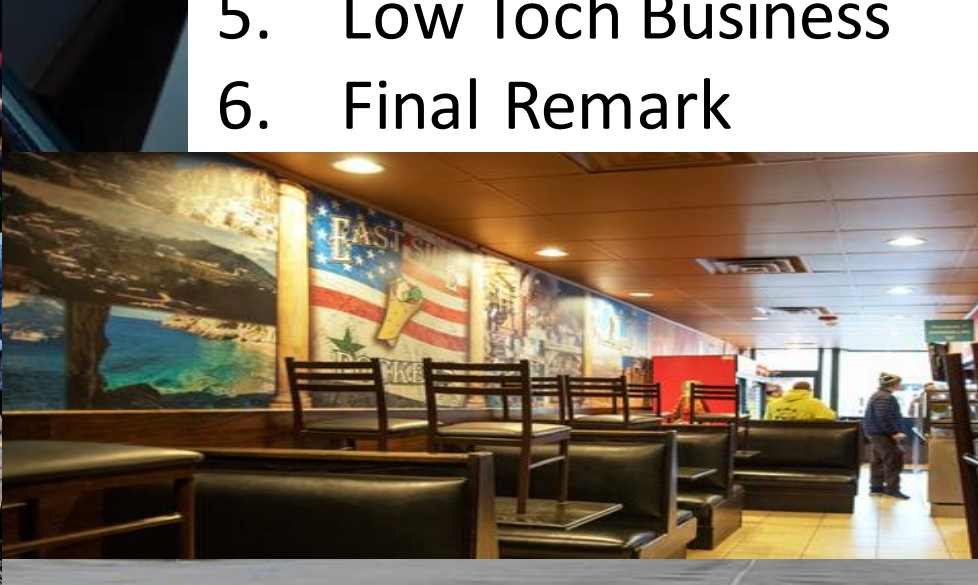
Patdono Suwignjo, Laboratorium PSMI, ITS





ADENDA

1. Penyebaran Covid 19
2. Impact of Covid 19
3. New Normal
4. Budget Revision
5. Low Toch Business
6. Final Remark



PENYEBARAN COVID 19

[Beranda](#)[Berita](#)[Sebaran](#)[Protokol](#)[Edukasi](#)[Tanya Jawab](#)[Agenda](#)[Info Lain](#)[Hoax Buster](#)

34

Provinsi

📍 DKI JAKARTA

Jumlah Kasus : 7,128 (28.3%)

📍 JAWA TIMUR

Jumlah Kasus : 4,414 (17.5%)

📍 JAWA BARAT

Jumlah Kasus : 2,211 (8.8%)

📍 SULAWESI SELATAN

Jumlah Kasus : 1,468 (5.8%)

📍 JAWA TENGAH

Jumlah Kasus : 1,350 (5.4%)

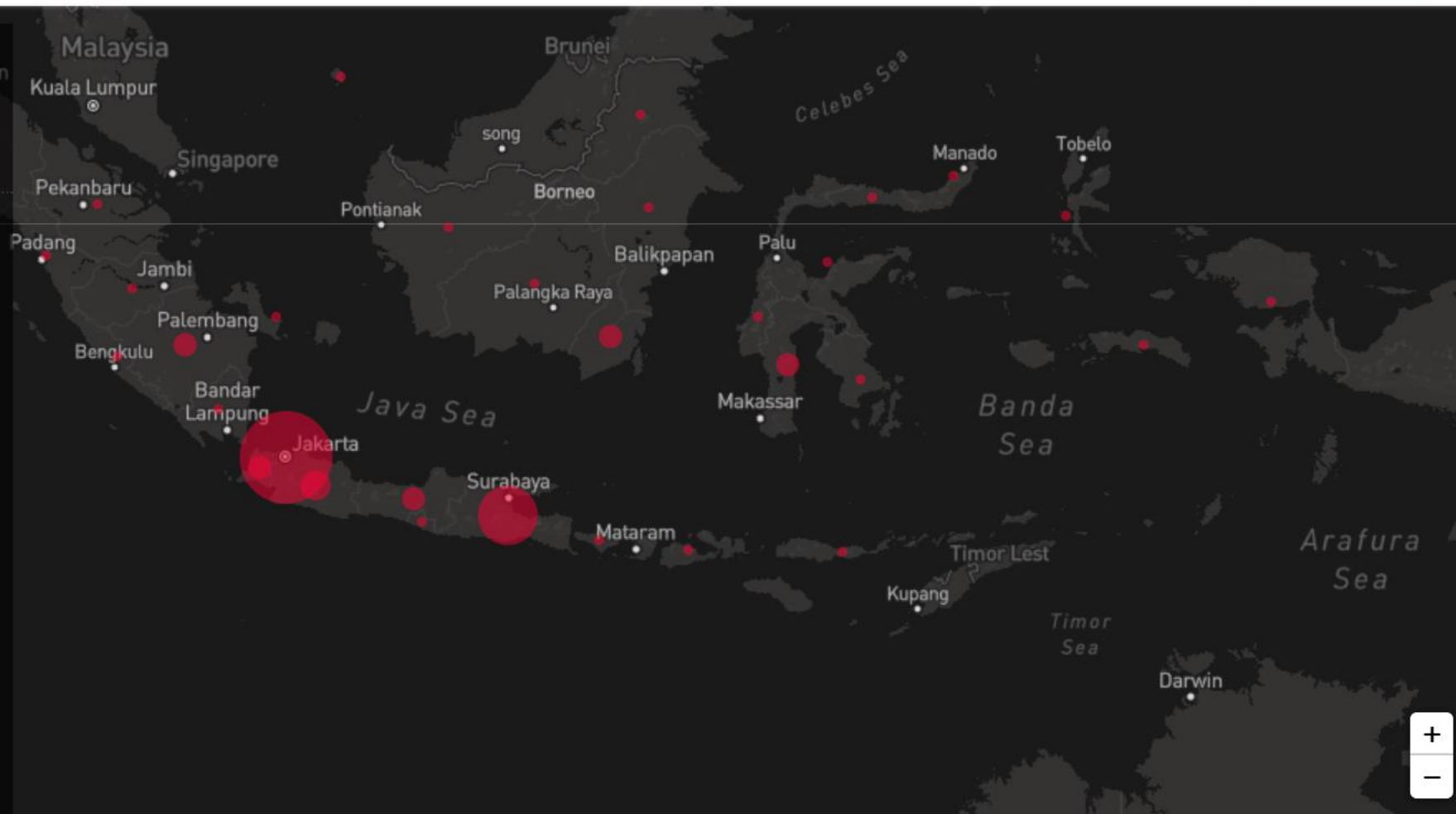
📍 SUMATERA SELATAN

Jumlah Kasus : 953 (3.8%)

📍 KALIMANTAN SELATAN

Jumlah Kasus : 893 (3.5%)

Hide
Medan



0.1% Tidak ada data provinsi

(sumber: Gugus Tugas Percepatan Penanganan Covid 19)

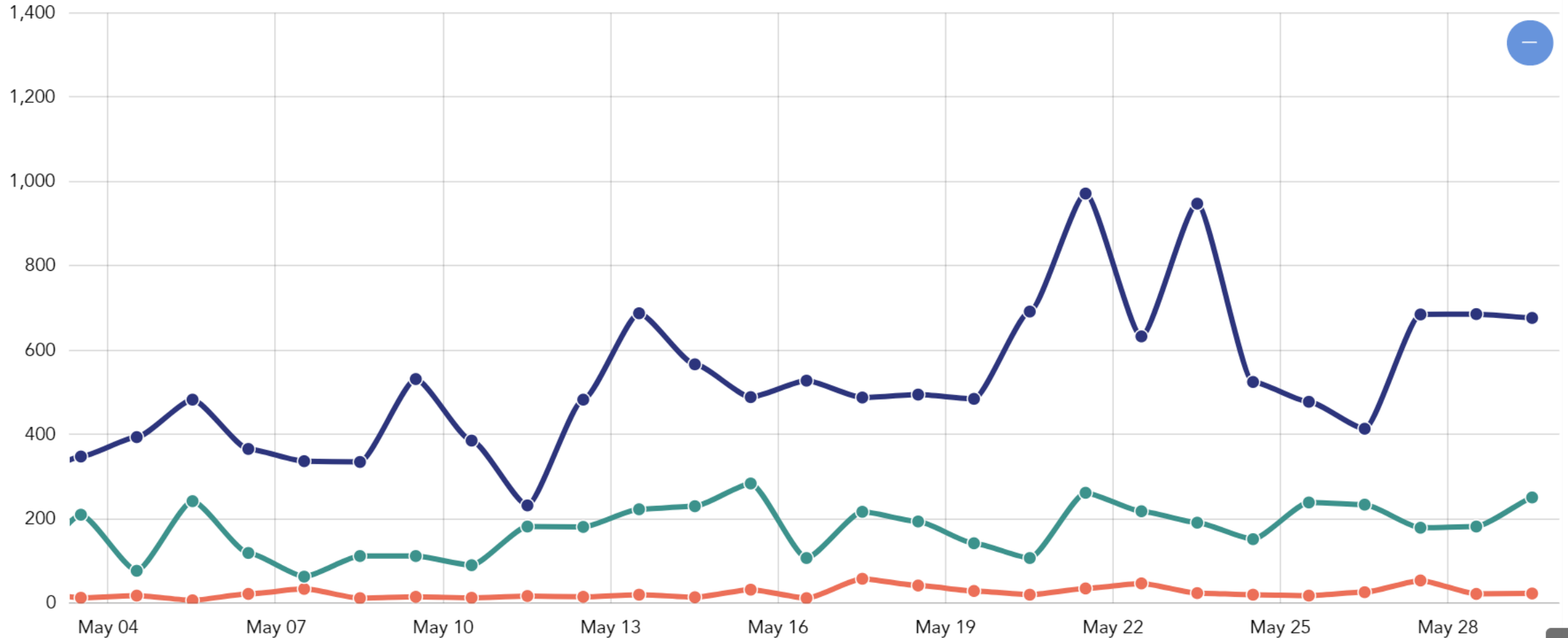
Tanggal Pembaruan Terakhir Data Provinsi : 2020-05-29



PENYEBARAN COVID 19

[Beranda](#)[Berita](#)[Sebaran](#)[Protokol](#)[Edukasi](#)[Tanya Jawab](#)[Agenda](#)[Info Lain](#)[Hoax Buster](#)

— MENINGGAL — SEMBUH — KASUS TERKONFIRMASI



<https://covid19.go.id/agenda>

IMPACT OF COVID 19

COVID 19

```
graph TD; A[COVID 19] --> B[NEW REGULATIONS]; A --> C[SOCIETAL BEHAVIOR]; A --> D[IMPACT ON ECONOMY];
```

NEW REGULATIONS

- Social distancing regulations
- Temporary lockdowns
- Travel restriction
- New hygiene guideline
-

SOCIETAL BEHAVIOR

- Precautions against physical contact
- Trepidation of enclosed spaces
- Avoidance of large group
- A turn to all things remote/digital
-

IMPACT ON ECONOMY

- Businesses undergo forced pivot
- Divide between essential and non-essential workers
- Short and long-term aftershocks
-

(sumber: Board of Innovation)

IMPACT OF COVID 19

BUSINESS YANG BOOMING

1	Life Insurance,
2	E-commerce,
3	Networking Business/MLM,
4	Online schooling
5	Webinar
6	Netflix, Indihone
7	Home Entertainment
8	Telecommunication
9	Remote working
10	Online transportation

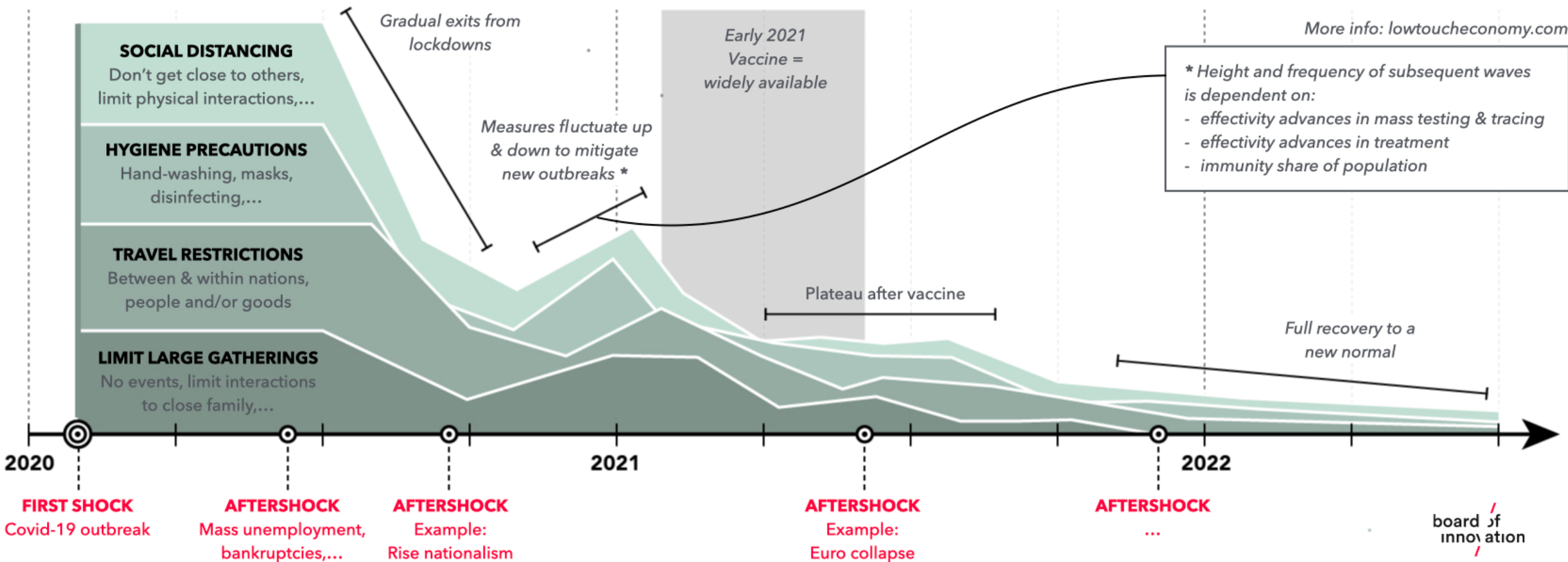
BUSINESS YANG TERPURUK

1	Hotel
2	Travel
3	Bioskop
4	Mall
5	Retail
6	Entertainment
7	Sport
8	MICE
9	Persewaan kantor
10	Restoran

IMPACT OF COVID 19

First-order Low Touch characteristics (manage health crisis)

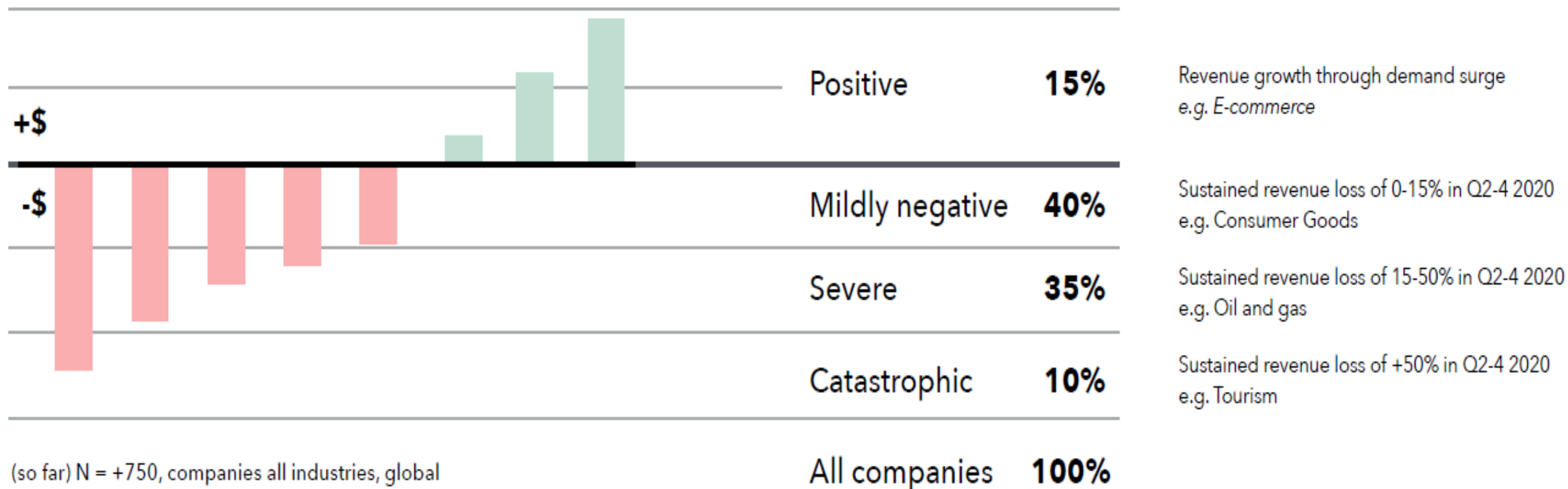
Second-order Low Touch characteristics (manage economic crisis)



(sumber: Board of Innovation)

IMPACT OF COVID 19

WHAT IS THE IMPACT ON YOUR ORGANIZATION'S REVENUES IN 2020?



(sumber: Board of Innovation)

IMPACT OF COVID 19

IMPACT ON YOUR ORGANISATION

Direct impact of Covid-19 / Indirect impact of economic recession / Ability to adapt fast

	Positive Revenue growth through demand surge <i>e.g. E-commerce</i>	Mildly negative Sustained revenue loss of 0-15% in Q2-4 2020 <i>e.g. Consumer Goods</i>	Severe Sustained revenue loss of 15-50% in Q2-4 2020 <i>e.g. Oil and gas</i>	Catastrophic Sustained revenue loss of +50% in Q2-4 2020 <i>e.g. Tourism</i>
0.5 year impact V-curve rebound; Effective pandemic control and economic stimulus	Ride the wave: boost supply to keep up with demand surge	Push through and prepare for fast back-to-normal upswing	Survive and prepare for relatively slow back-to-normal recovery	Mothball large part of the business and prepare for re-start
1.5 year impact U-curve recovery; Social distance measurements prolonged, economic stimulus eases damage	Push for growth and market share	Defend, improve competitive position, and find new growth	Pivot through organic innovation and inorganic growth, or divest	Pivot through organic innovation and inorganic growth, or divest
3 year impact L-curve recovery; Failed pandemic control, and wide-spread bankruptcies and credit defaults	Aggressive push for growth and market share	Defend, improve competitive position, and find new growth	Prepare for aggressive new entrants. Reinvent and create totally new position, or abandon	Last survivor strategy or abandon market

(sumber: Board of Innovation)

SEVERITY AND DURATION OF ECONOMIC IMPACT
GDP forecast / Pandemic evolution / Economic policy

NEW NORMAL COVID 19

“...new normal merupakan kehidupan yang akan dijalankan seperti biasa ditambah dengan protokoler kesehatan. New normal diusulkan sejalan dengan belum ditemukan vaksin atau penangkal virus corona. “

"Transformasi ini adalah untuk menata kehidupan dan perilaku baru, ketika pandemi, yang kemudian akan dibawa terus ke depannya sampai tertemukannya vaksin untuk Covid-19 ini”

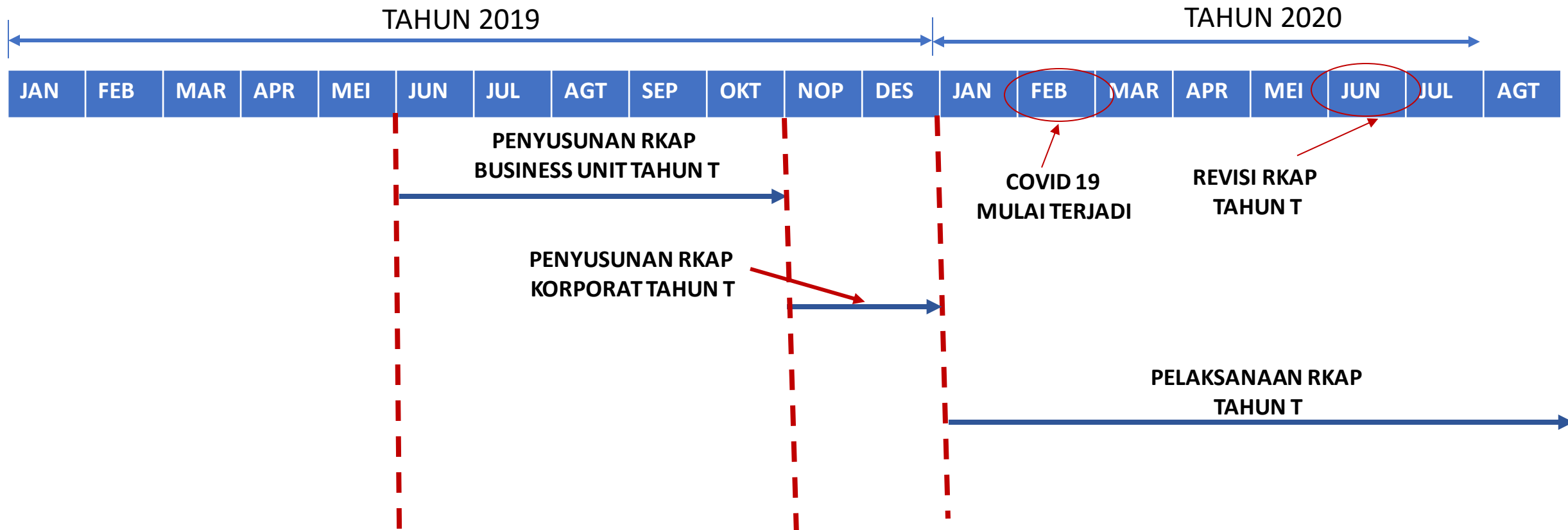
“...kehidupan dapat kembali normal setelah vaksin ditemukan dan dapat dipakai sebagai penangkal virus corona jenis baru itu. Sebab, hingga kini belum ada satupun ahli dan pakar di dunia yang dapat menemukan penangkal Covid-19. Oleh karenanya, pemerintah bahkan seluruh dunia belum dapat menjawab kapan pandemi Covid-19 ini akan berakhir.”

"Seluruh dunia juga tidak tahu, karena virus ini, untuk vaksinnya belum ditemukan. Jadi, maka dari itu, sampai dengan vaksin belum ditemukan, kita harus bisa selalu berhadapan dengan virus ini,"

(sumber: Ketua Tim Pakar Gugus Tugas Percepatan Penanganan Covid-19, Prof Wiku Adisasmita, Selasa, 12 Mei 2020)

IMPACT ON PERFORMANCE MANAGEMENT PRACTICE: BUDGET REVISION

PERIODISASI PENYUSUNAN DAN REVISI RKAP



Karena waktu penyusunan RKAP Covid 19 belum terjadi, maka asumsi-asumsi yang digunakan, sudah tidak valid lagi sejak Covid 19 terjadi (Februari 2019), maka target-target yang digunakan pada RKAP 2020 sudah tidak valid lagi. RKAP 2020 harus dilakukan revisi. Banyak organisasi yang melakukan revisi RKAP pada bulan Juni.

CONTOH RKAP

DENGAN TERJADINYA COVID 19, ASUMSI TDK RELEVAN

NO	KETERANGAN	ASUMSI 2020
1.	Pertumbuhan Ekonomi Nasional	%
2.	Kenaikan Konsumsi Semen Nasional	%
3.	Tingkat Inflasi	%
4.	Kurs : USD	Rp.
	EUR	Rp.
5.	Tingkat Bunga :	
	BI rate	%
	LIBOR	%
	Deposito :	
	Rp.	%
	USD	%
6.	Pinjaman Modal Kerja :	
	Rp.	%
7.	Kredit Investasi	Rp.
	USD.	%

CONTOH REVISI RKAP

DENGAN TERJADINYA COVID 19, TARGET RKAP DIREVISI

KETERANGAN	Satuan	REALISASI 2019	RKAP 2020	RKAP 2020 REV 1	RKAP 2020 REV 2	%	(R2 : R1)
						(4 : 1)	(4 : 1)
Volume Produksi	Juta ton	18,2	20,1	19,4	19,4	107	(0)
Volume Penjualan	Juta ton	17,9	20,1	19,2	19,2	107	-
Pendapatan	Rp Milyar	13.335	15.321	14.913	14.913	112	-
COGS	Rp Milyar	(7.543)	(8.619)	(8.535)	(8.558)	113	(23)
Laba sebelum Pajak	Rp Milyar	4.650	5.145	4.877	4.854	104	(23)
EBITDA	Rp Milyar	4.848	5.555	5.258	5.235	108	(23)
<i>EBITDA Margin</i>	%	36,4	36,3	35,3	35,1	(1,2)	(0,2)
Target rata-rata:							-
Harga Jual	Rp.000 /Ton	744	762	775	775	104	-
Ebitda	Rp.000 /Ton	271	276	273	272	101	(1)
COGS	Rp.000 /Ton	(421)	(428)	(444)	(445)	106	(1)
Biaya	Rp.000/Ton	498	510	528	529	106	1

Catatan: Laba Rugi Khusus Semen

**WHAT'S NEXT AFTER BUDGET REVISION :
TRANSFORMING BUSINESS INTO LOW TOUCH BUSINESS**

DEFINISI LOW TOUCH ECONOMY

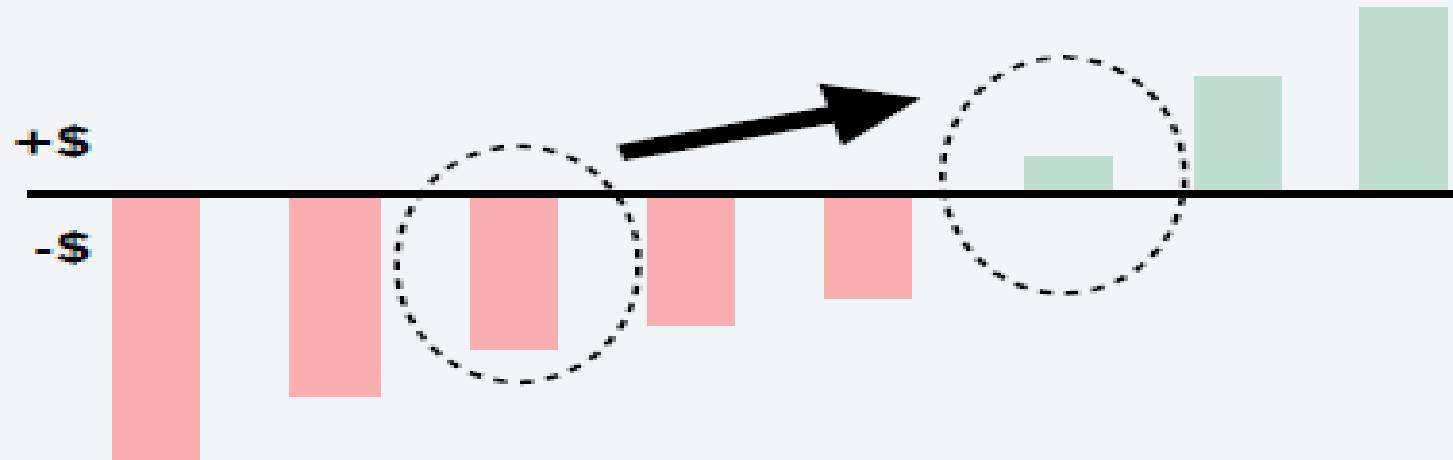
The main characteristics:

- To mitigate health risks, businesses have been forced to adapt to strict policies, including **low-touch interactions, limited gatherings, travel restrictions**, and so on.
- Multiple aftershocks in global markets can already be seen. These include shifts in **consumer behavior, new regulations, and supply chain disruptions**.
- Medical experts and business leaders assume Covid-19 will directly influence the economy **until late 2021**.
- Businesses that survive the Covid-19 pandemic will be those that rely on **business models tailored to this new normal while keeping everyone as safe as possible**.

(sumber: Board of Innovation)

TRANSFORMING BUSINESS INTO LOW TOUCH BUSINESS

How can I join the winners of the Low Touch Economy?



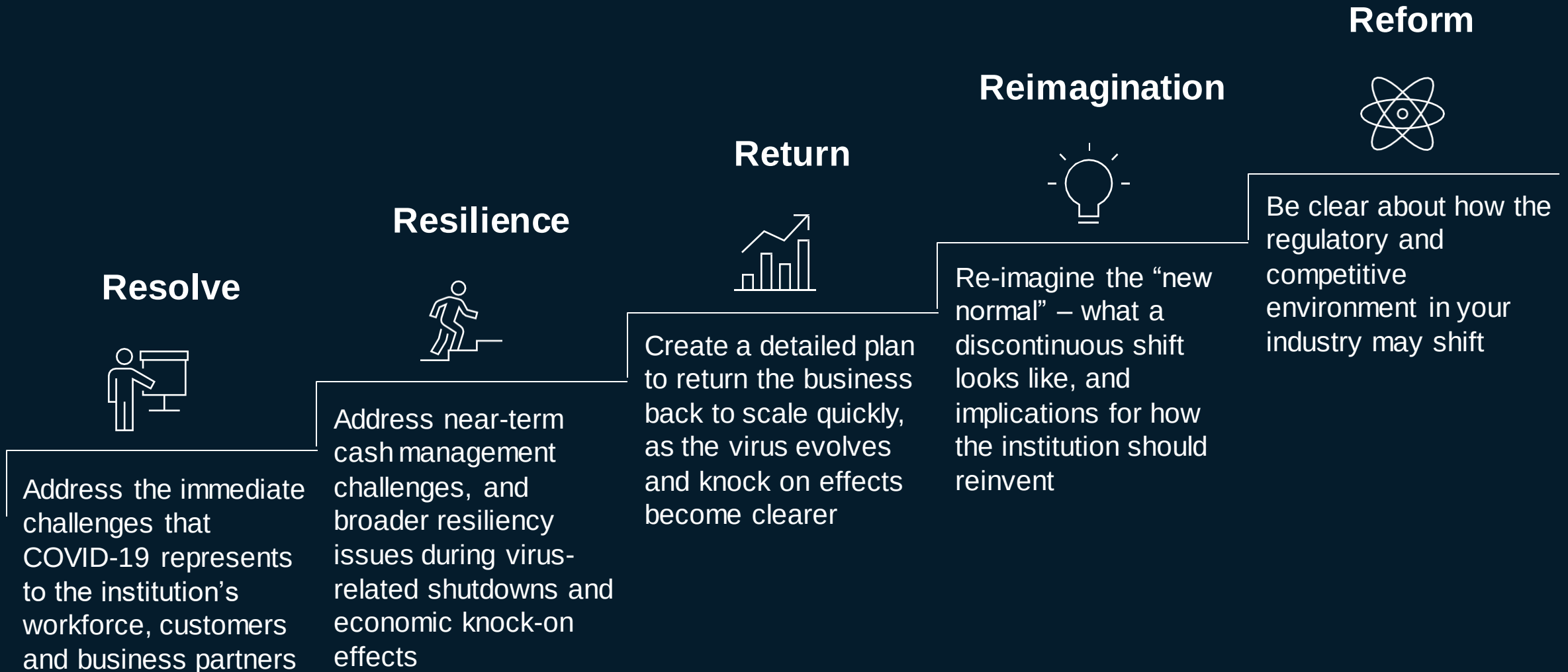
Only 15% of companies are winning in the current economy

(sumber: Board of Innovation)

5 TAHAPAN CRISIS RESPONSE

across 5 horizons

From Resolve to Resilience and Reimagination to Reform



LANGKAH TRANSFORMASI LOW TOUCH BUSINESS

1. MONITOR PERKEMBANGAN
COVID 19

2. PELAJARI KARAKTERISTIK
NEW NORMAL

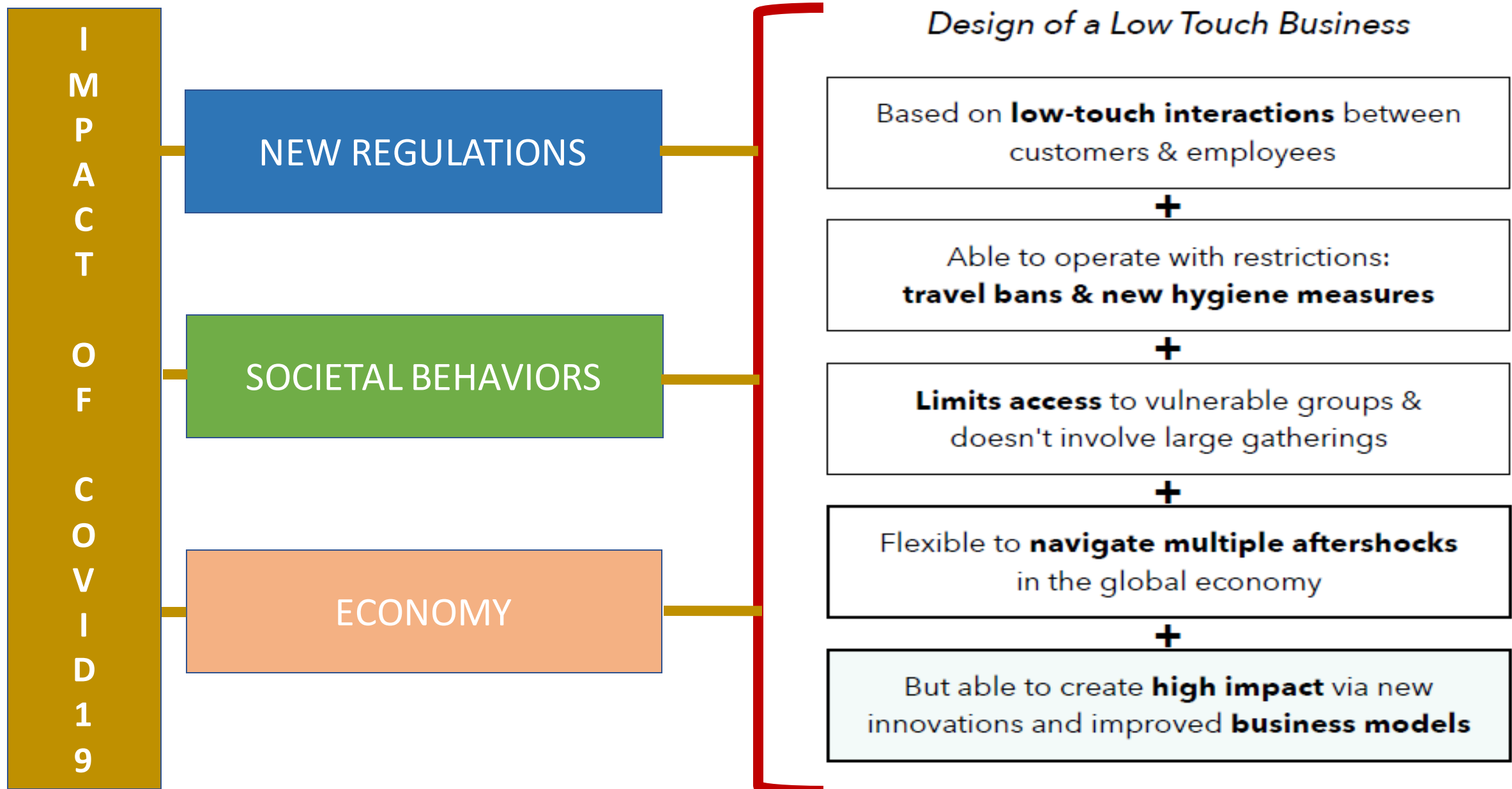
3. LAKUKAN ANALISIS SWOT
PADA KONSISI NEW NORMAL

4. RUMUSKAN STRATEGI BARU
LOW TOUCH BUSINESS NEW
NORMAL (PIVOT)

5. PENGUJIAN STRATEGI BARU
LOW TOUCH BUSINESS (PIVOT)

6. LUNCURKAN STRAGEI BARU
LOW TOUCH BUSINESS

Agar selamat dari dampak Covid 19, perusahaan harus mampu mentransformasikan diri menjadi Low Touch Business



ASSESSMENT TINGKAT KESIAPAN MENJADI LOW TOUCH BUSINESS

CHECKLIST 1

Rate your readiness level for the Low Touch Economy

Employee interactions	Is physical contact between employees and/or clients needed to conduct business?
Client interactions	Clients and/or employees need to share the same equipment or objects?
Physical location	Clients or employees share the same indoor spaces
Employee gatherings	Employees work in groups closely together to run your business
Client Gatherings	Clients are in groups to enjoy your product or service
Extra vulnerable	Your employees or clients are (partly) vulnerable groups like elderly, ...
Travel	Client or employees need to travel (local vs international)
Supply chain	Your business model is dependant on local or international supply chain
Demand	Demand volatility of your business model is closely correlated with the health crisis

1	2	3	4	5
●	●	●	●	●
●	●	●	●	●
●	●	●	●	●
●	●	●	●	●
●	●	●	●	●
●	●	●	●	●
●	●	●	●	●
●	●	●	●	●
●	●	●	●	●
●	●	●	●	●

Results: Lower scores are better

1 = doesn't apply to your situation
5 = applies to your situation

- ▶ Score 1 or 2 at all sections?
You should be able to adapt your organization with minor tweaks to the Low Touch Economy
- ▶ Any score 3, 4 or 5 needs to be addressed. This could reflect a significant hurdle to grow in the Low Touch Economy
- ▶ **A total score above 25? You will need to redesign a large part of your business model and/or operating model to play any role in the Low Touch Economy.**
- ▶ The higher the score, the more agile your organization needs to be. You must prepare for potential aftershocks in the market.

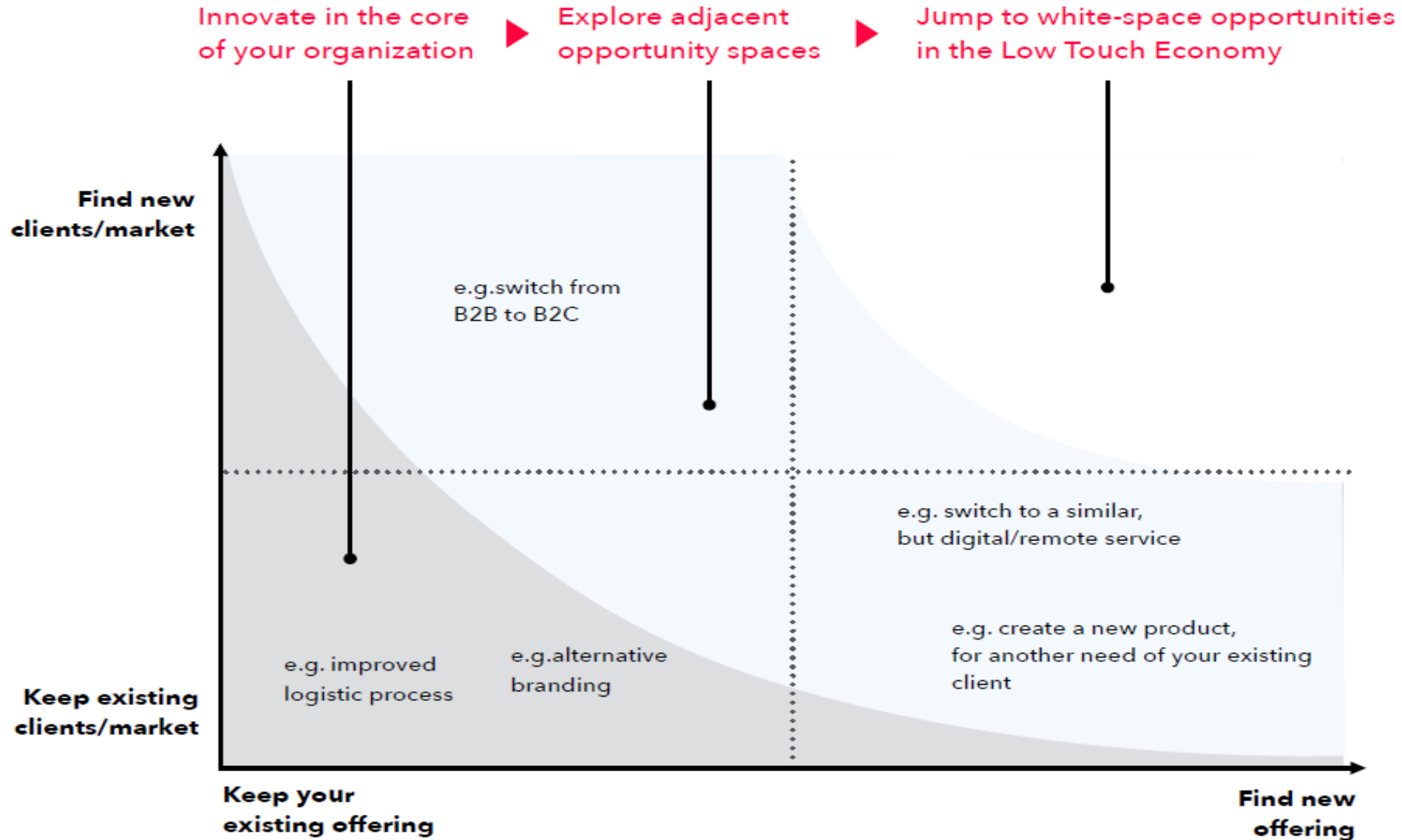
Strategy Matrix: winners in the Low Touch Economy

		IMPACT ON YOUR ORGANIZATION			
		Direct impact of Covid-19 / Indirect impact of economic recession / Ability to adapt fast			
		Positive Revenue growth through demand surge e.g. E-commerce	Mildly negative Sustained revenue loss of 0-15% in Q2-4 2020 e.g. Consumer Goods	Severe Sustained revenue loss of 15-50% in Q2-4 2020 e.g. Oil and gas	Catastrophic Sustained revenue loss of +50% in Q2-4 2020 e.g. Tourism
SEVERITY AND DURATION OF ECONOMIC IMPACT GDP forecast / Pandemic evolution / Economic policy	0.5 year impact <i>V-curve rebound</i> : Effective pandemic control and economic stimulus	Ride the wave: boost supply to keep up with demand surge	Push through and prepare for fast back-to-normal upswing	Survive and prepare for relatively slow back-to-normal recovery	Mothball large part of the business and prepare for re-start
	1.5 year impact <i>U-curve recovery</i> : Social distance measurements prolonged, economic stimulus eases damage	Push for growth and market share	Defend, improve The first winners of the Low Touch Economy?	Pivot through organic and inorganic growth, or divest	Pivot through organic innovation and inorganic growth, or divest
	3 year impact <i>L-curve recovery</i> : Failed pandemic control, and wide-spread bankruptcies and credit defaults	Aggressive push for growth and market share	Defend, improve competitive position, and find new growth	Prepare for aggressive new entrants. Reinvent and create totally new position, or abandon	Last survivor strategy or abandon market

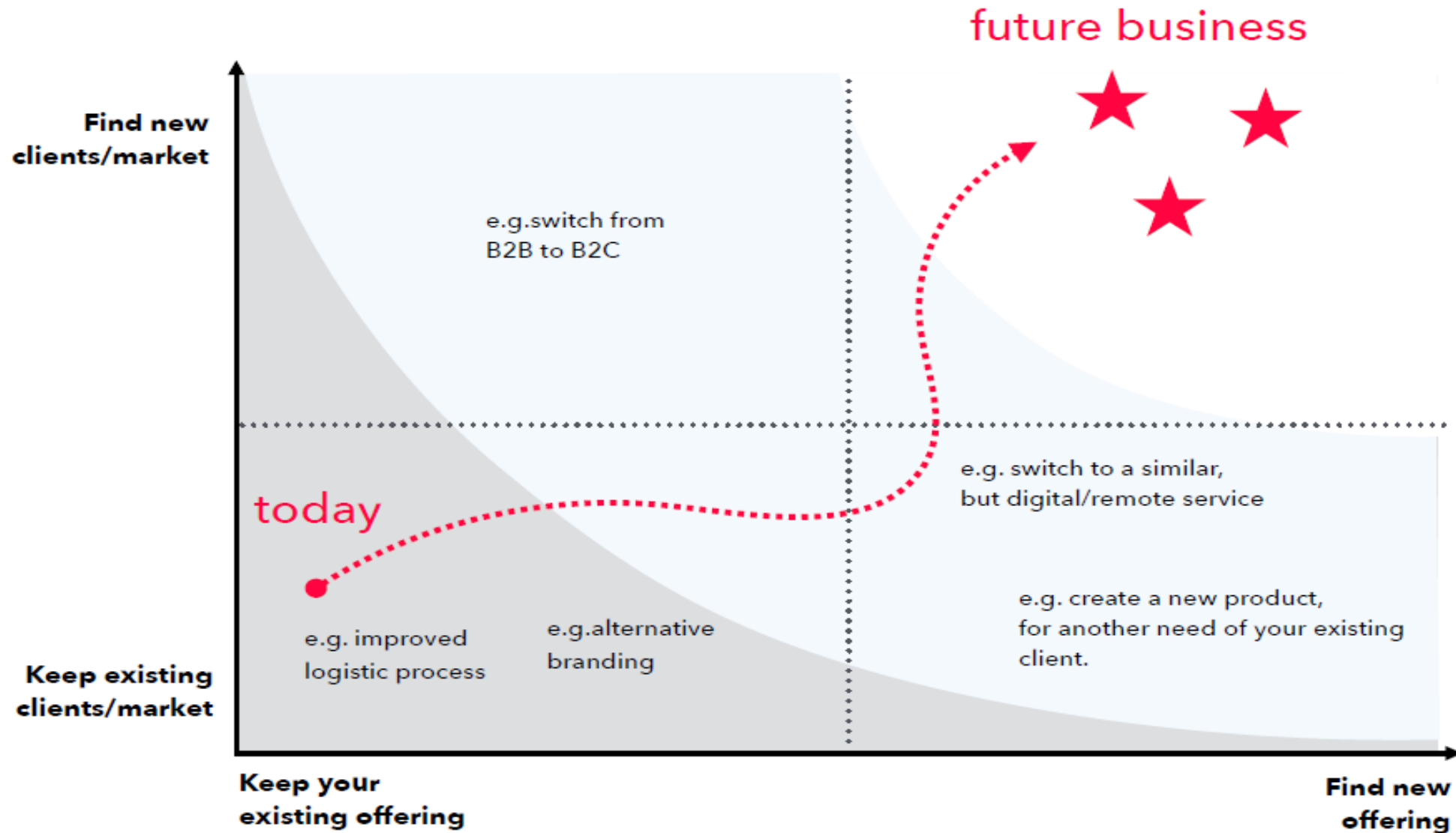
Strategy Matrix: How to adapt and pivot?

		IMPACT ON YOUR ORGANIZATION			
		Direct impact of Covid-19 / Indirect impact of economic recession / Ability to adapt fast			
		Positive Revenue growth through demand surge <i>e.g. E-commerce</i>	Mildly negative Sustained revenue loss of 0-15% in Q2-4 2020 <i>e.g. Consumer Goods</i>	Severe Sustained revenue loss of 15-50% in Q2-4 2020 <i>e.g. Oil and gas</i>	Catastrophic Sustained revenue loss of +50% in Q2-4 2020 <i>e.g. Tourism</i>
SEVERITY AND DURATION OF ECONOMIC IMPACT GDP forecast / Pandemic evolution / Economic policy	0.5 year impact <i>V-curve rebound</i> : Effective pandemic control and economic stimulus	In this situation, alternative growth paths are needed. Ride the wave: boost supply to keep up with demand surge Prepare for worst-case scenario			Mothball large part of the business and prepare for re-start
	1.5 year impact <i>U-curve recovery</i> : Social distance measurements prolonged, economic stimulus eases damage	Push for growth and market share	Defend, improve competitive position, and find new growth	Pivot through organic innovation and inorganic growth, or divest	Pivot through organic innovation and inorganic growth, or divest
	3 year impact <i>L-curve recovery</i> : Failed pandemic control, and wide-spread bankruptcies and credit defaults	Aggressive push for growth and market share	Defend, improve competitive position, and find new growth	Prepare for aggressive new entrants. Reinvent and create totally new position, or abandon	Last survivor strategy or abandon market

TRAYEKTORY TRANSFORMASI SELAMA DAN PASCA COVID 19



TRAYEKTORI TRANSFORMASI BISNIS SELAMA DAN PASCA COVID 19



FINAL REMARKS (1)

- Covid 19 telah memberikan dampak pada: dampak diberlakukan aturan pembatasan baru, dampak pada perilaku masyarakat yang baru, dan akhirnya dampak ekonomi
- Hampir semua perusahaan yang terkena dampak negatif Covid 19 karena 2 hal Utama yaitu: demand yang turun dan terputusnya interaksi dengan pelanggan dan pemasok
- Covid 19 telah mengakibatkan sekitar 85 % perusahaan terpuruk.
- Tidak ada yang tahu secara pasti kapan Covid 19 akan selesai, dan kapan keadaan menjadi normal Kembali (new normal). Ketidakpastian masih menyelimuti dunia usaha selama tahun 2020 dan tahun-tahun berikutnya.

FINAL REMARKS (2)

- Dampak Covid 19 sangat besar, sehingga target-target RKAP yang disusun tahun 2019, sudah tidak relevan lagi dengan kondisi terjadinya Covid 19
- Untuk itu untuk menegakkan prinsip GCG, perusahaan harus melakukan revisi terhadap target-target RKAP 2020
- Agar survive dari dampak Covid 19, perusahaan harus bisa mentransformasikan diri menjadi Low Touch Business.

FINAL REMARKS (3)

- Untuk dapat mentransformasikan menjadi Low Touch Business, paling tidak perusahaan harus melakukan hal-hal berikut ini: terus memonitor perkembangan Covid 19 sampai terjadinya new normal, mempelajari secara mendalam karakteristik new normal, melakukan analisis SWOT perusahaan dalam situasi new normal, merumuskan strategi (bisa jadi dengan merubah model bisnis) baru dengan visi yang tetap (pivot), lakukan pengujian terhadap strategi baru (pivot), dan akhirnya launch strategi baru (pivot).

Terimakasih