

ACCA



**COVID-19 GLOBAL
SURVEY: THE ROAD
TO RECOVERY?**

Think Ahead

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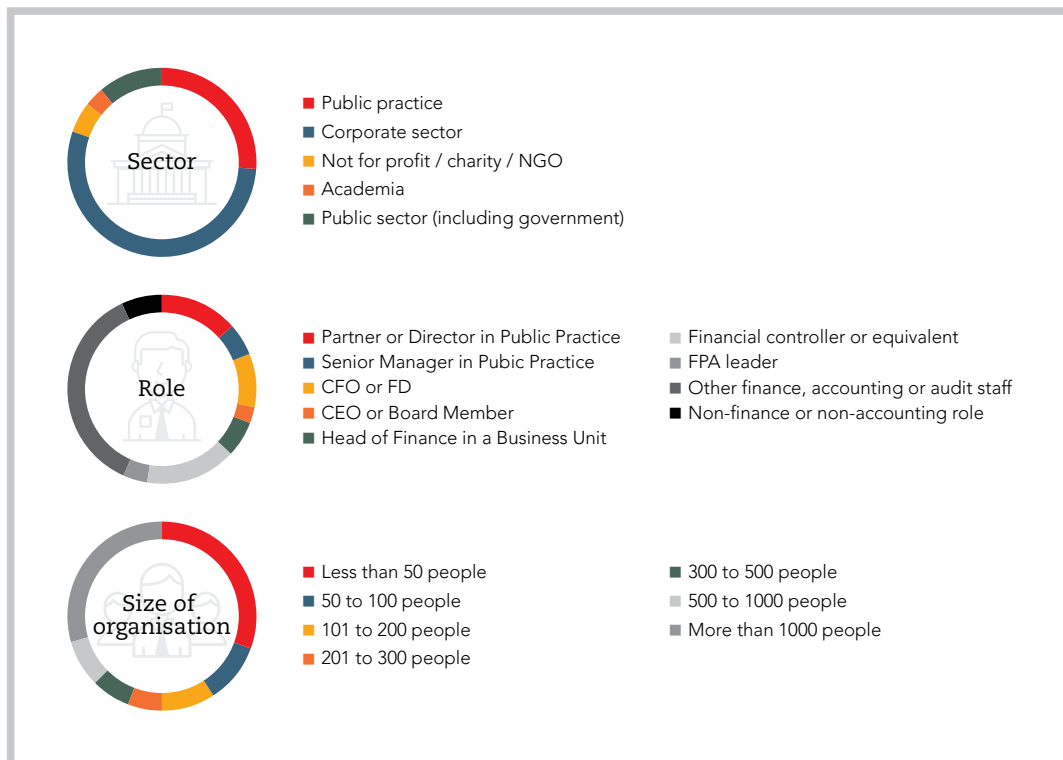
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COVID-19 GLOBAL SURVEY: THE ROAD TO RECOVERY?

The COVID-19 crisis has created the biggest challenge to the global economy since the Great Depression of the 1930s. This short survey of over 4,500 ACCA members follows the publications of ACCA's report *COVID-19 Global Survey: Inside Business Impacts and Responses* in April 2020, and continues to track ACCA sentiment around the world on the impact of COVID-19 and examines how organisations are responding.



Our message to governments around the world

1. The economic impact of COVID-19 will be long lasting. Some businesses will be hurt more than others and, conversely, some will recover faster than others. Government thinking in the mid-term response needs to anticipate what measures will need to be in place to support and enable viable businesses to recover. This also needs to include a review of eligibility to support packages available and an acceptance that eligibility is likely to need to change over time. This will require both long-term thinking and mid- to long-term support to save jobs and enable a return to sustainable growth.
2. Governments must look to work closely with business and international organisations in delivering support packages which may need to be in place long after the pandemic has passed. Financial institutions must do their part in keeping cash flowing to hard-hit businesses during their time of struggle. In turn, governments must do what they can to reduce the risks taken on board by large financial institutions, such as underwriting a proportion of lending, or by incentivising bank support for smaller businesses.
3. This is a global crisis and governments, business and international organisations will need to work together to find solutions that will work for all at national, continental and global levels. It is vital that governments work together to develop national and international exit strategies that can support economic recovery post-the pandemic. Failure to develop and deploy comprehensive recovery strategies will only prolong the economic downturn and risk depression.
4. Those businesses, particularly the most profitable and least affected by the pandemic must expect to also work with their governments to do their part to save smaller businesses, who may be within their supply chains, from going under as a result of the crisis.

53%

say purchases
down or stopped

83%

expect revenue to
be down vis-à-vis
the previous
financial year

32%

now see government
interventions as
effective, versus
17% in March

81%

have now adopted
flexible working
from home
strategies

82%

have now
performed a
financial reforecast
since the outbreak

71%

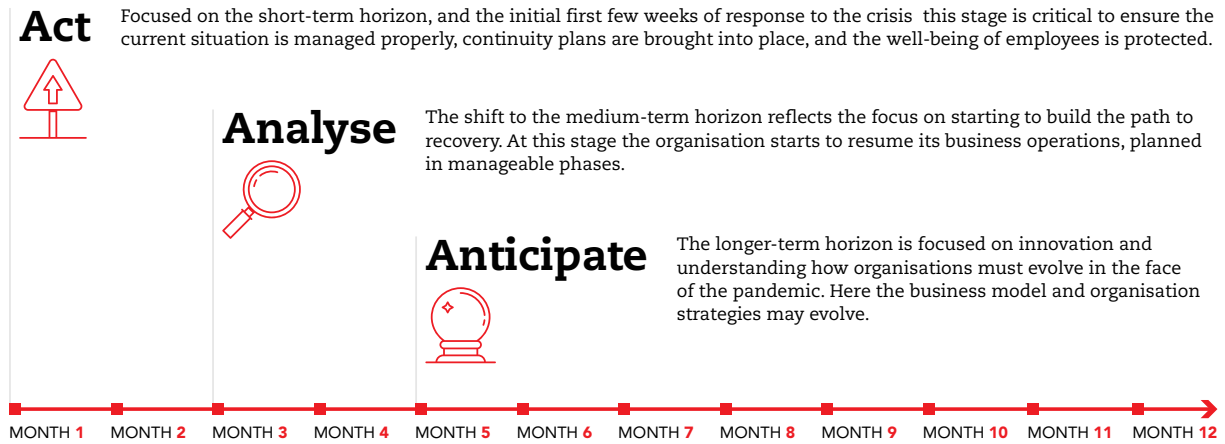
identify workplace
transformation
as longest-term
COVID-19 impact

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The recovery roadmap

ACCA 3 STAGE FRAMEWORK FOR ORGANISATION RECOVERY



THE RECOVERY ROADMAP

	1. Act 0 – 2 months	2. Analyse 2 – 6 months	3. Anticipate > 6 months
Workforce management	1. Protect staff	2. Plan the workforce	3. Build your talent
Customer centricity	1. Safeguard customers	2. Monitor key trends	3. Transform engagement
Stakeholder engagement	1. Engage partners	2. Evaluate value	3. Build strategic relationships
Financial strategy	1. Secure viability	2. Map opportunities	3. Secure long-term plan
Supply chain assessment	1. Protect supply	2. Assess options	3. Transform strategy
Data & Digital transformation	1. Ensure operability	2. Analyse opportunities	3. Digitally transform
Leadership, strategy and risk	1. Deliver governance	2. Examine strategy	3. Transform the organisation

The full roadmap can be accessed at ACCA's COVID-19 Global hub:
www.accaglobal.com/uk/en/cam/coronavirus.html



Executive summary

Business and financial impact of COVID-19

Operational challenges scale up for many

- Our June data suggest organisations in all sectors are experiencing increased challenges across the value chain relative to the results from our March survey due to falling customer demand.

Revenue forecasts continue to fall

- Operational issues are impacting the financials. 83% of respondents overall now expect revenues vis-à-vis the previous financial year to be down; 40% expect revenues to be down by at least 25%.

Forecasting practices are improving

- There is some good news. Forecasting practices are improving with 82% of organisations having now undertaken a financial forecast since the outbreak of the crisis, compared to only 53% having done so in March.

Government support improving

- Almost one third of respondents in our June survey now see interventions as effective, up from just 17% in March. Yet effectiveness also varies significantly depending on the interventions offered.

Auditors see client opportunities rising

- Respondents from audit firms see more opportunities in business continuity and resilience, digital transformation and supply chain transformation. It is a particular opportunity for smaller practices.

Organisation responses to COVID-19

Focus pivots to the medium- and long-term

- Many organisations are shifting their focus towards the medium-term (over the next 6 months) and longer-term (beyond the 6 months horizon) as they plan the business recovery journey.

The big experiment: flexibility

- Over 80% of organisations have implemented flexible working and home working practices which could be a catalyst for changing work practices in the future. 50% have adopted staff rotas to accommodate social distancing requirements.

A focus on operational efficiency

- Implementing cost reduction activities is cited by over half of respondents as the key financial priority in charting a path to recovery followed closely by process reviews. It is no surprise given the current global economic indicators.

Long term impacts of COVID-19

- The data suggests the long term impacts from COVID-19 could be very significant. Most tellingly, flexible working practices and work transformation are cited as the highest likely long term outcome from the pandemic. However, our data identifies a wide range of other possible outcomes too, from examination of the effectiveness of crisis management and risk management practices, through to acceleration of changing skills, less international travel, and possible global supply chain evolution.



**THE COVID-19 CRISIS CONTINUES
TO IMPACT ALL ORGANISATIONS
IRRESPECTIVE OF SIZE OR SECTOR.**

”

1. Business and financial impact of COVID-19

1.1 Organisations face increasing operational challenges

Challenges cut across the value chain

Irrespective of size, sector or location of response, compared to our March data the impact of the pandemic has expanded and challenges are growing (Figure 1.1). The problem at the centre of these issues is a collapse in customer demand for many organisations, with 53% of respondents citing purchases as having completely stopped or have reduced. It is a domino effect, with both product launches and investment plans being deferred, further compounded by supply chain challenges and issues with customer order fulfillment.

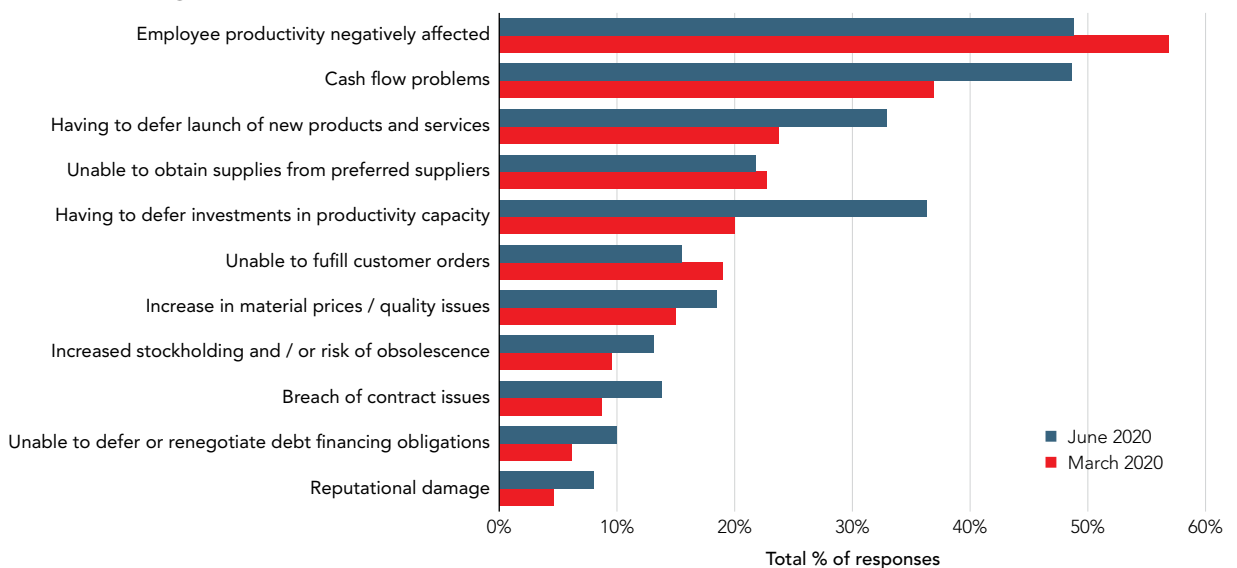
Falling customer demand is translating into core financing issues. The June data shows many more organisations facing cash flow challenges with almost half of

respondents citing issues. It is a classic triggered effect, and over the last three months since our initial survey, the data suggests greater concerns over financing and debt issues. Given the increasingly depressed economic narrative, it is difficult to see how these issues will resolve in the near term.

53% OF RESPONDENTS CITE CUSTOMER PURCHASES AS HAVING DECLINED OR STOPPED.



FIGURE 1.1: Challenges across the value chain



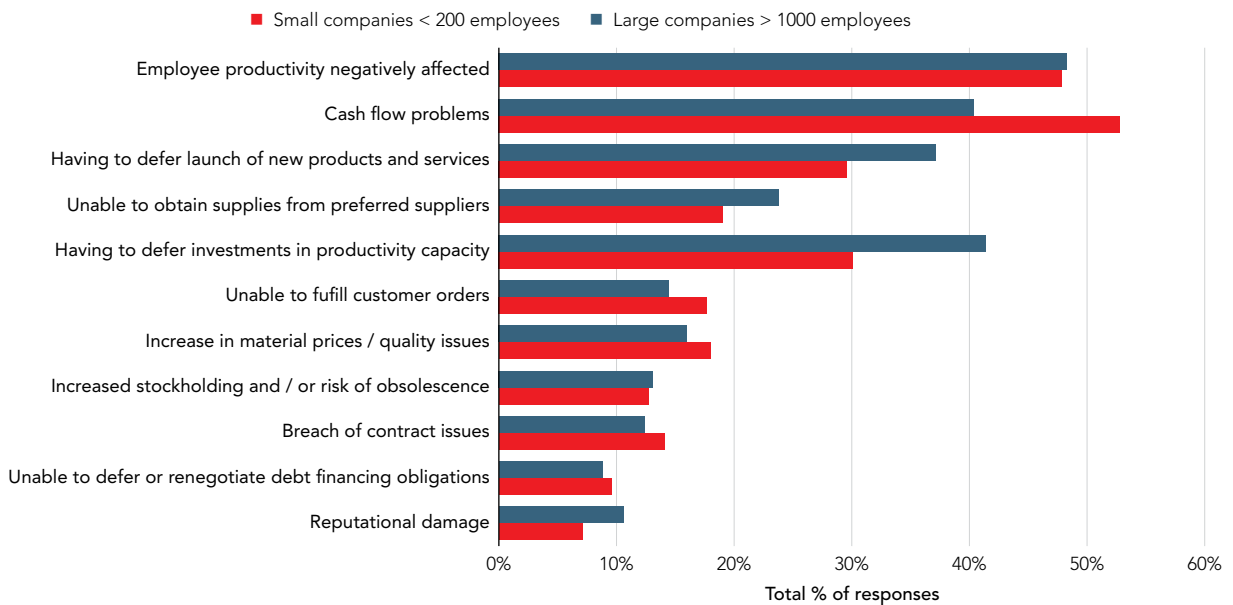
Source: ACCA COVID-19 Global Survey 2020 Part 2

Smaller business continues to be hard hit

Perhaps unsurprisingly, the data suggests smaller businesses are particularly suffering in some key areas (Figure 1.2). They face greater challenges in relation to stopped or reduced customer purchases and cash flow relative to larger organisations. Almost 60% of SMEs are now citing customer purchases as having stopped or reduced. Cash flow is following a similar trajectory, with over half of SME respondents (53%) indicating this is now a problem, compared to 46% in our March data. This is of particular concern particularly given the range of support measures introduced by governments to help SME financing and cash flow challenges. Our previous survey in March had suggested many of these issues could impact the very viability of organisations over the coming months.

THE DATA SUGGESTS SMALLER BUSINESSES ARE PARTICULARLY SUFFERING IN SOME KEY AREAS. SMEs FACE GREATER CHALLENGES IN RELATION TO STOPPED OR REDUCED CUSTOMER PURCHASES AND CASH FLOW RELATIVE TO LARGER ORGANISATIONS.

FIGURE 1.2: Smaller businesses continue to be hit hard



Source: ACCA COVID-19 Global Survey 2020 Part 2

Impacts across sectors appear consistent but have increased compared to March data

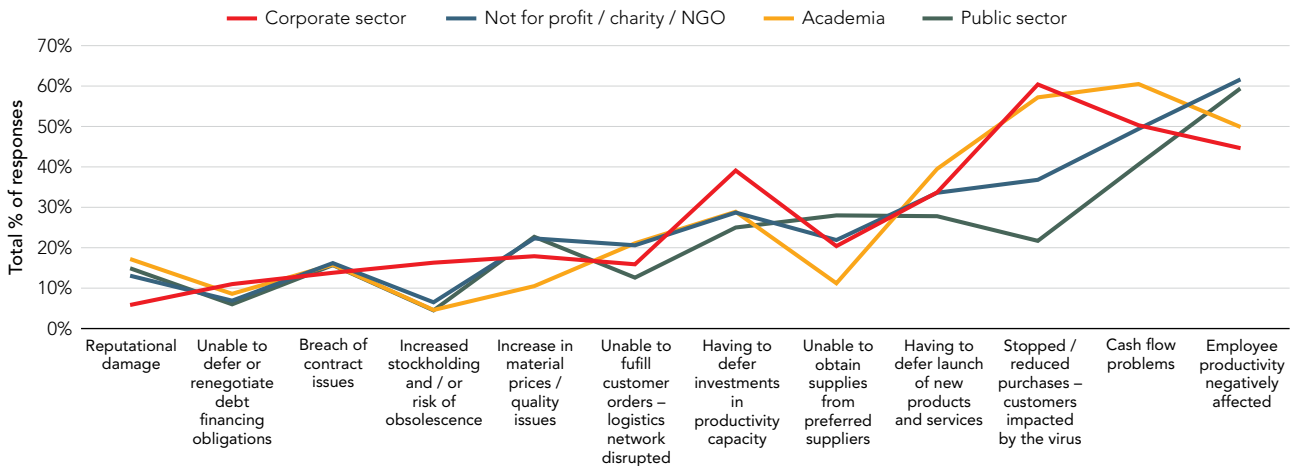
Comparing different sectors, the data suggest challenges across the value chain follow broadly the same trajectory in terms of which issues are cited as most prevalent, however the most obvious difference is in relation to customer demand (Figure 1.3). The public sector in particular cites much lower issues in relation to customer demand falling. In fact 48% of respondents cited increased demand, no surprise given the increased demand on health services, as well as other services such as social care.

Impacts track spread of pandemic

The top 5 business impacts are affecting locations across the world differently, and possibly reflect the extent to which the locality is currently exposed to the pandemic, and how well it has been managed (Figure 1.4).

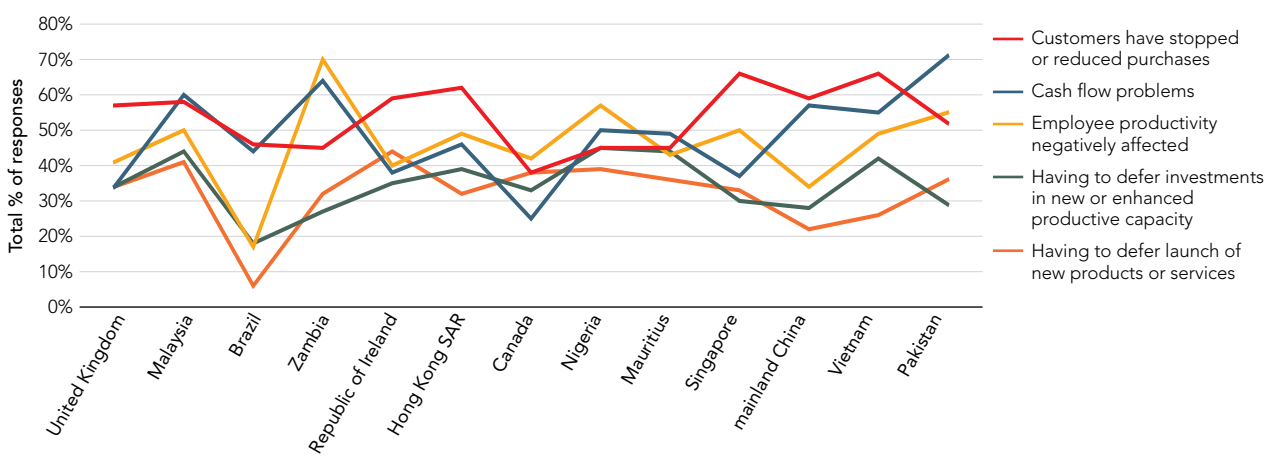
Of particular note in our June data is the potential lag to deferring investments in enhanced productivity and product and service launches, as well as the relatively better state of customer demand in Brazil vis-à-vis other locations. This could change dramatically over the coming weeks as the pandemic spreads in that location.

FIGURE 1.3: Impacts across sectors



Source: ACCA COVID-19 Global Survey 2020 Part 2

FIGURE 1.4: Impacts across different locations



Source: ACCA COVID-19 Global Survey 2020 Part 2

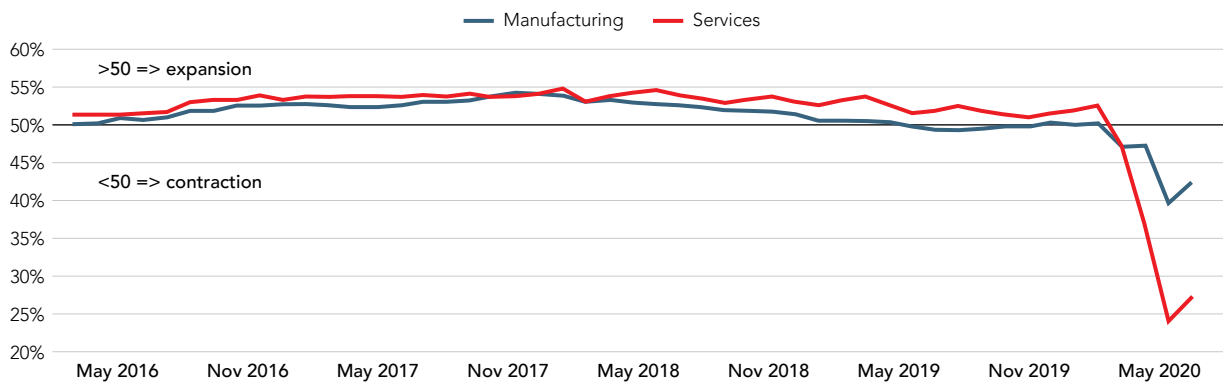


World Bank's Global Purchasing Managers Indices for manufacturing and services

In its recent Global Economic Outlook Report, the World Bank forecast a 5.2% drop in world GDP this year with declines of approximately 6% in the US and 9% in the Euro area. Emerging markets are forecast to suffer a 2.5% fall in GDP, the worst since comparable records began in 1960. Meanwhile, the OECD in its June Economic Outlook is more pessimistic, forecasting a 7.7% fall in world GDP this year, including declines of 8.5% in the US and 11.5% in both the Euro area and the UK. Predictions of the scale of the collapse in activity in the second quarter vary but for advanced economies are concentrated in the 10% to 20% range. These are unprecedented falls in GDP over the course of a single quarter.

The World Bank has recently published its latest Global Purchasing Managers' Indices for manufacturing and services. It shows the sheer scale of the collapse in economic activity through the first months of 2020. From signalling expansion or steady output, manufacturing and services measures plunged to record lows over March and April. In particular, the service sector has seen the biggest collapse in activity due to shutdowns. But so-called high frequency data, such as Google mobility statistics and road traffic flows, point have started to point to increased in activity in June, albeit still well below pre-crisis levels. There may be some prospects of recovery in the second half of the year. ■

FIGURE 1.5: Global Purchasing Managers Indices



Source: World Bank June 2020



1.2 Revenue forecasts continue to fall

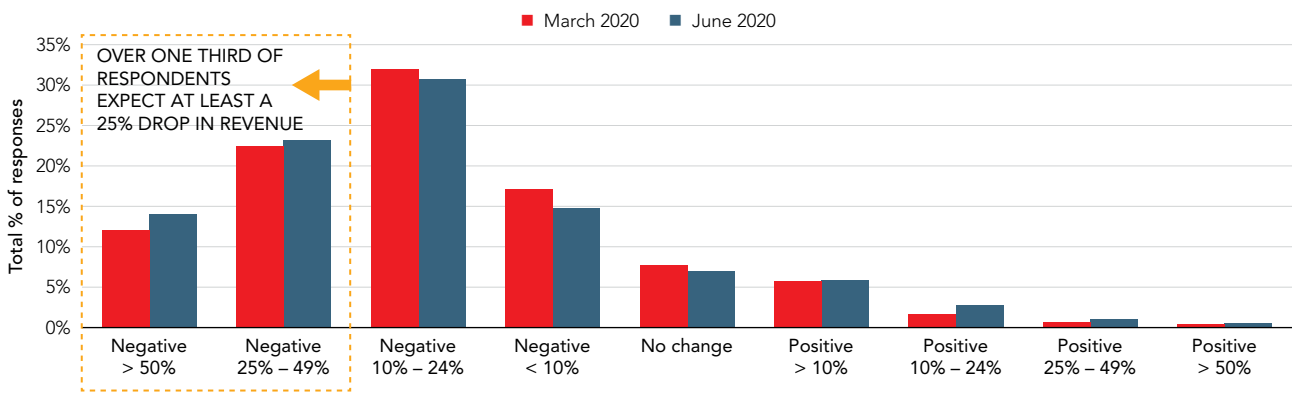
Organisations expect revenue to fall vis-à-vis previous financial year

As challenges across the value chain continue to impact, it is no surprise to see this continue to translate into a downturn in expected financial performance. In our March 2020 survey, 83% of business leaders at the time expected revenues to fall vis-à-vis the previous financial year. It is exactly the same figure as at June 2020. Analysing the data in a different way, over one third of respondents expect revenues to fall by at least one quarter vis-à-vis the previous financial year, again a strikingly similar result to the data in March (Figure 1.6).

Smaller organisations remain more pessimistic on revenue predictions

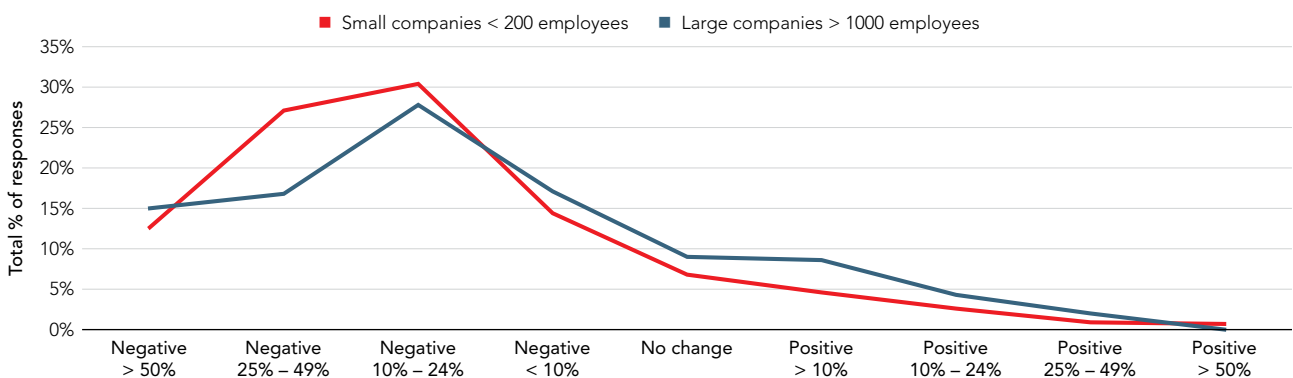
Our March survey indicated that SMEs were more pessimistic in their revenue predictions than those of larger businesses. This trend continues in the latest survey with 85% of SMEs predicting negative revenue vis-à-vis the previous year, compared to 76% from larger businesses (Figure 1.7). These findings may not be surprising, given SMEs are now seeing greater challenges in cash flow management and more are citing reduced or stopped customer purchases compared to the respondents from larger organisations. It remains a difficult situation for SMEs particularly.

FIGURE 1.6: Revenue forecasts vis-à-vis the previous financial year (March versus June comparison)



Source: ACCA COVID-19 Global Survey 2020 Part 2

FIGURE 1.7: Revenue forecasts vis-à-vis the previous financial year (small versus large organisations)



Source: ACCA COVID-19 Global Survey 2020 Part 2

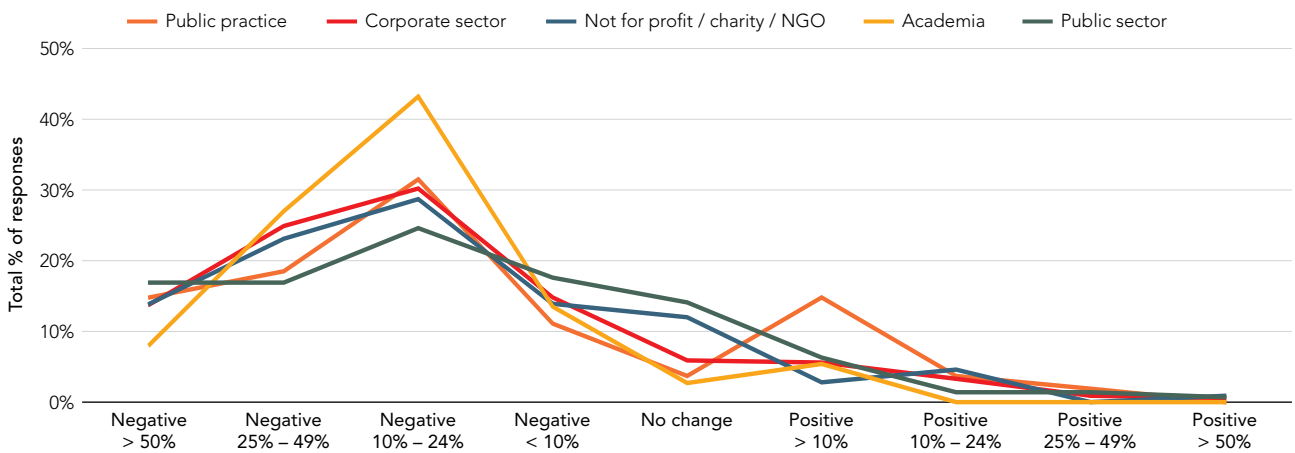
Impacts across sectors appear consistent but have increased across the board compared to March data

Current data suggests the revenue forecasts across different sectors broadly follow the same pattern, with all sectors predominantly expecting a negative revenue forecast vis-à-vis the previous financial year (Figure 1.8). Particular concerns are expressed from the academic sector, however, possibly a reflection of the impact of the lockdown on face-to-face education and the capacity of institutions to attract new revenue streams.

Differences do exist across locations on the severity of revenue predictions

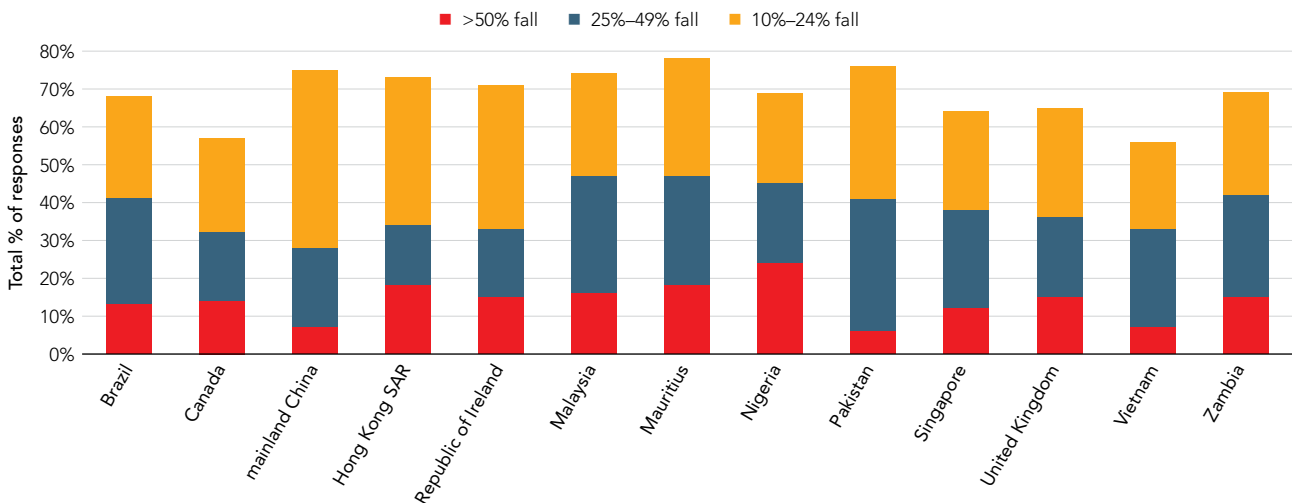
Whilst there is a high degree of consistency in the overall total proportion of respondents expecting revenues to be lower this financial year vis-à-vis the previous financial year across locations, significant differences are apparent when evaluating the severity of revenue expectations, ranging from almost one quarter of Nigerian respondents expecting revenues to fall by over 50% to a much lower expectations, for example in Pakistan (6%) (Figure 1.9).

FIGURE 1.8: Revenue forecasts vis-à-vis the previous financial year (by sector)



Source: ACCA COVID-19 Global Survey 2020 Part 2

FIGURE 1.9: Revenue forecasts vis-à-vis the previous financial year (by location)



Source: ACCA COVID-19 Global Survey 2020 Part 2

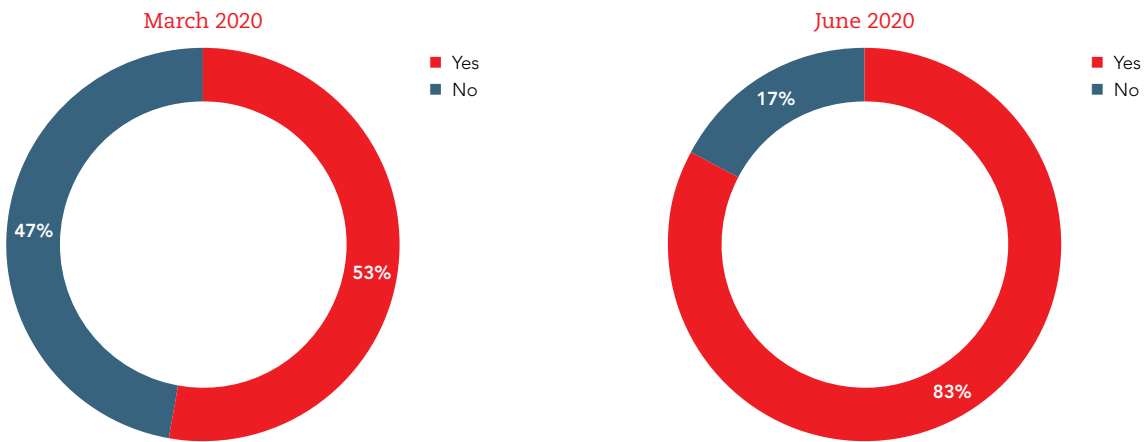
1.3 Forecast practices are improving

Rise in organisations forecasting

Our March survey data suggested almost half of respondents had not undertaken a financial reforecast since the outbreak of the COVID-19 crisis with the uncertainty created by COVID-19 identified as the biggest barrier at the time.

Data from June suggests 83% of organisations have now undertaken a financial reforecast; this is a significant difference, and better practices are crucial to helping organisations gauge the impact of the crisis and respond accordingly (Figure 1.10).

FIGURE 1.10: Have you performed a reforecast?



Source: ACCA COVID-19 Global Survey 2020 Part 2

**83% OF ORGANISATIONS
HAVE NOW UNDERTAKEN A
FINANCIAL REFORECAST; THIS IS
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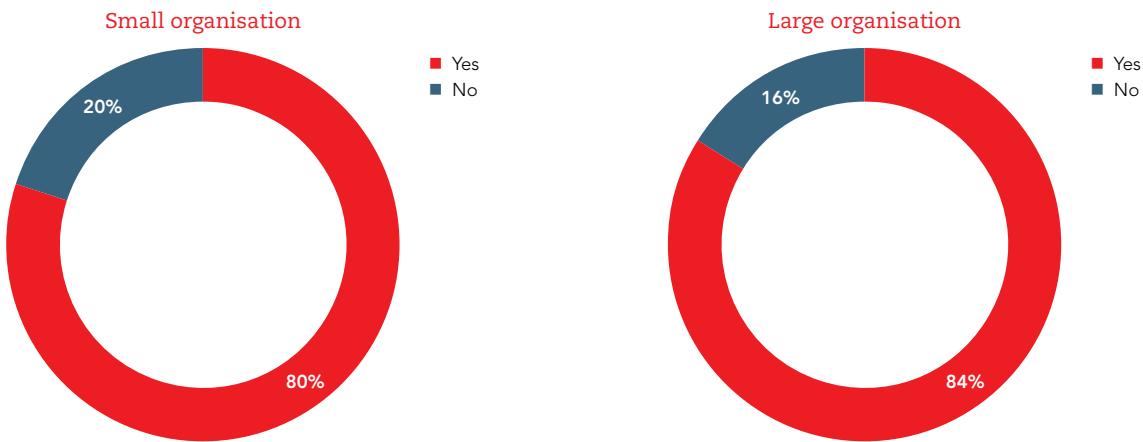
SMEs increase forecasting

Our March survey data suggested 54% of SMEs had undertaken a financial reforecast since the outbreak of the pandemic. Fast forward to June and 80% of SMEs are now forecasting and bringing valuable insight to enhance decision-making (Figure 1.11).

Forecasting consistency across sectors

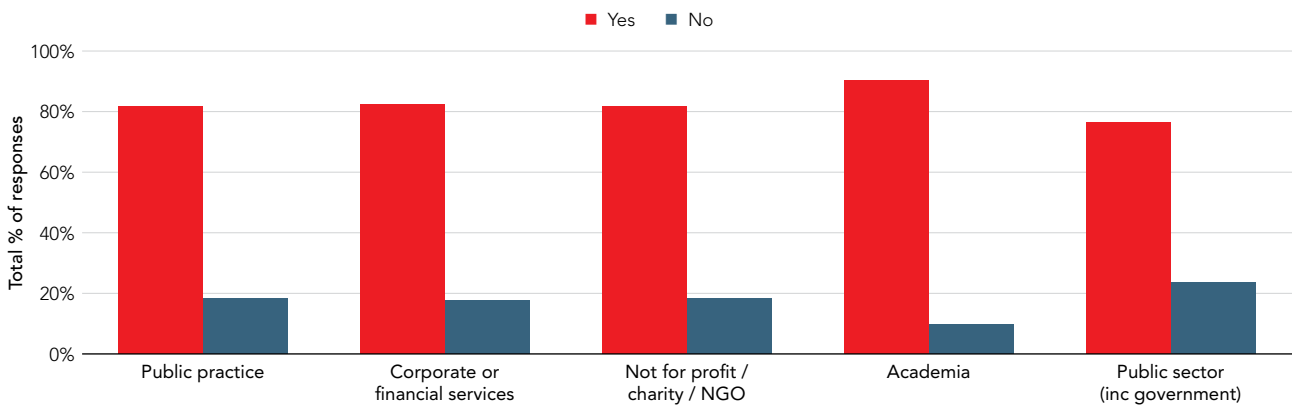
The data suggests that most organisations across all sectors have undertaken a forecast since the pandemic outbreak, and there are few material differences identified (Figure 1.12).

FIGURE 1.11: Have you performed a reforecast? (small versus large organisations)



Source: ACCA COVID-19 Global Survey 2020 Part 2

FIGURE 1.12: Have you performed a reforecast? (sector comparison)



Source: ACCA COVID-19 Global Survey 2020 Part 2

1.4 Government support is improving
Perceived effectiveness rises

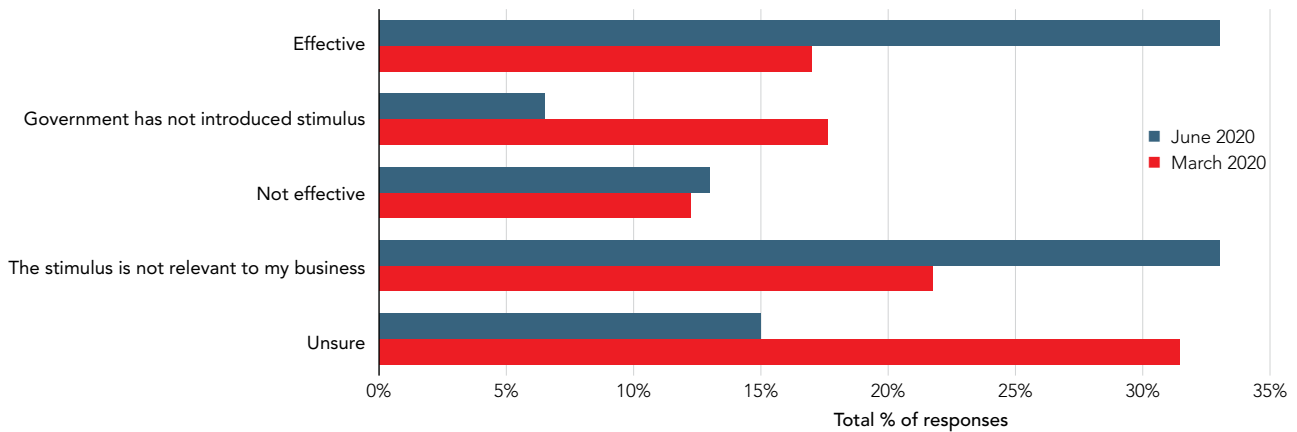
Governments across the world continue to deploy a wide range of monetary and fiscal interventions to support organisations in response to COVID-19.

Only 17% of respondents in March considered government interventions to be effective (Figure 1.13). But now just under one third (32%) rate these as effective, probably reflecting the time that responses have had to embed.

But effectiveness of different government interventions differs significantly

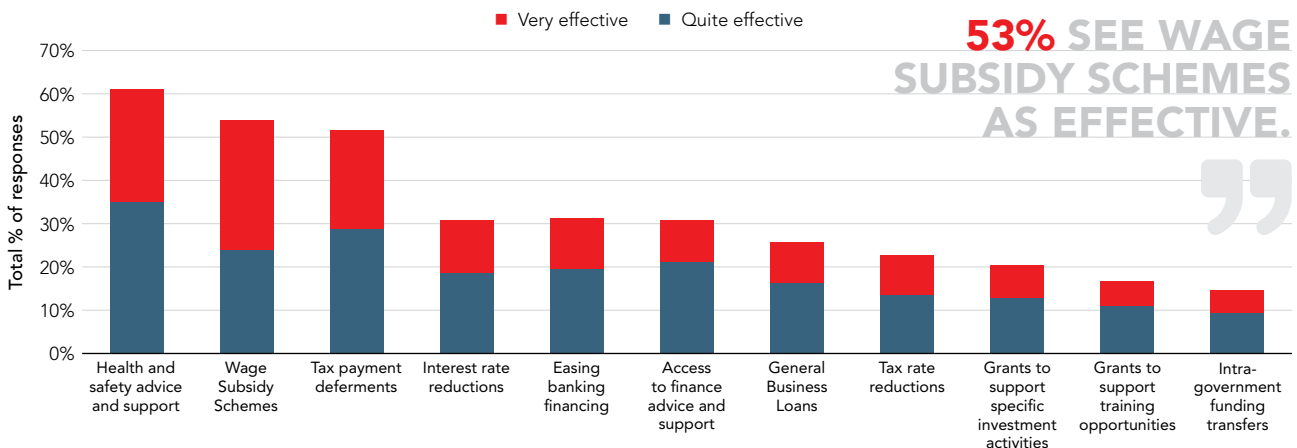
The perceived impact of different government interventions, however, is varying significantly. Those interventions targeted at employee support appear to be perceived as of greater value for most of our respondents. Over three fifths of respondents identified health and safety support offered as quite effective or very effective (Figure 1.14). Similarly, wage subsidy schemes and tax payment deferrals are also seen as relatively of higher value aimed at helping costs and cash flow challenges.

FIGURE 1.13: How effective have government interventions been?



Source: ACCA COVID-19 Global Survey 2020 Part 2

FIGURE 1.14: Effectiveness of different government interventions



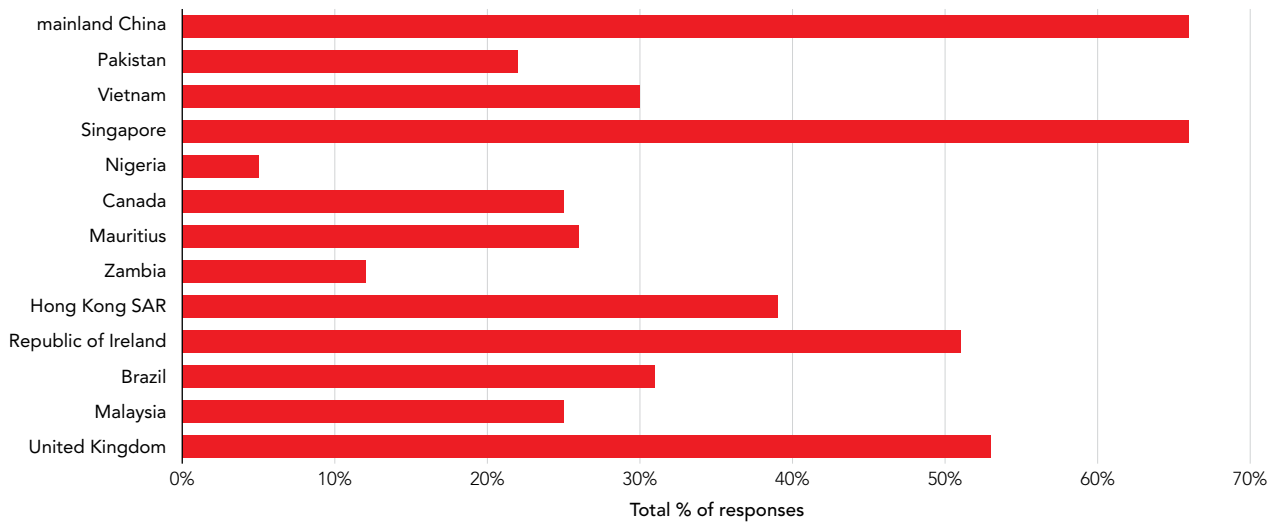
Source: ACCA COVID-19 Global Survey 2020 Part 2

Significant variation in perceived effectiveness of government interventions by location

The perceived impact of different government interventions also varies significantly by location, with two thirds of respondents from China and Singapore rating the interventions undertaken by their government as effective (Figure 1.15).

There could be implications of time lags for certain jurisdictions, as more broadly our data suggests that as time goes on and effectiveness measures have time to embed, the perception of effectiveness of these measures increases.

FIGURE 1.15: Perceived effectiveness of government interventions across different locations



Source: ACCA COVID-19 Global Survey 2020 Part 2

OUR DATA SUGGESTS THAT AS TIME GOES ON AND EFFECTIVENESS MEASURES HAVE TIME TO EMBED, THE PERCEPTION OF EFFECTIVENESS OF THESE MEASURES INCREASES.





A public sector perspective



IN COMBINATION WITH THE INCREASED DEMAND FOR PUBLIC SERVICES, THIS REDUCED PRODUCTIVITY WILL NEED TO BE ADDRESSED FOR GOVERNMENTS TO DELIVER VALUE FOR MONEY TO THEIR CITIZENS, MANY OF WHOM ARE UNDER CONSIDERABLE STRAIN.

As a result of COVID-19, nearly half (48%) of public sector respondents reported an increase in demand for the public services provided by their organisations. This response is unsurprising for certain sub-sectors, such as health and social care, but the demand for additional public services extends beyond the provision of health care in response to the pandemic. For example, there has been significant strain on social benefits systems and civil servants needing to rapidly adapt to remote working and the digital provision of many services.

Yet the key issue for the public sector continues to be the negative affects of the crisis on employee productivity (59% of public sector responses cited this issue, compared to 45% in the private sector). In combination with the increased demand for public services, this reduced productivity will need to be addressed for governments to deliver value for money to their citizens, many of whom are under considerable strain. The combination of increased demand for service and decreased capacity could also explain why public sector respondents were more likely to cite 'reputational damage' as an impact of the pandemic on their organisation.

Public sector organisations remained less likely to have completed a reforecasting exercise since the start of the crisis (with 75% having now completed the exercise), compared to their peers in the private sector (82%). At the same time, public sector respondents were much more likely to be 'prioritising data and information insights to support decision making', compared to the private sector. This suggests that public sector finance professionals are focusing their energy on providing timely insights through new data sources, beyond simply reforecasting budgets – which are often set on an annual basis in the sector. ■

1.5 Advisers see client opportunities rising New horizons for advisory firms

There is a growing sense from our latest data that advisory opportunities are increasing compared to our March data. 44% of respondents see advice around business continuing and resilience growing (Figure 1.16).

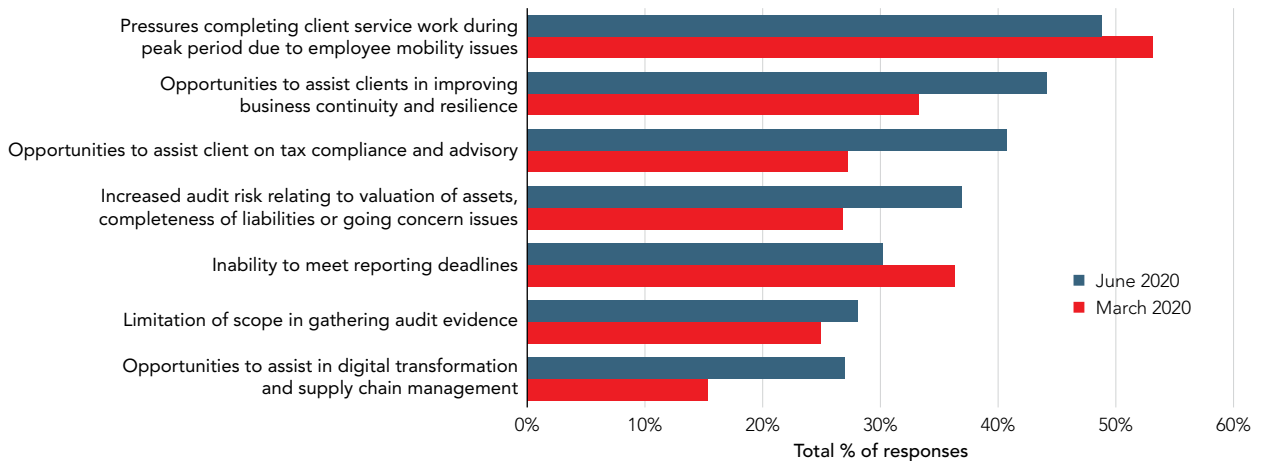
There other opportunities identified too: tax compliance and advisory is cited by over 40% of accounting firm respondents. Similarly, the percentage of respondents now identifying digital transformation and supply chain management as increasing opportunities has almost doubled since our March survey.

Opportunities and risks differ depending on size of accounting firm

Unsurprisingly, our data suggests the opportunities and risks facing different sizes of accounting and auditing firms varies (Figure 1.17).

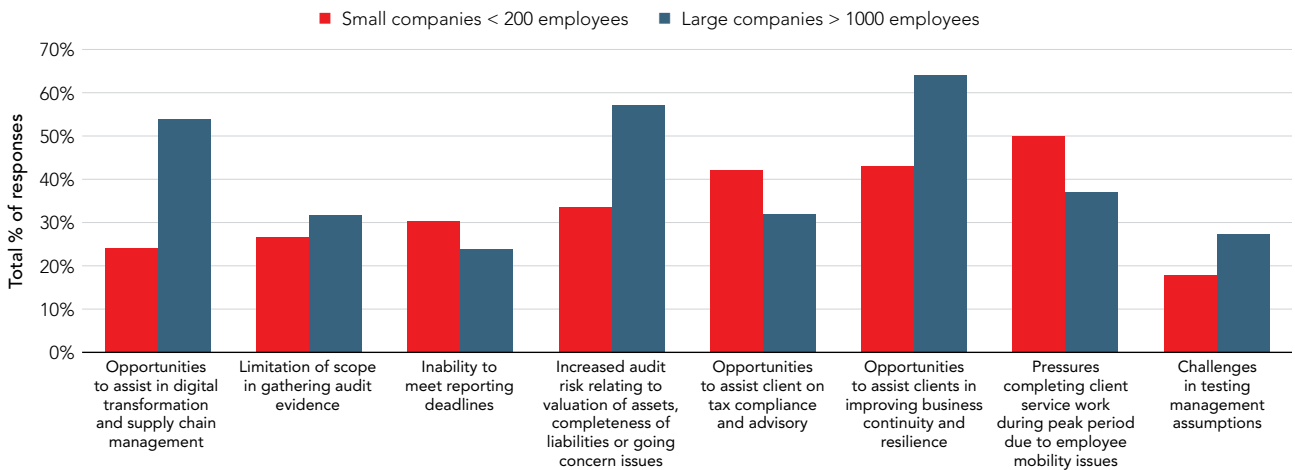
Respondents from larger firms are clearly seeing more opportunities in advisory services relating to digital transformation, supply chain management and business continuity, but this does not seem to be translating to the smaller accounting and advisory firms, possibly suggesting missed client opportunities.

FIGURE 1.16: What impact is your organisation now seeing due to COVID-19?



Source: ACCA COVID-19 Global Survey 2020 Part 2

FIGURE 1.17: What impact is your organisation now seeing? (by size of organisation)



Source: ACCA COVID-19 Global Survey 2020 Part 2

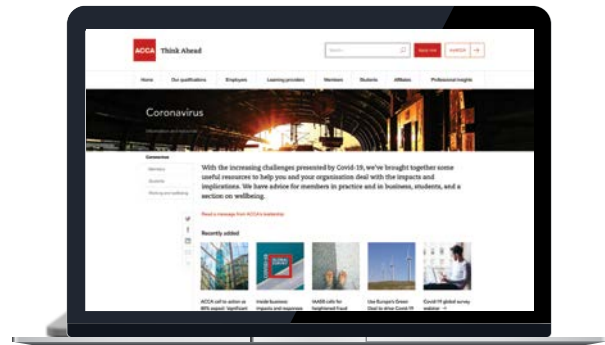


Opportunities for SMPs?

AS CATALYSTS FOR INNOVATION, SMPs CAN HELP BUSINESSES DEVELOP NEW REVENUE STREAMS, TRANSFORM THEIR BUSINESS MODELS AND SUPPORT GROWTH AND SHARE BEST PRACTICES.



More than ever before the SMP (Small and Medium Sized Practice) is the trusted adviser to smaller businesses, and the COVID-19 crisis is a call to arms for smaller accountancy firms to transform further. Digital transformation of SMPs is key to accelerating the pace of change, ensuring durability, and driving better understanding of client needs. SMPs now have superb client opportunities to diversify in areas such as improving business resilience and continuity, supply chain management, and broader digital transformation. As catalysts for innovation, SMPs can help businesses develop new revenue streams, transform their business models and support growth and share best practices. But this demands new capabilities and skills within the firm, and potentially culture change too. ■



See ACCA's COVID-19 hub which includes useful resources to help deal with the impact of COVID-19.

accaglobal.com/covid-19

2. Organisation responses to COVID-19

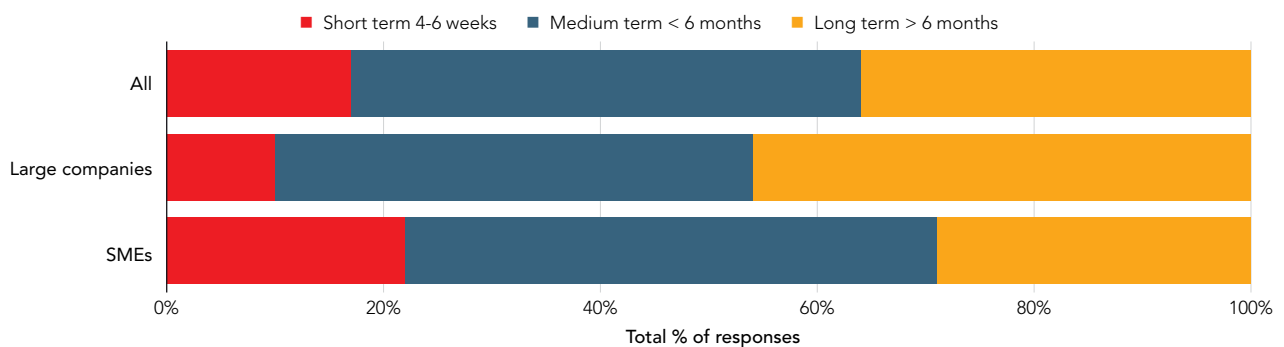
2.1 Focus pivots to the medium- and longer-term

Horizons are changing for some

There is a clear narrative from the data that for some organisations horizons are shifting and they are focusing more of their time on the medium and long term (Figure 2.1). Fewer than one fifth of organisations are still primarily focused on the short term (4-6 weeks).

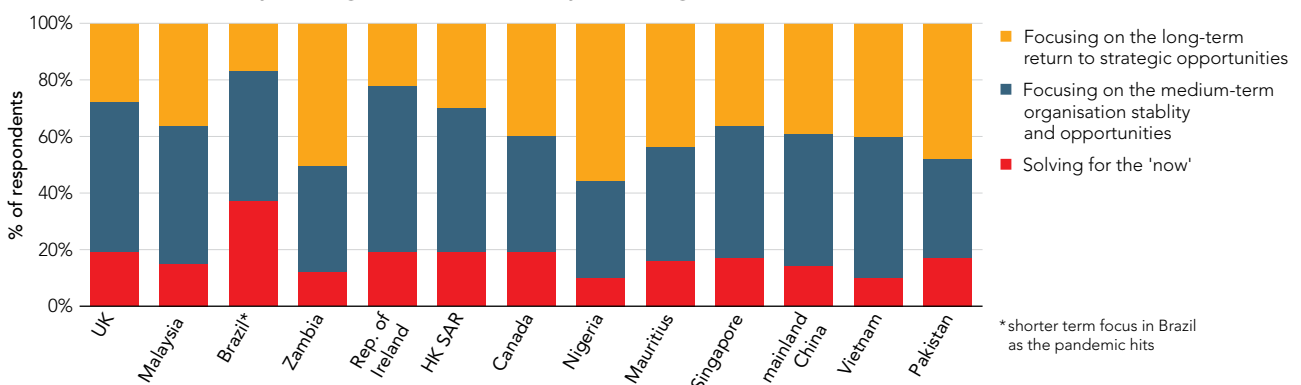
However, differences are evident when the data is cut by sector. Nearly one quarter of SME organisations are still focused on the short-term period, versus one-tenth of their larger counterparts, and this seems consistent with a slightly higher focus of smaller businesses continuing to focus on shoring up operating fundamentals. Significant differences are evident by jurisdiction too (Figure 2.2).

FIGURE 2.1: Where is your organisation currently focusing most of its time?



Source: ACCA COVID-19 Global Survey 2020 Part 2

FIGURE 2.2: Where is your organisation currently focusing most of its time?



* shorter term focus in Brazil as the pandemic hits

Source: ACCA COVID-19 Global Survey 2020 Part 2

2.2 The big experiment: flexibility

The transition to remote working

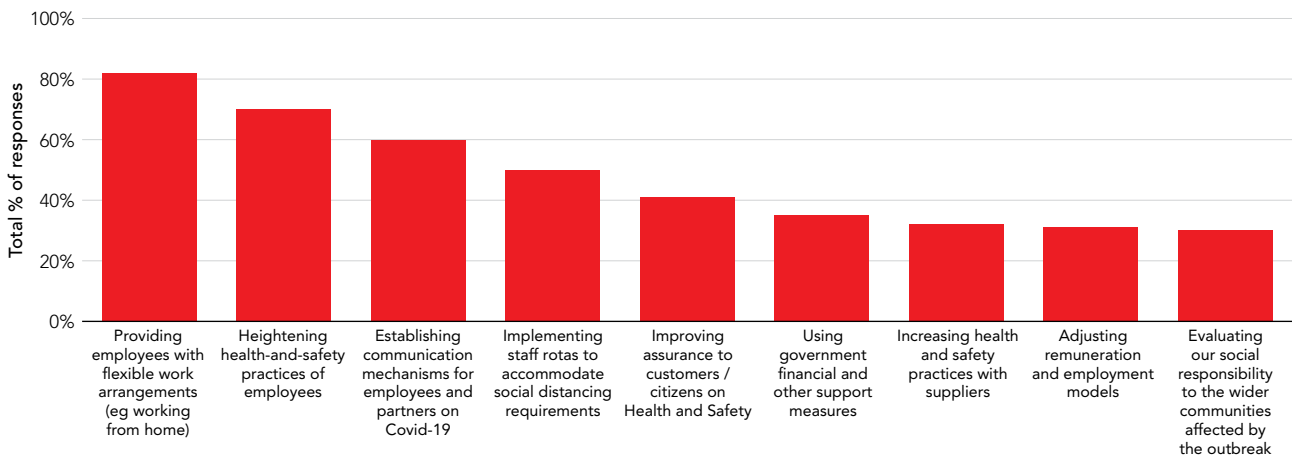
Across all our data points relating the strategies being adopted by organisations in response to the COVID-19 outbreak, the provision of working from home arrangement is cited by the most respondents (Figure 2.3). The COVID-19 crisis has arguably quickened the longer-term aspiration for many employees of remote working and leveraging technology solutions to perform work activities. Over 80% of respondents suggested their organisation was now adopting remote working practices, rising from two-thirds of respondents who cited this in our March data. But clearly organisations are rightly focused on a wider range of interventions to manage

their employees, and our data suggests heightening health and safety measures continues to be a priority across the board.

Smaller organisations slightly less responsive in adjusting people practices

Many smaller organisations are adopting a myriad of different employee strategies in response to the COVID-19 pandemic too, although across most data points comparatively adoption was slightly lower than that seen in the largest organisations (Figure 2.4). Almost 90% of large organisations have shifted to flexible work arrangements and home working as the primary response, versus just over three quarters of SMEs.

FIGURE 2.3: People activities implemented in response to COVID-19



Source: ACCA COVID-19 Global Survey 2020 Part 2

FIGURE 2.4: People activities implemented in response to COVID-19 (small versus large organisations)



Source: ACCA COVID-19 Global Survey 2020 Part 2

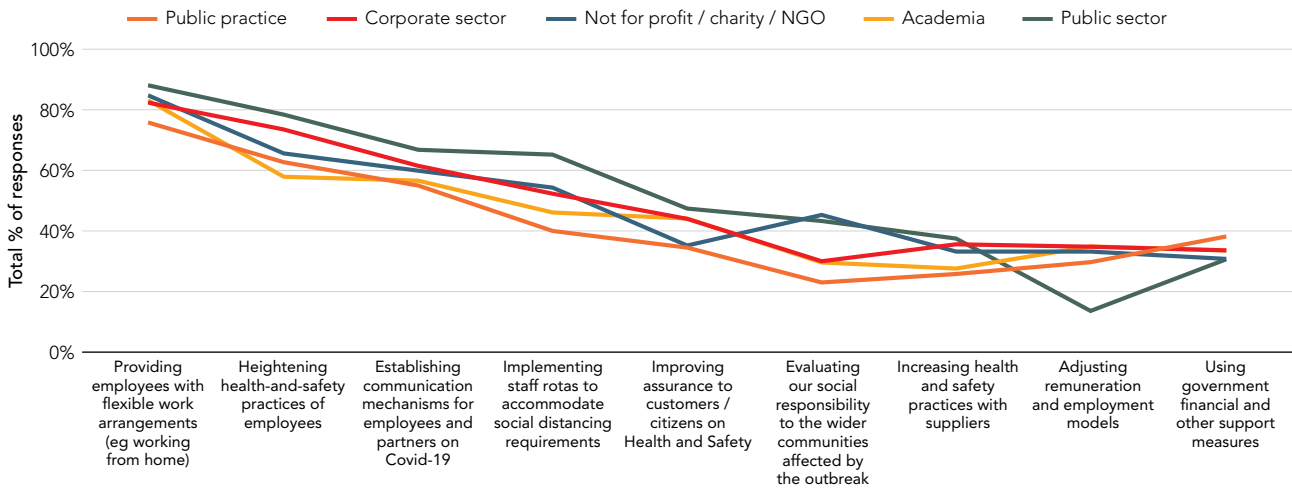
People strategies across different sectors appear very consistent

The data suggests people strategies across the sectors are reasonably consistent (Figure 2.5). Providing employees with flexible work arrangement such as working from home is the most widely cited strategy response irrespective of sector, however comparatively small differences were identified with academia more likely to be adopting people practices compared to other sectors.

**2.3 A focus on operational efficiency
It is still primarily about ensuring financial viability**

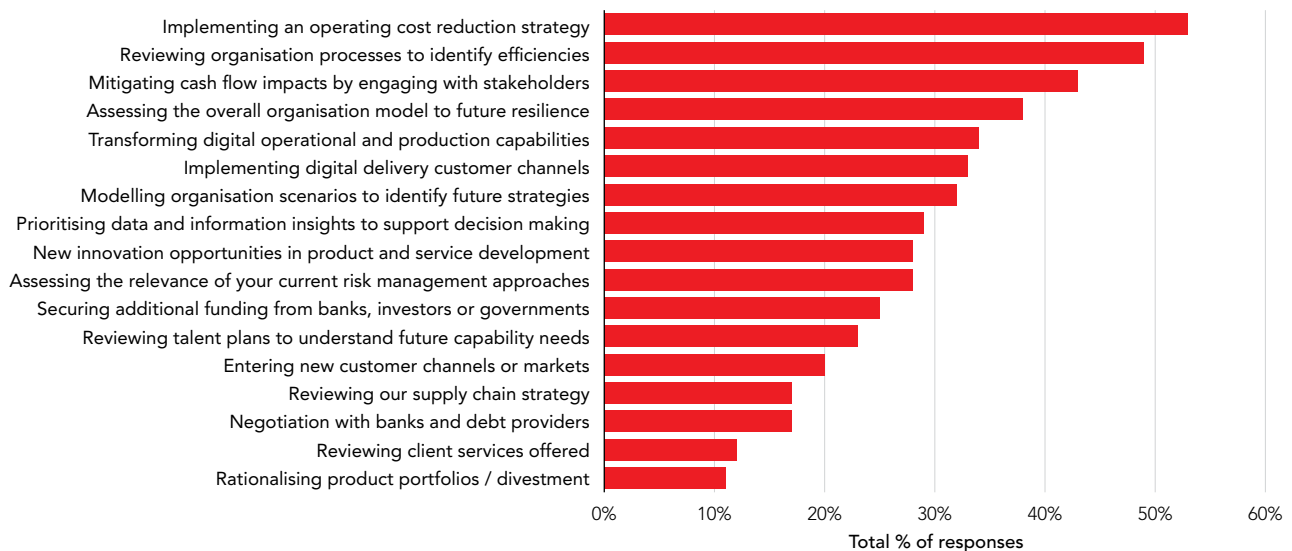
In the face of the pandemic continuing to spread around the world, as well as specific jurisdictions having seemingly passed the worst of the crisis, organisations across all sectors and sizes are at different stages of reaction to the crisis as our analysis has shown. However, there is a more consistent narrative to exactly the areas that organisations are targeting in response. Primarily, this remains an efficiency play, with cost reduction identified by respondents as the key financial priority as organisations respond to the challenges (Figure 2.6).

FIGURE 2.5: People activities implemented in response to COVID-19 (by sector)



Source: ACCA COVID-19 Global Survey 2020 Part 2

FIGURE 2.6: Strategic and financial activities implemented in response to COVID-19?



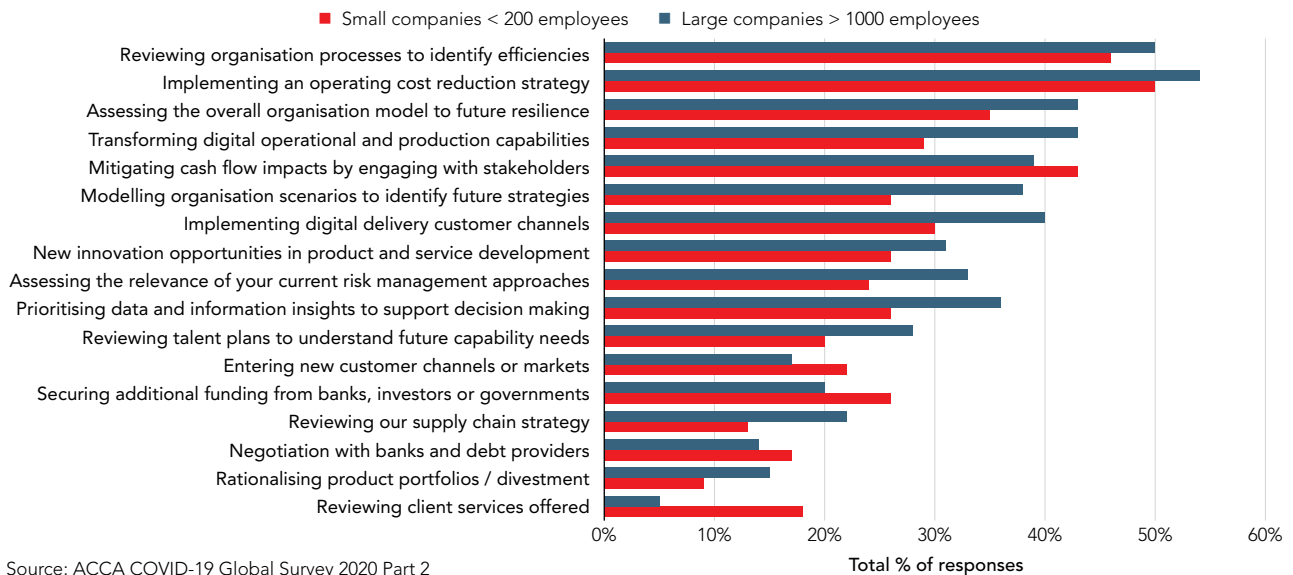
Source: ACCA COVID-19 Global Survey 2020 Part 2

Over 50% of respondents identified this as the highest priority, followed closely by process review to identify operational efficiencies. It is still a major focus on the fundamentals of running the business and ensuring viability with over two fifths of respondents continuing to prioritise the mitigation of cash flow impacts through wider stakeholder engagement. In this sense, our data in June continues the narrative from March with broad consistency. Whilst smaller organisations tracked slightly lower across many of these parameters, the general trajectory in priorities was similar (Figure 2.7).

Organisations focused on the long-term are pursuing digital transformation opportunities

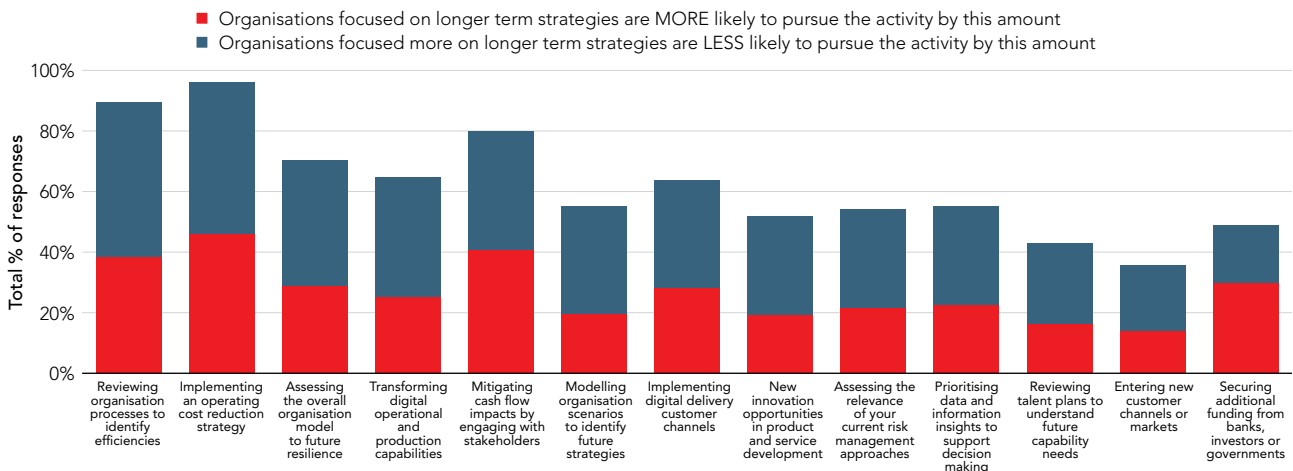
Digital transformation is the potential catalyst for wider business model change. The data suggests one third of organisations are currently transforming their digital operations and capabilities in response to the COVID-19 crisis and a similar proportion are transforming their customer engagement strategies through digital optionality. Those organisations focused on longer-term strategies are more likely to be adopting such strategies (Figure 2.8).

FIGURE 2.7: Strategic and financial activities implemented in response to COVID-19 (by sector)



Source: ACCA COVID-19 Global Survey 2020 Part 2

FIGURE 2.8: Strategic and financial activities implemented in response to COVID-19



Source: ACCA COVID-19 Global Survey 2020 Part 2



**LONGER-TERM THE CRISIS
RAISES FUNDAMENTAL
QUESTIONS ABOUT THE
FUTURE OF WORK, AND
THE NATURE OF OUR
WORKING LIVES.**

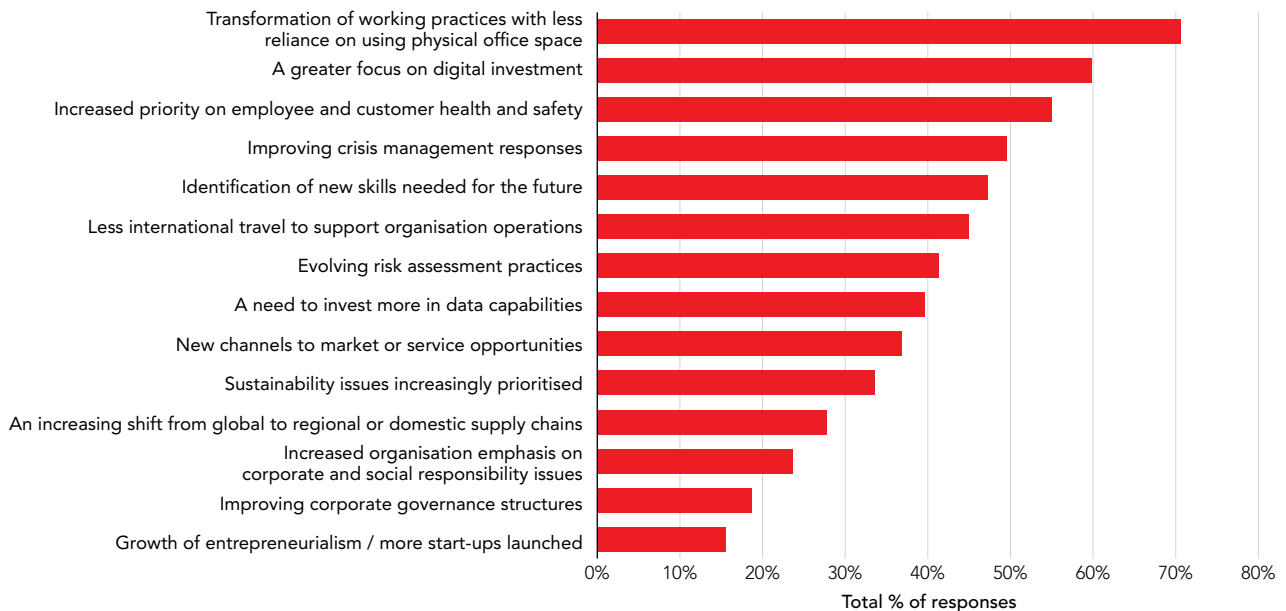
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3. Beyond the horizon – long-term impacts

The long-term impacts from the COVID-19 pandemic could be profound. Following the immediate outbreak, we have seen many employees working from home, many being furloughed, and in the medium-term there is a significant imperative for organisations to be thinking about how staff transition back into the workplace as lockdown restrictions ease. But longer-term the crisis raises fundamental questions about the future of work, and the nature of our working lives. 71% of respondents

to our survey identified the transformation of working practices with less reliance on using physical space as the most likely long-term implication. However, according to our data, there are other potential long-term implications too, with technology particularly as a significant disruptor and catalyst for business model transformation. It will be critical to understand the lessons learned from the crisis so that risk and crisis management strategies can be made more effective (Figure 2.9).

FIGURE 2.9: Strategic and financial activities implemented in response to COVID-19



Source: ACCA COVID-19 Global Survey 2020 Part 2

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