



**Marakon**  
Management Consulting at  
Charles River Associates

Considering the ongoing developments around Covid-19, we appreciate that there will be a significant disruption to your businesses and the wider economy. Our top priority remains the health and well-being of our colleagues, families and the success of our clients.

We feel it is important to underline our commitment and partnership in supporting you throughout the forthcoming weeks and months, particularly on strategic decisions where some outside objective input might be helpful.

Our clients are responding in very different ways, largely depending on the industry and their overall balance sheet strength. While we believe this crisis will eventually end, our advice is to be proactive. Now is the time for decisive strategic thinking and action at pace, whether that be in defence of your business or to be offensive in pursuing new opportunities. We are working with our clients on their immediate responses to mitigate impact, understand the trade-offs regarding capital management (including buy-back strategies given the dramatic moves in share prices), M&A opportunities and organisational realignment. Ironically, many executives find they have time on their hands as investors cancel scheduled meetings and travel is constrained. Using the breathing space created to get front footed on key organisational and strategic initiatives to ensure resilience going forward is clearly a good use of time.

If there is anything, we can do to support you in your thinking or planning, even a short call to brainstorm ideas, discuss trade-offs or potential actions, please do make contact.

Kind regards and stay safe.

The Marakon UKE Leadership Team