



Preparing for 2021 - A Make or Break Year?

with Mark Kennedy, Managing Partner, Mazars

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PREPARING FOR 2021 - A MAKE OR BREAK YEAR?

MARK KENNEDY, MAZARS

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‘The problem is that what was true in February remains true today: the economy could still quickly be derailed by another economic, financial, geopolitical or public-health tail risk, many of which have persisted and , in some cases, grown more acute during the crisis.

Nouriel Roubini, 30 July 2020



CHANGE-MAKERS

1. PANDEMIC
2. RECESSION
3. BREXIT
4. CYBER
5. ESG
6. LEADERSHIP



‘One of the critical things in this crisis we have been trying to get across.... is that we have to throw away the rule book. We have never seen this kind of crisis in our lives.’

Ana Botín, Executive Chair, Santander



RECESSION

'The decline in the indicator Suggests that the initial economic impact of the Covid-19 pandemic was both sharper and deeper than the financial crisis of 2008/9.'

Central Bank of Ireland, Economic Letter June 2020

'Enormous risks around our forecasts.'

Davy Research



'Frankly I am disappointed, and I am worried too often this week we were going backwards rather than forwards.'

Michel Barnier, July 2020



My message for companies that think they haven't been attacked is: "You're not looking hard enough".

James Snook, Deputy Director OCSIA

1. Not covering the basics
2. Not understanding your risk profile
3. Not having adequate policies
4. Confusing compliance with security
5. People
6. Lack of resource
7. Lack of leadership

'I believe that what is good for our planet must be good for our people, our regions and our economy. We will ensure a just transition for all.'

Ursula von der Leyen



'When you have had a big shock you tend to think in terms of discontinuity. Your behavior needs to handle discontinuity, otherwise it won't work. Crisis management has always shown that, when you have a big crisis, if you anticipate and manage the discontinuity, then you're OK. That's what we need to do on every topic.'

Jean-Pierre Mustier, CEO UniCredit

