

BUSINESS STRATEGIC IN UNPREDICTABLE TIMES



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NAME: DAVID PÉREZ MORENO

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INTRODUCTION AND PURPOSE OF THE DISSERTATION

The intention of this work that puts an end to my training is to be able to bring together in the same document the greatest amount of knowledge that we have developed in all the subjects and analyzing the current difficult situation that the global economy is having in order to be able to determine which paths are presented to the companies in order to choose the best of all those that the authors and literature present as possibilities to face the unpredictable changes that the global economy is undergoing.

Taking the last crash of the global economic that happened in 2009 will give a determine basement or framework to keep making progress on the following areas of my word; having in consideration all the research and sources at the literature who analyzing the particularly crisis on 2009 come up with an economic outlook regarding the depth and duration of the downturn, where no everyone took the same line to the fully recovery but most off the studies has coincident that mostly this crisis last 2 years It means from 2007-09, also they are saying that this crash was avoidable and they put 3 several key contributing to claimed led to the downturn which are:

1. First, the reports identified failure on the part of the government to regulate the financial industry.
2. Secondly there were too many financial firms taking on too much risk, the shadow banking system, which included investment firms, to the rival depository banking system but was not under the same scrutiny or regulation.
3. And then other causes was finding at the excessive borrowing by consumers and corporations and lawmakers who were no able to fully understand the collapsing financial system.

However even I will display a deeply analyze of the business strategy is really good to have a consideration of few companies did react to survive against 2009 crisis, during 2008 recession it was up in the air which businesses would make it out of he dire economic environment intact. It seemed obvious that some big companies like Google or Apple did come out from the recession with some profit remaining but for some of them was the end.

But just having the one that went successful against this difficult times will help to abstract from their experience few clues that is actually helping some companies to survive against the actual crash.

First, WELLS FARGO; The company business model was focused on the selling of financial products in a branch atmosphere and to develop a diverse lending system that lends not only to real estate but also to small business, energy and agriculture, and those looking to pay off car loans, in this terms the banks were looking to increase their branch number in any way possible the Wells Fargo was keeping things at the minimum and only taking few banks to gain some capital, allowing it to stay successful until today day which show how any brand of banks should act.

Other great and successful example is Etrade who was suffering since previous year consequence that starting from bad decisions was made prior at the recession and burst the internet business bubble but the company made management changes with a new CEO and a 1-10 reverse stock split, which allowed it to hold on though the recession.

Finally there is the NETFLIX example where the firm as a video rental store due to their new TV/movie streaming plan, which allowed subscribers to stream an unlimited amount of entertainment a month, along with their disc-delivery service and adding a variety of price and different service, Netflix became notable for what they did and today the company has 36 million subscribers.

These great example of granted companies at unpredictable times is showing few aspects of the business strategy that the business could take to survive against any bad times.

ABSTRACT

To explore the impact of the corona virus disease 2019 on the business and the global economic will focus my interpretation by answering three primordial question which are how did the business especially the small business adjust to the economic disruptions resulting from COVID-19, secondly how long dis the small business expect that the crisis will last, and how do expectations after their decisions, and the final query is how might alternative policy proposal impact business and employment resilience , to get a right answer of all this query is necessary to check on massive number of business who are operating in different markets from there I had come with the affirmation that the pandemic had already caused a massive dislocation among the small business just several weeks after its onset and prior to availability of government aid through the Coronavirus even with that helps that the central governments has give to the specially small business did not make difference to them as thy could stop the consequence of the crisis by respondents that to temporally closed their business and also other companies was going down at their employment level. At the duration of the crisis what I mentioned

before many of the firm was having a hopefully think by expecting by reactive their activities by the end of the year that was no happening at the end as the pandemic still on place and may business that needs the contact face to face were more vulnerable at this points by suffering a higher impact on this point.

Following this unpredictable situation that the whole economic world is going thought has a particular name which is recession and it is something that by the previously years the humanity has suffered in few occasion and that is the mind reason why I would try to get a better knowledge of it.

The recession is one part of what the economics call business-cycle analysts to refer a weak economic phases of the economic by having three dimensions calls duration, depth and diffusion, this means that during any recessions the economic activity decrease substantially, the decline affects wide portions of the economy and it has some permanence, in other words after few authors trying to get the best way to describe it I have chosen which come up from Ski skin who describe it as the decline in the seasonally and calendar adjusted real gross domestic product in at least two successive quarters, the main disadvantage of this against the other authors is that the rate of change of the seasonally and calendar adjusted go through erratic fluctuations due subsequent data revisions which the other definitions are saving but still getting a better knowledge of it that the one is offering from the others authors.

Continuing with the meaning of significant of the recession now I will get which points or indicators are showing that the cycle of the economy is changing in consequence could be a huge change by failing the whole economy in a recession; there are the indicators of a recession:

- Firstly the Gross Domestic Product; this is an economy indicator that could be calculate by different points of view but there is a general consideration that join all the definitions in one by saying that is an assessment of economic production that include current prices in its calculation without inflation or the pace of rising prices it means all the goods and services are actually sold for in that year, in other words this indicator is holding a constant price of them leaving out any variety of the inflation or deflation from the trend in output over a year.
- The next factor or indicator is the real income is a measure that calculated the personal income adjusting it for inflation, and discounting social security such as welfare payments which make a different with the last indicator as the Gross Domestic Product was leaving out

any variation that could modified the prices of the goods of services depend of what activity is acting the business.

- Manufacturing: Here the results of this indicator is showing how independent is any country by taking into account overall exports/imports and trade deficit with other countries it means as higher rate more dependent is the country from other and having a lower rates will indicate that the country is auto-sufficient to survival with their goods and services.
- Whole /Retail this indicator is to measure the gauge of the market performance of goods by being adjusted for inflation
- Employment: This last indicator is showing how the employment is at the countries which means as higher rate will be definitely confirms that the economy is pivot into a recession rather than predicting a recession in the future.

INTRODUCTION AND RESEARCH OBJECTIVES

This last job that closes my MBA cap serves as a summary of everything I have learned during the course in which I put into practice all the concepts learned, orienting them towards the subject of work, that is, how a company responds or adapts independently its business strategy according to an unforeseen event, focusing specifically on the current crisis and taking as an example what already happened in 2008-2009.

In the same report I will analyze the current economic recession that is looming as a result of COVID 19 using the opinion of important authors and academic studies in order to find the best business strategy to guide companies towards the future, all this going in advance with a general analysis of all the possibilities and different paths that literature and studies leave as possible solutions to face the current recession.

In the article I will take into consideration all the barriers that can make it difficult for companies to survive, referring to an old test that analyzes the forces that also influence companies when defining their business strategy, what the authors know as the Porter's five forces.

Also for the best analysis and subsequent conclusion, the generalized framework of the companies will be taken into account, which sets out a clear orientation of how each company can or cannot

modify its action plan in order to guide the firm towards a successful path that will allow your survival.

Finally, I will present a conclusion in which I will take into account all the aspects developed during the report to end with a personal recommendation to companies in which I will present the best solution and steps to follow to face the recession. we are currently suffering in the best possible way.

METHODOLOGY OF THE STUDY

Over This chapter I will display a general view from where I abstract all the ideas and knowledge that help me to write this dissertation and also how the new situation that thee COVID 19 is creating or influence at the global economy and then help the next part to describe the business strategic as I will considerate this apart over the coming areas or parts of this dissertation.

The research methods that I am using for this work is correspond with the fulfillment of the goals and recommendations to answer the purpose of the dissertation, according with the idea of the dissertation which is to get the best way to the companies a recommendation to focus its strategy towards a good development strategy in order to have a better guarantee of future success and to facilitate healthy business growth; according to this purpose of research I am using at the word different articles and literature like books and articles to give a practical idea of how a company's strategy should work when faced with unpredictable times like the present, throughout the dissertation I will make a theoretical examination of all the elements influencing business strategy with some practical implication and reference to the previous economic recession that we have already witnessed in 2008 and 2009, for this and as I have said before a brief explanation of how the global economy has been modified or changed its trend in response to COVID 19 has to be exposed.

The first consideration I have to take into account is how the decisions of central governments to reduce as much as possible the impact of COVID 19 with its corresponding recession which I will analyze later, At this point, most governments, faced with the unpredictable effects and consequences of COVID 19, take protective measures to support the future of businesses, an attitude that generates a clear lack of confidence on the part of business owners, who, if they take advantage of this government aid in the future, could turn against them, with the more than likely consequence of having to pay back this aid with high levels of interest, which causes companies to

seek internal survival mechanisms in order to survive, in order to take advantage of any opportunity that the market leaves open and obtain a competitive advantage from it

On the consumer side, as could be seen during the first weeks of coexistence with COVID 19 the elemental items was buying from the humanity as end up the stocks very quick so the reserves was also end up quicker than the usually, situation that the business was no ready for that.

THE BUSINESS STRATEGY

At this points I will display the follow steps that all the business should take to make an easier way to make their goals reality by having a general definitions of the business strategy and going thought the main factor or characteristic that the companies should add on the business strategic and then show the different strategic that the companies have available to choice from.

But Previously to display a deeply definition of the types or kind of strategy that the companies has available to achieve their future goals or targets I will display a general view or concept that what is a strategy.

As various author are saying different way to describe an economic strategy I had selected the one which is taking all the relevant elements that are significant to get a great knowledge of it.

By business strategy I will describe it ass a clear set of plans, actions and goals that outlines how a business will compete in a particular market, or markets, with a product or services, furthermore to get the best results or out coming any business strategy should include three elemental characteristics which are flexible, adaptable and anchored in up to date research. To fit all this characteristic at the definitions of strategy I will use 4 different principles to fit the meaning over the business strategy to demonstrate in the best way how a great strategy will help the company to achieve their goals in a short or long term so for that let's now get an extend definitions of this criteria:

1. Consistency: The consistency principle states that once a company adopts a certain accounting policy or method, it must be applied consistency in the future ass well, this means that similar events and transactions over time will have the same accounting treatment. This implied that the companies should require to have a consistent set of policies and standards of using while preparing the financial statements, this will ensure consistency information given to users of financial statements like creditors and investors

but this principle does not mean that the company must use a certain accounting policy forever as they will be able to switch to another accounting method if the circumstances change to provide a rationale to do in terms of how the new methodology could perform better than the older one.

2. Consonance: This principle is working based on how the companies or the business is matching over two different aspects; the first one is relative to the main and basic mission that the company has as a main target to satisfy their supplier or customers and then the second is referring to their position at the market or markets specially at the competitive position against their rivals. At this principle the key to get a good understanding of consonance is to respond why the business, as it currently stands, exists at all and how it assumed its current pattern.
3. Advantage: This principle describes how the business strategy must keep the company in a good range at the markets against their competitive, it means that your organization must have a differential element to make it look more attractive to the public and in consequence get better incomes against the other companies that are playing at the markets by having superior resources, skills and position.
4. Feasibility is the final broad test that every single strategy should include in their plans to approach their performance to the best results, it means that whatever strategy the organizations will have in their framework will have a financial expansion that will have to live with and limit the strategy to provide an advantage, even if it is only temporarily as it will define the line of the company to keep growing up.

In order to get better knowledge of the strategy and better understanding of it I am adding the Mintzberg's 5Ps which will provide more details to the company how they are acting into the market or markets to be able for them to live on the edge of chaos as each P is describing more efficiently the actual strategy that the company is using, as I said there are 5 Ps that I will define individually:

- a) Plan strategy: This is an element of any strategy which the company will get actions where they will include internal changes for a period of time like for example changes in their human resources with a schedule how the company will adapt to it and make it possible.

- b) Ploy Strategies: By ploy the Mintzberg describe it as the method that the companies use to play against their competitors but this method will only work when the company is planning to use in a long term.
- c) Pattern Strategies: This strategy is basic in order to get progress by adopting a consistent form of behavior.
- d) Position Strategy: This responds to the position that the companies has at the market It means where the companies fit between the organization and environment or between the external and internal contexts.

By having a clear definition of the strategy now I will delivery a brief examination how different authors has differentiated the strategies in many groups where mostly with the times going by the theory has put them in place to then organized it in 5 groups of typs of strategy that could fit in various strategies that has things in common but they were classified in different groups as they came from different authors

After being analyzing all the groups of strategies that was define by the authors I have come up with the decision to group them all in 5 categories which are:

1. Cost strategies: There are including two range of strategy but first I will get a general definitions that is taking elements from both of them; so the cost strategy is call the strategies from the company when the are cutting the cost to a minimum possible levels in order to provide customers with lower prices and thus boost their saving, from this definition ass I said previously there are two kind of strategies that are part of cost which are :
 - The cost of leadership: This group is being structure and Porter by 1980 for the first time and I can define them as the moment in time when any brand puts products with an acceptable quality and limited standards features on the markets in order to gain competitive advantages and maximize its markets share.
 - The cash fox maximization strategy: Over this kind of strategy they are including the firms that rather aim to extract provide maximum revenue out of the production the maturity or decline stages of the product-life cycle.
2. Differentiation strategies: This strategies is showing up or come u when the companies are introducing a new or different product to get an unprecedented position at the markets that they operation, at this sector the studies are seeing three different under groups of strategy like:

- The first group at this strategies the authors call the market differentiation where the things that make unusual is from the markets rather the products or the companies like post- production service and customer service.
 - The second group is the innovation differentiation where the sector or the area where the firms is acting come a new product regarded as unprecedented in the industry and, in return, charging a higher price that the customer would agree to pay.
 - Finally there are the general differentiation where the innovation come together with the market to approach a new strategy together.
3. Focus Strategies: At this terms of strategies the principals authors that give name to it is Porter and Miles the element that make the firms be part of them against the other two previous apart is that the focus strategies prefer to appeal to a certain geographical area or a certain fraction of customer against the differentiation and cost strategies that the firms use wide fractions of customers. At this strategies as the ones before did the author divide this strategies in three groups:
- The first group is the one on a low – cost strategy is based on competing in a small segment of the market with low cost and prices.
 - The seconds groups is including the firms that are producing products and provide services suitable to the needs and tastes of a narrow customer population.
 - And then there are the one that does not make such a distinction between cost and differentiation.
4. Hybrid Strategies: This strategies are in use by the organizations that aims at supplying much more monetary value to the customers by combining low cost and high rates differentiation, it means the brand is satisfaction the customers in terms of the quality/performance/service/property of products and fulfill price expectations of the customers.
5. No definite strategies: Over this categories the authors like Miles and Snow in 1978 or Porter 1980 apart of other they include the strategies that would no bring out any competitive element on their strategy.

By having this general but deeply description of the business strategy I will get the processes that the companies has available to choice from and fight against the different situation that could emerge at the environment, it means the different strategy or type of them that t firms could use to make their business more competitive at the market.

At this points the strategies are being separated in the next kind of strategies:

1. **Retrenchment Strategy** this the process that any business cut down their products ans services that are no giving profiting to your business to achieve financial stability, that also means that your firm or company is no sustaining by itself, more of the times It usually come up with the

consequence that the form of the sale of assets like products line and firing employees, following this definitions the companies could modified this strategy into two modalities of retrenchment strategy which are **the turnaround strategies** where the companies before the choice strategic is making a worse impact at itself the solution is showing by backing up the companies to the point where they started and avoid any further consequences, the point for this modalities of strategy is when is no very late that there is no possibility to save the company or firms against to the problems that have created our bad decisions ans the company has time to make profitable again; also the companies can adopt the **divestment strategy** that is call when the companies are selling their assets, investments or divisions of a the company with the target of maximize the value of the parent companies, this strategies is normally use by the firms when they have failed by using the turnaround strategy as they do not have any other way in order to save their firms; as extreme level of retrenchment strategies, the literature are having the liquidation strategy where the companies are permanently closing down the businesses by selling their assets as consequences from a serious outcomes

2. **Investment Strategy** This Modality of strategies are totally the opposite than the previous one as the one that was describe In most of the real examples, the final result was more inclined towards the disappearance of the company in the majority of the real examples that end up choosing these options or in their defects they take a step backwards to later once the company has recovered they are ready to grow in the market, on the contrary there are the possibilities on the part of the firms to take defined strategies to obtain an advantage in the market or to take advantage of certain elements that nobody considers valid to generate a competitive advantage on the basis of which element we address the strategy can adopt different variants, Firstly, **the value of the investment** in this sense what is sought in the market is to find those things that the majority believes that does not reflect a security value, on the opposite side there are the **growth investments** that unlike the previous ones are characteristic by having a high potential for success if any company includes it in its base will have a high degree of obtaining a high value in the market, finally, the **so-called moment of investment** arises, here the strategy includes different parameters that guide the way of acting of any company in order to obtain the maximum benefit.
3. **Ambidextrous Strategies**: Here the authors are include the plans or processes that are highlights by those firms and companies who are playing into the market as competitive game plan by characterized their strategies with aggressiveness, efficient defensiveness, an equilibrating

analytic, this skills will make the organization to pursue exploration as a strategic innovation priority in their plans to demonstrate that the firm desire to invent new products it means make a great effort at the innovation to make it as a priority for the future; this mains ideas that are describing the Ambidextrous Strategies are basic to achieve the near and future goals of the firms, lastly the more evident and difficult is to make all those elements coordinates as this is concerned with how the companies use an analytical competencies to solve resource allocation tensions generated in balancing efforts related to competitive aggressiveness and efficient defensiveness, for example a firm can use novel technologies, such ass predictive analytic to make proactive strategic decisions with regards to dividing future investments in long terms and short terms innovations, thereby seeking to pursue exploration, exploitation, and coordination ass key innovation priorities.

Having conclude this chapter by giving an explanation on how th business can act at the markets will be easier to start the next part of the dissertation as the business as soon they have define their business strategic will be able to get their bases from their structure and then keep making progress to end up and finally get an internal successful organization.

ANALYTICAL FRAMEWORK

As I was saying previously when the companies has a clear idea which goals are planning to achieve it means their business strategy there are more factors that will push the organization to one or other decisions It means they need to considerate all the factor that the external environment could take place like for example their cultural and social influence as they will probably allow them how far they can go in other words their limits.

In order of managing and achieve future goals is very determinate that the brands have a definite basement where the company is putting their main focus and then be flexible to adapt their way depending on how the circumstances are changing or how the society is acting when the recession is showing up.

Providing solid framework and is intended to bring some order to what is often a messy subject, the framework can be used to help analyze an organization, strategy or context, or can be used to assist in formulating a strategy for a company. In terms of strategy development, while an emphasis is on the internal environment as it will indicate more of a resource-based view.

Business strategy is often recognized as having three key stages which will give the company the skills to develop a strong framework where it will use to achieve their objectives:

1. Strategic Analysis: The internal and external environment analysis results in identification of the organization's strengths, weakness, opportunities and threats.
2. Development of the business strategy: This is the generation, evaluation and selection of potential strategies that could be adopted by the company to gain and sustain competitive advantage or provide best value.
3. Strategic Implementation and management: This stage explores issues associated with implementing a business strategy and examines the changing nature of the business world.

At the framework there are including the elemental and basic foundations that are keeping alive any firms which means in other words where the companies are saving their more values things against their competitors or any external threat, in this sense there are various theory which are trying to explain how the companies should change, adapt or do nothing on their business and more in details their business strategies to find the best way to survive against it.

In order to explain it the more relevant theories is the one call think tank where all the authors are defending the companies that are making changes in their organizations to find advantages on difficult times or as economics expert call recession which I will describe in my next chapter; continuing with the think tank theory in relation with any framework and putting this in relations with the previous global crisis that happened in 2008 the think tank theory call as earthquake the current economic conditions that the business are facing which are having uncertainty consequence that the society is being witness of it by a major structural break thereby challenging conventional business models, this was not only putting pressure on the practice strategy and running business but it also leading to a questioning of our contemporary thinking, knowledge base and theorizing about the business strategy.

On this point there is another view where the literature are saying that the business or firms should adapt their self instead of change their whole structure as there is an easy way put the organizations

in a high risk to go for the end of it; but getting back to the literature or theories of strategic change and new business models, therefore, may be more appropriate for understanding potential organizational responses. Overall, however, it was generally agreed that the nature of the current recession and financial crisis terms of its scale, depth and complexity leaves the extant academic literature and science base somewhat wanting.

As I mentioned previously there three different opinions or theories to approach the business to the best way against to any recessions, and the economics are being grouped in three categories which are being mentioned early, leaving the adapting and the one which will no take any action against the recession, I will emphasis my explanation to the think tank literature who respond in turbulent environment conditions, such as recession there is a greater need for a fundamental re- think radical by change or exploration strategies and realign in order to take advantage of an eventual upturn.

At the think tank theories the first step to be successful by having a radical strategic change, as a response to recession, there is a need to put this into action, it is impossible to change the prevailing business model without top management support a willingness of the board of directors to implement change. Hence, not only does a successful strategic response strategic thinking it also necessitates strategic action, this, suggest that one policy intervention dimension could focus on raising the capabilities of people in organizations., not all the companies are having granted results as many firms survive recession but fail during an upturn because of a lack of adequate capacity , if, during the recession the company is focusing their effort only on cost reduction, then they are likely to suffer corporate anorexia and by rely on existing ideas, fail to develop new opportunities. In the same mode will success when the firms that restrict themselves to cost containment do not fundamentally change what the business does and may damage business performance in the long run, because of lack of resources and capacity to take advantages of an upturn.

Starting with the idea that the companies that have an easier adaptation to change their business strategy in consequence with any event will get a high percentage to get successful and there are a different impact depend of the sector that the firms are paying like for example, for the high-technology based firms, the current recession has increased the time necessary to secure external finance where the main sources are venture capital and the corporate sector, at other sectors like , the current recession represents a breakdown of the prevailing business model and, a such, a fundamental questioning of practices, norms and principles of their work in the same sense there different impact depend of the measures of the business, at the small business may have a greater

strategic agility than the large firms, but conversely large firms may have a greater capacity in terms of “deep pockets” during the unknown or unpredictable times.

From this deduction it comes up a key strategic theme as; many companies see necessary and important to continue drive down their fixed cost base as a means sustaining competitive advantage, part of this could involve bringing in new approaches to product development which could spawn multiple products thus taking out a lot of that fixed cost within engineering the supply base and manufacturing, another key is that no companies envisage, at this point in time, transferring their research and development activities to an overseas country, this is because they have confidence in their existing based workforce to fulfill these critical roles, also where the companies already have overseas production operations their revised business strategy usually involve expanding the overseas production activity levels, also the strongest theme of all concerns products innovations and new product development, where all the companies surveyed believe this is important to any measure of firm, another key which is relevant is that some services based companies see a key part of their revised business strategy as improving operational efficiency and then the finally key is that some companies seem to adopting some degree of an investment approach to business strategy, however, that seems to be conditioned by, on the one hand being able to have access to the required capital funds but on the other hand, companies are going to be more robust business cases to justify such investments which indicate a high probability of success.

STRATEGIC RESPONSE AGAINST A RECESSION THINK TANK VIEW

Having a privileged focus on the think tank strategy means that the firms have a great opportunity when it happens any adversity like the actual crisis or the previous recession where the company should see it as an opportunity to reorganize their business model that the firms should have a framework without “top management” to be able to manage their structure easily against any adversity.

With the actual recession or global crisis can be seen as structural break where the level of uncertainty is very high and unique, it means that developing appropriate strategies for the organizations is not straightforward, at the think tank theories at the strategic of businesses in recessionary conditions have identified all the previous strategic and way or processes that I have described but from the

depth nature of the crisis the think tank theory is saying that they have deduce that this solutions could provide insight but does not offer a complete solution to conceptualizing and understanding appropriate organizational and government responses.

Firstly to keep analyzing the actual situation and get an understanding response for the actual economic conditions the business should get a clear knowledge what is representing or what is facing the firms against this mega uncertainly times, this is no just put pressure under the practice of strategic and running the business but It is also lead the organization to a questioning of our contemporary thinking of the business strategy. Few literature, such as turnaround which could be a useful solution to the actual crisis, at this circumstances but from the think tank literature is not considered appropriate to end up or go thought this crisis as it has no the enough flexibility to get a successful exit; in order to get the right options this theory come up with the solutions such as strategic change as they are more adoptable in helping to understand responses and enable the development of solutions.

Although it is being accepted by the think tank participants that the actual recession is having an unevenness effect at the business which is making different effects depend of the area or markets that the firms are acting, for example, for the high-technology based firms, the current recession has increased the necessary time to secure the external finance, where the main sources are venture capital and the corporate sector, However, in the financial sector the current crisis represents a breakdown of the prevailing business model and, such, a fundamental questioning of the practices, norms and principles of their work, there may also be different effects by the size of the company in this sense the small firms may have greater strategic agility than the large firms, but conversely large firms may have a greater capacity in terms of financial response against the recession which are fighting against.

THE ROLE OF INNOVATION UNDER RECESSION CONDITIONS

Over the hard times, I will analyze the relevant importance of the innovation to find out how the new business will get successful by introducing new systems or mechanics to fight against the new era that is coming ahead of us that's why the conventional business need to adapt their mechanism of work has to be changed to keep making progress against to all the adversity that we are having at the moment like for example the pharmacies introduce services to do PCR Test and make the society safely against the dead virus COVID 19 other example is when the pharmacies were offering a diabetes test to provide a full control against diabetes.

Following the previous crisis by 2008 at the actual crisis the innovation is being an uncertainly effect to the business markets as the entrepreneur are playing a relevant and important factor at the economic-global systems as the new things are making an incredible uncontrolled impact where are taking this opportunities that the unpredictable situation are producing to get the best remains from it.

At the impacts of the global financial and public debt crises requires timely and reliable statistics, however, several statistical series, including many official ones, are only available well after the reference period, sometimes several years. This is often necessary to ensure, the quality of such statistics, but it reduces the list of indicators available for a timely analysis of the current context.

Comparing different statistic are showing up that among of European firms during the last crisis on 2008 did reduce their waste at innovation section however there are also some firms or companies that they are keeping their investment at innovations with the future hopes to get an advance on the market that they are working on.

The products that came with the crisis period did not get a great welcome into the market as after the crisis they could no complete a consolidation into the markets as the demands dropped dramatically and their live was very short but this affirmation did make different effects at other companies that they got successfully results.

Another aspect that give the innovation a support is the to faces the potential challenges given priority attached to the fiscal consolidation, the fiscal consolidation has been at the forefront of policy discussion at the main economic like Europe , USA and Japan. High levels of sovereign debt

and market speculation about potential sovereign default restrict the scope for policy interventions.

Finally the last point of view to clarify the relevance of innovation during difficult times is the global financial crisis that revealed the vulnerabilities of the global financial system which affected seriously innovative businesses to obtain external financing to make possible their pretensions as the markets speculation came down dramatically in consequence their innovation projects were seen as a risk more than opportunities to trust.

Following this definition there are few indicators that could help the specialist that historically show changes in their trends and growth rates before corresponding shifts in macroeconomic trends it means when these three indicators will get together for any circumstance in the same time will make the global economic go through the recession there are including the ISM purchasing Manager Index, the Conference Board Leading Economic Index, the OECD composite Leading Indicator, and the Treasury yield curve.

On the same sense the specialists or economists are affirming that any real changes and structural shifts in industries best explain how the economic recessions could come to reality like the emergent spread of the COVID 19 epidemic and the resulting public health lock-down in the economic 2020 are an example of it, finally there are other theories that explain this phenomenon by financial factors, these usually focus on either over expansion of the credit and financial risk during good economic times preceding the recession, or the contraction of money and credit at the onset of recessions, or both.

ANALYTICAL COMMENTARY OF THE CURRENT CRISIS

During the work I have been analyzing different areas of business to see and analyze how they have influenced businesses and how they have been adapting or posturing their business strategy in order to successfully overcome or place themselves in a better competitive position in the face of Covid 19, in other words, to gain a competitive advantage in the insecure environment of this economic cycle called recession.

As for the origin of the current economic recession was in the appearance of COVID 19 since, as we have seen, it not only paralyzed economic activity but clearly significantly modified the model of life that we had been developing before. Firstly, the direct impact of the pandemic was showing up on production due to the desalination of the economy as a consequence of the appearance of Covid 19, specifically this consequence is due to the closure of some product processing centers as the transit of goods at an international level has been limited in order to minimize or partially help the spread of the pandemic at a global level.

In this section, the companies most affected by the interruption of the supply and distribution chains are those that make up the manufacturing sector and those that are related to obtaining raw materials in which they will be affected to a greater extent. Duration of these restrictions and more specifically, small and medium-sized companies will be more affected compared to large ones due to their small capacity to recover on a recently diminished basis due to the impact of the coronavirus.

As the latest impact of the pandemic on the global economy, the financial repercussions on companies and stock markets are presented, temporary disturbances in the production of goods and components could put some companies under stress, particularly those with a liquidity insufficient. The impact on markets will materialize in negative valuations and increased risk. In turn, the resulting increased risk will translate into investment positions that will not be profitable under current conditions, further weakening confidence in financial instruments and markets.

One possible event stemming from the above statement would be a major disruption to equity markets, as counterpart risk concerns increase. With this, a more than likely possibility would be a significant decline in stock prices and corporate bonds, as investors would prefer to hold government securities due to the uncertainty created by the pandemic.

After this theory introduction there is a key issue concerns of the timing of business responses to a recession conditions where there is an incognito that must be resolve and this have to the take to the business leaders who might get a right answer if their business should make a decisions as the markets is down so it is the time that the firms should invest in projects and acquisitions or wait for a cleared signs of recovery; at this point the business should valuate the weigh of the risks of acting now with the risks of delaying, that relevant decisions must make a judgments about when markets conditions are likely to return to normal and what in as- yet unknown future.

Taking back the previously examine of how the current situation is changing and considerate the depth downturn in the globe in consonance with the difficult economic conditions that many business are facing plus the other side of the coin where there are firms who are achieving higher performance and perceive the future in optimistic term. In this point there are two principal ideas that are studying this view to conclude if two versions, the group of commentaries that are behind the belief the business are adapting their structures in order to the recession and then there are the other group of commentaries that affirm that the firms ought to adapt with little attention given to the conditions that make such adaptations possible and influence performance, to finish a brief brushstroke on how businesses should adjust or introduce improvements in the development of their activities in order to obtain successful results, at this point there is no way to ensure well-being for the company based on its activities or what the specific reasons for performance improvements might be, or what policy initiatives might restrict the severity of the downturn and lay the foundations for recovery, in other words the business should find out their individual solution.

EMPIRICAL RESEARCH ON STRATEGIC ADAPTATION TO RECESSION

On this point, I will display a deep examination on the way how the companies are adapting their strategy against different situations putting an extra effort over the actual crisis that humanity and the whole world is going through which is the COVID 19, but also I will display a practical and real example where the companies had to go over the difficulties like any change that the global market could affect dramatical to the company and make the owners make a different way for the plans that the company may just need to re-ubicate their future goals.

As general review I have got this results from the analysis of different companies who are getting involved in major changes to their existing business strategies that has changed in order of the economic environment following the economic recessions.

In the beginning of the recession the organizations had developed a business strategies which was robust in basic of the expected economic circumstances but either the times was on course and the economic circumstances was showing up the companies was emergent different key strategic that will guide their plans to different destiny that they have fit in at the beginning.

In this point many companies during the recession times are trying to drive down their fixed cost bas as a means of sustaining competitive advantages that could bring them to a new approaches product development which could spawn multiple products thus taking out a lot of that within engineering the supply base and manufacturing. Nevertheless no companies did transferred their research and development activities to and overseas country as they were keeping their trust at the country where they were having their work, other situation was certainly success when the brands have overseas production operations their revised business strategy usually involves expanding the overseas activity levels rather than keep their main production at their original country.

On the innovations areas more of the company are investment their income on buying talents from other companies or countries with the objectives of improved their operational systems efficiency, and then some companies seem to be adapting some degree of investment approach to business strategy, however that seems to be conditioned by, on the one hand, being able to have access to the required capital funds but, on the other hand the brands are going to be more cautious about speculative investments, as the companies has to require more robust business cases to justify such investments which indicate a high probability of success.

At any decisions that the firms are making or any strategic that they are adopting it follows by consequences but previously at any decisions that they are making whoever is taking it need to value an important factor or factors that is the risks which will help the companies to choice between the different ways to choice from that is why I am getting the key finding that are include over the risks:

- Strategic risk has become a major focus specially when the companies choice an adaptation strategies ass it could affect the performance of the firms in a long term positioning as will define the future operational of th company.

- Previously the majority of the companies was not having in consideration what things or elements the companies were putting on play or leaving out by choice a strategy but recently the companies are considerate this factor as principal things that will balance their choice over the others at financial

In order to provide a structure for the risk analysis, and help allocate responsibility for managing different types of risk, risk needs to be categorized appropriately. One method of risk classification is to reflect broad functions, grouping risk relating to production, information technology, finance and other parameter to consideration before any companies is choosing a way, however director or CEO also they have to ensure that any decision or strategic is effective management of both the few risk that are fundamental to the organization continued operating at the market for their prosperity in a long and short term, this two views of risk can be categorized as strategic and operational respectively; from this two division there are two types of what the literature call strategic of risk and they are classified the risk in two modalities:

- First the business risk that derive from the decisions that the board takes about the products or services that the organization supplies, they includes risk associated with developing and marketing those products or services it means whatever that impacts on sales and production.
- In the other hand there the non-business risk here the literature include the one which are not derive from the products or service that the organizations is doing, in other words this are reference to how the firm is positioned in relation to its environment and are not affected solely by what the directors or owner decide.

Once any decision is taking there are responsibilities that are together with the risk it means the board need to have sufficient information about how the business is performing, and about relevant aspect of the economic as I have been describing over the previous chapter of this dissertation to then assess the variety of strategic risk the organization faces and hence governance report recommend which could not necessary get you through or get the best practice as could play other variance at the environment and make your strategic fail, however, it is responsible to the board to ensure that control systems can deal appropriately with the operational risk.

The board or director may establish a risk committee is likely to assess operational risk in aggregate, over the whole organization, and decide which risks are most significant, what steps should be taken to counter these, a key part of this are the line managers of the organizations as they are responsibilities

by managing of the operational risk in their area in the same sense they will have to ensure that any specific risk are dealt with effectively; That is why is appearing the next step which is the managing the strategic risk

At the managing strategic risk the companies will learn how the organizations may have to take in order to expand, and even to continue in long term, for example, the risk connected with developing a new product may be very significant- the technology may be uncertain and the competition facing the organization may severely limit sales. However, the alternative strategy may be to persist with product immature markets, the sales of which are static and ultimately likely to decline, at any operational risk there a key that will be significant relevant to manage the strategic risk which is differentiation at the types of operational risk as there the low probability impact and the high probability risk, The management of the risk with low impact will normally help the business to design a system to prevent it against the risk by the contrast, risks that materialize frequently, but are unlikely to have a significant impact if they do, may be dealt with by controls that detect or correct problems when they arise, these controls will often reduce risks rather than eliminate them totally, in conclusion the risk management is to be effective and efficient, the board needs to understand the major problems that could occur with its operations. Risk and initiative can not be separated from the business strategic, however the directors or CEO can ensure that a wide view is taken of risk management and thus limit the trouble that risks can cause.

BARRIERS TO THE FUTURE BUSINESS GROWTH AND DEVELOPMENT

Since the pandemic started the area that have suffered more and the companies did need to do more efforts to recovery is the loyalty of the customer to their firms as everyone need to change their way of acting to find out a cheaper options as their finance has been reduced in more of the case as the economic went down dramatically and no one is saying when will be the end of this recession in economic terms,

This demands issue that the firms are facing is worse at the international atmosphere as those organizations that are operation in different countries have to solve different problems in legal terms and also need to find how to arrange their products at the same level that was doing before the pandemic to then satisfy the public audience other ways they will lose their level of demand and in

consequence their position at the market could go down dramatically as they are not achieving their objectives

By coincidence all the businesses are facing the same issue to fix which is the financial, in other words the financial companies like the banks have lost the confidence on them to provide enough economic mass on the companies, seeing a clear instability not only in their activity but in the global economy without having clear expectations of recovering this infusion of money on the firms, is where the public corporations and governments start to play their role, having to replace the role of the banks to a certain extent or, failing that, to help them in order to favor the survival not only of the small companies that have less economic capacity but also of the big ones.

By this general view of how the global environment can produce effect at the business strategic I will now have an individual description of few different factors and how they can show up at the any business structure:

1. Limited or your strategic vision: At this point the literature defines it as the main reason that makes the business grow and be competitive at any markets is to have a clear idea for what you are going to base your business that it could be products, services or any other activities that you want to do, in other words to make a successful business in this new area especially with this recession our firm must include differentiators elements that make it unique at the market with the consequence to find more attractive to the customers.
2. People structure: At this point there is reference to the human resource area of any business as the business does not form their worker or it is not having the right people, in order to clarify that will have a relevant consequence as the business strategic are putting more effort in the business rather than on it, this can strangle growth and may compromise the ability to spot gaps in the skill set of your team.
3. Process of the Business: This factor is the mean to make the business viable to become a big company for the future as any firms who is delivering a poor quality of activities at a high cost will go easily finish in an unsuccessful business as the organization must ensure that the grown process is lean and efficient giving a foundation to grow whilst maintaining great customer service and in the meantime will also help to accurate the management information which will be crucial for external founders.

4. Placement of the business: At this point is referred to where the business is displaying their activities, this could definitely change at any part as the environment could change and this is important for the firms who are acting overseas or the ones who have aspirations to grow and adapt their business to an international business as this will show up as opportunity to gain insight the new markets or even to share risk of growing in these new jurisdictions.

At this point these factors are being treated by an important studies from where the strategy should be considered by any business as there are include different elements that the business should mix them to accomplish the best business strategic and also to get help on it there is the five forces of porter that are analyzing a model that identifies and analyze five competitive forces that shape every industry and helps the companies to understand how the markets are working as well as its corporate strategy it means will help the firms to get a general perspective of their environment and then get a better way to achieve their goals by having the best strategy.

As I mentioned this model are composed by five forces:

- Competition in the industry: This is the first force which is referred to the number of competitor and their ability to undercut a company, the larger the number of competitors, along with the number of equivalent products and services that they offer, less the power of a company, it means as lower level of competitor or rivalry will make a greater or easy way for their companies to influence at the market by setting all the components on the way that you like, for example in terms of deals to achieve higher sales and profits.
- Potential of new Entrants into an Industry: At this factors that is depend how stronger or weak are the barrier at the market that leave a new business be part of it
- Power of the customer: This is the most important elements for any firms as they will have the most powerful influence on the business strategy as depend how loyal are the customer to any organizations as depend on how the client base is will be more determine on the market for all the business that are playing, in other word every single customer has an individual force to negotiate for a lower price.
- Threats of substitutes: this is the last force of the model here the model is referring to the other products that satisfy the same need so if at any market there are no close substitutes the business will have more power to define of the elements that are part of the market.

ASSESSMENT OF DATA SOURCES

By the development of my research in which I have dealt with various aspects relevant to the approach and implementation of business strategies, it is time to contrast between how firms are modifying their business strategy in accordance with the influences of the environment and of the organization itself.

After I have been analyzing all the points of views and their considerations I will put everything on place by having a general reflexion on how the studies are describing the changes at companies organizations to adapt their-selves at recession times by going thought few aspect at the general economic that will help me to get a better understanding of their changes.

- First element or aspect is the credit Impairment and Bankruptcy; One of the first impacts recessions have on businesses tends to be a tightening of credit conditions, early in the recession interest rates may rise initially, then fall as the monetary floodgates open, but throughout the recession standards for lending in the market tend to be tighter, and lenders are more selective of the risk they are willing to take on at any interested rate.
- Secondly there comes up the falling stocks and slumping dividends; as declining revenues the manufacturer's stock price may decline or stop the institutional investors who hold that stock may sell and reinvest the proceeds into better-performing stocks, this will further depress the company's stock price.
- Dramatically over all the recessions that the globe economic has fallen down in its history is the employee lay-offs and Benefit Reductions; at this points is a normal consequences from the reduction of their incoming as the business will have to cut employees or even close centre of work to save the company from a bankrupt and then the productivity per employee may increase, but morale may suffer as hours become extended, work becomes more arduous, wage increases are stopped, and fear of further layoffs persist.
- Following the previous impact will show up The cuts to Quality of Goods and Services; at this points all the manufactures companies of firms are easier may also suffer at its bottom line by compromise their products quality and thus the desirability.
- Finally elements is the most dramatically effects and more difficult effects that the companies will take to recover after the recession end which is the reduced consumer access; as firms impacted by the recession spend less money on advertising and marketing that will difeneltly

ripple through the economy and consumer confidence making the consumer spending dropping to the minimum.

At this point of my work there is a stage or fundamental stage that the companies and firms should include on the framework or strategy to fight against the effects the recession which is the description; the description is a necessary first stage in explaining why the business behave as they do, often accounts provide little explanatory power, following what the studies saying many time the rich data describing how the business adapt to recession, but there is other times where a little analysis of why the business adapt in the way they do, the conditions that enable adaptation, or of performance outcomes, there is value in reporting the variety and complexity of firms strategic response under recessions conditions but there is also an easy slide into prescription as to how companies ought to adapt.

Continuing with the description at any business strategic the firms who has a flexible or adapt strategic is easier to go through the difficult times as other than have a static strategic but that does not say that all the companies will success or will get granted under recession times as the business performance like many studies are saying depends not only on implementing change but also on how well firms adapt to environment circumstances relative to others with whom they compete for resources and markets The outcomes of adaptation at firm- level are, therefore, difficult to forecast. Market selection pressures cannot be predicted; business reshape these pressures through their activities as well as being shaped by them, if competitors adapt better and quicker to changing conditions then the firms actions might not suffice to prevent further decline or even failure.

Going through the practices that the companies are putting on place like marketing, R&D, investments in training, and pricing, but such changes need not necessarily indicate fundamental strategic change, for example a shift towards a retrenchment or investment strategy, as these are just a small adjustment that the companies can do but will not make any differentiate at the market terms however others like operational changes on performing current activities will be more efficiently without any necessary implications for change in the firm's product portfolio or basis of competition.

As a perception on how the studies could be more useful or where they have gaps or weakness to improve and get a quality studies where the companies can take as an example or influence of wide context to find their way against this unpredictable times I have deduce few characteristic where the literature should include or improve over their studies:

1. A lack of studies are focusing specially on strategic adaptation under recession conditions leaving out their internal organizations or frameworks
2. Limited understating of the powerful influence of globalizing tendencies upon firms' strategic adaptations under recession conditions
3. The failure to link strategy with performance outcomes, or to explain why some business strategies are successful while others are not.
4. The limited relevance of prior research to the conditions of the current crisis.

IMPACT OF COVID 19 AT UNITED KINGDOM IN RELATION WITH THE BREXIT

At this points of my dissertation I will include a reflexion how the pandemic is affecting the different actor of the economy including on that the Brexit as this a general adaptation that the country is having since United Kingdom Left the European community as this is a process which still going.

The government's public health restrictions and changes in people behavior in the face of the coronavirus pandemic have led to a steep drop in economic output. The economy has begun to recover from the trough of April and May but output remains 10% below pre- pandemic levels and any recovery ha been delayed by a winter resurgence of the virus.

The effects of coronavirus on the economy can be seen in the sectoral by the GDP which is a parameters which is use to preview that the recession is on going, some of the impacts of the Brexit have likely already emerged – although the UK's trading relationship with the EU has not yet changed, investors and businesses have started to anticipate the changes that are coming to adapt their business plans or strategies accordingly but the full impact of being outside the single market and customs union may take some time to materialize.

Few economic studies have attempted to estimate the impact of different versions of Brexit on the United Kingdom economy, in particular, how much larger or smaller each sector is likely to be post – Brexit than it would have been had the UK remained in the EU, follow the averages of this studies the literature can no provide a clear reflexion in a good sense of which sectors is better or worse affected by Brexit in a medium term although thy understate the extent of short-term disruption that some sectors will experience as I will treat it by the below paragraphs.

Coronavirus led to a sharp economic contraction in 2020 UK economic output in he third quarter of 2020 was 10% smaller than it was in the final quarter of the previous year, some sectors have been hit

particularly hard, the first lock down in April and May led to a sharp fall in output in many sectors, for example in hospitality and retail were closed but there were also large drops in output in industries where work cannot be done from home.

But in other ambit and firms since the wider lock downs imposed in England, Scotland and Wales many business have been able to adapt their workplaces and work practices to enable socially distanced working, as a result, the output bounced back in the construction and manufacturing sectors in the third quarter, although remained 25% below the pre- pandemic levels among car manufacturers and other businesses producing transport equipment, in others sectors like food and accommodation services, and arts and entertainment which are needs by the face to face contact are the higher main area affecting by the COVID 19 as the social distance prevents them operating in the same way that they usually do also the public health measures have periodically forced some business to close during the despite ongoing public health restrictions, other sector that re being badly restricted their operation service is the aviation, administrative and support services as there are less customers flying in consequence the firms will no longer require anyone to manage their travels as almost the whole activity could be done by their homes.

Being analyze how the sectors and business needed to adapt to the new times now I will separated the business in different category to make standard of them on how bad the market and business sector being or no being affected by the impact and Brexit to them as they are the main event which come up recently at the economy and definitely changed the markets on the way that the literature was describing previously they appeared:

- First Group I will include the ones that are being affected by coronavirus and relatively affected by Brexit: This includes many domestically focused services like food and accommodation, arts and recreation and administrative, and support activities, these sectors cannot operate at anything like normal capacity while the public health restrictions remain in place but they are not that reliant on cross- border-trade and so are less affected by Brexit.
- Secondly there are the unaffected by coronavirus, and badly affect by Brexit. The chemicals sector stands out as a sector that has benefited from the pandemic but will be negatively affected by the Brexit another example of this type is the financial services, where people can work remotely, have been mostly unaffected by coronavirus but cold lose access to EU markets after the end of this transition period.

- Thirdly there are the unaffected by both side on there the major non- government sector in this group is IT and media services, which do not rely too much on cross- border trade and also do not rely face to face interactions.
- Finally the ones who are badly affected by the Brexit and Coronavirus, on here some sectors of manufacturing have experienced belief falls in demands as a result of changing patterns of behavior during the pandemic, including manufacturing of transport equipment, these business will also be relatively badly affected by non- tariff barriers as a results of Brexit.

Overall and follow the GDP measure is likely to remain relatively unaffected it need to be a business that is development a very isolated type of activity and therefore meets all health restrictions as occurs in agriculture or in the administration but as we have been able to observe those companies or firms affected by both factors due to the mode of action in the economy rises to over 50% specifically 65% of the companies would be included in the first classification that I have been previously exposed and finally which have been influenced individually by any of the events in the case of the virus the percentage is stable at 42% and in the case of Brexit its percentage is not so relevant as it is 23% of the total number of operating companies.

POLICY SUPPORT TO THE BUSINESS AT CORONA-VIRUS AND BREXIT

On their own, each of coronavirus and Brexit pose difficult problems for policy makers, at th fiscal area their goal is on both side to avoid any unnecessary pain in the short term – helping businesses weather disruption to avoid liquidity problems leading to insolvencies, in case the term is longer the economic growth by helping the economy adjust to any permanent changes, but avoiding using taxpayer money to prop up businesses that do not have a long -term future unless such they are deemed to be so strategically important that they warrant ongoing public funding In addition, the government might want to roll out more general fiscal stimulus measures to boost demand and economic output.

Considerate that the government had already some fiscal support to the business on place then I will have the difficulties of designing and effective package to help the organizations affected by short-term Brexit disruption, before outlining the main economic risk or simply allowing these firms to apply for coronaviru-related support measures.

However, while the restricting access in this way would be economically desirable, it is likely to be politically very difficult and there are already signs that the government is instead simply going allow

COVID schemes to be used to cushion the end of the transition period as well. But doing that will be costly to the taxpayer and could slow down the economic restructuring that will need to happen when UK's terms changed.

Since the lockdown appears as reality in the United Kingdom the main goal of the central government is to preserve businesses and jobs while the pandemic is affecting the economy in a way that the government will have to put the economy on ice until the effects of the pandemic have passed.

At the UK fiscal policy the government has introduced the biggest financial and social support in its political history which is the Coronavirus Job Retention Scheme, also known as the furlough scheme, through this programme, which was running until the end of the pandemic where the government pays 80% of employees' wages for any of their normal hours that they do not work, this is a relatively generous scheme compared to the similar policy that other countries were having, also the government is providing concessionary loans backed by government guarantees, these are designed to help the business to survive temporary shortfalls in cash flow during the pandemic this is also followed by providing business grants particularly targeted at firms in the worst affected sectors like hospitality.

In contrast to the economic impact of coronavirus, much of the impact of Brexit is expected to persist as it will be a permanent part of the UK economy as part of its structure as a result the economy will see some sectors grow and others shrink once the transition period ends therefore, while there is a need for the government to help some businesses cope with the short-term disruption that is likely to accompany the end of the transition period, there should be a much greater effort to ensure that any such measures are carefully targeted only at those businesses that have a long-term future, rather than being open to all.

Policy makers should support businesses through these problems, provided the issues are indeed short term. However, they should ideally do so without also supporting businesses that face major medium-term problems that make them unviable.

Designing a policy that would perfectly target the former group but not the latter is almost impossible, however, there are approaches the government could take to targeting policy in this way, these imply a far more targeted and rather different package of support for businesses facing short-term Brexit disruption than the sorts of measures that are available to help firms for the COVID-19 pandemic.

To mix up all the help that the UK government has added to reduce the effect of the COVID-19 and Brexit I will expose a few points that they should not ignore to make their policies successful effect at the businesses for a short and long term:

1. Adopt a sectoral approach to support: Sectoral targeting would therefore go a long way to supporting sectors that cannot operate normally due the Covid-19 without the government support, even without Brexit looming the policy will no lead a better support to the firms if they do not include this at their help.
2. End the schemes earlier than planned: The government has now committed to contiuning with the loans schemes as Coronavirus support unless the Chancellor turn on this announcement or imposes a new criteria to qualify for the programmes.
3. Restrict to the scheme only to those applicants who have already made use of themselves.
4. Impose stricter elegilibilty requirements: The business loans require that a firm show that it has been advrsely affected by Coronavirus, but this test could be made stronger and a test along similar lines could be imposed to qualify, the wage support schemes in some other countries, for example require that a business turnover has fallen by at least a certain amount to be eligible for the scheme something that undr the UK government does by being more flexible to the conditions that the other countries where are more restricted to get their helps.

CONCLUSION AND RECOMMENDATION

To get a good final of the dissertation I would get a brief resume of how I did analyze the actually situation that the whole wold is suffering at the moment by putting extremely care in how the business has adapted their currently strategies to react against the changes in their internal and also external environment which is the main factor which is making that any firms changes their process and business process to be successful and take advance when any advance or turn up is showing up like for example change their system of productivity wherever are acting on the same level when the companies are operating overseas as they need to orientate their systems on the best way to get a great results.

Over this dissertation there are few points that I am considerate as the valuable or relevant in considerate that how the recession is making to the companies must change or adopt their strategist and reduce their weakness in favor to improve or make stronger their skills, this could be highlights in few points to analysis where I will also get the recommendations for any companies whatever measure is:

- At the actual recession or global final crisis at the economic environment the organization has required to reconfigure their internal structures to deal against recession conditions by

choosing from the strategies that I have deeply analyze by adapting to the actual changes or mainly adopting their business in concordance in how the environment is changing

- There are case where the firms are making a successful progress with the global crisis and other who are getting struggle with the recession It means they are finding difficult or barrier which are making impossible their way, that why no the same solutions will be successful for all the companies as no all are playing on the same market or markets.
- Following the previous point, and having a clear idea or knowledge of the current crisis is basic to know how t business and the marker where the firm is paying could go when the situation will be stabilize to have a situation where no one else could be as the firms is having the right step to approach the final solution or in other case be able to turnaround and avoid any further consequences that the bad decision or strategies is causing to the performance of the company.

To conclude this dissertation I will provide a personal recommendation or own idea that come from this work, taking a general view of the actual recession anyone could analyze and get where the market is leaving a gap or opportunities that will provide to the firms a privilege situation to manage a better way to go thought to this difficult times that how the solutions will b discover to the firms, then as I was saying over the whole dissertation the firms must take an adopting strategies over any other possible solution that the markets is showing as it could change any time again it means the framework of any companies by counting with the principal support of the companies should be flexible to adapt their structures and gain their goals.

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