



Leading in a Time of Crisis

A Prophet Client Pulse Report

RESULTS RECAP

N=60 of Prophet's Global Client Network Provided Inputs

In the thick of the COVID-19 crisis (mid-to late-April 2020), we surveyed 60 senior executives across industries. Here's what they told us were the biggest impact areas, lessons learned and future priorities.

Highlights from the study:

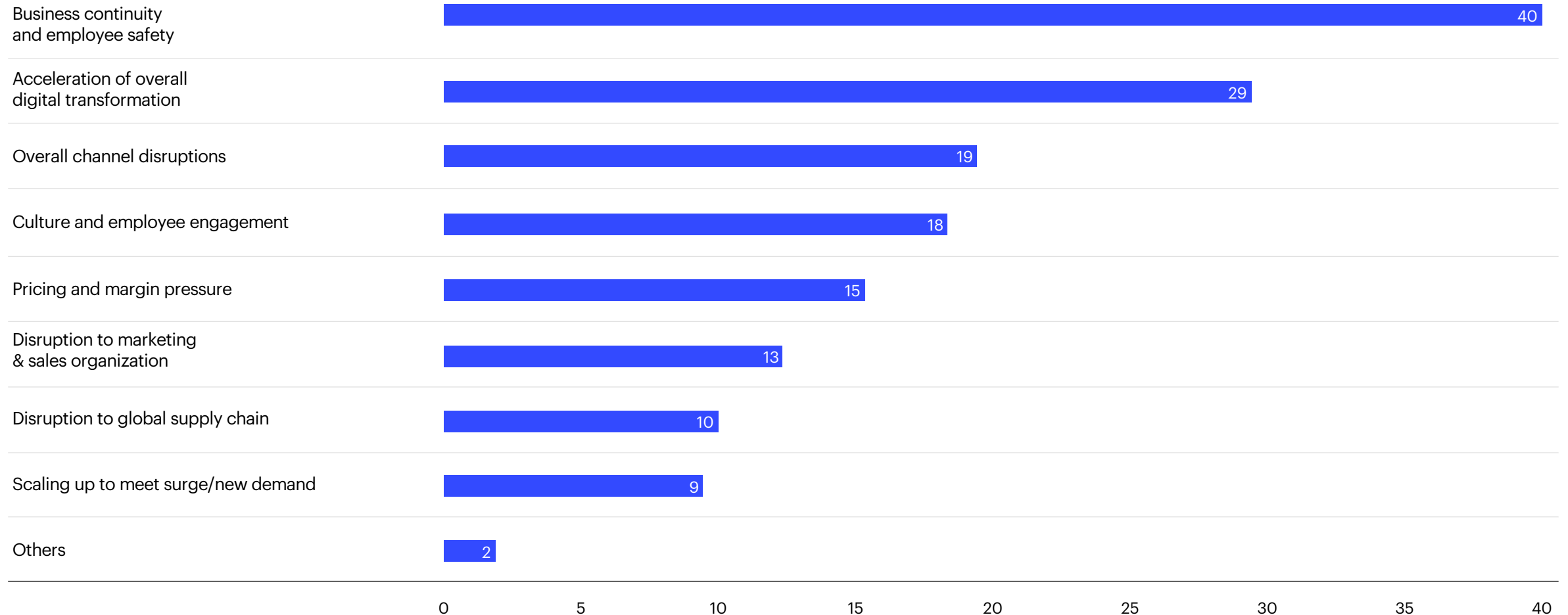
Digital acceleration - not pivot. Leaders tell us the pandemic has put organizations' digital readiness under the spotlight and has significantly accelerated the velocity of the transformation – across tech readiness, decision-making agility; employee safety, engagement and morale; and the brand, marketing and sales eco-system.

Purpose led. Companies feeling most poised in the disruption are the ones quickly accepting and adapting to the “new normal,” and are united behind a clear purpose.

People first. Keeping employees safe and maintaining transparency through frequent and inclusive communications was mentioned throughout. There was a strong sentiment of balancing people needs with business needs.

Focus on what's next. Organizations are balancing the need to quickly respond while looking ahead to find new ways to grow. Adapting marketing plans to changed priorities, looking to deepen understanding of how customer expectations, needs and behaviors have shifted, while innovating new and retrofitting existing offers to meet these shifting needs.

Which of the following are the three areas most significantly impacted by COVID-19 in your organization?



Key themes of rapid executive actions working to executives' advantage

Adaptive & Agile

“Our organization was very fast to increase security measures for our employees, support the communities and businesses that depend on ours and most important, had a quick pulse on our market and new consumer behaviors.”

“We managed to have all our employees operational on work from home in a little over 1 week (including 1.500 teleoperators) and focused on customer management priorities, which was very well received by our customers.”

“While everything isn't perfect, we are moving at a speed never seen before.”

“Plans in place and abundance of preparation, testing and communication.”

“My company has been leading the way in terms of digital transformation. We are more prepared to move online when offline business is disrupted by the virus.”

United by Sense of Service & Purpose

“We have always worked remotely and have been able to quickly pivot what we are offering clients to address their needs.”

“A pandemic plays to the strengths of our firm which is to provide capital relief to ensure communities and society at large can function through the utilization of insurance solutions.”

“Team has completely mobilized to serve our customers, our communities and each other.”

Employee Centric & Balanced

“We found the right balance between focusing on employees, the business and our clients. Operated in ways that were much more agile & nimble - got comfortable making decisions quicker & with less data. Embraced technology in different ways.”

“We managed to have all our employees operational on work from home in a little over 1 week (including 1.500 teleoperators) and focused on customer management priorities, which was very well received by our customers.”

Key themes of rapid actions working to executives' advantage

All-In

"We have been able to take a meeting driven, creative culture and adapt to a work from home environment. We have maintained commercial continuity and achieved milestones for future product development. All in, our response has been strong."

"We have fundamentally changed the way we communicate with each other, we have become a more agile decision-making business, we are living our purpose everyday in a way we could have never imagined and as a result, people are engaged and proud to work for our organization."

Communicate. Communicate.

"Ongoing, authentic and timely communications throughout the organization."

"Made material investments for a WFH environment and we did it early to keep employees safe. We have also over-communicated and engaged with our associates and advisors in new and virtual ways. All in all, our employees, advisors and customers appreciate what we are doing."

"The organization has communicated with all of it's stakeholders in a timely way. It's Board (with earnings), clients via external comms, and its employees. Particularly impressed by the responsiveness and consistency in messaging."

Innovate Toward The New Normal

"We have quickly adapted to the "new normal" and created an efficient process to communicate and make decisions remotely."

"Culturally, we have come together and pivoted our organization to focus on online sales. While we are overall missing our financial goals, we have been able to mitigate some of the miss through increased online sales. We have taken advantage of government retention credits and have been able to continue to employ our associates for the most part."

"We were able to quickly navigate through uncharted territories and adjust to a new way of working and serving our customers. We have kept our NPS scores high and in some cases higher - even in light of this disruption."

Key areas and activities that are holding them back

“Even though some digital transformation efforts have accelerated, there's still quite a lot of room for improvement.”

“The reason it's 'Well' instead of 'Very Well' is mainly in speed of action. As a large European organization, the communication hierarchy hampered agility in a rapidly evolving situation.”

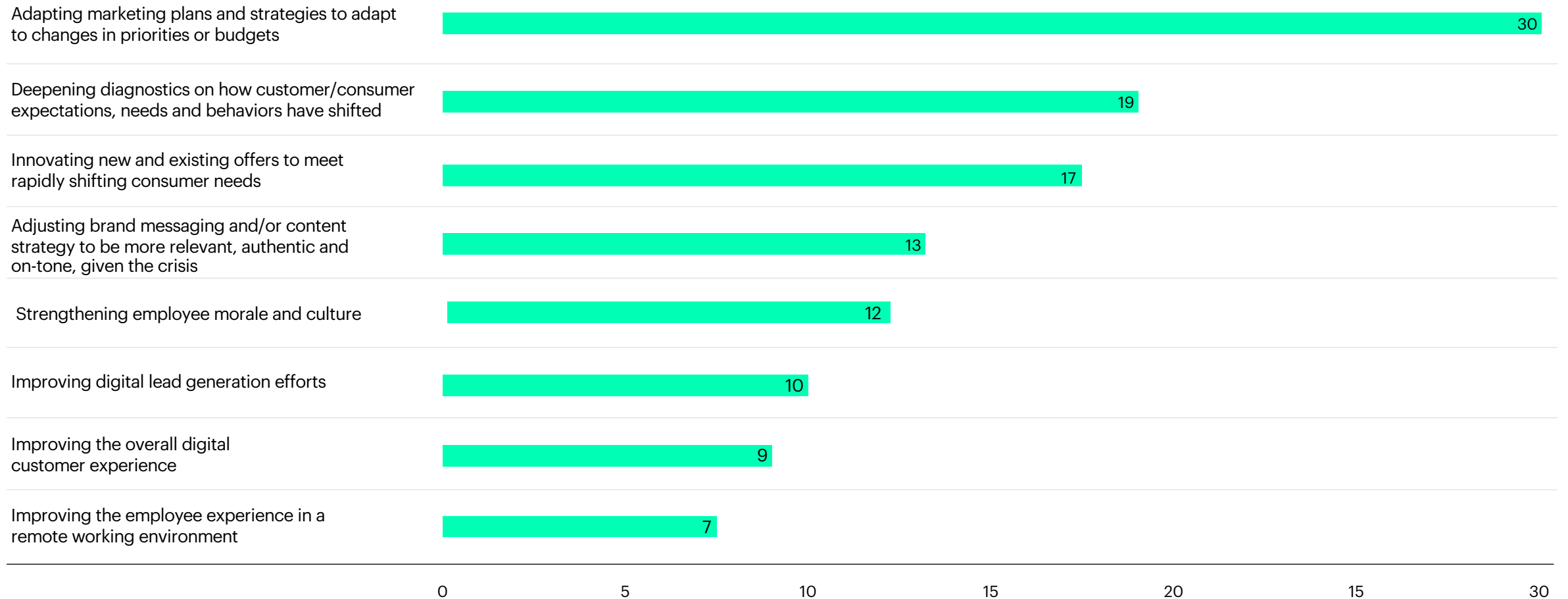
“Resources.”

“If we had more digital capabilities we would be doing very well.”

“It was a little rough going at first given all the uncertainty about essential/non-essential; different state approaches; but once that was clarified we moved pretty fast.”

“We aren't prepared for the "new normal" that COVID-19 will undoubtedly bring. We've greatly improved our acceleration of our digital transformation journey, yet we're not resourced appropriately to meet the needs of our stakeholders and customers alike.”

In response to COVID-19 your top three urgent focus areas in the next quarter are:



In response to COVID-19 your top three urgent focus areas in the next quarter are (Others):

“Getting IT up to speed with the needs of the new world - we can and should do better with our digital tools for both internal as well as external client and stakeholder engagement.”

“Anticipating a shift in market needs.”

“Adjusting back to a “new normal” with both employees and customers. Learning what we can from what we have experienced to adopt new ways of thinking about the future.”

“Product and pricing stabilization.”

“Workforce transformation post COVID-19; defining the new normal.”

“Forecasting.”

“There is no other priority that then continued focus on health and safety of teams. Also how to run a lean org to recover.”

“Virtual Selling.”

“Adapting to supply chain disruptions.”

Three questions for leaders during this time:

1. How has the pandemic accelerated your digital transformation and how ready is your organization to embrace this change?
2. Are you building a purpose-led brand that is authentic, inspiring and helps to drive relevance across all of your critical stakeholders?
3. How are you shifting your employee experience and talent model to meet the “new normal”?

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Want to read more of our perspectives on Leading in Times of Crisis?

[Visit our website](#)

Ready to talk about how we can help you during these challenging times? We're here.

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ABOUT PROPHET

Prophet is a consultancy that helps clients find uncommon growth through marketing, brand, experience, innovation and organization & culture capabilities. We operate differently than other consultancies, blending insight, strategy and creativity with an optimistic yet pragmatic approach.

We have partnered with some of the world's most successful companies, including Electrolux, T-Mobile, UBS, Gatorade and GE. With twelve global offices and more than 450 experts in marketing, innovation, digital and design, we are able to bring together the right people with the right experience to solve our clients' business challenges. Prophet.com



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