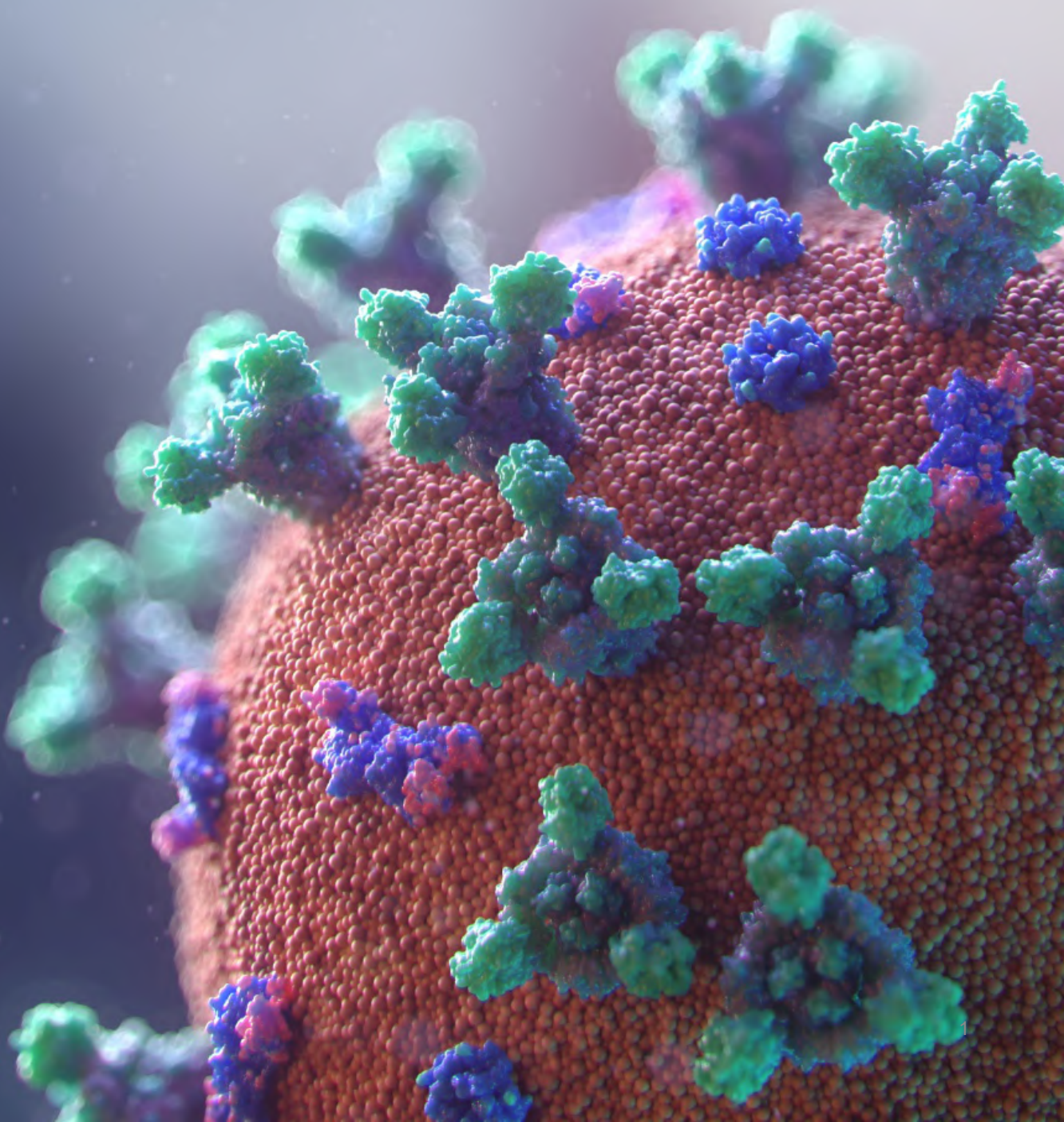


COVID-19 BUSINESS IMPACT OUTLOOK

A GLOBAL SURVEY AMONG 536 TOP EXECUTIVES FROM
41 COUNTRIES



In a snap of fingers the World has changed, and with it businesses and people have changed. Continuity becomes uncertain and future outcomes once taken for granted were thrown into the immense vortex of doubt.

The World is not anymore what it used to be and is not yet what it will become.

While navigating through this transition period executives started sharing with us growing concerns about the impacts of the COVID-19 pandemic as they search for referential points and some sort of “common ground” to support their in-the-making decision processes.

INAC Global Executive Search, a leading organization offering Executive Search and Talent Advisory solutions worldwide decided to launch this Global Survey with a view to provide these leaders with a collection of inputs and insights from their peers.

This exercise was conducted from April 1st to the 20th. Participation was on an invitation basis only to selected C-level executives virtually covering every continent, sector and company size.

As a result 536 top executives from 41 countries have now shared their perceptions and confrontations with the reality of today and how they see their company and people communities adapting and thriving in the what’s next world.

We hope your main questions were addressed and this global outlook can make a real contribution for you to succeed in this arduous mission ahead. Thank you all for your remarkable collaboration.

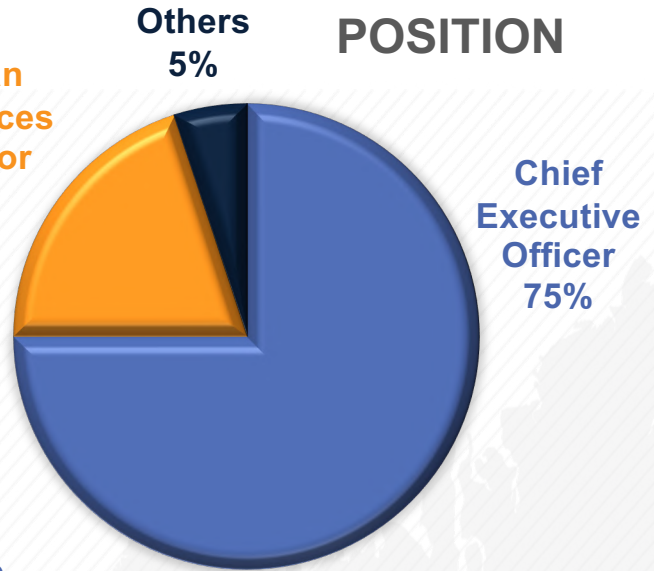
Stay safe. Stay prepared. Stay closer.



Rui Borges
President

536 Top Executives from 41 countries

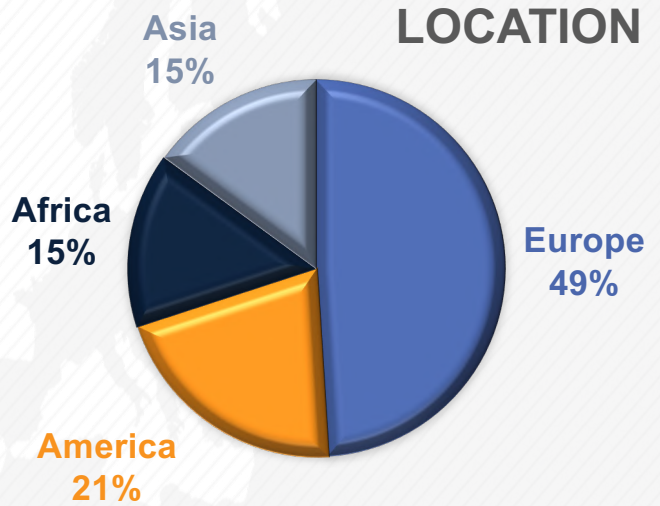
POSITION



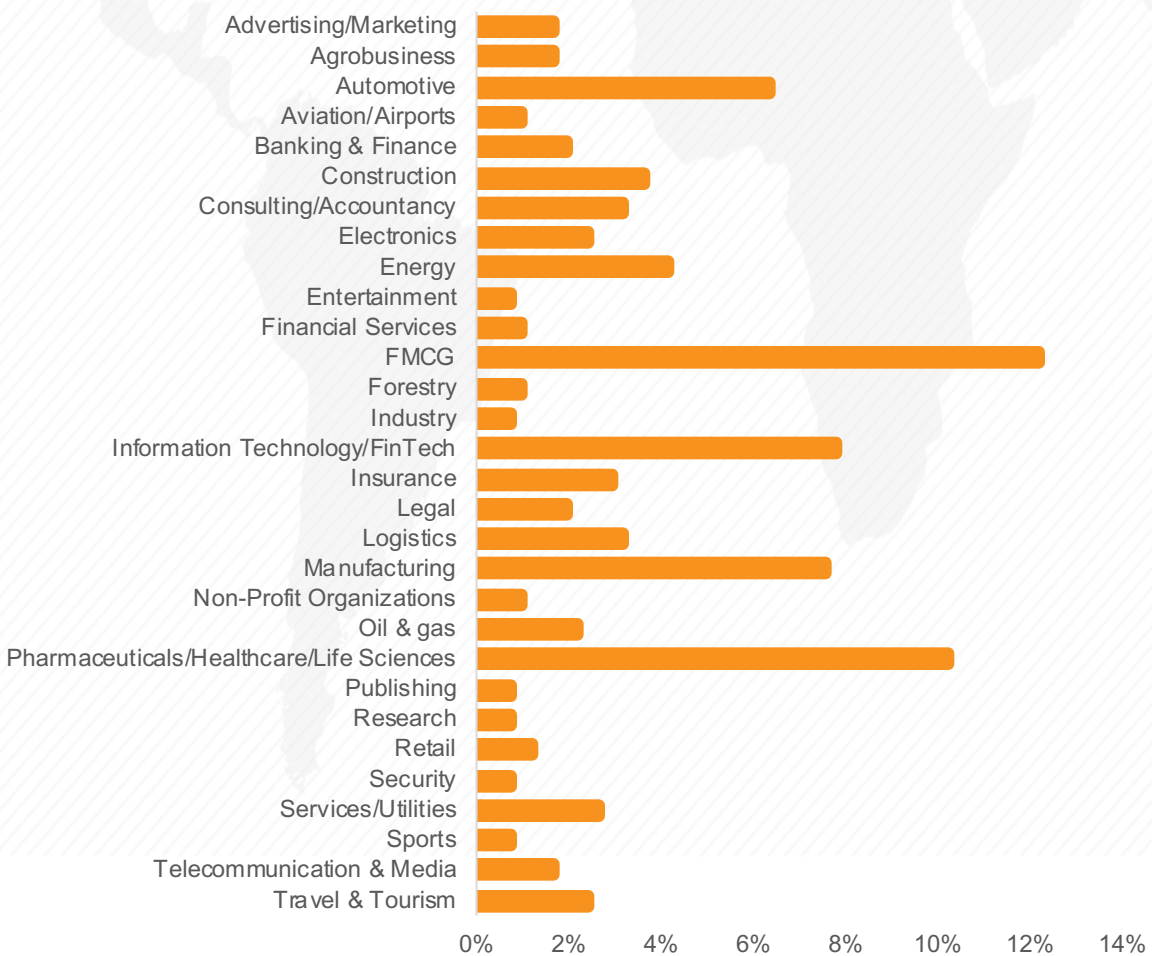
HEADCOUNT



LOCATION



INDUSTRIES



COVID-19 Business Impact Outlook

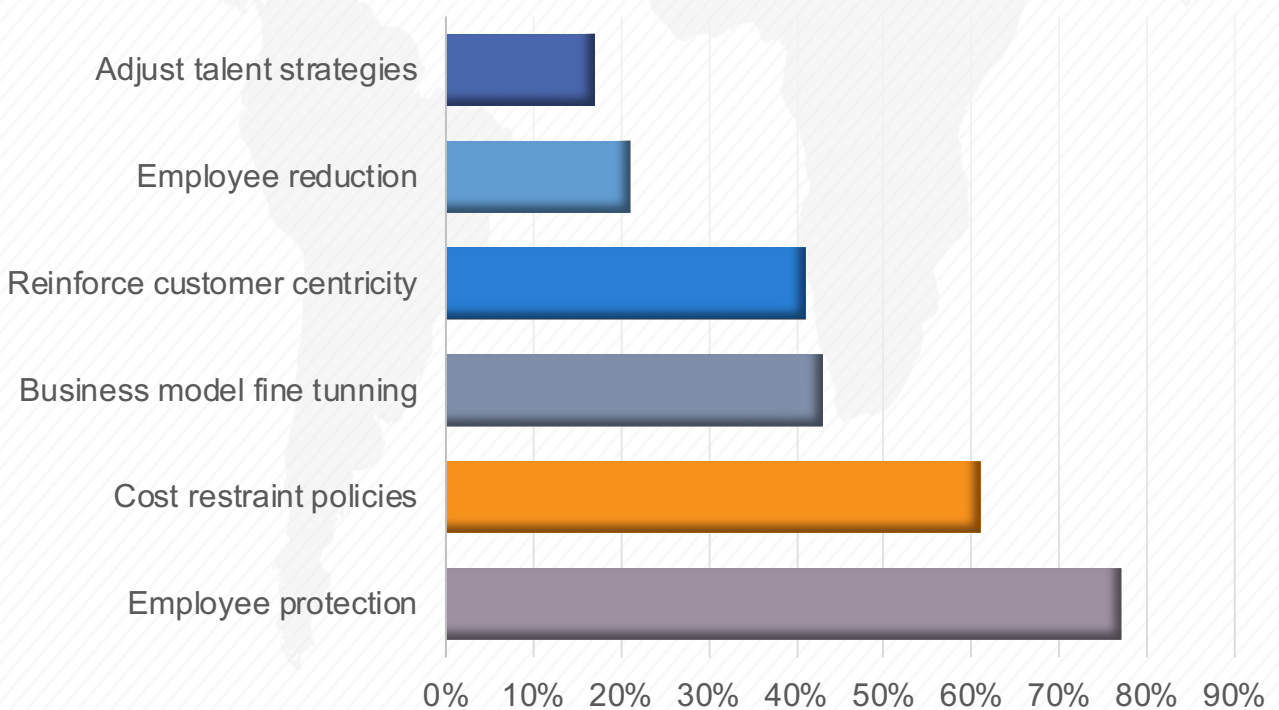
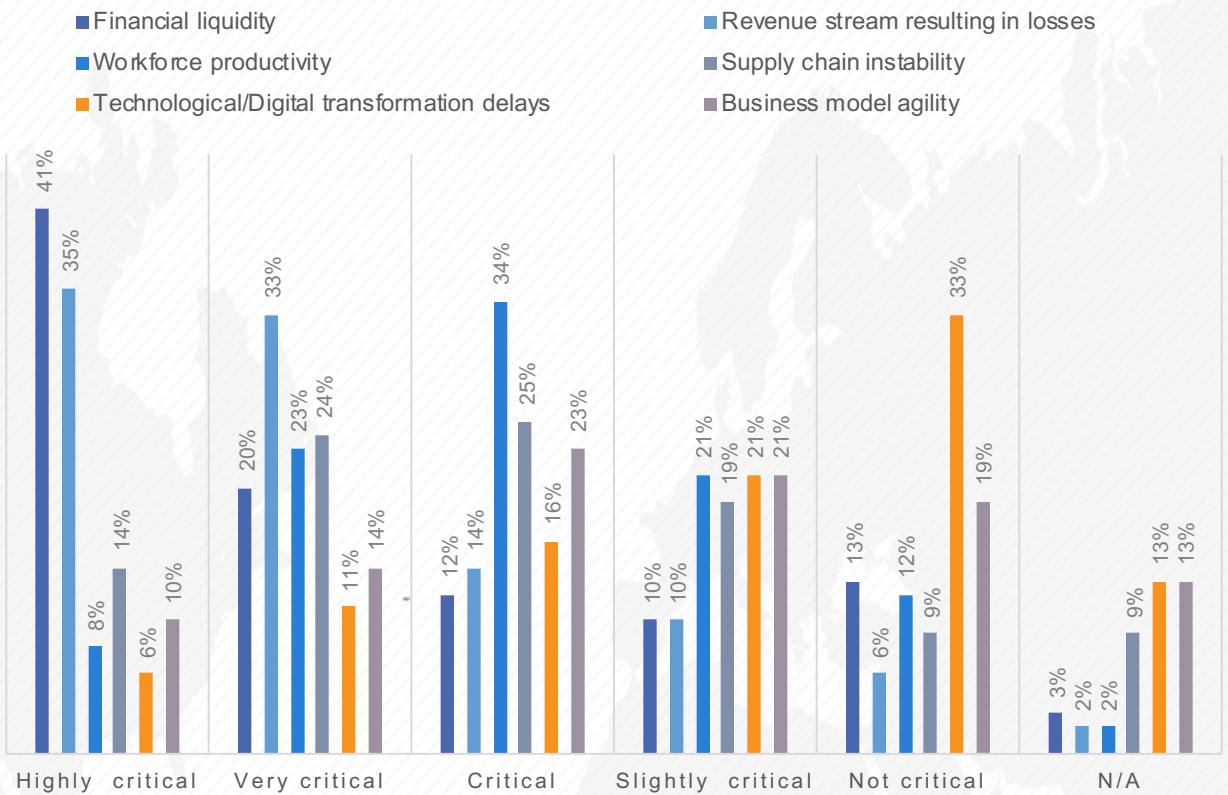
TODAY

- **Critical impacts in companies**
- **Effects on Headcount**
- **Actions and Priorities**
- **How to stay competitive**

AFTERMATH

- **Getting back to business**
- **Leadership key attributes**
- **Business continuity: best practices and disruptive transformations**

Top critical impacts of COVID-19 in companies. & Which actions have companies implemented or are considering implementing as an immediate response to COVID-19?



How strong do companies foresee the short-term effect that COVID-19 will have on their headcount?

39% Deferring planned recruitments

REDUCING HEADCOUNT TO ADJUST TO NEW BUSINESS ENVIRONMENT

28%

CANCELLING PLANNED RECRUITMENTS

24%

DO NOT FORESEE RELEVANT

24%

CHANGES ON SIZE OF HEADCOUNT

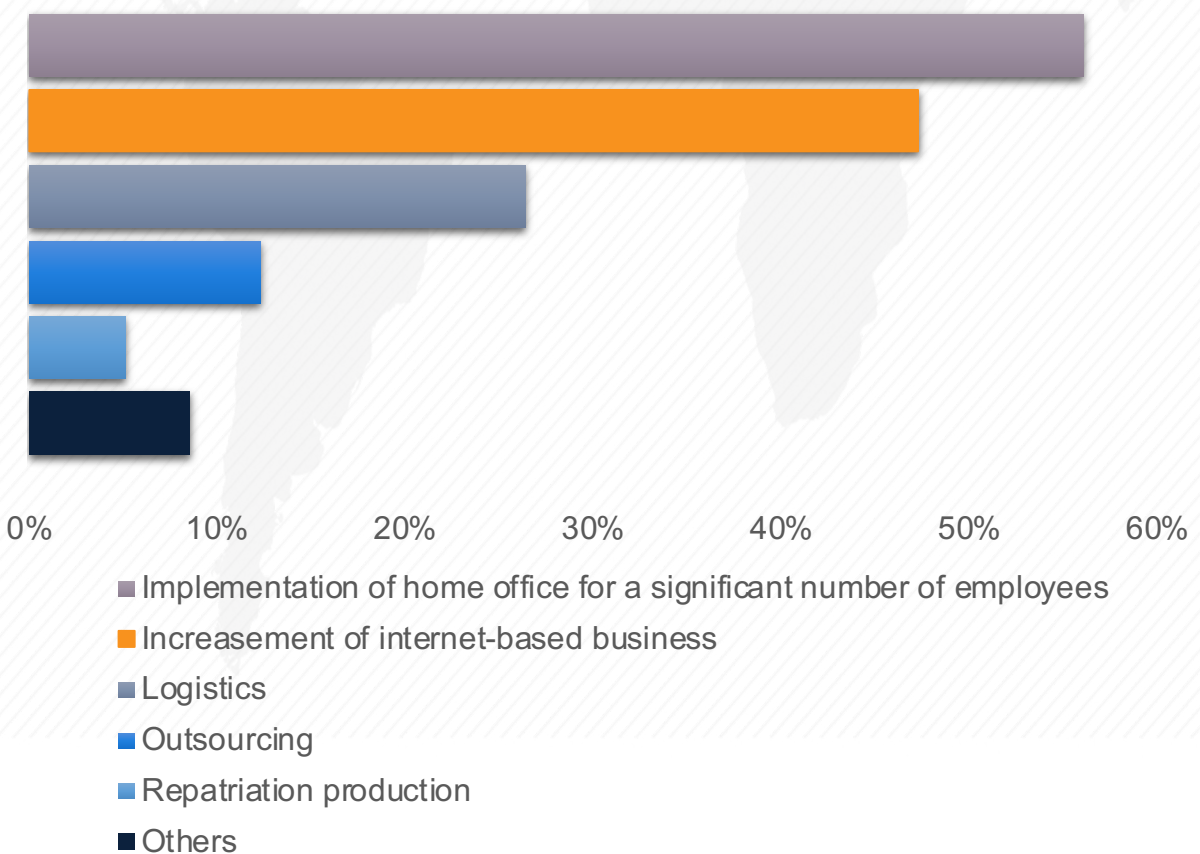
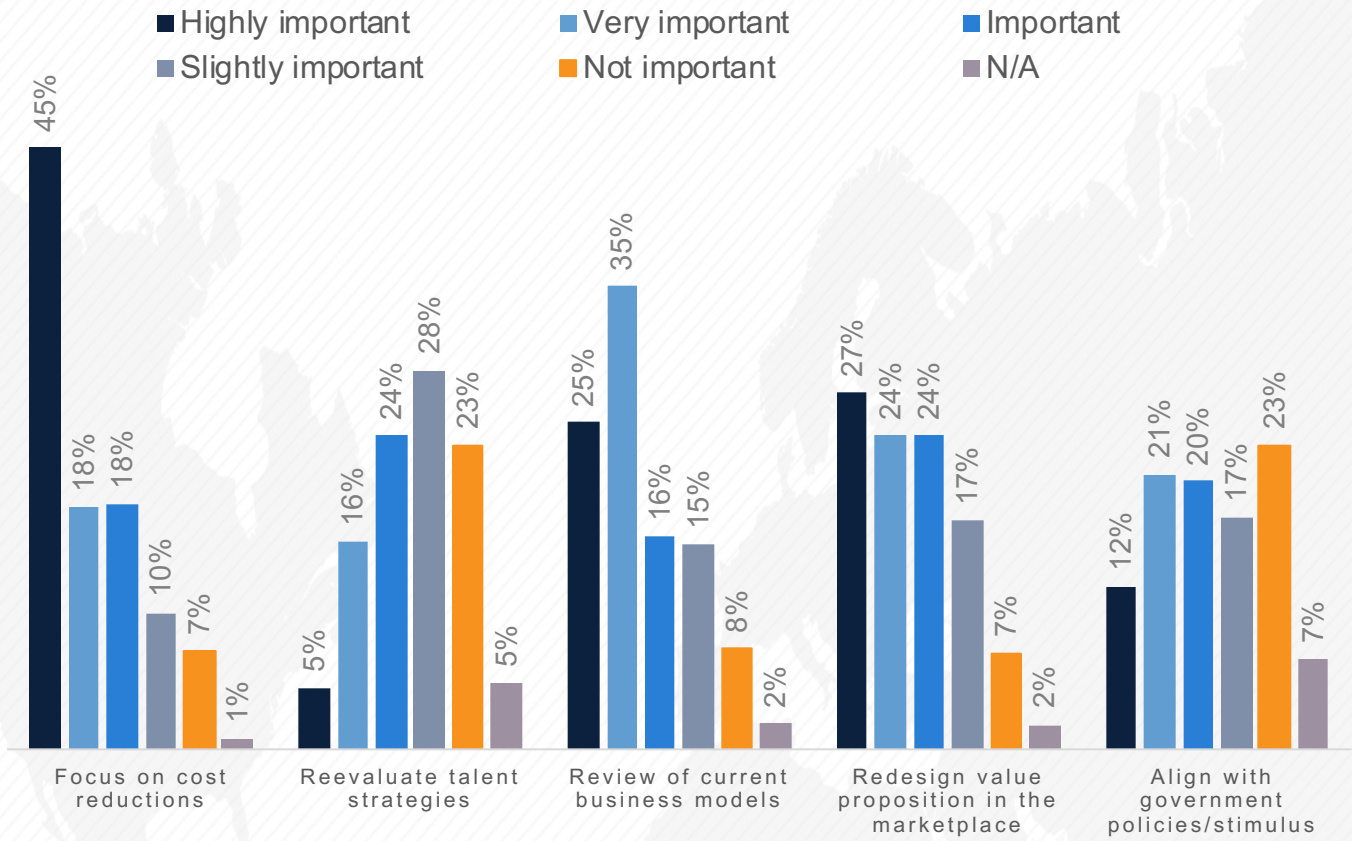
STILL TRYING TO ASSESS THE IMPACT ON HEADCOUNT

21%

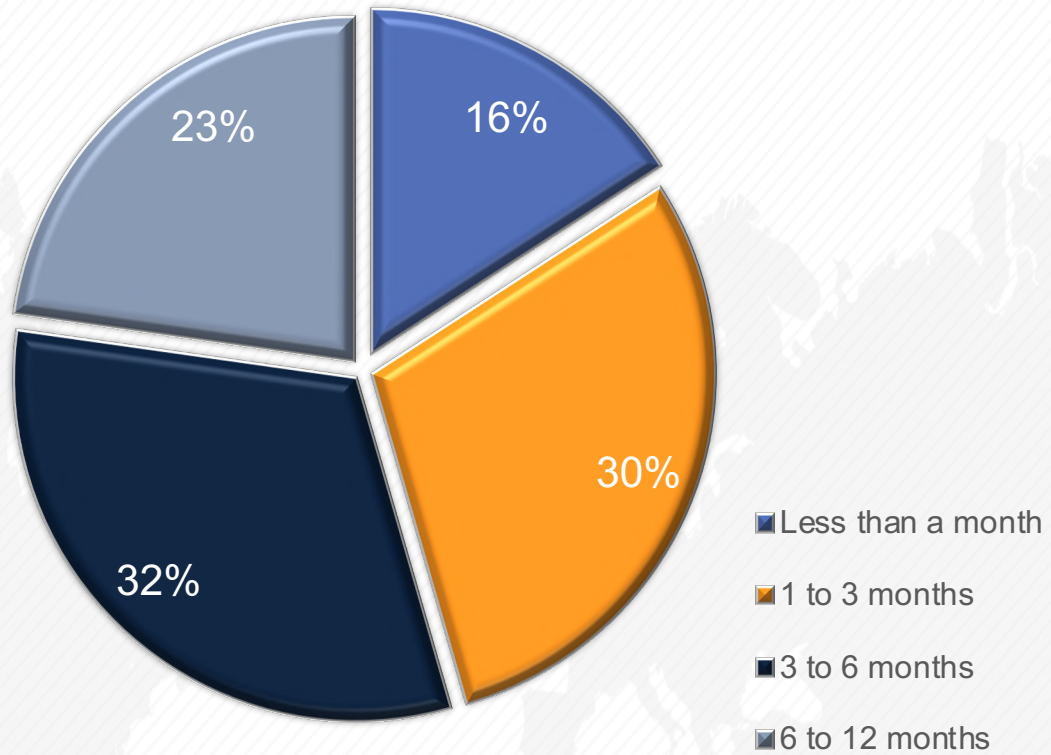
WILL INCREASE HEADCOUNT TO FACE THE NEW OPPORTUNITIES RESULTING FROM THE NEW BUSINESS ENVIRONMENT

5%

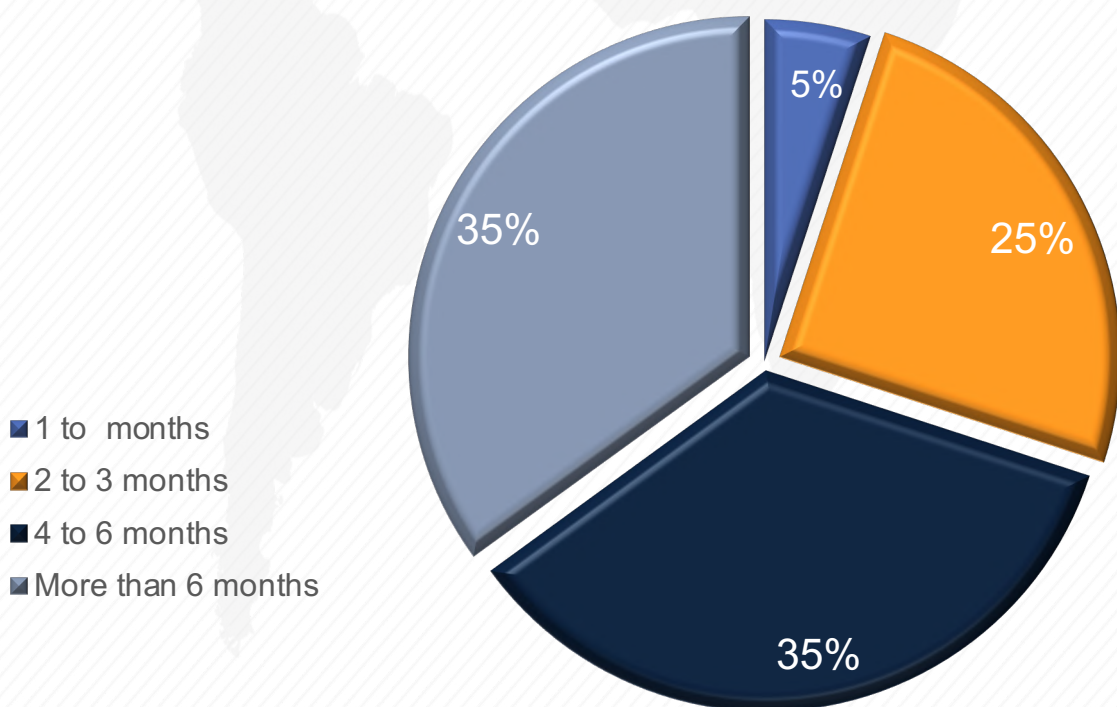
How to stay competitive in the marketplace? & Are companies considering making lasting changes to their business model? If Yes, in which areas?



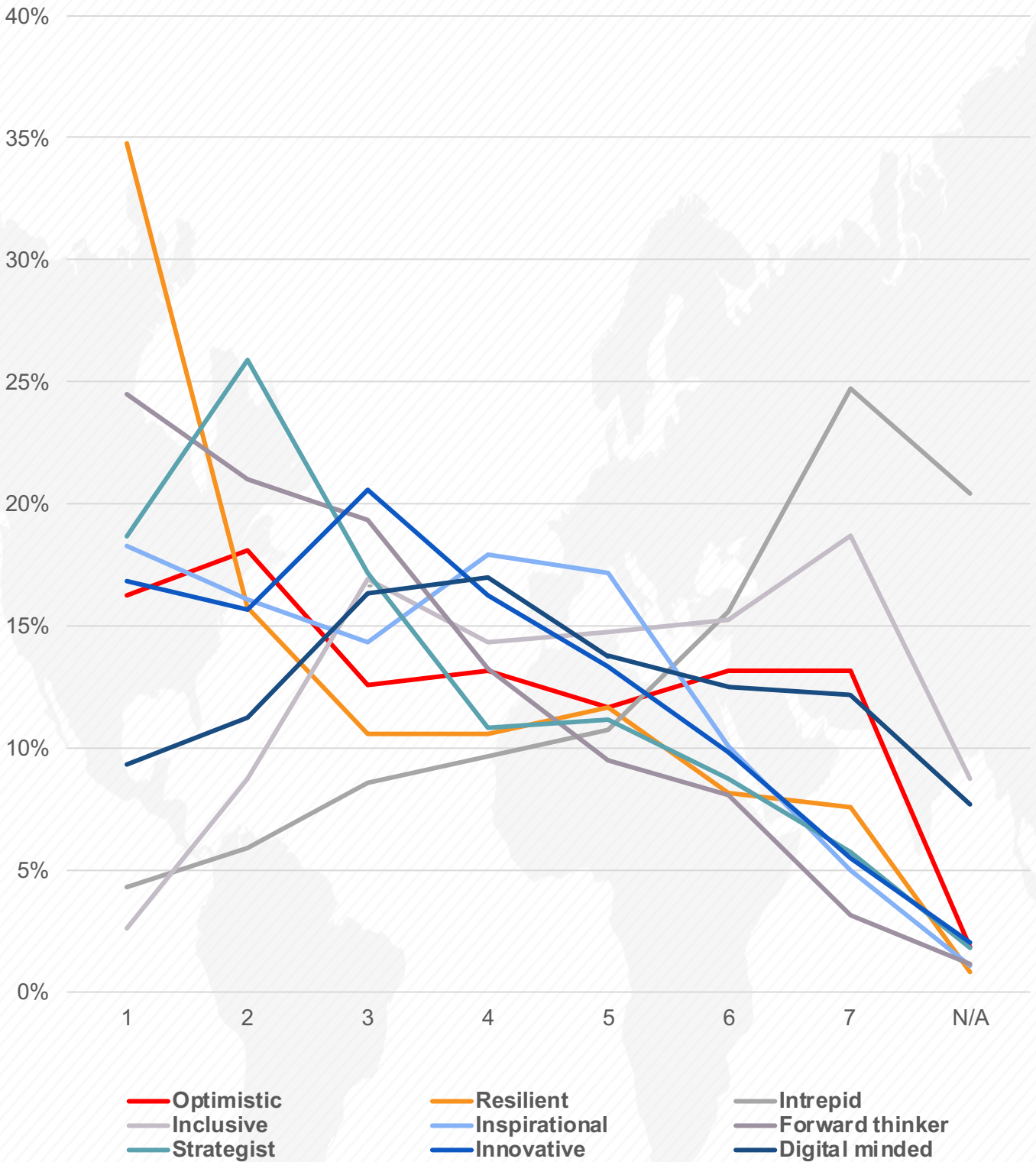
How long will it take for companies to get back to business after the COVID-19 crisis?



How long do companies estimate the COVID-19 will last?



Attributes that are required (1 being the most important) from top executives to thrive and adapt within an evolving business landscape in the aftermath of COVID-19.



Resilience is key to thrive in a post pandemic business world. **Strategist**, **Forward-thinker** and **Inspirational** were found to be also key attributes leaders need to succeed.

Best practices and continuity models of operation to leverage business success as COVID-19 declines.

Disruptive and innovative transformations industries and businesses will be forced to implement.

1 Client
centric

Employee
centric **2**

3 Talent
management

Remote
work **4**

5 Digitalization

1 Remote
work

Digitalization **2**

3 E-tools &
E-commerce

Reduce
office
space **4**

5 Flexible work

What will the aftermath look like?

A view from participants

“Smaller offices in more locations or a workforce that rotates between the office and home to reduce risk and operational costs.”

“Borders more tangible than before. Globalisation to be reshaped into multilocal business models.”

“Crisis management and business continuity strategies to gain critical relevance in the new set of company’s key competencies.”

“Change of consumer habits and decision rationale due to a new rising social consciousness will impact heavily some sectors.”

“Increase mobility capabilities and reinforce Cyber Security systems.”

“Dramatic, world changing digital transformation will happen much faster and abruptly than expected. Processes that we thought would take years will take months or weeks.”

“End-to-end digitalisation of supply chain management and agile relationship models across the value chains.”

Short summary of key findings

Client and Employee Centric strategies on top of almost every CEO agenda to be implemented as pandemic declines.

56% plan to keep home office also in the future for a significant number of employees and to reduce office space.

Resilient, Inspirational and forward-thinker are key attributes leadership needs to succeed.

52% are reducing headcount and cancelling recruitments.

63% of planned recruitments are either cancelled or deferred.

Every second CEO plans to increase internet-based business.

Top concern to master liquidity and revenue stream.

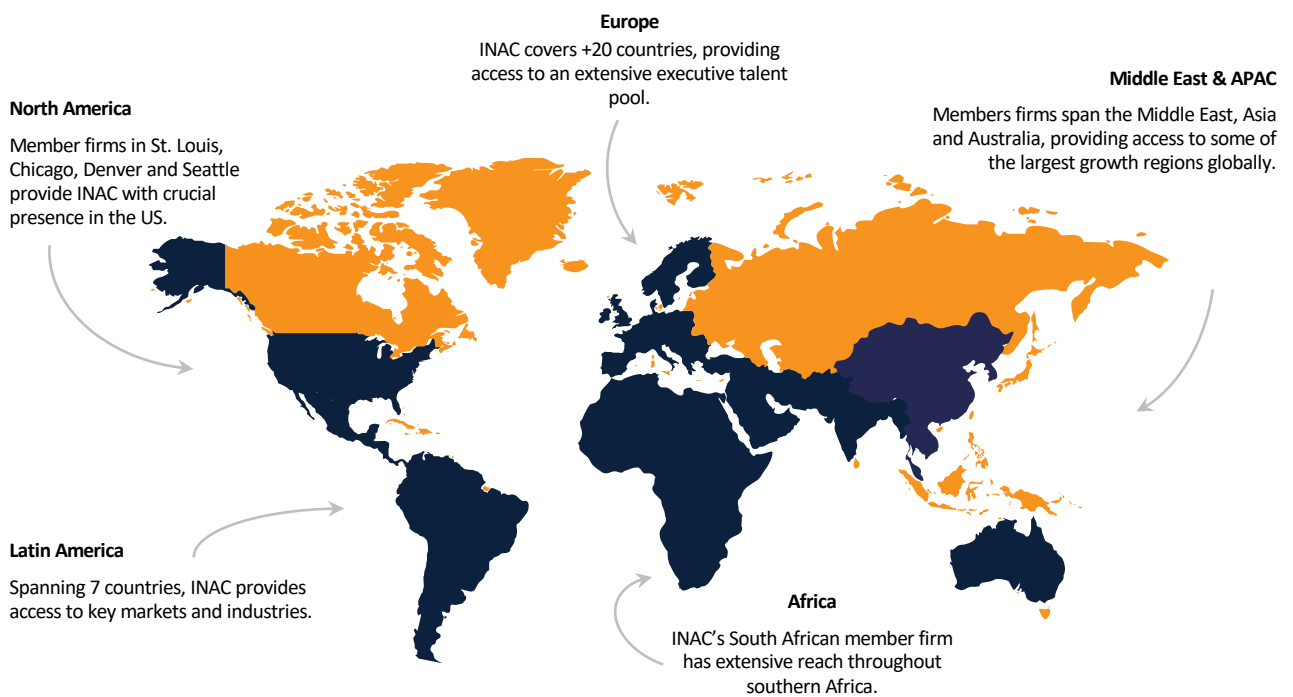
70% expect the crisis to last at least 4 months.

45% focus on cost reduction.

5% plan to repatriate production.

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Our members are exceptional, with an outstanding track record of meeting client mandates for almost 30 years – across industries, sectors, and territories. Together, we combine impressive local market knowledge and exemplary global reputation with highly personalized and professional service.
We can help you go further.



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