

In their words: CMOs on navigating COVID-19



AARP
CVS Health
Dechert LLP
Diageo
Dow
Eastern Bank
eos
Fandango
Goldman Sachs
HPE
Hudson Yards
Kearney
Nasdaq
NHL
Openpath
Petco
Pfizer
Sainsbury's
Bank
SAP
Syniverse
Tacori
Tetra Pak
TSB Bank
UNTUCKit
VMWare
Western Union

Overview

Navigating the current landscape is complicated, so to better illuminate the road ahead, we turned to our community of CMOs. We spoke with brand leaders from around the globe on their experiences in marketing and conducting business amid the global pandemic. Here they share their insights into what it has been like living and working over the past few months—from the elevated responsibility of marketing and the critical role of purpose to unexpected silver linings that have appeared. While uncertainty still reigns, these marketers are actively engaged in steering their brands toward the future.

Since 1969, Siegel+Gale has helped companies harness the transformative power of simplicity to battle complexity and build successful brands. We've had the privilege of partnering with some of the world's leading B2B and B2C organizations across sectors, from technology and financial services to healthcare, consumer goods and beyond.

We hope all who read these conversations draw the same inspiration we did—any challenge overcome leads to a better tomorrow.

Together we can emerge smarter, nicer and more unstoppable than ever.

26 Marketing leaders

11 Industries



30 - 45 minute interviews

Topics covered

Personal experiences

Impact on day-to-day work

Effects on marketing approach + planning

The role of brand

Lessons learned and future implications

Brand leaders

AARP



Martha Boudreau
Chief Communications
and Marketing Officer

CVS Health



Norman de Greve
Chief Marketing Officer

Dechert LLP



Renee Miller-Mizia
Chief Marketing Officer

Diageo



Edward Pilkington
Chief Marketing Officer

DOW



Huub Devroye
Global
Director of Marketing

Eastern Bank



Paul Alexander
Chief Marketing and
Communications Officer

eos



Soyoung Kang
Chief Marketing Officer

Fandango



Lori Pantel
Chief Marketing Officer

Goldman Sachs



Amanda Rubin
Global Co-Head, Brand
and Content Strategy

HPE



Jennifer Temple
Chief
Communications Officer

Hudson Yards



Stacey Feder
Chief Marketing Officer

Kearney



Abby Klanecky
Chief Marketing Officer
and Partner

Nasdaq



Jeremy Skule
Chief Marketing and
Communications Officer

NHL



Kim Davis
Senior Executive VP

Openpath



Kieran Hannon
Chief Marketing Officer

Petco



Tariq Hassan
Chief Marketing Officer

Pfizer



Deborah Scarano
VP Global Marketing

Sainsbury's Bank



Mick Doran
Head of Research,
Planning and Brand

SAP



Alicia Tillman
Global Chief Marketing Officer

Syniverse



William Hurley
Chief Marketing Officer

Tacori



Michelle Adorjan Chila
SVP Marketing and
Public Relations

Tetra Pak



Khaled Ismail
Vice President Communications
Central Asia, EMEA

TSB Bank



Pete Markey
Chief Marketing Officer

UNTUCKit



Lockie Andrews
Chief Information Officer and
Chief Digital Officer

VMware



Kathleen Tandy
Sr. Director, Partner and
Communities Marketing

Western Union



Muriel Lotto
Global Head of Brand and
Marketing

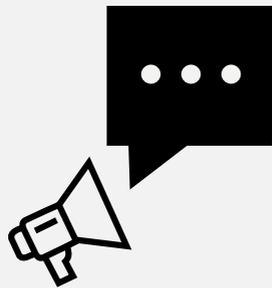
Themes



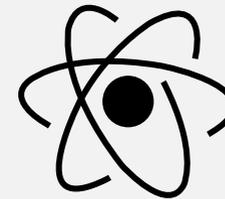
1. The human aspect of all companies and brands came to the forefront.



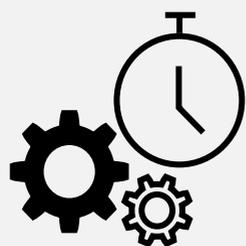
5. It has been easier for some brands than others.



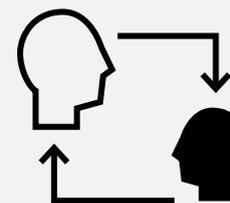
2. Marketing was seen as a key function in handling the crisis.



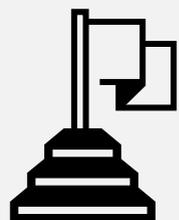
6. Simplicity matters more than ever.



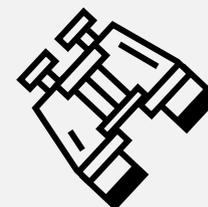
3. All brand marketing efforts had to pivot significantly in the first weeks.



7. Despite all of the challenges, many silver linings have emerged.



4. Purpose has played a central role and risen further in importance.



8. While uncertainty still reigns, most marketers are already planning for the future.

The human aspect of all companies and brands came to the forefront.

Shared personal values of generosity, caring and empathy led the way.

Theme 1



All companies we spoke with focused on people first in the moment of crisis and beyond: employees and their families and their health and safety; customers and their changed needs given the situation.

Typical business concerns took a back seat, with companies focusing on what they needed to do to help in the moment. Shared personal values of generosity, caring and empathy led the way.



Many folks at home are now full-time workers, caregivers and educators all at the same time. And even small things like finding 15 minutes in my afternoon to put together a quick snack for my kids is something that I never would have anticipated how disruptive these small additional tasks would be. The reality is that it's incredibly time consuming, but it's necessary obviously to take care of ourselves and our families.

Soyoung Kang

eos

We're now really seeing the human side come through. I think people are sharing more about how they're feeling, how their families are feeling. You're learning more about who people are. Particularly at their core of what really motivates them and what they care about. And I think that that just makes relationships stronger. So that's something that I've observed, and I feel very, very good about.

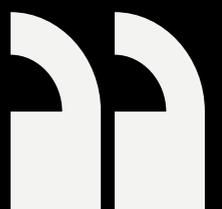
Kim Davis

NHL

Having spoken to now quite a few people, I do think everybody got to a place of generosity first, realizing that we still don't know how long this is going to last, we don't know how lasting the impact will be. At least for the moment there is a shared thought among everyone: "Well, we need to be generous first to try to get through it together. And then reassess after that."

Abby Klanecky

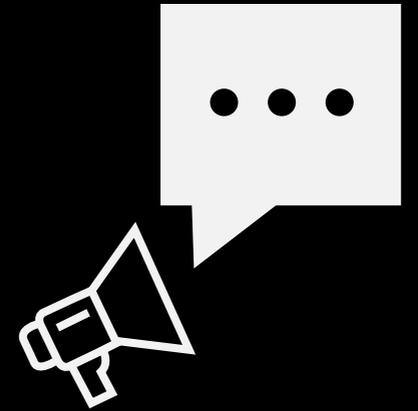
Kearney



Marketing was seen as a key function in handling the crisis.

External and internal communication have become more interdependent than ever.

Theme 2



To handle the crisis, management teams typically dramatically increased the frequency of communication and interaction. Seamless collaboration across functions was required to respond, especially coordinating product/service development and operations with marketing and content.

External and internal communication have become more interdependent than ever. Marketing (and marketing leaders) has been seen as key to understanding customer needs in the moment, linking communications and offerings to operations and customer needs and protecting the business and the brand for the longer term.



In addition to traditional data and information sources, our company started to leverage new digital and market listening capabilities to measure and assess real-time consumer sentiment in critical markets which might have an impact on our business short term, and mid to longer term, but also to help anticipate demand changes, and continue to drive customer experience and innovation. We have seen an acceleration of people asking Marketing to tell or anticipate where things are going. Given change is happening in real-time, we had to be really creative to get information and customer and market indices. The power is in combining different data sources and translate these into actionable insights for the person that needs to do something with it or needs to know.

Huub Devroye

Dow

We've ramped up the amount of employee listening that we're doing and feeding that information to the right people to make decisions about hours, protective equipment, bonuses, childcare, etc. So our role has pivoted a little bit. We're the voice of the customer, but more than ever we are also the voice of employees.

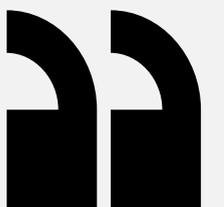
Norman de Greve

CVS Health

We just thought, "How do we get this inspiring message out?" where essentially our biggest day of the year was lost. And the biggest day for all our pub partners, which is tougher for them than it is for us. I think it always starts with just talking with everyone on what would you want to see during all this? One is resilience, people have to say okay, how do we make the most of this? As well as positivity: it is what it is, you can't complain. This is the hand we've been dealt, make the most of it for ourselves, our partners, and for everyone.

Ed Pilkington

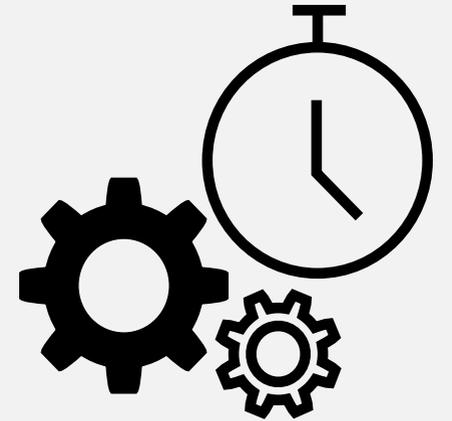
Diageo



All brand marketing efforts had to pivot significantly in the first weeks.

Teams worked overtime standing up whole new content in a shorter timeframe than they had ever thought possible.

Theme 3



Teams worked overtime standing up whole new content in a shorter timeframe than they had ever thought possible. All existing content was reviewed and a lot of it paused or pulled.

Channel strategies were immediately revised, externally and internally, moving from event and out-of-home to all digital as the most common action.



As a financial services provider, like our other FS businesses in the UK, we've had to change our processes to enable customers to have emergency payment freezes across things like credit cards and loans and mortgages. So my primary focus has changed. It's easing back down again now, but for the first couple of weeks, it was night and day stuff in terms of understanding what technical changes have happened across the business such that we can articulate those into meaningful communications through our website, through proactive email communication, through social communications with our customers to say, "Okay, if you need support, you can contact us here."

Mick Doran

Sainsbury's Bank

We have pulled back on our marketing spend in line with what we are seeing in terms of underlying short terms trends, and are taking a little bit of a conservative approach at this point in time. We've pulled back on campaigns that we were going to launch in Out Of Home in particular, that because largely people are not commuting the way they used to. People are not driving around or being quite as mobile as they used to be. From an effectiveness standpoint, there doesn't seem to be much point in continuing with those types of media channels.

Muriel Lotto

Western Union

Everything has shifted to digital. We are hosting at least one webinar a week for different clients, so the frequency of information sharing is going up. And I would say the turnout we're receiving has increased dramatically. Conservatively, we are seeing between 3-5X, the number of attendees on our webinars right now. I think people look to brands that they trust for quality information during times like this, and we're experiencing that. And that's just on the webinars. On some of the social productions, particularly with our chief economist and other thought leaders around the industry, easily we are at 10X the levels of normal engagement.

Jeremy Skule

Nasdaq

First, there's the whole question around how do you even operate? Are we even going to be open? How will we open? Remained focused on our purpose with a commitment to three things; support pet parents, keep our partners safe and contributing to our community. I'm glad this is work we had been doing, now isn't the time to try and find your purpose. We went into every aspect of operations, from how we manage for the safety of 20,000 people in the field, as well as partners in our support centers. How do you make the decisions about what the ramifications on social distancing are for those partners in our stores? What is the essential inventory? What parts of the business do you pause? What were the things that we needed to do to even compete? Like grocery stores our brick and mortar were incredibly busy as customers pantry loaded. But then it slowed, and like others as in store traffic slowed it shifted e-commerce at levels we'd never witnessed. For us, I would say we were already on the crest of pivoting our efforts to invest in performance marketing, but we certainly weren't all the way there. So we increased our investment. We did have critical elements in place. We did have repeat delivery. We are testing subscription-based models. But this accelerated things, and we've seen an unprecedented ramp up of the business and contributing to our ability to navigate through this period.

Tariq Hassan

Petco

Customer needs are more important than ever. And customer needs are changing. So we've already adapted a number of our products and services over the last few weeks to meet emerging or current customer needs, particularly given people may be, for example, be out of work or they're furloughed and they need extra help and support. So that's been really important. I think our products will still be important. I think it's just the bit we're all trying to work through is in what capacity and what role will they be needed given, I guess, the bit none of us quite know is what state the "new normal" will be like the other side of this, you know? But there's still going to be a need for the services that we as a bank offer and what we do. I think it's just we're just trying to keep adapt to that emerging picture.

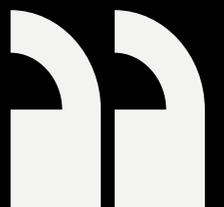
Pete Markey

TSB Bank

We've even changed some of our landing pages to be more appropriate to someone's state of mind, and highlighting our touchless, frictionless capability, where you never have to touch anything. We don't say germ-free, but we are using hands-free in our vernacular now.

Kieran Hannon

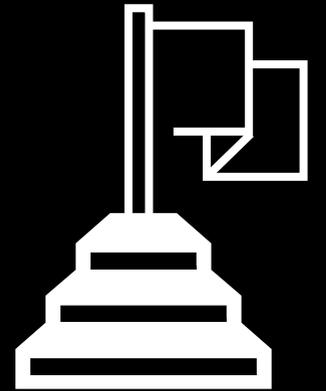
Openpath



Purpose has played a central role and risen further in importance.

It served as the glue across all employees to contextualize their role in this crisis and rally them in often difficult situations.

Theme 4



Many CMOs reported their brand purpose was central in enabling them to respond as quickly and effectively as they did. It served as the glue across all employees to contextualize their role in this crisis and rally them in often difficult situations.

A focus on purpose inspired brands to be both useful and authentic in their communications and activities, whether they were in an essential role or not. It has resulted in organizations having a renewed understanding of the power of purpose and its impact on the business as much larger than just CSR.



We feel proud that we have this responsibility to try to help. Our whole company purpose is to bring breakthroughs that change patients' lives, and it is all the more relevant today. Breakthroughs mean many things at Pfizer – some of those are making sure that customers know our supply line is being managed and they can obtain the medicines they count on, and that we are available to answer questions they may have. There is a deeper sense of purpose, and all the reasons we came to work in a biopharmaceutical company are only heightened now.

Deborah Scarano

Pfizer

Often times I think companies struggle with the definition of purpose; many believe purpose is related to a very specific CSR initiative. And while that's certainly a component of purpose, it's more about your company's combined mission, vision, and place in the world. Every founder of every company had a vision to make the world a better place by offering something new or to improve something in their lives. This is the purpose of a company. A lot of companies lose sight of their purpose along the way for a variety of reasons: acquisition, merger, change in leadership. But the purpose and the intent of the founding of the company always remains intact. It's often about going back to your roots to rediscover it and then drawing a correlation between that purpose and the contribution that the value proposition of your company is making in the lives of your customers. Every brand has that, so I think in our case – and as I reflect on these past few weeks and think about how we've opened up access to our technologies or how we've created new products to help companies maintain business continuity during this global pandemic – purpose has truly been our North Star during this time.

Alicia Tillman

SAP

I was connecting with a customer on Instagram who was distraught about having to say goodbye to her wedding. Her rings were being made and she didn't have her engagement ring now. And she was just upset. Not at us, just at the whole circumstance. And during the conversation, I said, "Your love will get through it. Love is what's essential". And she was just like, "Oh my God, I'm crying right now."

So that's how the phrase "Love is Essential" was born, as the inspiration for our Safer-at-Home campaign. I was concerned about the tone of any messages going out, but we felt very true to the message that: "Our essential workers are asking us to stay at home, to be safer at home for them. And we know that many of you are going to experience hardship and cancellations. But love is not canceled and we're here for you. That's why we want to share some shine during these days". And so, we did a giveaway. We did a giveaway of an engagement ring for a stay-at-home proposal.

And we got so much positive response. I mean we got 10,000 entries in less than 5 days and countless stories of people who are working, and people on the frontlines, and thanking us for highlighting the good work they're doing. Just by saying "These essential workers are doing everything they can. Let's stay home and do this". And that message just really resonated. I had no idea so many Tacori customers were nurses, or doctors, or physicians, or all of these things, and now we are so much more connected as a community.

Michelle Adorjan Chila

Tacori

There's a lot of information and noise out there, and a lot of it is getting completely disregarded by people because they're really focusing on the things that matter. Having a brand purpose that you can speak to is something that's critical in times of crisis more than ever. Every brand can have and, for the most part, does have a purpose for existing. And that purpose, it's about finding the real and authentic within your brand.

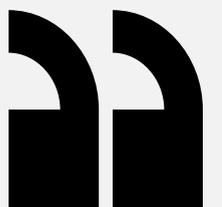
Soyoung Kang

eos

Internally, people are really resonating with our purpose. They feel proud to be able to do something that before was just a job. Right now they know they have a purpose to deliver something to the community so they can continue to receive safe food when they're in a very difficult position that they're in.

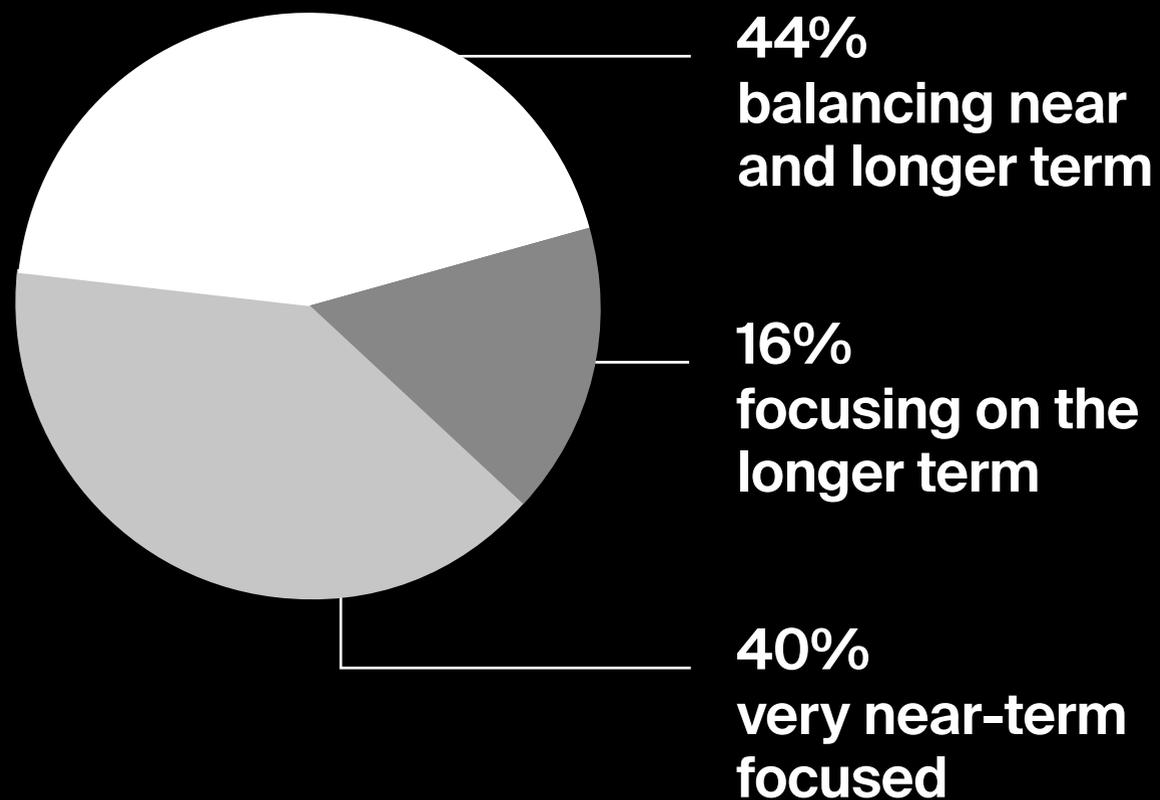
Khaled Ismail

Tetra Pak

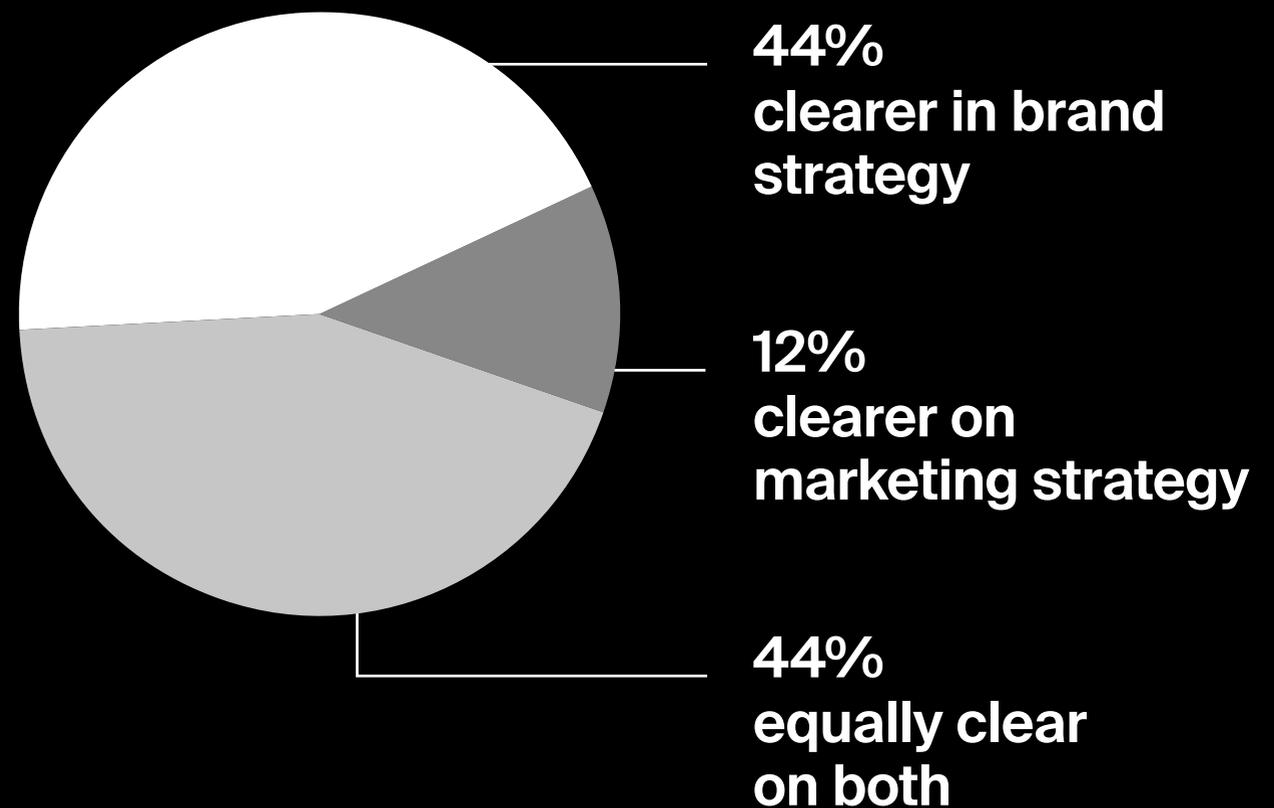


All CMOs reported being short-term focused in the first two weeks and had a positive outlook

Focus:



Clarity:



It has been easier for some brands than others.

Consumers were seen to gravitate to brands they knew and trusted rather than newer disruptors, as they sought less uncertainty in a very uncertain situation.

Theme 5



Many brands found themselves playing a new or newly important role as news sources for their customers and others. This entailed pivoting content and channels from promotional to news and thought leadership, often linking to other sources with no clear immediate business benefit in doing so.

Brands that had to weather previous crises (per 2008) had the benefit of knowledge, processes and systems already in place to make the communication transitions easier and more seamless.

Global brands and people in global roles had the benefit of seeing how the situation unfolded in different geographies, which could enable them to be more prepared when the situation developed in Europe and the US

- With this came the added challenge of needing to tailor both internal and external communications to each market situation, being mindful of the exact stage/moment that market was in
- However they were also more used to remote work across teams

Start-ups, depending on the nature of their business and the state of their financing, are either seeing this as a bump in the road to be navigated or as a more fundamental challenge to the entire business.



As a financial services organization, we won't be the same. The way people's needs have changed as well over the last few months is a challenge for our business. Certain parts of our offering, like all others will suffer in the short-term because, as people are losing their jobs, and the numbers are pretty frightening, the desire for credit or the ability to get credit will be compromised for a period of time, and that's one way how financial services firms make money. But there will also be opportunities. So you've constantly got to balance your existing customer needs, what new customers might want, how sustainable you can be but also looking after your people. It's an interesting and tough challenge.

Mick Doran

Sainsbury's Bank

The great thing about being a nimble startup is that as more information became available in New York, as well as around the world, we pivoted almost immediately. So coming out of that first week, we had a new plan of attack from a marketing perspective, and since then, we've been able to iterate every day. We are in close contact regarding marketing investments, promotions, operations, and warehouse fulfillment levels.

Lockie Andrews

UNTUCKit

This situation has highlighted customer needs that we are uniquely positioned to address. Of course, no one wants this situation, but we're very grateful for the opportunity to have what our customers and partners need to pivot and respond to the needs of their customers and employees. They are seeing us as a trusted advisor and seeing the value that we can deliver. And we're committed to communicating this in an authentic way that is true to the VMware brand.

Kathleen Tandy

VMware

As a law firm, the most important thing that we needed to do for our clients was to call them and make sure that they understood that we were there to support them through this new and unexpected situation-as a sounding board, trusted advisor, and in one case friend who helped to get a client's child and their artwork back to the US from a semester abroad. Fortunately the only thing that was required for that initial, personal outreach was a telephone. But we were also in the fortunate position of having terrific infrastructure that let us quickly shift 900 lawyers and staff in 12 countries to working from home and helping our clients take advantage of various governments' economic incentive programs and making other changes that would help them to manage through this extended period of uncertainty.

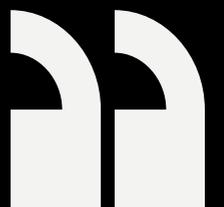
Renee Miller-Mizia

Dechert LLP

The current state actually really does lean into what we do. Because you can just have your device on you, and you never actually physically have to touch the reader. You can wave your hand in front of it, or you can open the app on the device and unlock the door with it. So from a post-COVID world standpoint, there's even probably going to be even greater relevance on these type of frictionless experience that we've created.

Kieran Hannon

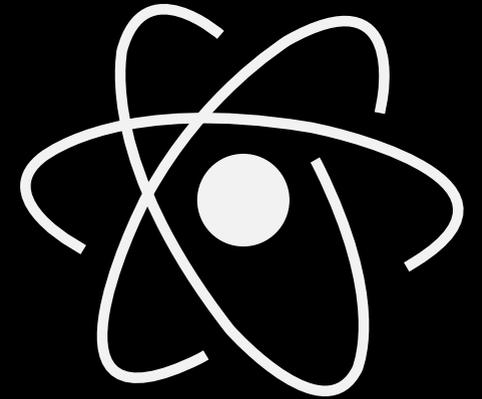
Openpath



Simplicity mattered more than ever.

Now more than ever, brands need to be clear, authentic and useful.

Theme 6



There is a renewed appreciation for what is essential and what is less so. With the channel strategies now reduced to mostly digital, getting content to cut through is even harder. Now more than ever, content needs to be clear, authentic and, first and foremost, useful. There is an ever-higher bar in how brands are judged as useful: The first ads regarding how brands and their employees were there and helping inspired many.

However now that many are doing it, there is potential fatigue and a danger of “empathy-washing” of all communications one sees, reducing the authenticity and impact.

Simplicity also matters all the more internally: simplicity and clarity of communication during meetings, with a need for increased efficiency despite remoteness, was highlighted by many.



During the first weeks of this pandemic I was moved by many of the ads and impressed by how quickly brands were able to pivot and demonstrate their empathy at such a challenging time. But very quickly as more and more brands created similar pieces of creative, it almost became White Noise - they can all sound the same - tone, music and imagery. It was hard to remember which commercial went with which brand. However, there were several businesses that pivoted and capitalized on the opportunity with meaningful messages (their products and services were now front and center), businesses like restaurant delivery, grocers and cleaning supplies. Domino's introduced a great ad that I loved, with an important message "We're hiring people now." I like that brands that may not always be at the forefront are taking this moment to remind consumers of their heart and their ability to create opportunity in this market. "I love that!"

Lori Pantel

Fandango

I believe in brand purpose being an incredibly important part of the value of any brand. It's certainly not the only thing; you have to add value in many different ways to your community and to your audience. But brand purpose is one that I really believe plays a strong role in the ability to grow as a brand. And frankly, in times of crisis it really brings that into focus. It sharpens your focus more than ever before because the messages that you're putting out there really do need to - again, I'm going to give you guys kudos for a really great concept - but I think the simplicity in communication and messaging at this time is really critical.

Soyoung Kang

EOS

One of the things that we've learned quickly is to compress content and deliver in small 'chunks.' We've recently shifted both our executive Partner-Leadership Summit and our EMPOWER Online Enablement event to digital. Instead of hour-long general sessions, we've moved to 30 minutes sessions with short, on-demand topics. We are competing with other vendors for mindshare and a finite set of Zoom time in the day. Being on the screen all day is hard, people are going to tune out, we need to keep them engaged. Shorter is better!

Kathleen Tandy

VMware

Simplicity is going to be really important, I think, in people's lives. Because at a time like this, where a lot of people have probably in general more time to think about what's important to them, they're going to realize that some things are a bit superfluous to being happy, being content, whatever that might be. I think simplicity is probably a key theme as we exit... And we will exit this. It might not be today or tomorrow. But as we exit this, I think simplicity will be the most important factor to keep in mind.

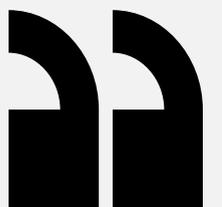
Mick Doran

Sainsbury's Bank

I'm sure you're seeing this as well. If you cannot be contextually relevant in this environment, because people are juggling so much at the moment, I don't think you have any hope of engagement. And even as I think about myself, the volume of information that I'm trying to consume is immense. When some one markets to me, and I see that is just obviously not in tune, it's just immediately dismissed. There's simply a finite capacity to handle things that aren't meeting my needs or advancing my objectives right now.

Jeremy Skule

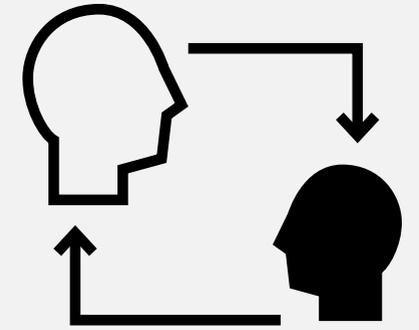
Nasdaq



**Despite
all of the
challenges,
many silver
linings have
emerged.**

The hard work and ability to handle the crisis has led to stronger pride and brand engagement across companies and brands.

Theme 7



Despite the distancing, all have developed closer, more understanding relationships with colleagues. This includes making time and allowances for those in more challenging situations, especially for those caring for others and smaller children.

Decisions needed to be made in the moment, leading to faster decision-making integrated across functions: no tolerance for office politics and not pitching in all together.

The hard work and ability to handle the crisis has led to stronger pride and brand engagement across companies and brands.



You really are testing people's resilience and human characteristics. It's one thing if you're simply working from home, but another if you're working from home and you have children to manage throughout the day – that's certainly the case in my world with a fifth-grader and a third-grader. My husband and I both have full-time jobs that require us to be on phone and video calls from the early hours of the morning until late at night and so it's been a balancing act. In addition, this is a big moment for brands. We all need to think and collaborate with agility to get a pulse and understand what customers need right now. This period has shown the incredible strength, resilience and dedication we have to be able to step up and provide help in ways that people truly need right now.

Alicia Tillman

SAP

It ended up being a positive forcing function for us to really pivot, in terms of our digital transformation. But there were a number of operational elements around that digital transformation. How do you allow that volume to go through the digital system, when you haven't been forecasting at that level...? This is where the stores became really positive for us, because they become mini distribution centers, and our shift from store business has been a key saving grace. It's also why we've been able to maintain, for the most part, one to three day delivery through this process, despite Chewy going to a seven-to-10 day with Amazon, even struggling to maintain. There's been some really interesting sort of opportunistic outcomes. We were testing and then we just pivoted and scaled. It was just like, okay, test over. We did that. I talk a lot about pandemic is the new mother of invention, because we've innovated like crazy through this process. We added curbside pickup to buy online, pickup in store. We stood that up in a week. We had no infrastructure for it. We're doing no regret work on it, to become more system-based, and we're adding additional technology. For example, notification on arrival. We said, we're not going to wait for that. It's going to be a little clumsier, but then we'll continue to go down the pathway of expediting the speed for that technology.

Tariq Hassan

Petco

I think the wonderful thing is technology has evolved in the last 10 years, that has made this doable. Something like 95% of our workforce is now working virtually, which is really quite unbelievable given everything that we touch on a global basis. So, that's kind of the silver lining that so far the pipes work. From a personal perspective, I think you have to keep in mind, especially when you manage teams, that people have very different situations. It's funny. You hear in the background kids crying, dogs. I've noticed a real acceptance for kind of what I will call the additional noises and distractions of the day. I've noticed a fair amount of accommodations around that, which I think is great.

Amanda Rubin

Goldman Sachs

So I would think that the silver lining, probably the greatest silver lining for us as a bank, financial institution, regional institution, not one of the bigger players like Chase or TD Bank or Santander or others that are national or global is it's accelerated our work from home readiness. So before, there were pockets of the organization that had really done work from home to a great degree. This has really accelerated it and forced us to become more facile with both working from home and then technology. Groups do work better now.

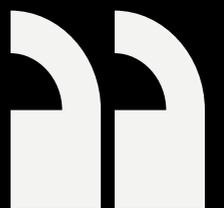
Paul Alexander

Eastern Bank

We've been very focused on it being okay to spend the first five or ten minutes in a meeting talking about the challenges you had getting the kids connected to school. It's okay to have the cat jump on the computer screen while you're trying to run a conference call. Let's just recognize the situation and roll with it. And I think that employees have really done a good job. To be honest with you, the general theme right now is we feel more productive than we did before, internally.

William Hurley

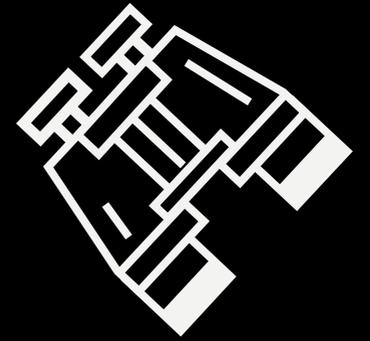
Syniverse



While uncertainty still reigns, most marketers are already planning for the future.

In more recent weeks, most marketers have shifted to thinking longer term, as the “new normal” settled in, parallel pathing their shorter and longer term plans.

Theme 8



In the first two or three weeks, most CMOs/marketers reported that they were primarily focused on the immediate day-to-day, given the unprecedented situation, the transition for most to work from home and the need to pivot on everything. In more recent weeks, most marketers have shifted to thinking longer term, as the “new normal” settled in, parallel pathing their shorter and longer term plans. While uncertainty still reigns and none know the exact timeframe for what is next, many are starting to plan for different scenarios for a gradual reopening of business, with the associate necessary marketing and communication shifts that will be required at each stage.

One big open question, especially for B2B marketers, is the events space: while all have currently shifted to digital and some welcomed the opportunity to do things differently, many still struggle to replace the quality of lead generation occasioned by big events.



I'm sure many organizations created COVID-19 or pandemic response teams. We did too. So, not until this week, this is week five. So we've been meeting daily for the last four weeks with representatives from enterprise risk, technology and operations, retail, commercial. So the major functions of the bank, we've been meeting on a pretty regular basis. And then that has cascaded to executive management team meetings, and then that's cascaded to board updates. So I think it's just accentuated sort of the normal rhythm of things, but the pandemic response team, for us, has basically been the driver of both triage and operations.

Paul Alexander

Eastern Bank

My leadership team generally lives 6+ months in the future. When COVID hit, we were entirely focused on the immediate moment. The situation is evolving and now we are looking ahead to how we succeed in this “new normal.” But the situation is very uneven across the country and there is still so much unknown. Trying to predict what’s going to happen in the fall and the consumer mindset is challenging. Our primary goal is to build an agile approach that can respond to local conditions.

Norman de Greve

CVS Health

Consumers will continue to crave live events and experiences, but there will be very little in the world that doesn't have virtual components as part of their events—either live streaming, behind the scenes or tutorials. Most big events have been going towards an online library that goes along with it, and I think that will continue to expand.

Stacey Feder

Hudson Yards

We stopped all marketing of our member benefits, like travel and live events, that are inconsistent with CDC guidelines. In these difficult times, our most valuable benefits are information, education and advocacy for the 50+. That said, we are looking down the road to a time when we will return to the marketing of all of our member benefits. We don't know when that will be and we're reviewing it on a weekly basis. In the meantime, we've paved new ground with the speed of our decision making and ability to bring urgent information to tens of millions of Americans.

Martha Boudreau

AARP

We're also looking at what our customers are going to need when we come out of this and how we can be best positioned to support them. In addition to our crisis team, we also have a recovery and a rebuild team that is thinking about things like supply chain continuity, preparing for future customer needs, and transitioning the workforce. We may face a situation where more of our workforce continues to work remotely for a longer period of time because they feel safer doing that. So we're planning for near-term and long-term.

Jennifer Temple

HPE

This is a new muscle we are learning to work with, and there has been an increased need for communication. I find us having more stand-up and alignment calls, because of the distributed nature of remote work. And especially given how rapidly COVID-19 came upon us. We've had a spike in the number of human resource decisions, as well as operational changes to adapt to the consumers' rapidly evolving behaviors.

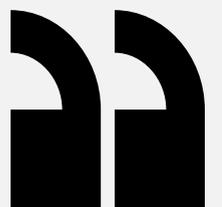
Lockie Andrews

UNTUCKit

Lots of people are realizing that we didn't really need to meet in person and fly around. We can do almost all of our meetings on video, whereas beforehand we would have favored in person meetings much more. To me, one of the big, lasting changes this will have is it has made everyone so much more comfortable now with this idea that you can still have a genuine and good interaction with a video. I think this will make us reconsider how many times we'll fly somewhere for a one hour meeting.

Muriel Lotto

Western Union



Thank **you.**

We are grateful to these 26 CMOs for being so generous with their time, experiences and insights, especially given the challenge of the current situation.

About

We believe in the power of simplicity. At Siegel+Gale, we own it, defend it and live by it.

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