



# Managing the COVID-19 Crisis – Survey findings

April 2020

eden  
mccallum

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## Key findings

Summary data (full sample)

Data cut by geography (head office)

Data cut by company ownership

Data cut by sector

# Key findings

76% of business leaders say the COVID-19 crisis has had a negative impact on their company to date (33% 'very negative'); 85% expect the impact to be negative over the next 6 months (29% 'very negative')

Business leaders have a mix of planning horizons for business returning to 'normal', with the plurality (32%) expecting business to return to 'normal' in 6-9 months; 27% in under 6 months, 39% in over 9 months, and 2% saying 'never'

60% expect their revenue to fall by 10-40% in 2020, and 18% expect a revenue fall of over 50% for the year.

Significant workforce actions have already been taken by most, including:

- 74% have frozen hiring
- 51% have applied for government employee support arrangements
- 18% have asked staff to take unpaid leave, 34% have reduced staff hours, and 23% have reduced staff pay
- 11% have made staff redundant

Other actions taken include:

- 81% have reduced non-people operating costs and 78% have deferred or reduced capex
- 38% have delayed supplier payments or renegotiated terms, 30% have done the same with rent, and 25% with debt repayment
- 38% have reduced or eliminated their dividend payments

On a positive note, companies are actively supporting society in dealing with the COVID-19 crisis, with:

- 59% encouraging / facilitating staff to volunteer
- c. 50% donating physical goods and/or services and/or expertise
- 34% have donated money and 17% have donated physical space

Two-thirds are positive about government support thus far for their sector

The big learnings so far are the importance of cash/balance sheet; acting quickly and decisively, teamwork, agility/flexibility and the viability of remote working

# Key findings by geography, sector and company ownership

## 2020 Revenue Impact

- UK businesses are most negative about the 2020 impact, with 27% expecting >50% reduction in revenue vs. 6% in the Netherlands and 11% in Rest of Europe. None of our North American respondents expected such a significant impact
- Expected revenue impact varies significantly by sector e.g. 88% of Travel / Leisure / Hospitality respondents expect >-50% reduction in 2020 revenues vs. 25% for Consumer goods / Retail and only 3% for Financial services

## Workforce Actions

- Private equity-backed businesses are most likely to have taken actions with their workforces, with 71% having put staff on furlough, 52% reducing staff hours and 25% having made staff redundant (vs 51%, 37% and 12% respectively for publicly listed companies)
- Travel / Leisure / Hospitality have taken the most action to reduce workforce costs, across all measures e.g. 88% have furloughed staff, 94% have reduced pay and 23% have made staff redundant (vs. 51%, 23% and 11% respectively for all respondents)

## Other Actions

- Private equity-backed businesses are acting most quickly to preserve cash, with 72% delaying or renegotiating tax payments, 63% suppliers' payments and 61% rent (vs. 36%, 33% and 23% respectively for publicly listed businesses)
- UK businesses are the most likely to have reduced non-people costs (88% vs. 77% Netherlands, 55% Rest of Europe and 75% North America) and more likely to have deferred / reduced planned capex than their European counterparts (85% vs. 70% Netherlands, 53% Rest of Europe and 88% North America)

## Supporting Society

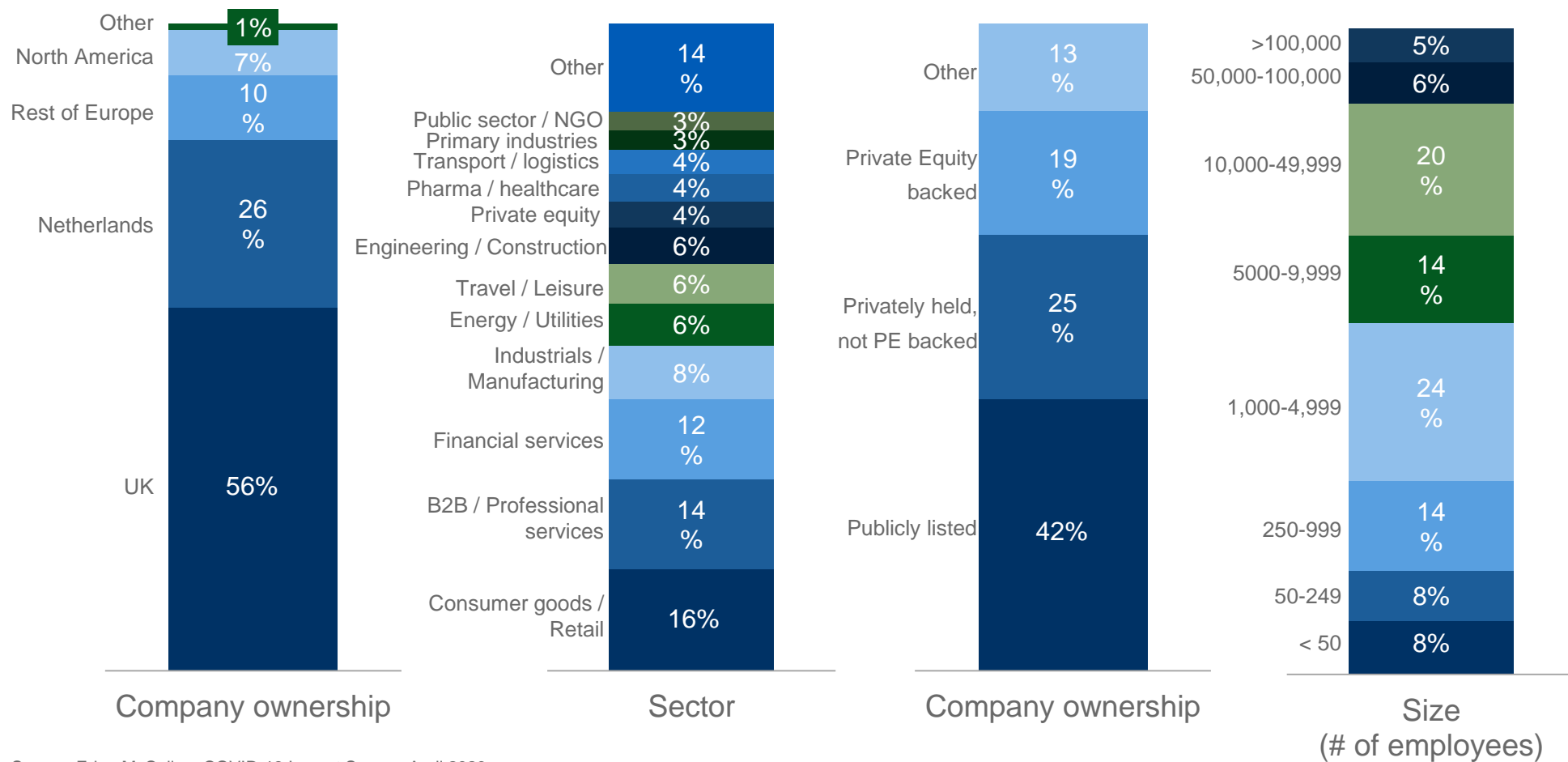
- Publicly listed companies are most likely to have taken action to support society across all measures e.g. 72% have donated physical items vs. 50% of PE-backed businesses and 43% of privately held non-PE backed businesses
- Consumer goods / Retail businesses are most likely to have donated physical items (84%) and Energy / Utilities money (73%)

## Government Satisfaction

- UK companies are most satisfied with the support from government for their sector, at 70% vs. 60% Netherlands, 56% Rest of Europe and 55% North America who have a positive view

Note: sample sizes for Rest of Europe, North America, and most sectors are small, and results should be interpreted accordingly (see next page for detail)

# Background information of respondents\*



Source: Eden McCallum COVID-19 Impact Survey, April 2020

N = 324

\* Survey sent from our UK and Dutch offices



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Key findings

**Summary data (full sample)**

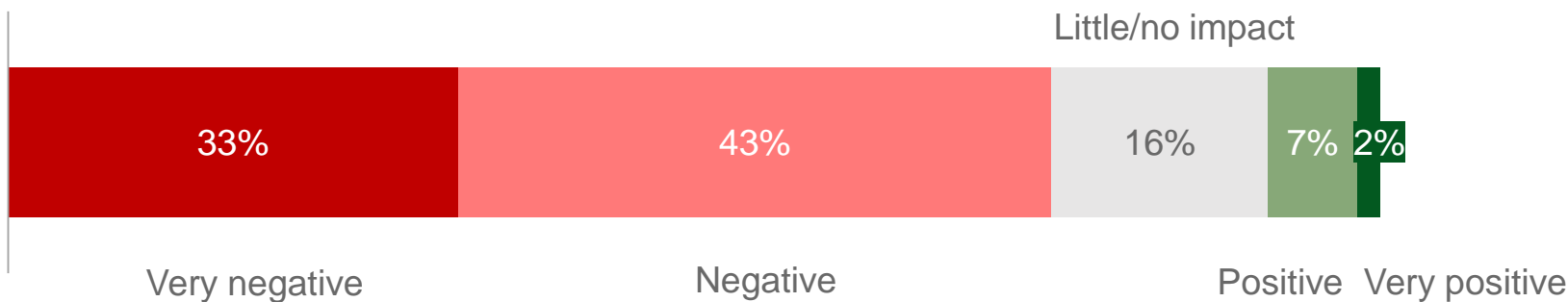
Data cut by geography (head office)

Data cut by company ownership

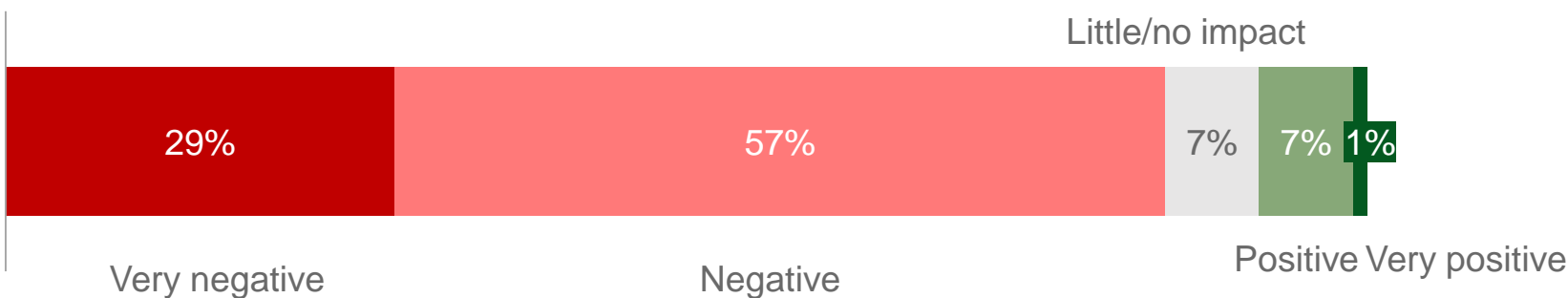
Data cut by sector

# Overall impact on your company of COVID-19 crisis

## Impact to date

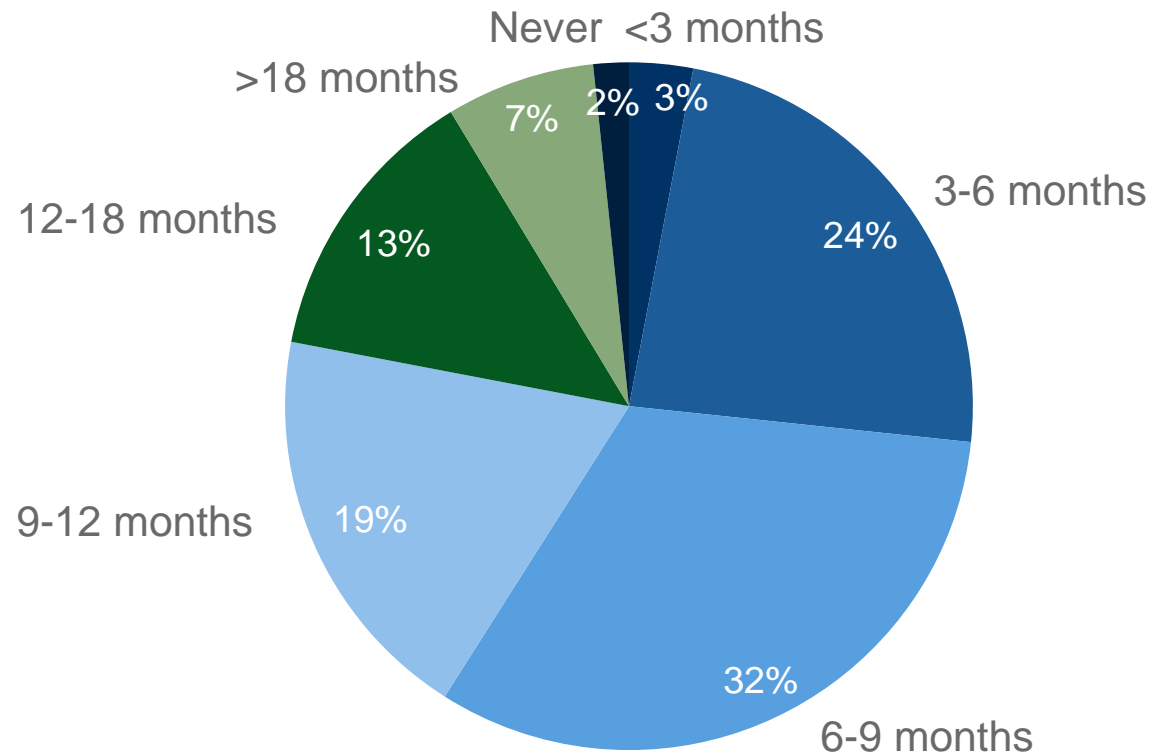


## Expected impact in next 6 months



Source: Eden McCallum COVID-19 Impact Survey, April 2020  
n=304

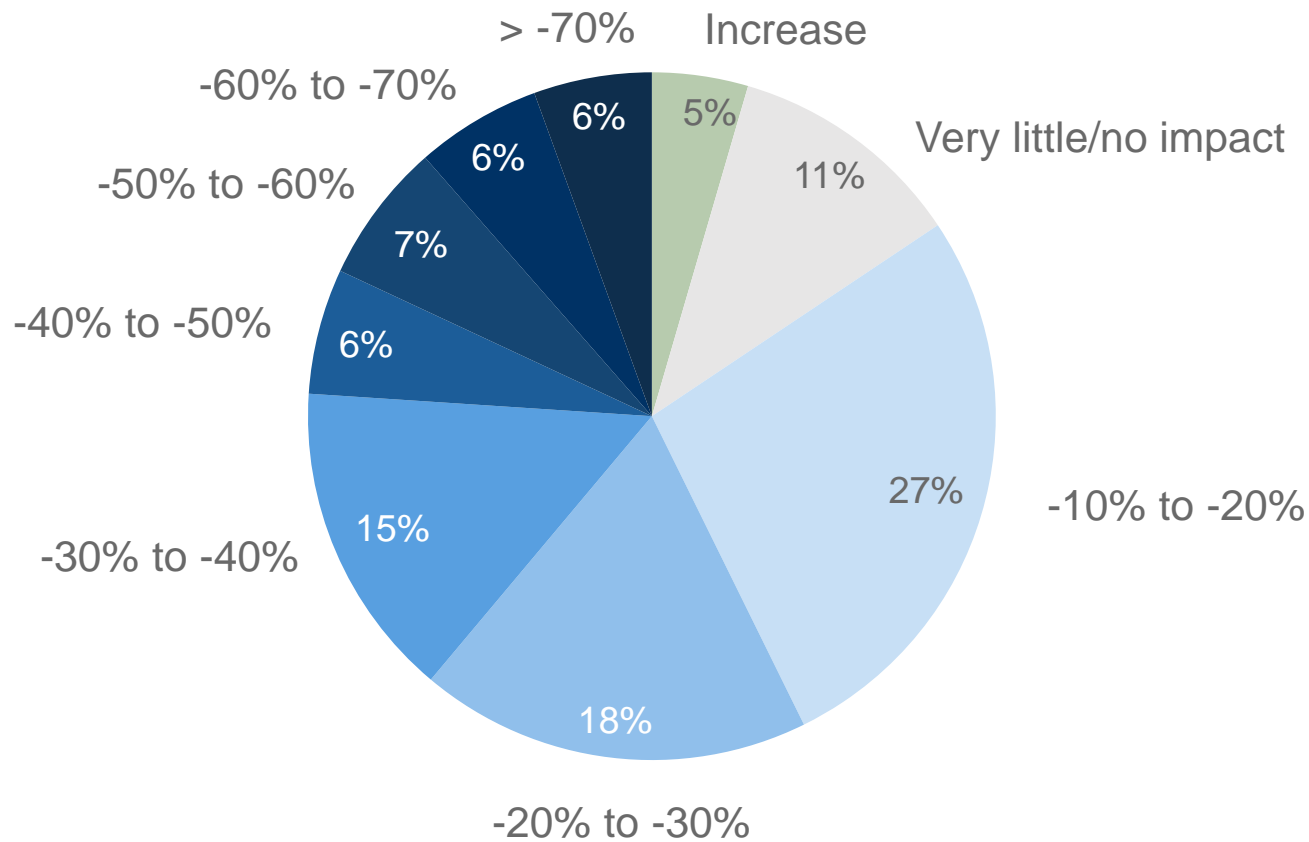
# Planning assumption: when will business return to 'normal'?



Source: Eden McCallum COVID-19 Impact Survey, April 2020  
n=300

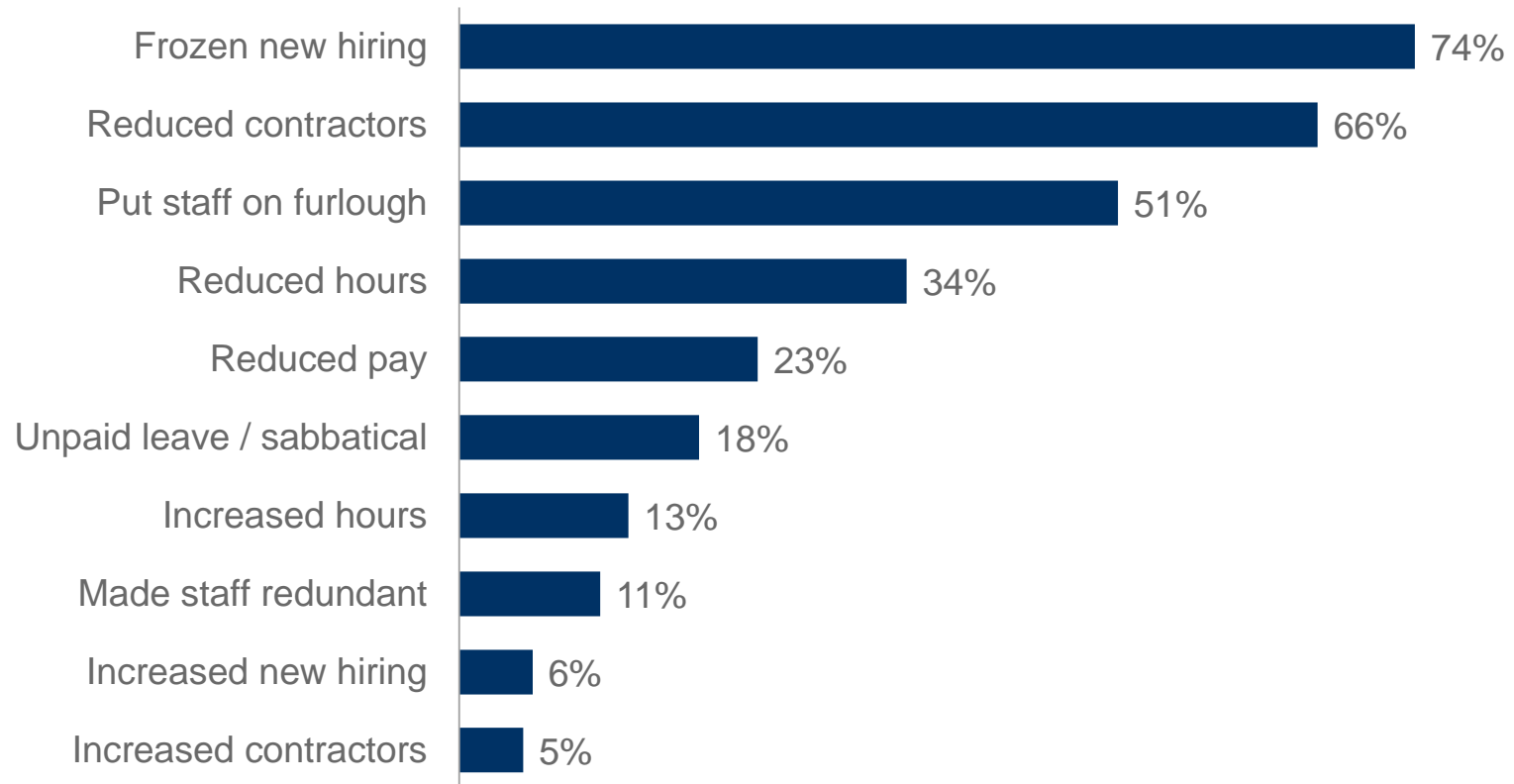


# Expected change in 2020 revenue due to COVID-19 crisis



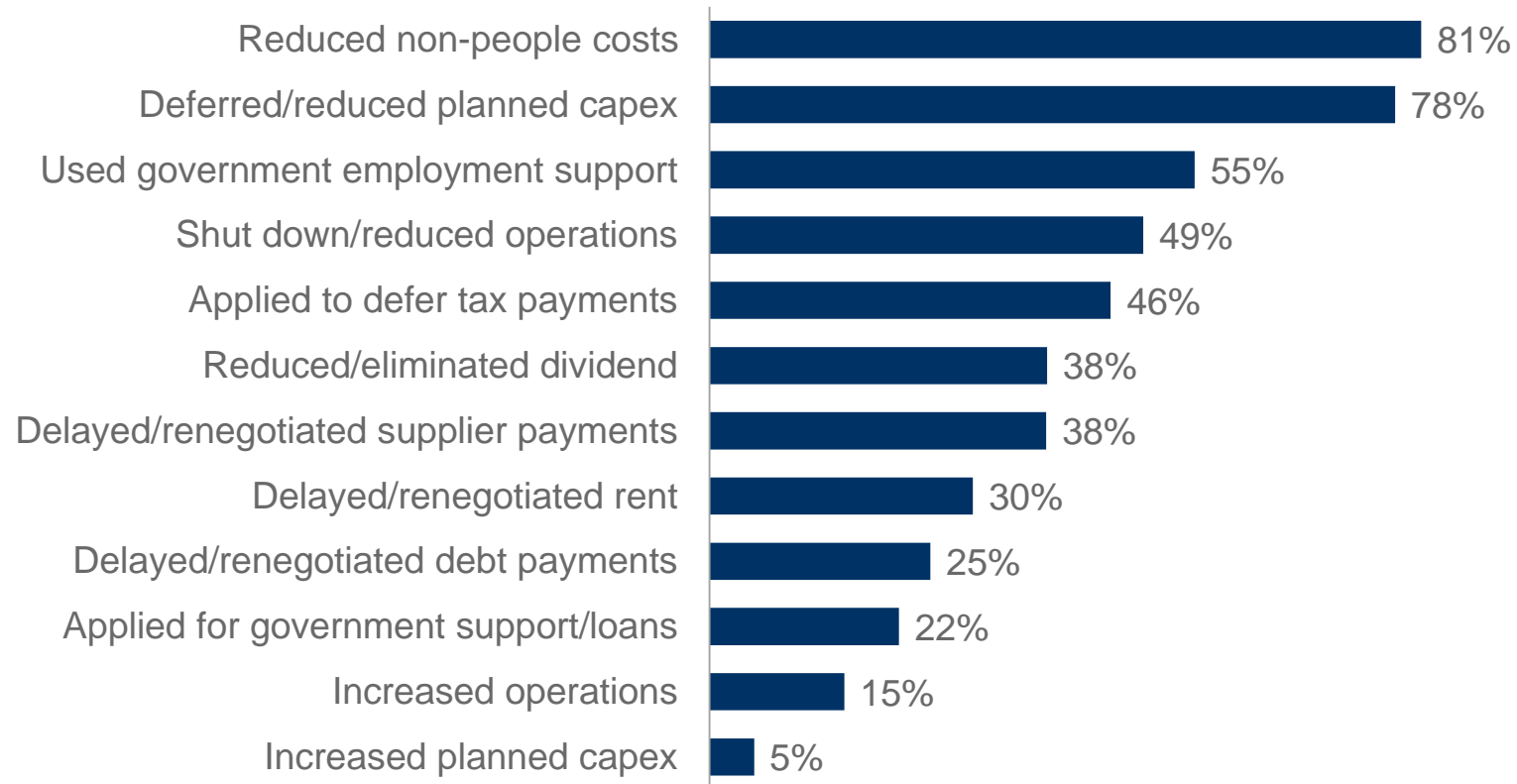
Source: Eden McCallum COVID-19 Impact Survey, April 2020  
n=288

# Workforce actions already taken



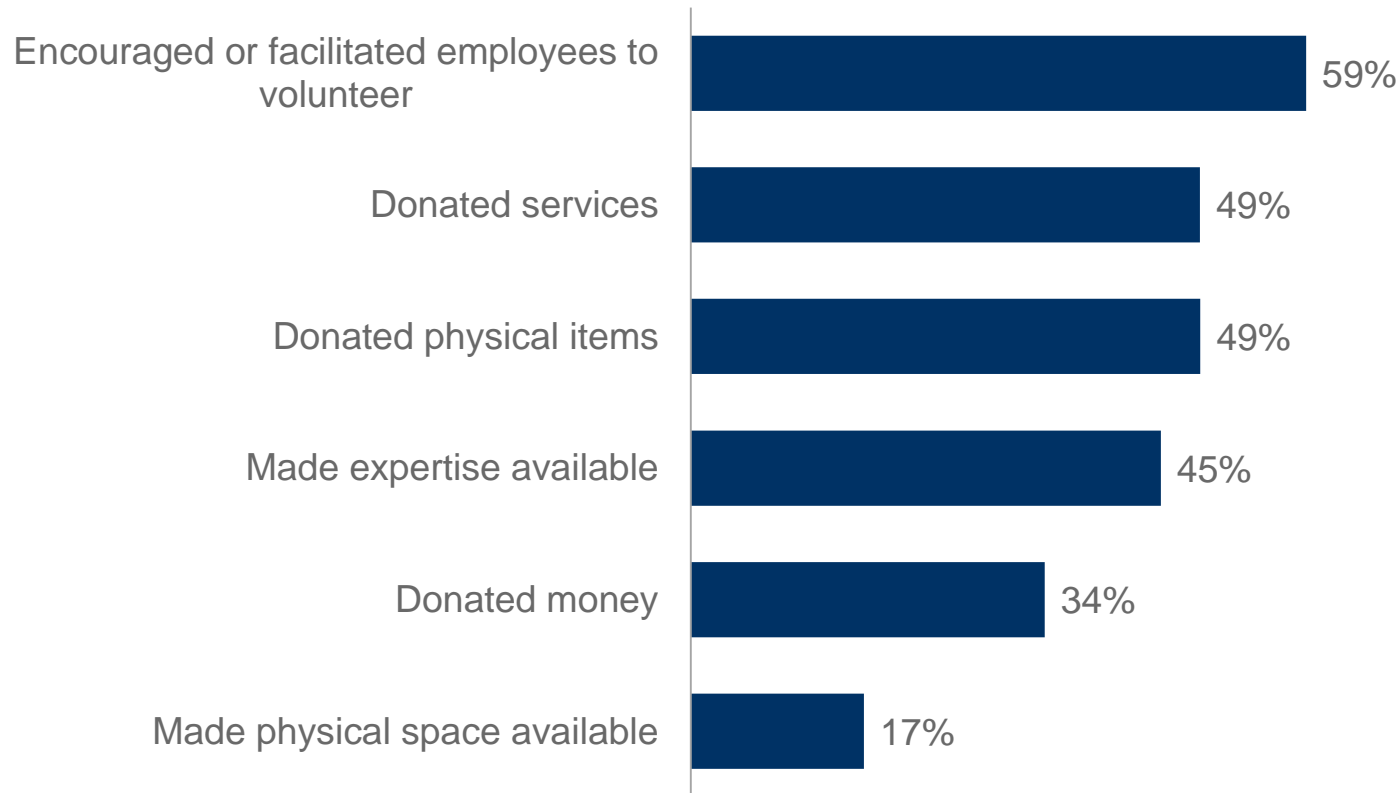
Source: Eden McCallum COVID-19 Impact Survey, April 2020  
n= 269; excludes "N/A or Don't know"

# Other actions already taken



Source: Eden McCallum COVID-19 Impact Survey, April 2020  
n= 249; excludes "N/A or Don't know"

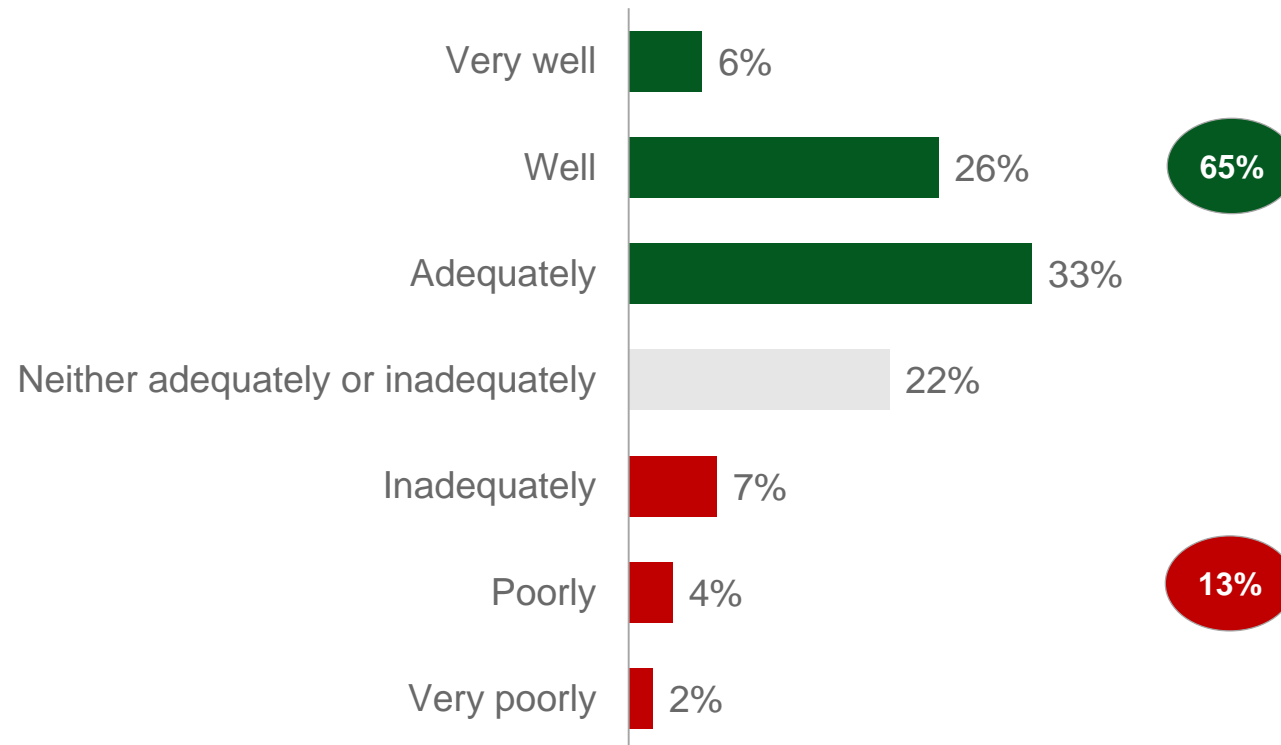
# Actions your company has taken to support society in dealing with COVID-19 crisis



Source: Eden McCallum COVID-19 Impact Survey, April 2020  
n= 245; excludes "N/A or Don't know"

# Perception of government support for your sector

## How well has government supported your sector?



Source: Eden McCallum COVID-19 Impact Survey, April 2020  
n=252, excludes "N/A or Don't know"

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Key findings

Summary data (full sample)

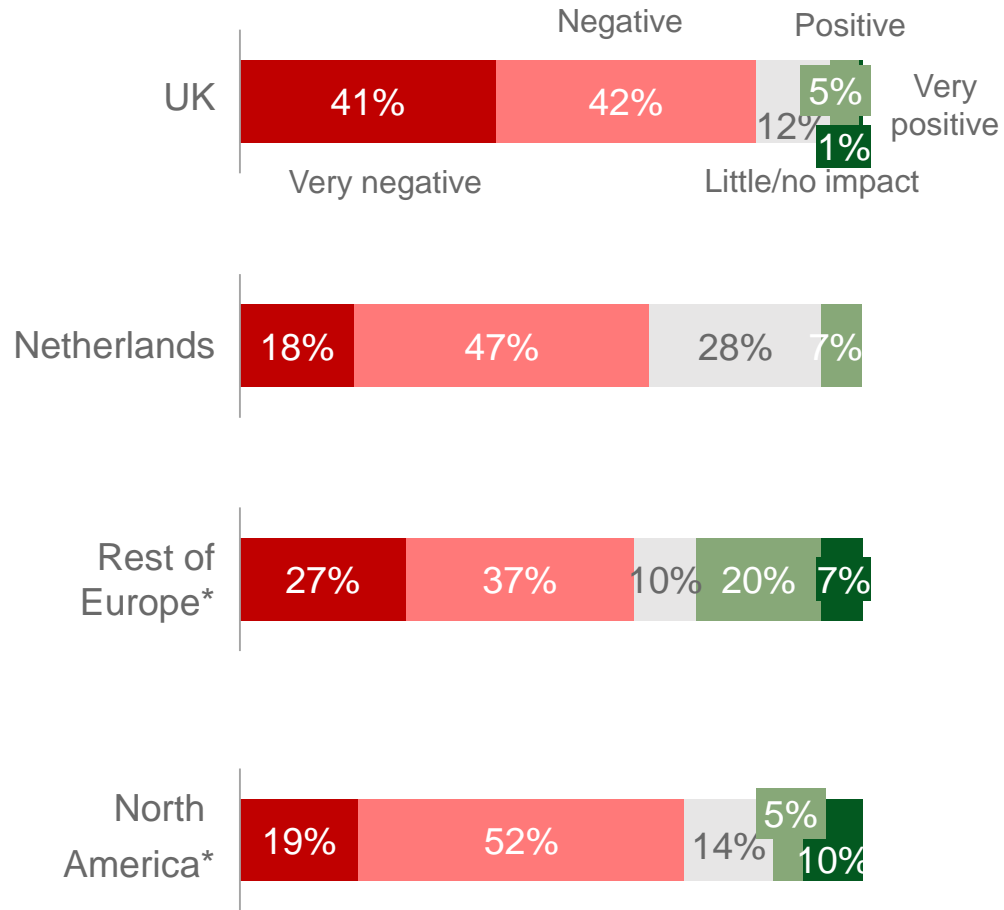
**Data cut by geography (head office)**

Data cut by company ownership

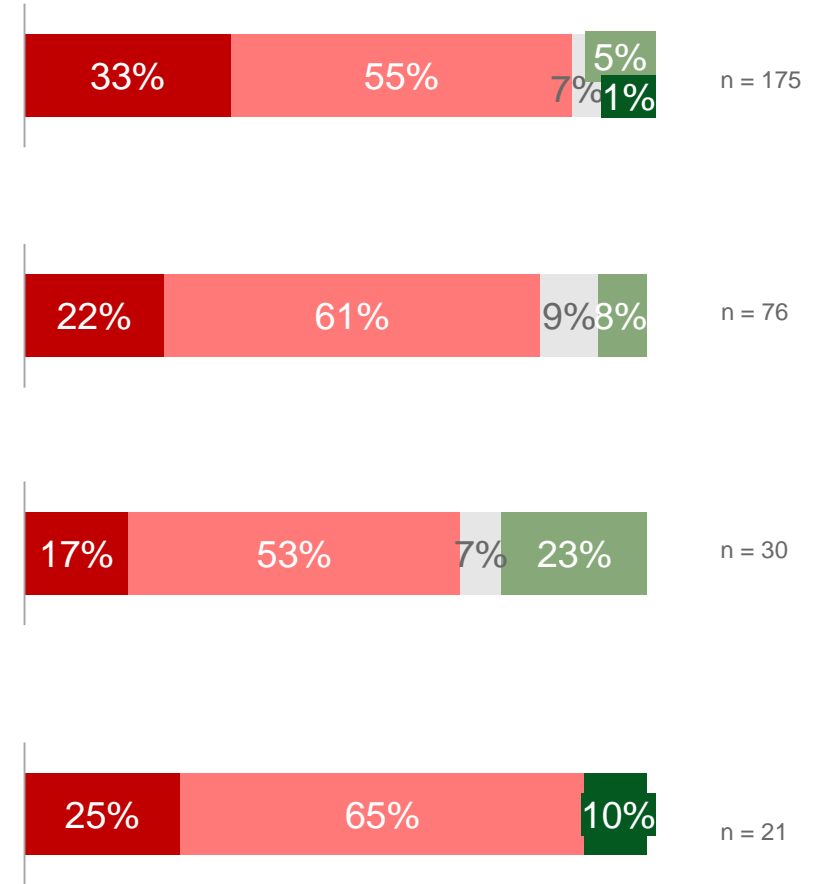
Data cut by sector

# Overall impact on your company of COVID-19 crisis

## Impact to date



## Expected impact in next 6 months

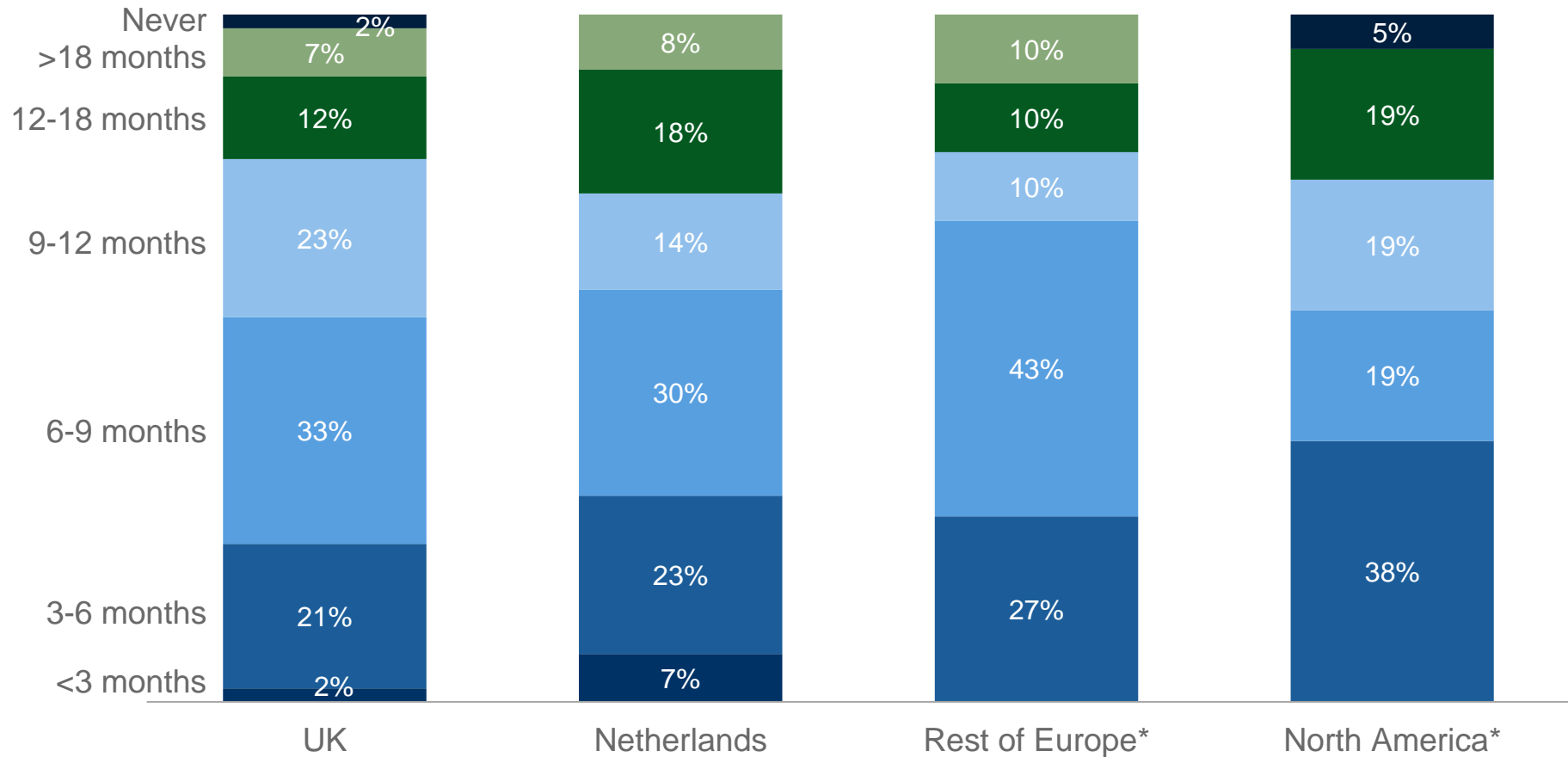


\* Small sample size

Source: Eden McCallum COVID-19 Impact Survey, April 2020



# Planning assumption: when will business return to 'normal'?

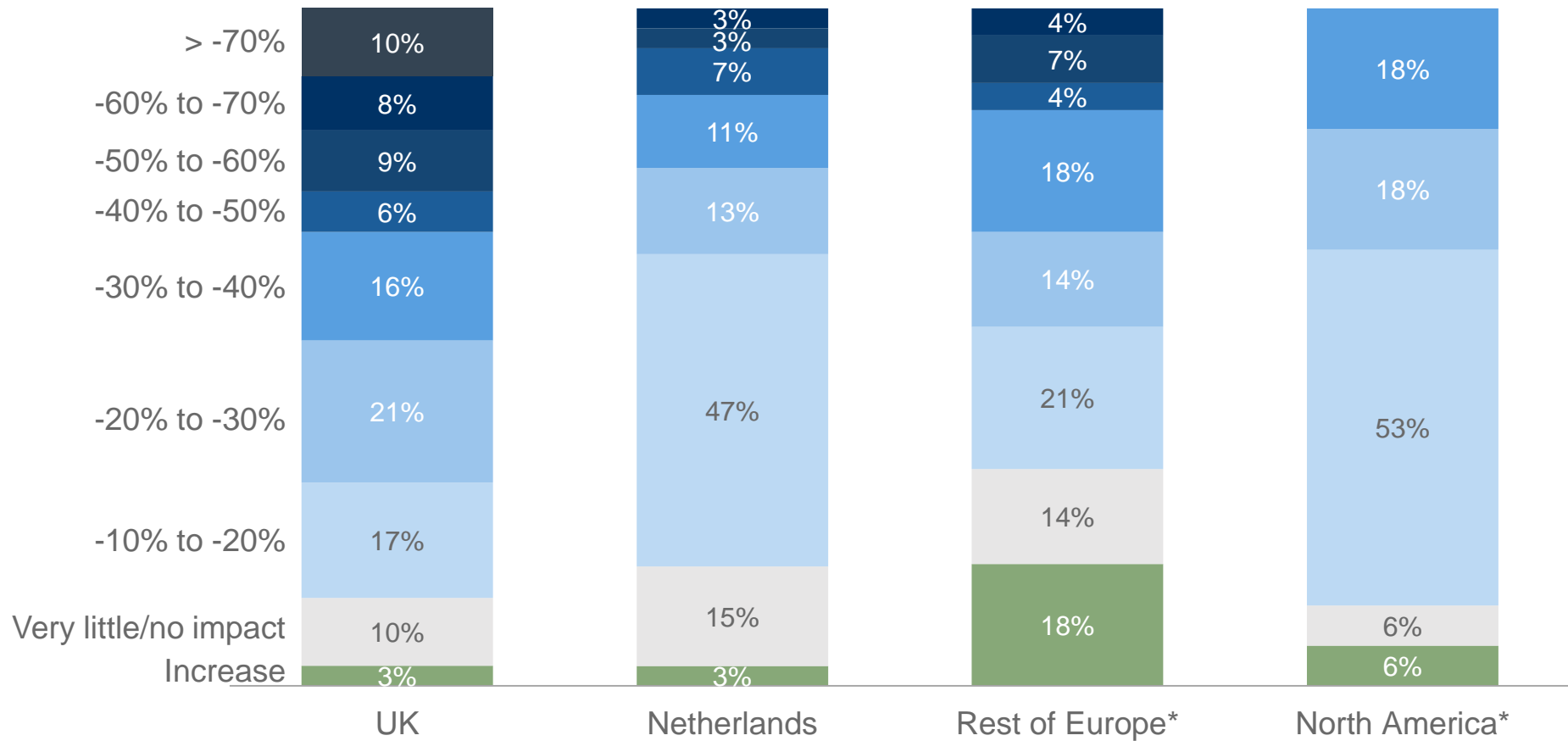


\* Small sample size

Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: UK=173, NL=73, North America=21, Rest of Europe=30

# Expected change in 2020 revenue due to COVID-19 crisis

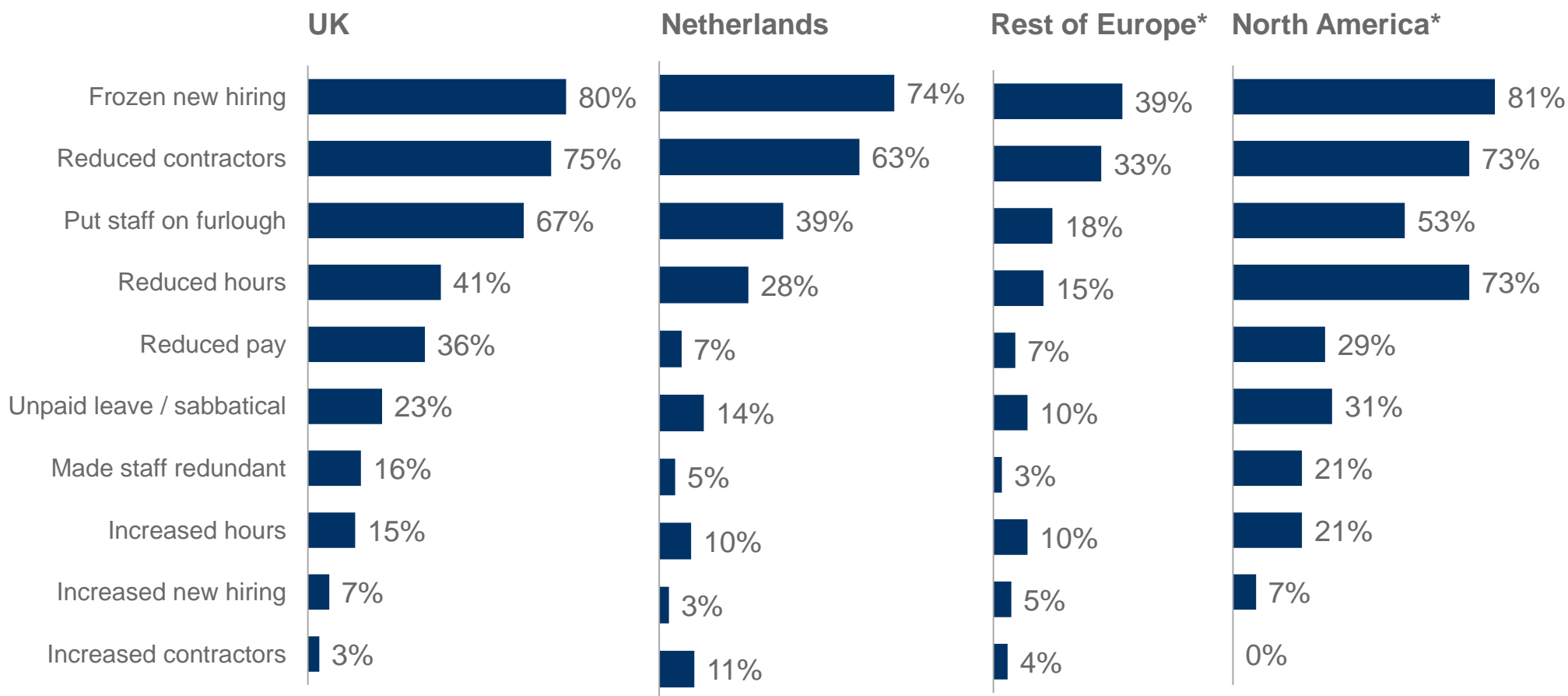


\* Small sample size

Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: UK=165, NL=75, North America=17, Rest of Europe=28

# Workforce actions already taken

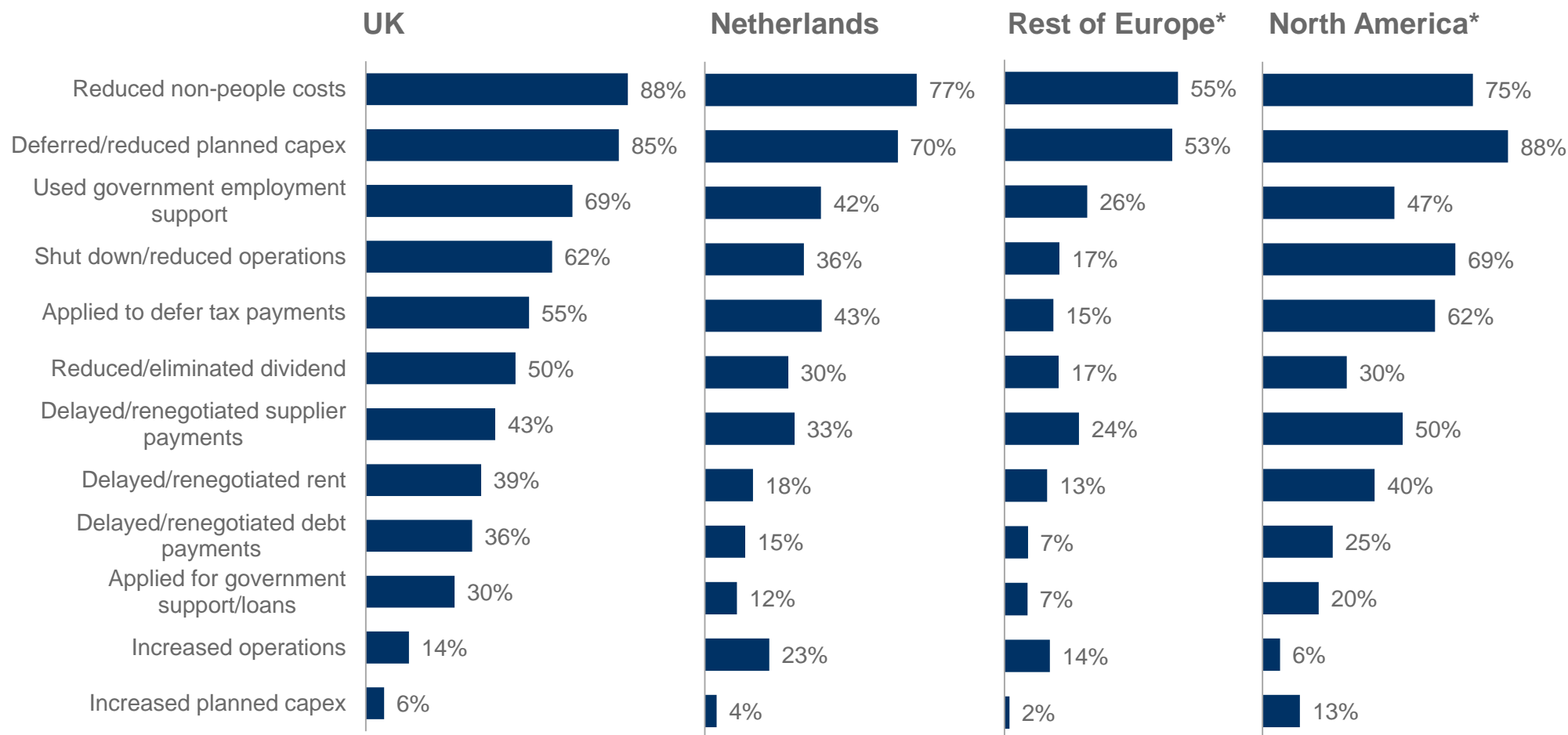


\* Small sample size

Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: UK=164, NL=62, North America=16, Rest of Europe=24; excludes "N/A or Don't know"

# Other actions already taken

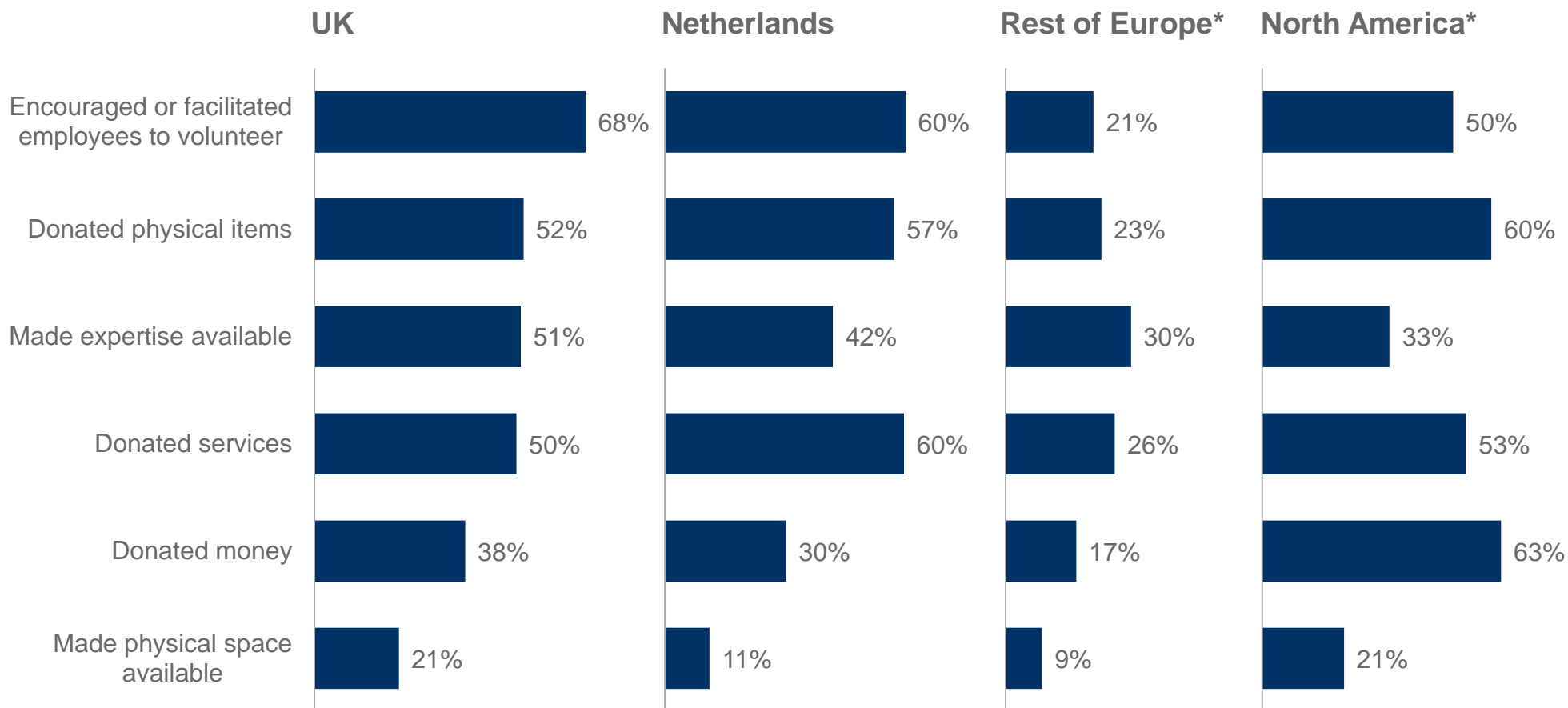


\* Small sample size

Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: UK=158, NL=50, North America=17, Rest of Europe=21; excludes "N/A or Don't know"

# Actions your company has taken to support society in dealing with COVID-19 crisis

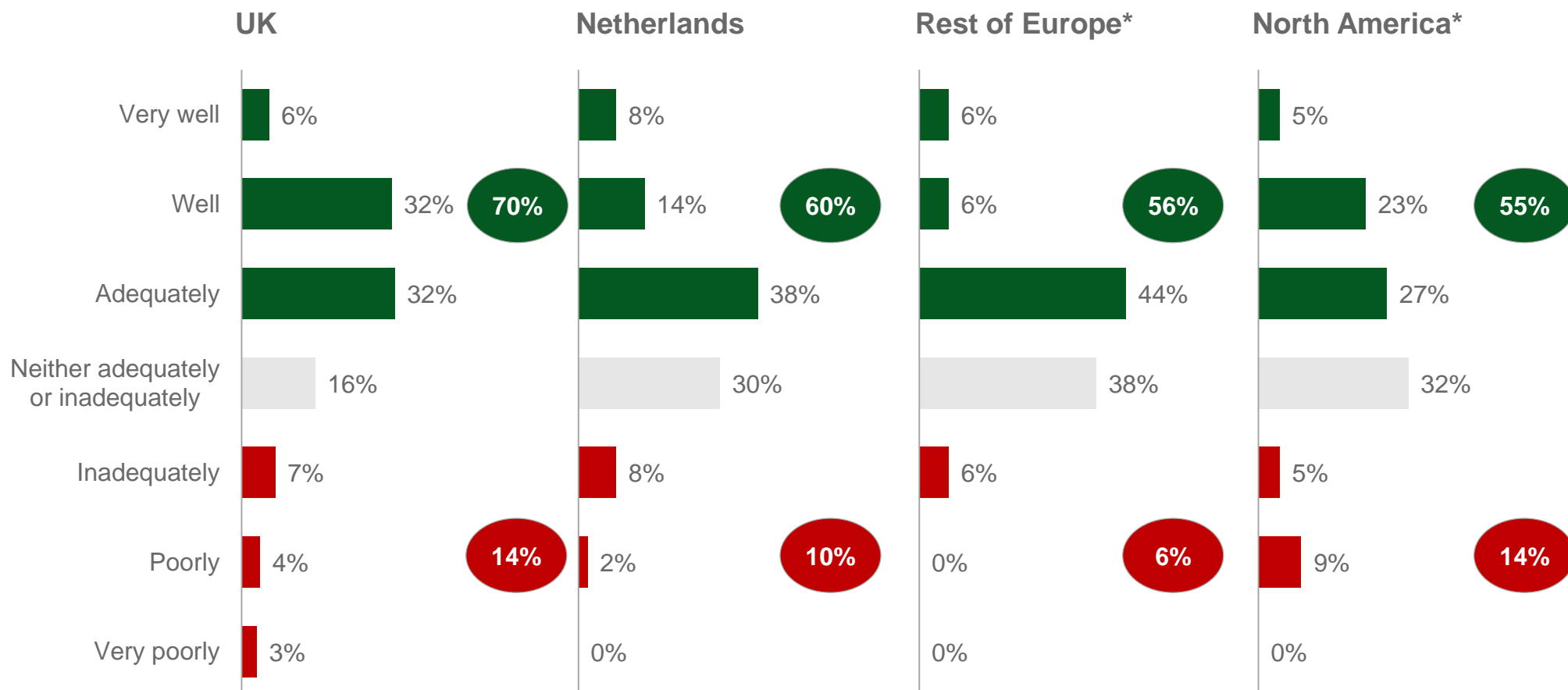


\* Small sample size

Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: UK=156, NL=49, North America=17, Rest of Europe=21; excludes "N/A or Don't know"

# Perception of how well the government has supported your sector



\* Small sample size

Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: UK=159, NL=51, North America=17, Rest of Europe=22; excludes "N/A or Don't know"

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Key findings

Summary data (full sample)

Data cut by geography (head office)

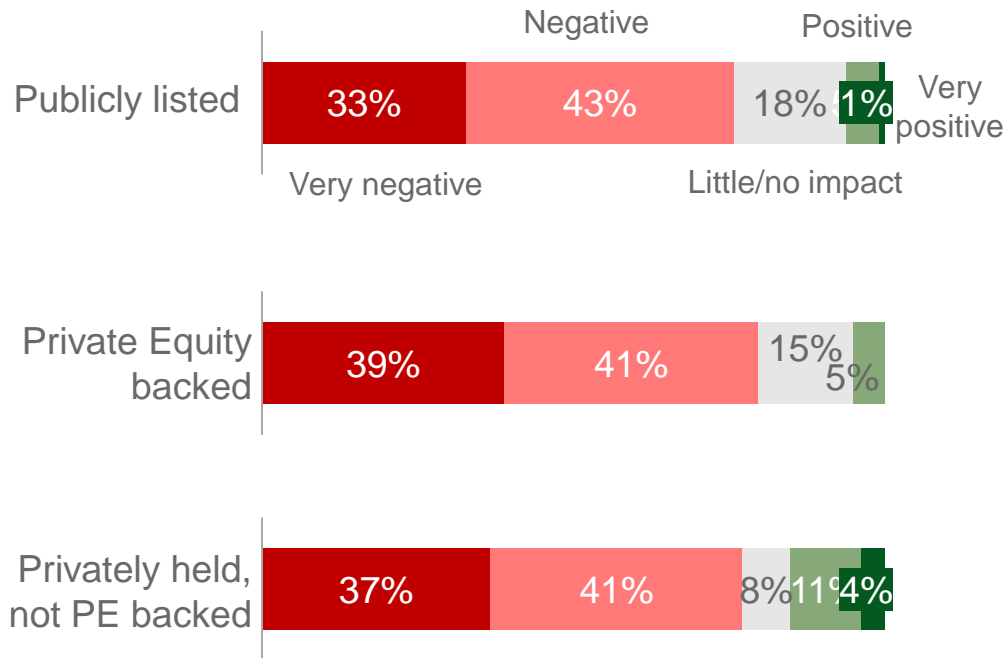
**Data cut by company ownership**

Data cut by sector

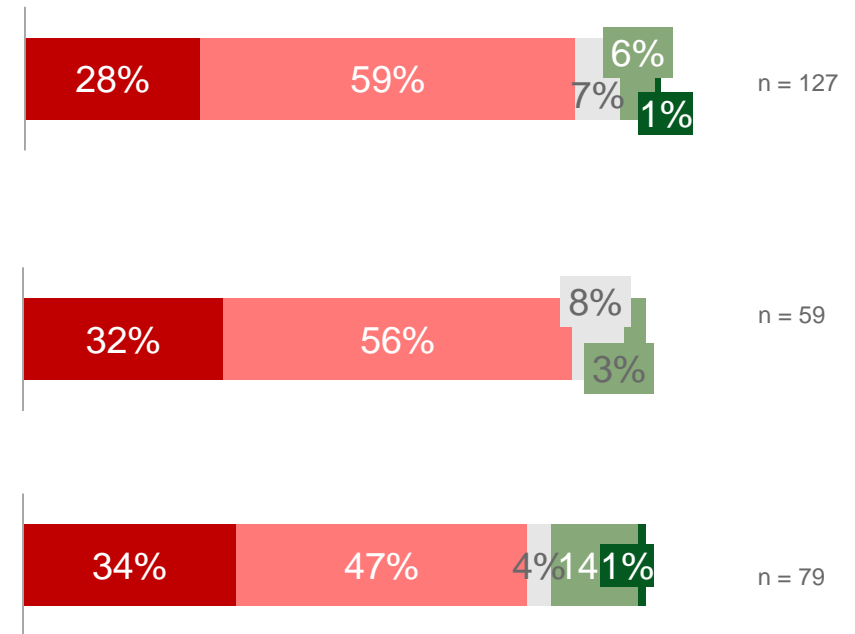


# Overall impact on your company of COVID-19 crisis

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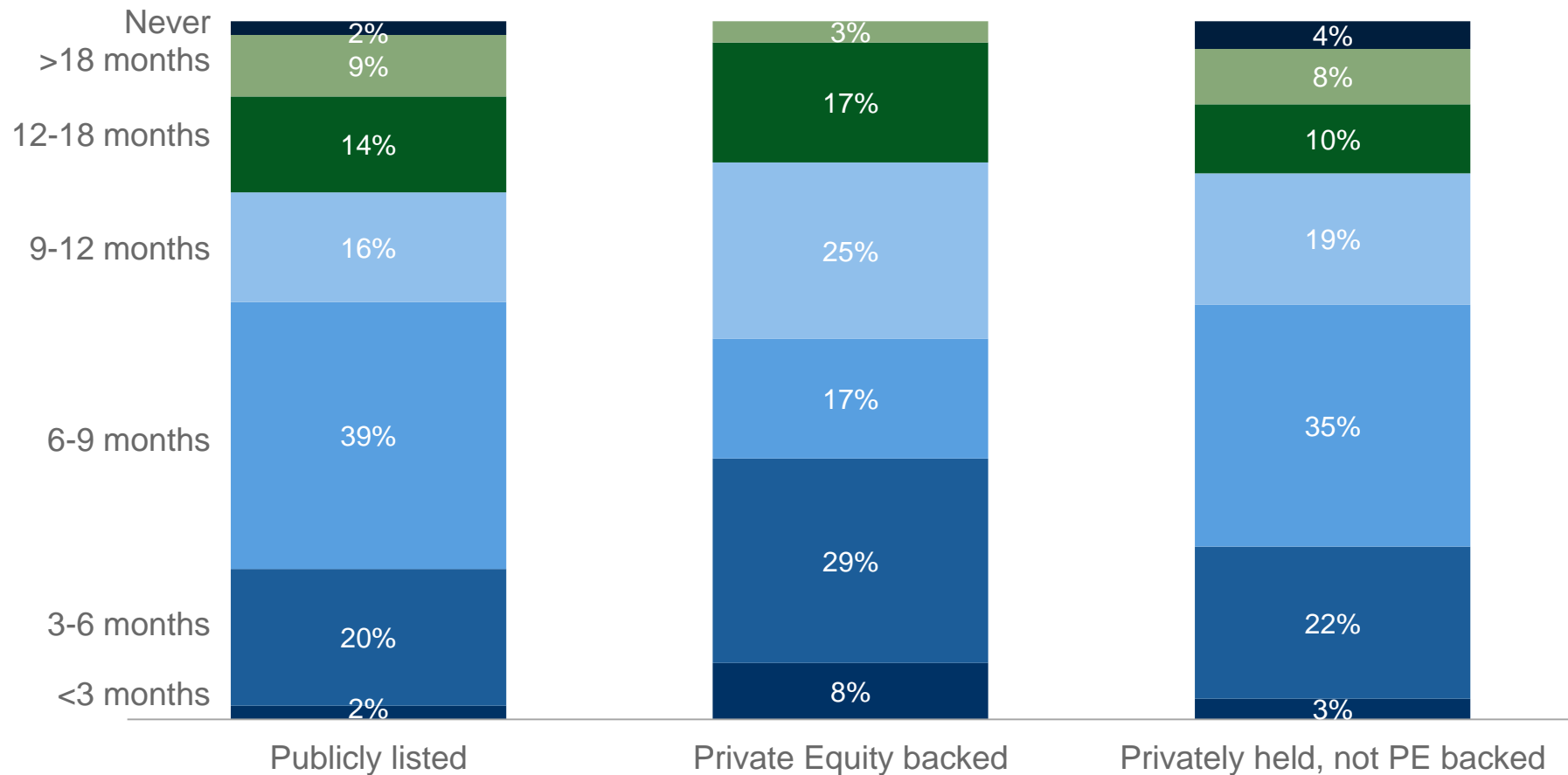


## Expected impact in next 6 months



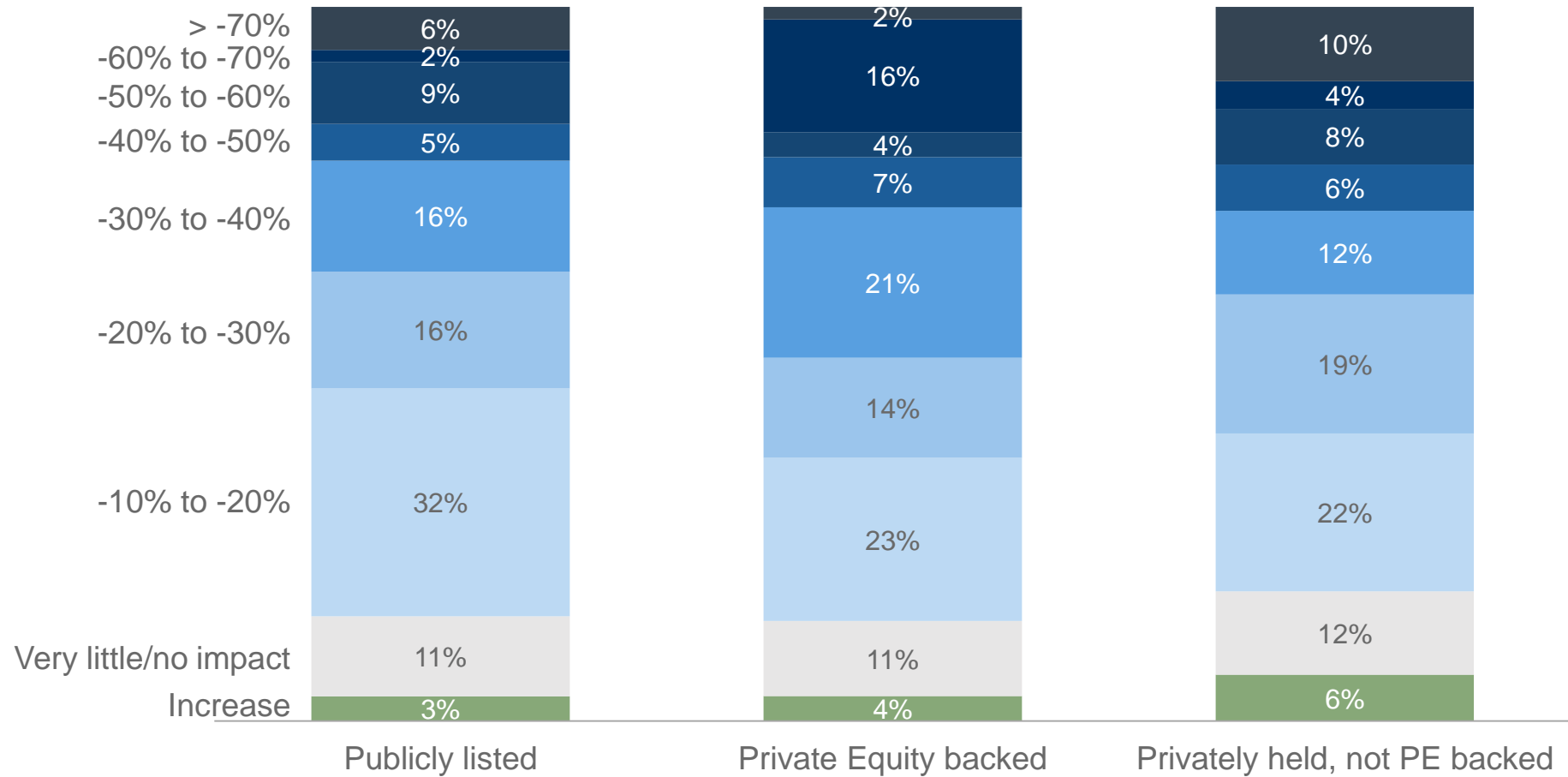
Source: Eden McCallum COVID-19 Impact Survey, April 2020

# Planning assumption: when will business return to 'normal'?



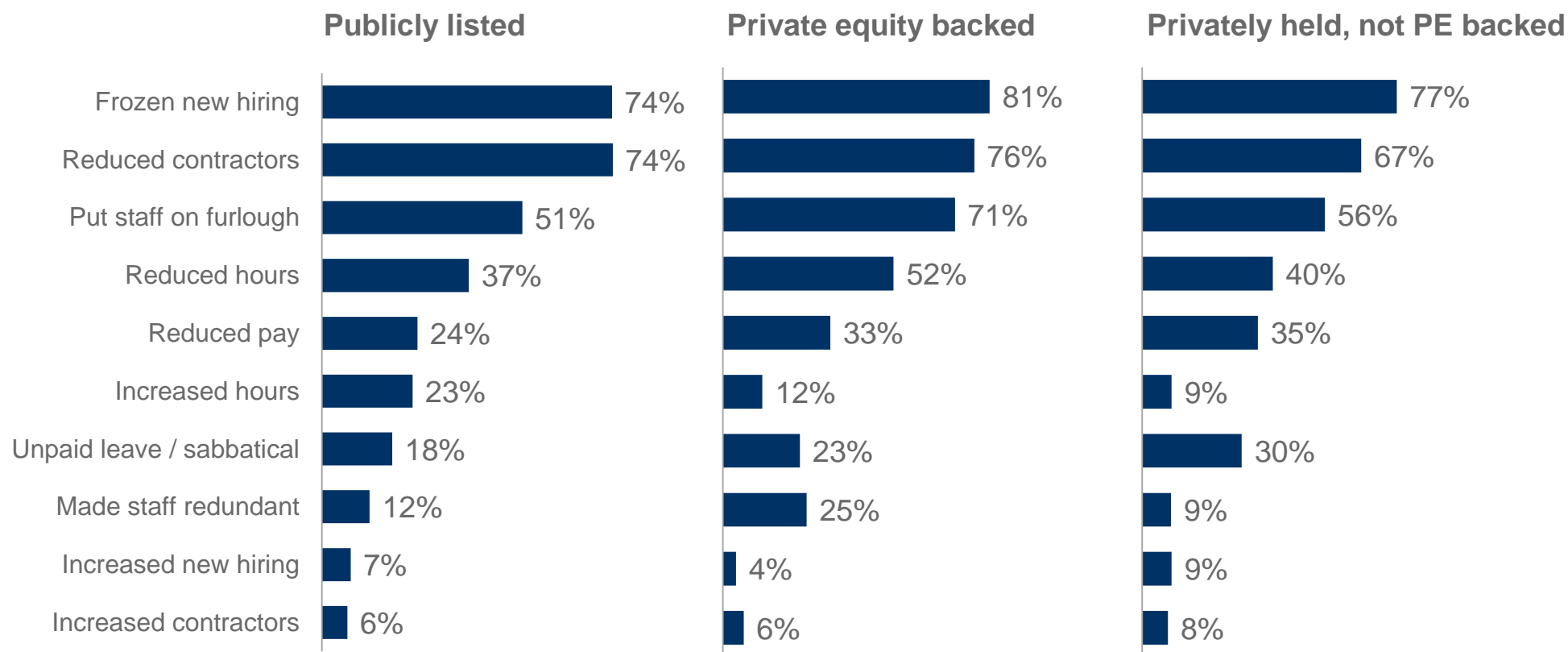
Source: Eden McCallum COVID-19 Impact Survey, April 2020  
n: Publicly listed=128, Private (PE backed)=59, Private (not PE backed)=79

# Expected change in 2020 revenue due to COVID-19 crisis



Source: Eden McCallum COVID-19 Impact Survey, April 2020  
n: Publicly listed=116, Private (PE backed)=57, Private (not PE backed)=77

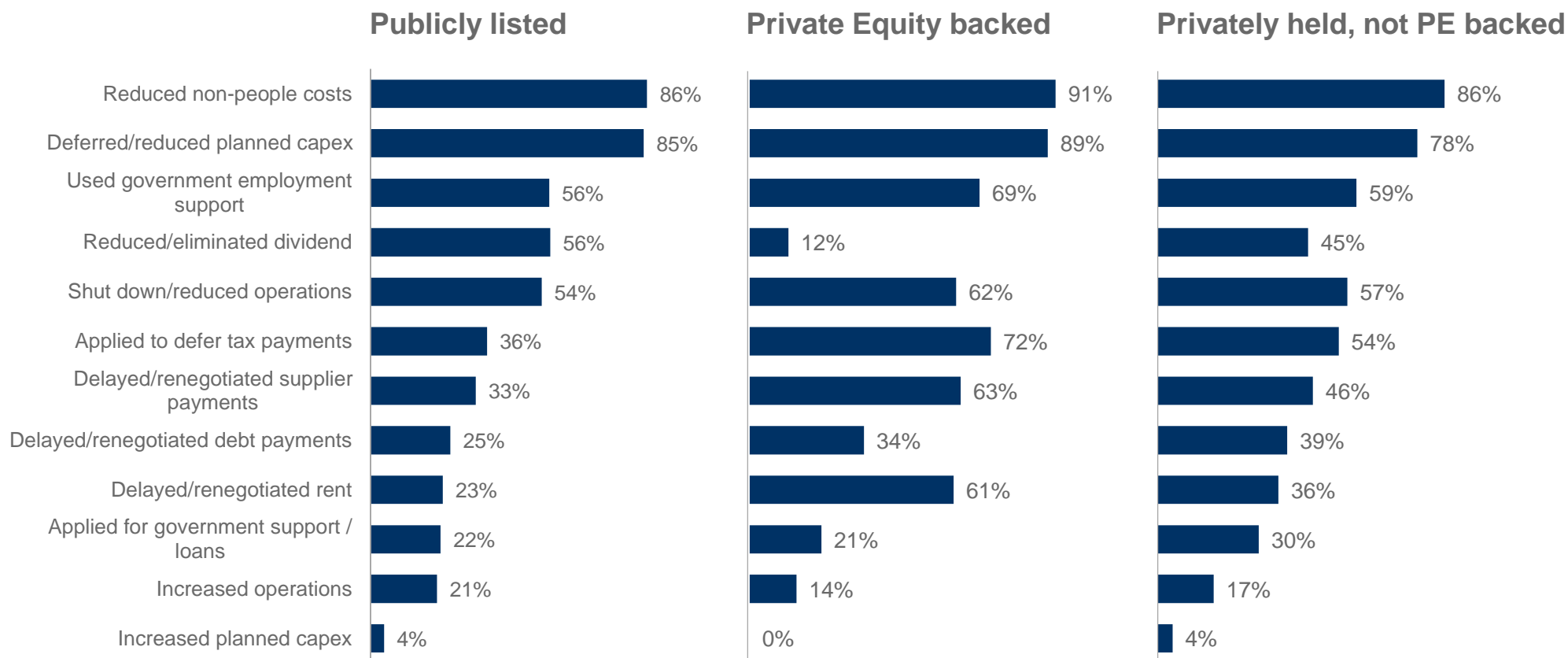
# Workforce actions already taken



Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: Publicly listed=109, Private (PE backed)=53, Private (not PE backed)=75 ; excludes "N/A or Don't know"

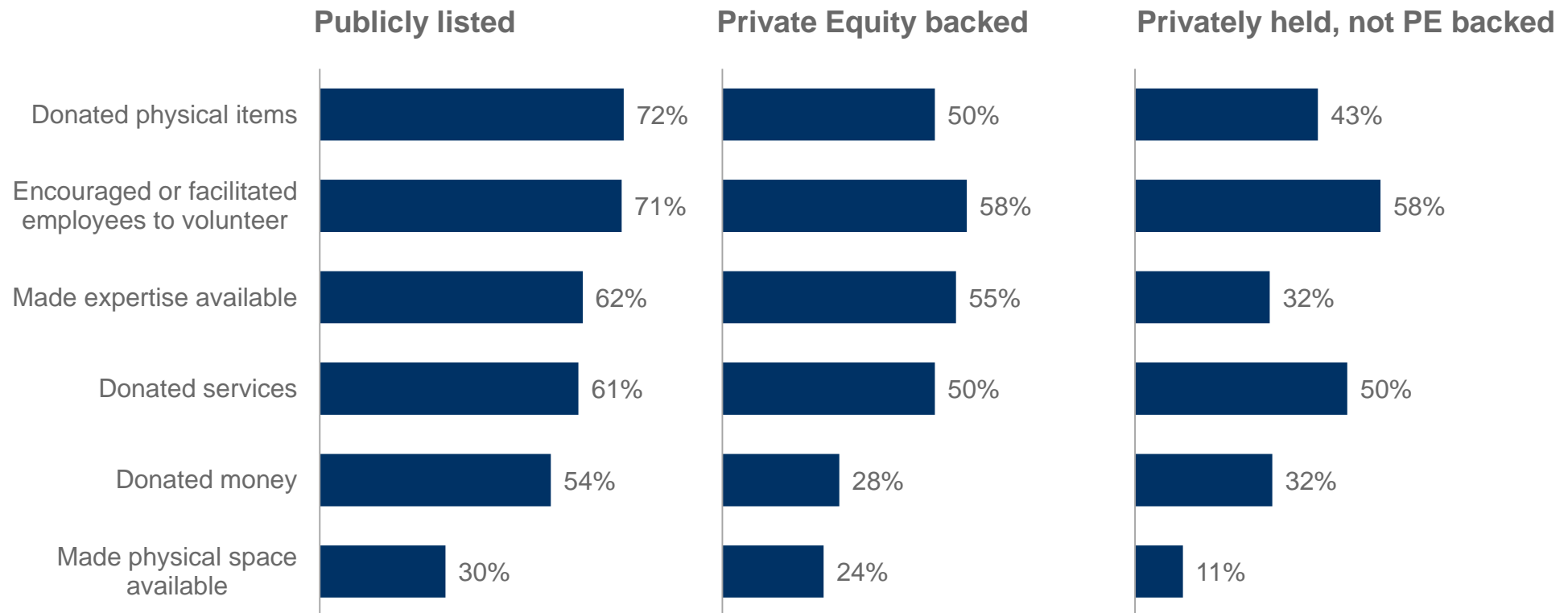
# Other actions already taken



Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: Publicly listed=100, Private (PE backed)=48, Private (not PE backed)=70 ; excludes "N/A or Don't know"

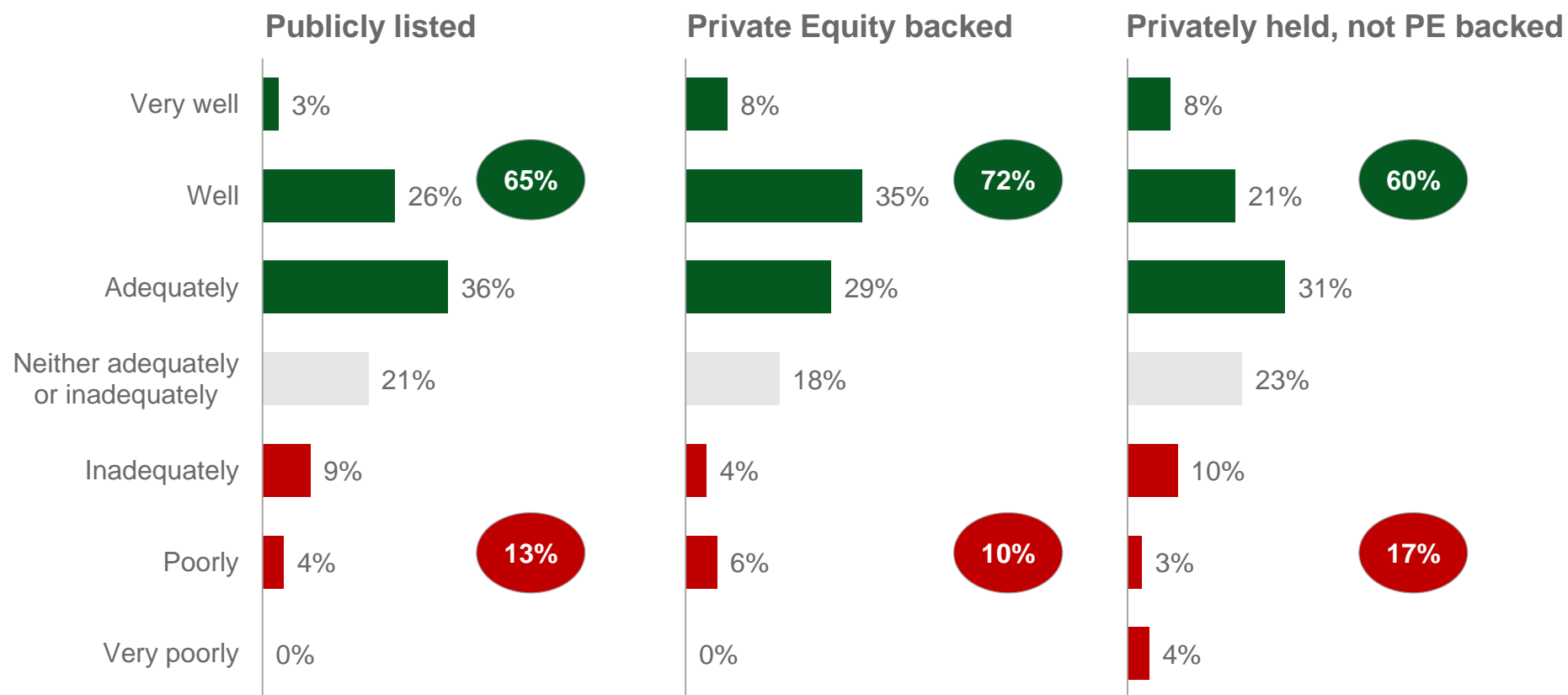
# Actions your company has taken to support society in dealing with COVID-19 crisis



Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: Publicly listed=98, Private (PE backed)=47, Private (not PE backed)=69 ; excludes "N/A or Don't know"

# Perception of how well the government has supported your sector



Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: Publicly listed=100, Private (PE backed)=50, Private (not PE backed)=71 ; excludes "N/A or Don't know"



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Key findings

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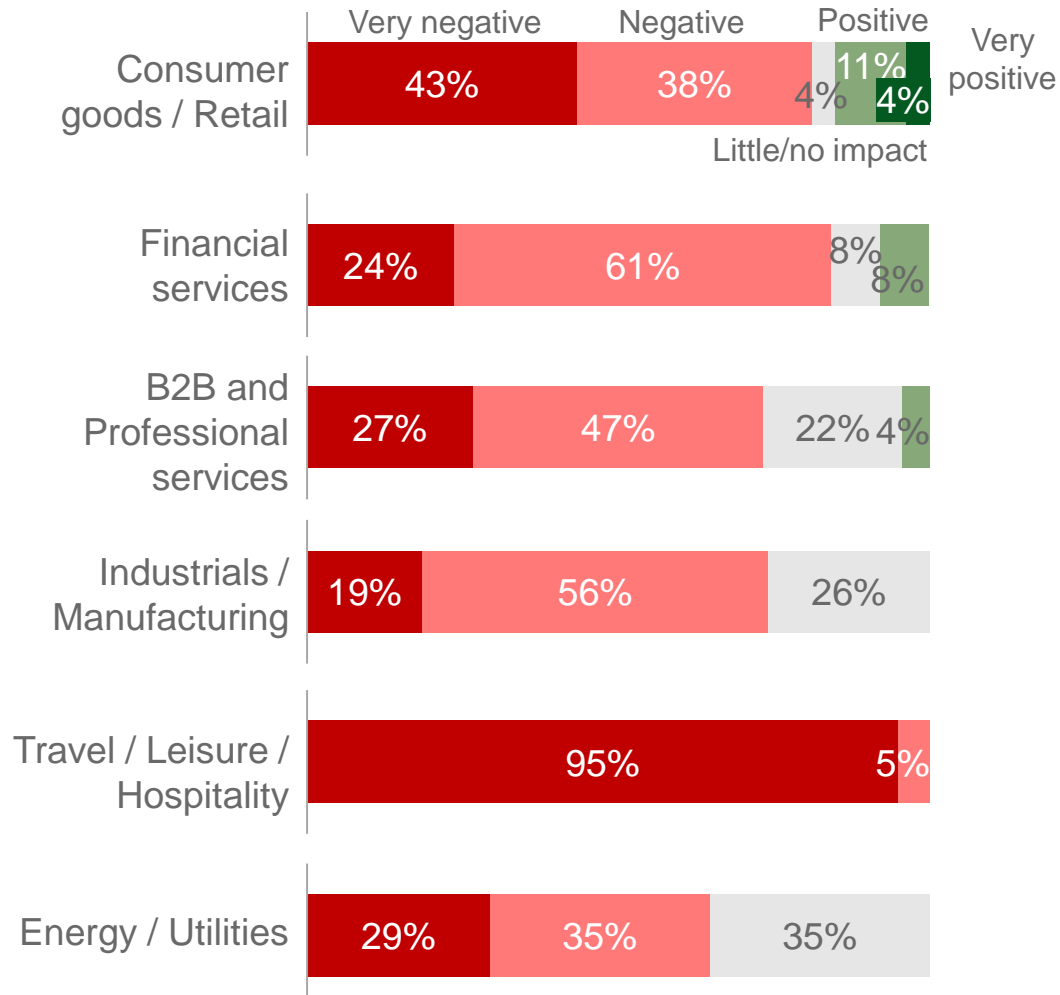
Data cut by geography (head office)

Data cut by company ownership

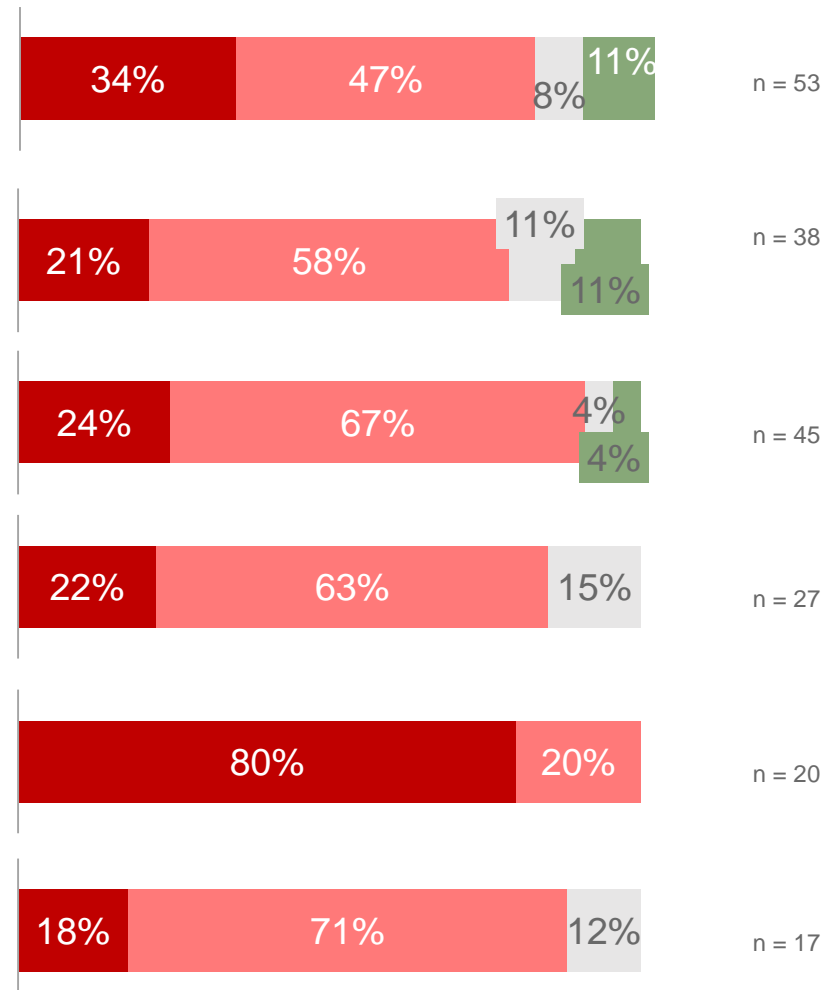
**Data cut by sector**

# Overall impact on your company of COVID-19 crisis

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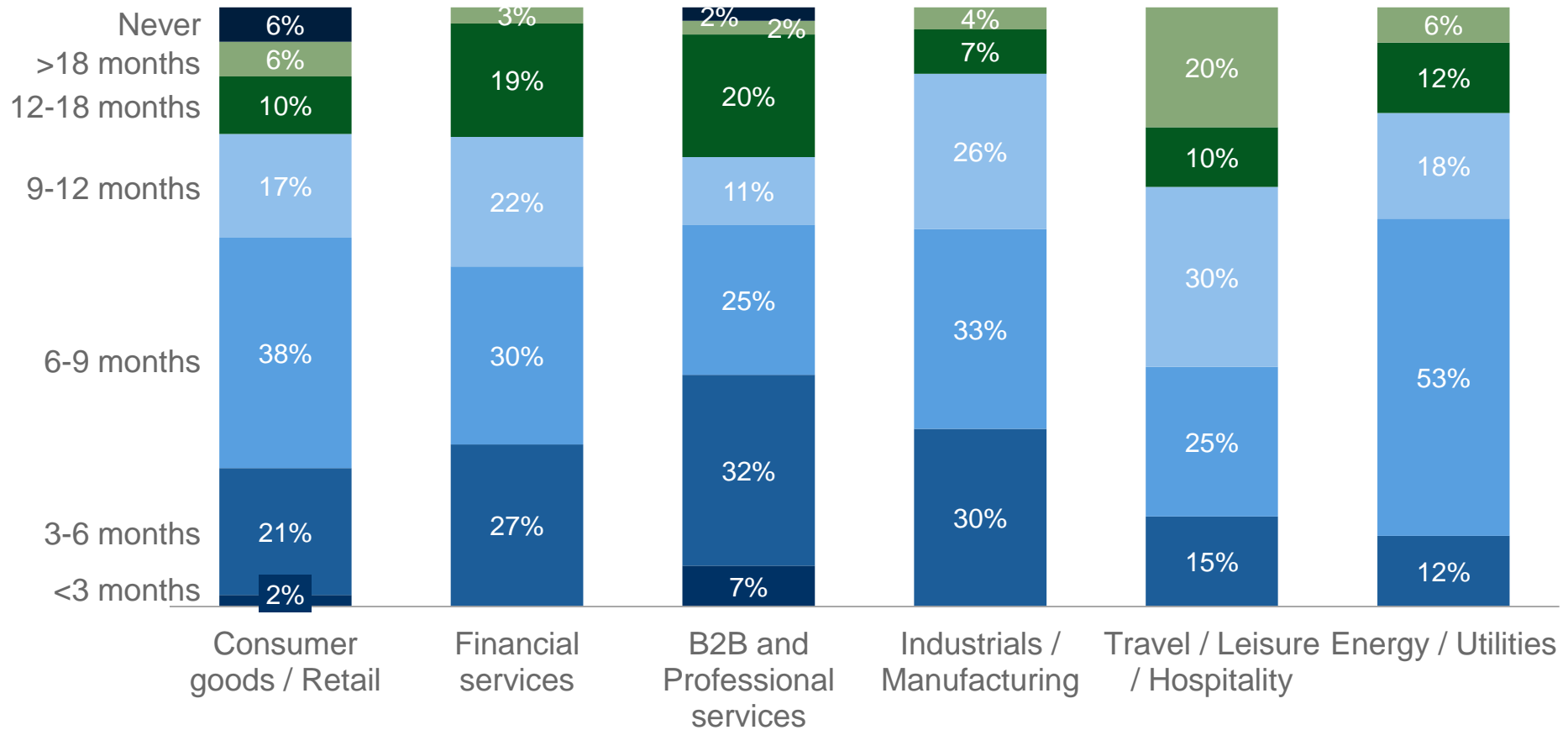


## Expected impact in next 6 months



Source: Eden McCallum COVID-19 Impact Survey, April 2020

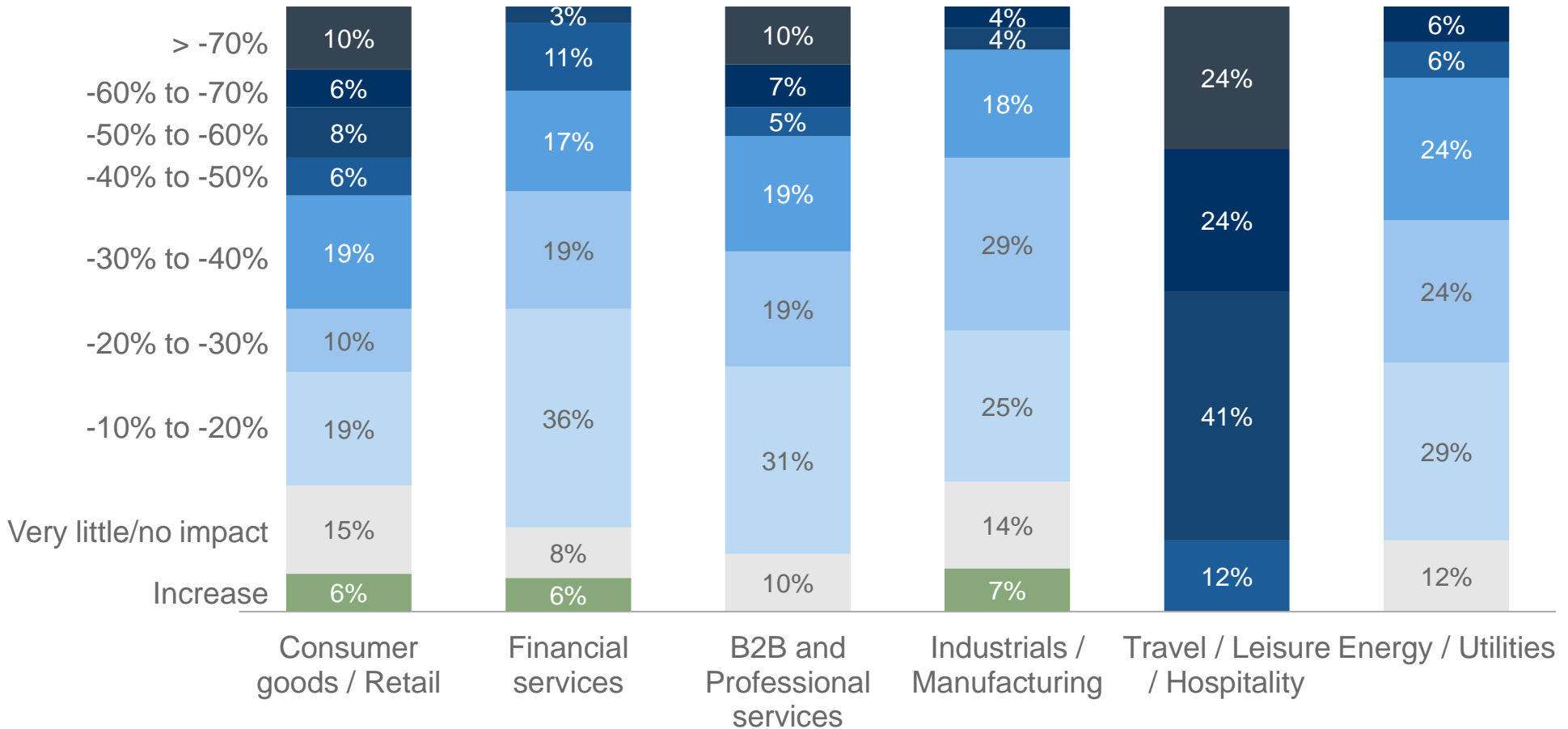
# Planning assumption: when will business return to 'normal'?



Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: Consumer goods=52, Financial services=37, B2B and Professional services=44, Industrials / Manufacturing=27, Travel / Leisure / Hospitality=20, Energy / Utilities=17

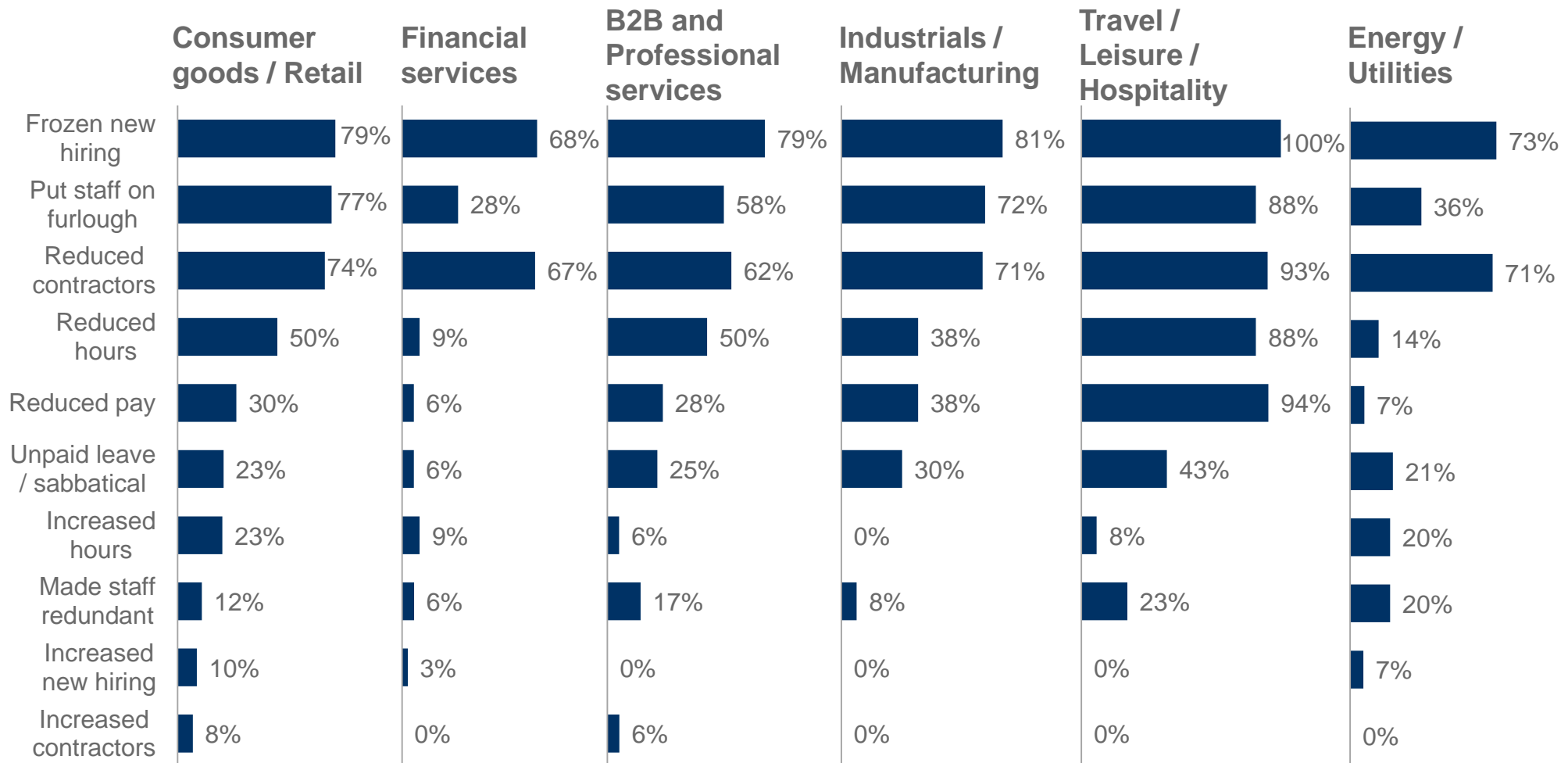
# Expected change in 2020 revenue due to COVID-19 crisis



Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: Consumer goods=48, Financial services=36, B2B and Professional services=42, Industrials / Manufacturing=28, Travel / Leisure / Hospitality=17, Energy / Utilities=17

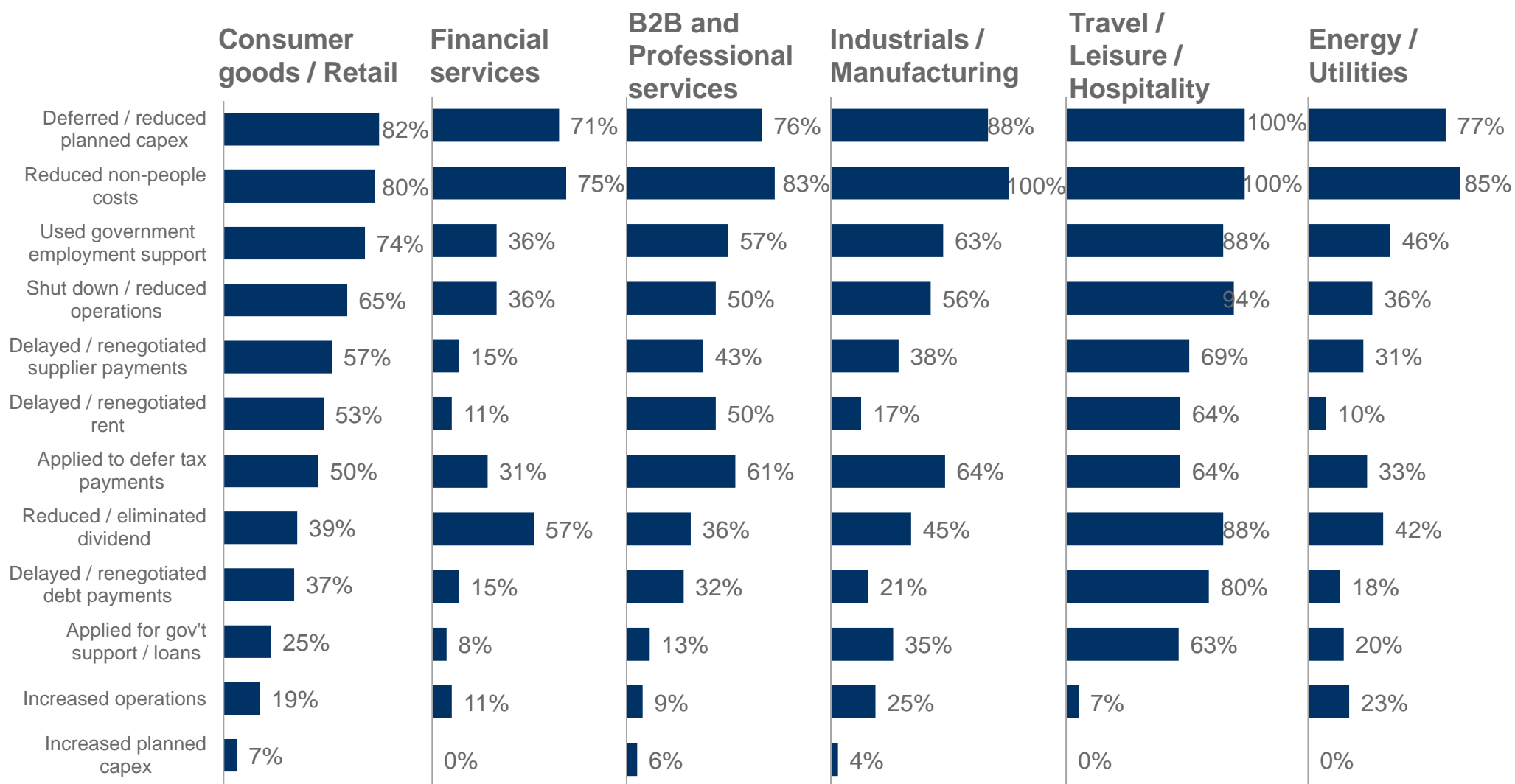
# Workforce actions already taken



Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: Consumer goods=42, Financial services=34, B2B and Professional services=37, Industrials / Manufacturing=26, Travel / Leisure / Hospitality=16, Energy / Utilities=15 ; excludes "N/A or Don't know"

# Other actions already taken

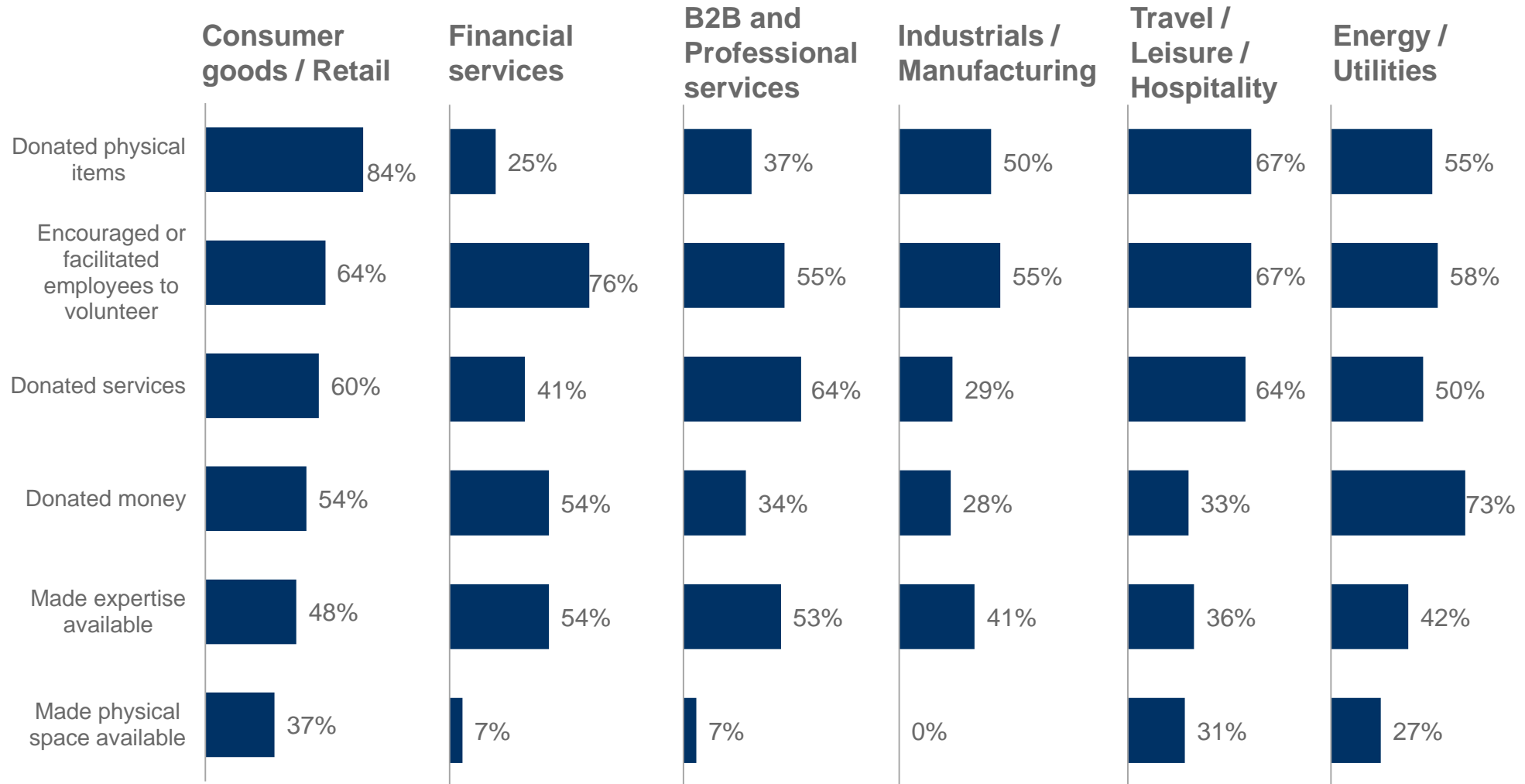


Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: Consumer goods=42, Financial services=29, B2B and Professional services=35, Industrials / Manufacturing=25, Travel / Leisure / Hospitality=16, Energy / Utilities=14 ; excludes "N/A or Don't know"

# Actions your company has taken to support society in dealing with COVID-19 crisis

SMALL SAMPLE SIZES

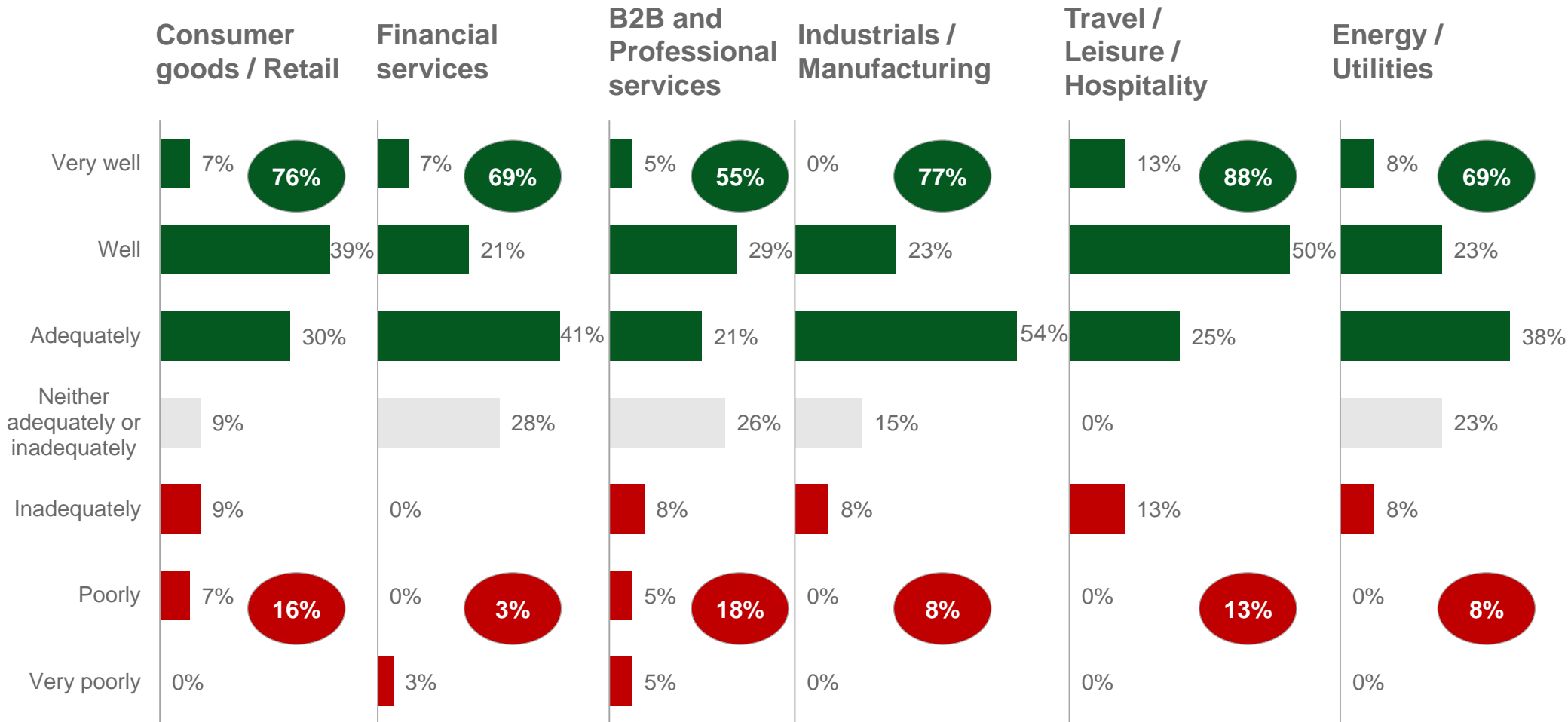


Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: Consumer goods=41, Financial services=29, B2B and Professional services=35, Industrials / Manufacturing=25, Travel / Leisure / Hospitality=15, Energy / Utilities=14 ; excludes "N/A or Don't know"



# Perception of how well the government has supported your sector



Source: Eden McCallum COVID-19 Impact Survey, April 2020

n: Consumer goods=42, Financial services=30, B2B and Professional services=36, Industrials / Manufacturing=26, Travel / Leisure / Hospitality=16, Energy / Utilities=14 ; excludes "N/A or Don't know"