# CU'ANSWERS

## 2020 CEO Roundtable

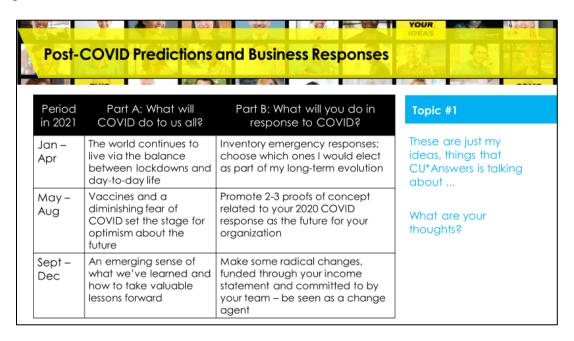
November 11, 2020

# **Notes from CEO Participants**



### Topic #1

The conversation: Think forward to 2021 and consider what the current environment will mean to your business, as well as what you will do in response to the opportunities coming out of this changing environment.



#### Participant responses:

Period in 2021	Part A: What will COVID do to us all?	Part B: What will you do in response to COVID?
Jan – Apr	<ul> <li>Force us to be more flexible in member service and where and how our employees work</li> <li>Make us keep adjusting</li> <li>Continue to get used to others dictating our schedule</li> <li>Make us focus on how to get better, not stuck on today</li> <li>School Driven Lockdowns</li> <li>Rolling Lockdowns – May avoid larger government inspired events</li> </ul>	<ul> <li>Try to learn to be more flexible in where and how we deliver services and from where</li> <li>Be realistic</li> <li>Be thoughtful</li> <li>Be protective but not over protective</li> <li>Not overreact and try to be proactive</li> <li>Don't dwell on the outliers – most survive</li> </ul>

	<ul> <li>Prepare and continue to act</li> <li>Consensus from the group is that the marketplace will not change much through April 2021. No mass national or state lockdowns are expected. However, there will likely be a lot of personal lockdowns.</li> </ul>	<ul> <li>Continuing to get used to others driving our schedules</li> <li>Position our response from all levels</li> <li>Interactions have dramatically increased due to improved instant messaging technology</li> </ul>
May – Aug	<ul> <li>Give options - now how do we want to serve and provide services</li> <li>Make blended work real and accountable for future</li> <li>Building physical vs. virtual member service</li> <li>Look for leadership fatigue and expansion opportunities</li> <li>Proactive thinking on remote strategies and vaccines</li> </ul>	<ul> <li>Be ready to continue fast follower technology, expand</li> <li>Start to phase down</li> <li>Evaluate outcomes from COVID event – what to keep, stop, start</li> <li>What does this do to my business plan, budgets, and income statements?</li> </ul>
Sept – Dec	<ul> <li>Look to capitalize on thriving through COVID</li> <li>Make us evaluate the best way to serve consumers</li> <li>Automation for the future</li> <li>Defining "valuable work" for the future</li> </ul>	<ul> <li>Grow and expand profitability; learn from efficiencies</li> <li>Speed to change</li> <li>Implement actions learned</li> <li>Target new ways to grow</li> <li>Best use of our physical locations</li> </ul>