About the COVID-19 Impact & Implementation Survey:

Results for the 2nd survey in the series are based on surveys collected between Monday, April 6, and Thursday, April 9. More than 1,500 respondents from 30 client sectors and professions participated in the survey. Industry Insights is fielding these surveys to help its clients assess and track their members’ perceptions, impact, and action plans related to COVID-19. Links to an online questionnaire were distributed to member organizations and contacts by the participating associations. A total of 1,542 respondents (of whom 2/3 were executives or officers) participated in the survey. The sample was slightly adjusted to better reflect the participating groups. Confidence intervals can change, depending on the aggregate’s sample size and the response variance, though the overall survey portion of this research has a standard error of +/- 2.5% at a 95% level of confidence.

The survey sample includes manufacturers, distributors, retailers, and professional services organizations representing a diverse set of industries.

The COVID-19 Impact & Implementation Survey was compiled, tabulated and analyzed by Industry Insights, Inc. (www.industryinsights.com), an independent research firm based in Columbus, OH.

Survey Contact: Scott Hackworth
shackworth@industryinsights.com
Impact:

The coronavirus is reaching the employees. Whereas only 1% of organizations had an employee with COVID-19 as of March 18, the rate has climbed to 8% in the past 3 weeks. Despite the financial toll, most organizations’ leaders agree that the “stay at home” and social distancing mandates are necessary actions. Those in more rural areas, such as the Mountain States and West South Central States were somewhat less likely to consider the approach necessary.

The financial impact is becoming severe for most organizations. In the past 3 weeks, the portion of companies experiencing a direct financial hit from COVID-19 increased from 52% to 81%. Retailers continue to be the most heavily impacted group so far, though the other sectors are closing the gap. No industry segment is being spared.

As of March 18, the typical organization envisioned a “Somewhat Negative” impact to revenue but planned to hold its employee counts intact and maintain spending levels for advertising and technology. Those plans have changed for most organizations. More are now envisioning a moderate to major revenue hit, and most are planning to reduce their head count. Nearly 1/3 of organizations have already furloughed or terminated employees since March 1. Companies also plan to reduce some of their advertising spending, though IT spending is still expected to stay consistent.

The data show that the CARES Act is providing a needed lifeline for many organizations. Most reported that without the CARES Act, they would be leaning toward a moderate or major level of concern about their long-term viability. However, thanks to the intervention, the level of viability concerns has not increased much in the past 3 weeks, despite far more companies envisioning heavy losses in revenue.
Which of the following is a new action your organization has put in place due to COVID-19?

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>March 18</th>
<th>April 9</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Employee distancing (physical)</td>
<td>67%</td>
<td>85%</td>
</tr>
<tr>
<td>2. Canceled all large group activities</td>
<td>71%</td>
<td>84%</td>
</tr>
<tr>
<td>3. Hand sanitizer (increased availability)</td>
<td>73%</td>
<td>76%</td>
</tr>
<tr>
<td>4. Eliminating visitors to office</td>
<td>48%</td>
<td>75%</td>
</tr>
<tr>
<td>5. Canceled all in-person meetings</td>
<td>45%</td>
<td>70%</td>
</tr>
<tr>
<td>6. Daily office cleanings/sanitization</td>
<td>62%</td>
<td>64%</td>
</tr>
<tr>
<td>7. Posted reminders about proper hygiene</td>
<td>52%</td>
<td>63%</td>
</tr>
<tr>
<td>8. Travel ban</td>
<td>45%</td>
<td>56%</td>
</tr>
<tr>
<td>9. Work from home (partial mandate)</td>
<td>41%</td>
<td>56%</td>
</tr>
<tr>
<td>10. Flexible work scheduling</td>
<td>44%</td>
<td>52%</td>
</tr>
</tbody>
</table>

Organizations with Formal Disaster Plans in Place by Staff Size

<table>
<thead>
<tr>
<th>Staff Size</th>
<th>Top 10 Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 4 Employees</td>
<td>35%</td>
</tr>
<tr>
<td>5 to 19 Employees</td>
<td>45%</td>
</tr>
<tr>
<td>20 to 49 Employees</td>
<td>50%</td>
</tr>
<tr>
<td>50 to 99 Employees</td>
<td>68%</td>
</tr>
<tr>
<td>100 to 499 Employees</td>
<td>68%</td>
</tr>
<tr>
<td>500+ Employees</td>
<td>77%</td>
</tr>
</tbody>
</table>

Scenarios for Which Organizations Have a Formal Plan

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major employee absenteeism</td>
<td>28%</td>
</tr>
<tr>
<td>Prioritizing customers</td>
<td>27%</td>
</tr>
<tr>
<td>Identifying alternative suppliers</td>
<td>25%</td>
</tr>
<tr>
<td>Suspending operations</td>
<td>23%</td>
</tr>
<tr>
<td>Extended sick pay</td>
<td>21%</td>
</tr>
</tbody>
</table>

Workforce Reductions

- 33% of organizations have furloughed/laid off/terminated employees since March 1, 2020
- The typical organization has reduced its workforce by 25%

Action Steps:

Since March 18, many more organizations are now distancing their employees and have canceled all in-person meetings and group activities. Most companies also now have at least some employees working from home and many are working flexible schedules. The wide availability of hand sanitizer and daily office cleanings remain very common.

The current crisis has not pushed many more companies to develop a disaster recovery plan. Slightly more than half (55%) of all organizations have a formal plan in place for handling common disaster scenarios. The largest companies are the most prepared (77% have a formal disaster plan), while just 35% of the smallest companies have developed a formal plan. Between March 18 and April 9, more companies developed plans to identify alternative suppliers (25% vs 16%) and possibly suspend operations (23% vs. 19%).

More than 2/3 of organizations plan to apply for a loan through the Paycheck Protection Program of the CARES Act, and 22% plan to apply for a loan through the EIDL Program. Most companies plan to rehire their recently furloughed/laid off employees once their loans are received.
### THE FUTURE

**Expectations for a Return to Pre-COVID-19 Day-to-Day Operations Status**

- **Less than 1 month from now**: 2%
- **1 to 2 months from now**: 26%
- **2 to 3 months from now**: 28%
- **4 to 6 months from now**: 22%
- **7 to 12 months from now**: 11%
- **1 to 2 years from now**: 7%
- **More than 2 years from now**: 1%
- **Never**: 2%

**Expectations of When Organizations will Return to Pre-COVID-19 Operations Status Once “Stay-at-Home” Orders/Directives are Lifted**

- **Participation in Large Group Activities**
  - **Immediately**: 22%
  - **1 to 3 months**: 39%
  - **4 months or more**: 39%
  - **Never**: 2%

- **Organization Travel (domestic)**
  - **Immediately**: 35%
  - **1 to 3 months**: 40%
  - **4 months or more**: 24%

- **In-Office Workforce (most employees)**
  - **Immediately**: 72%
  - **1 to 3 months**: 22%
  - **4 months or more**: 5%
  - **Never**: 2%

### EXECUTIVE SUMMARY

**IMPACT AND IMPLEMENTATION SURVEY**

The timeline has been pushed for when organizations expect the stay-at-home ban to be lifted and their daily operations will return to a pre-COVID-19 state. For the March 18 survey, respondents noted a general plan that things should return to normal by June 1. That envisioned date for normalcy is now targeted by most as sometime in late July.

The most positive findings from this survey are the expectations for how quickly organizations will return to their offices, traveling, and large group events and conferences. Nearly ¾ of companies plan to immediately return their workforce to the office once the ban is lifted (94% plan to return within 3 months). Company travel is expected to also quickly resume after the ban, with 75% reporting it will be resumed within 3 months. Though it may take longer for companies to adjust back to large group events and conferences, 22% reported they will immediately resume, and 39% more said they will resume large group events within 3 months.

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**SURVEY #2 IN INDUSTRY INSIGHTS’ COVID-19 SERIES**
About Industry Insights, Inc:

Industry Insights is a research and data analytics firm that has been serving the research needs of trade and professional associations, dealer organizations and other affiliated groups since 1980. The firm specializes in providing high-quality research services that assist such organizations in better fulfilling the informational and educational needs of their members.

As a group of CPAs, Statisticians, and IT professionals with decades of experience in providing survey research solutions for trade and professional associations, Industry Insights excels in defining methods and tools that provide relevant and user-friendly information for each client. Industry Insights serves as an objective third party and ensures the confidentiality of respondents’ data. Industry Insights welcomes questions about this survey. We may also be able to put you in touch with client contacts who could more specifically provide details and context regarding their members’ strategies.

Survey Contact:
Scott A. Hackworth, CPA
Senior Vice President
Industry Insights, Inc.
6235 Emerald Parkway | Dublin, OH 43016
614.389.2100, ext 105
shackworth@industryinsights.com
www.industryinsights.com