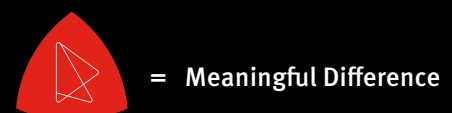
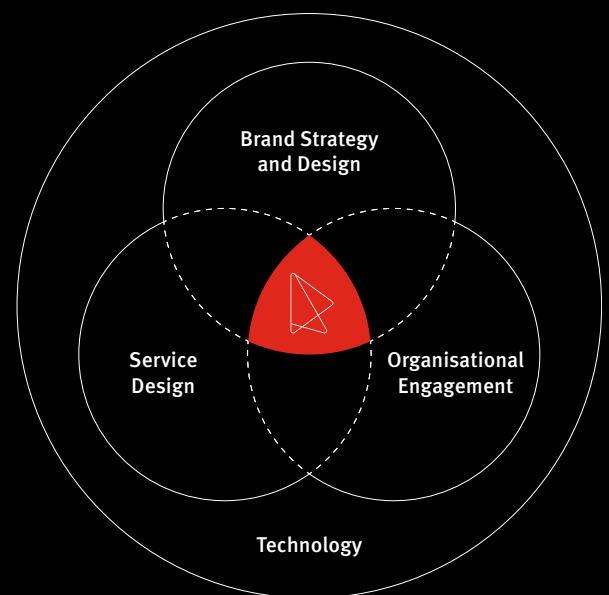


Thriving > Surviving

Rufus Leonard is the independent digital experience agency that engineers a meaningful difference for your customers. We harness technology to engineer extraordinary experiences that will improve your customers' lives in meaningful ways, to drive your sustained competitive advantage and growth.

We've been creating competitive advantage for some of Britain's best-loved service organisations for over 30 years. We are an Econsultancy Top 100 Digital Agency, Top 10 Design & Build Agency and won the Best Digital Agency at the Digital Experience Awards.

Our experience engineering approach is critical to make a meaningful difference to your customers and your business. We think holistically about an organisation's ecosystem, encompassing the 4 engines of difference: brand, services, people and technology.



Resources for leaders in the time of COVID-19

The global pandemic we are experiencing is a tragedy of vast proportions. It is a human tragedy for the victims of the disease and their families. It is also an economic tragedy. COVID-19's impact on the global economy will be as great as the Great Depression in the 1930s. In the UK alone in the first 6 weeks of the crisis, [60,000 companies folded](#). It is predicted that by the end of June [almost a third](#) of the UK's companies will have gone to the wall.

Whether this tragedy results in knock-on events similar to the Second World War depends on our actions as leaders now. We have the opportunity to ensure we steer our businesses so that we can contribute to the successful emerging of an economy that can support the worst off.

A regular digest of the best resources for leaders

At Rufus we aim to engineer a meaningful difference to people through extraordinary digital experiences. On top of the multiple volunteering efforts of our furloughed people, we felt we could also support the many business leaders we are connected to.

Over the last months we've been talking to our clients, colleagues and peers across the marketing and digital industry. We've been humbled by everyone's desire to share their knowledge, resources and time. We wanted to pay this forward and share with you the most useful digital resources that we have been made aware of. The idea is to save you time and increase the effectiveness of your response.

Never is good leadership required more than in a time of crisis. We want to support you in leading your businesses so they become [anti-fragile](#), with structures and actions that mean they can thrive (rather than just survive) under disruption.

Helping your team thrive

As leaders, our teams are looking to us now for clarity and reassurance. An amazing resource is the [webinar series](#) that London Business School have been running since the start of lock-down. These cover a wide variety of subjects from one of the best business school faculties in the world (Full disclosure: LBS are a client of ours). Check out this one on [leading through a pandemic](#). But if you don't have the time to watch an hour-long webinar then read this [short article](#) from the excellent consultancy, Brightful.

Forrester has a bunch of COVID-19 specific [free articles](#), including [this one](#) quantifying the economic impact of adopting employee collaboration technologies.

Knowing the challenges that are facing our colleagues we've created a series of guides to help them navigate this difficult time. Feel free to share with your colleagues. (Password: Rufusleonard)

- [Working from home](#)
- [Remote managing](#)
- [Financial resilience](#)
- [Making the most of your furlough](#)

Two resources that have been invaluable for us as we've moved rapidly and successfully to remote working are: [this canvas tool](#) for helping you collectively define the sort of remote culture you want to adopt and; the amazing online collaboration tool, [Mural](#). With this tool, remote workshops are in some ways more effective than face-to-face workshops!

As you start thinking about how you might plan for a gradual return to work, consider the insights in [this article](#).

Links expire on 24th May. For more information about our available support and resources, just get in touch.

Laurence.Parkes@rufusleonard.com

RUFUSLEONARD

Resources for leaders in the time of COVID-19

Helping your business thrive

One of the most useful documents that we have been using to guide our thinking over the last month has been this awesome [response guide](#) (password: Rufusleonard) from Bain & Co. One of the key tenets of the document is that we must start playing offensive earlier than we might imagine. Slide 14 (below) shows this as we move into Week 6 of the crisis.

Representative war room plan

Launch (Day/Week 0)	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6
Get set-up and manage the process	Lay the ground work and fix immediate priorities			Focus on critical action plans		Focus on medium-to-long-term
Align your senior team with a wake up call <ul style="list-style-type: none">Host workshop with senior leaders	Protect your employees and customers <ul style="list-style-type: none">Assess safety across all people: employees, customers, suppliers, etc.Implement the most conservative CDC protocols			Defend against revenue declines <ul style="list-style-type: none">Develop immediate actions, and medium-to-long term actionsAssess both downside and upside opportunities		Play offense, not just defense <ul style="list-style-type: none">Assess methods to outperforming competitors (M&A, product moves etc.)
Establish a dedicated senior team in a "war room" setting <ul style="list-style-type: none">Stand-up the teamSpecify work stream ownersEst. decision rightsPut in place complete tracking toolIf needed, call in external experts to help manage situation	Model your exposure; stress test P&L <ul style="list-style-type: none">Conduct initial assessment on external and internal scenarios across revenue, cost, cash and operations			Stabilize operations to "new normal" <ul style="list-style-type: none">Prepare critical operations: sourcing, manufacturing, supply chainBuild contingency plan for other operations		Prepare for "bounce-back" and recovery (assess marketing spend, leverage macro trends) <ul style="list-style-type: none">Plan for and leverage leadership change in customer behaviors
	Focus on immediate priorities / no regret actions <ul style="list-style-type: none">Take swift needed decisions (e.g., cost, ops, rev.)			Plan urgent cost take-out to conserve cash <ul style="list-style-type: none">Plan for rolling 4 quarter and 13 week, and immediate liquidity actionsImprove cost position for mid-to-long term		
	Maintain an ongoing program management office (using Agile; start building 2-wave list of "handbrake" vs. "break glass" initiatives) <ul style="list-style-type: none">Build and execute on a communications and engagement plan					

Speaking to a number of you, it's clear you are already thinking this way. However, we want to share this fantastic "Recession Rebellion" [series of webinars](#) from an independent consultancy called [Corporate Punk](#). After watching the first episode, I'd go straight to [Episode 10](#) ("Turning inertia into advantage") to get some further inspiration.

We'd also direct you to this [webinar](#) from London Business School ("Surviving past survival mode") which identifies the characteristics of organisations that survive and then thrive through a recession:

- Leaders with speed that address reality
- Honesty. Simplicity. Directness
- Clear, bold, realistic narrative
- Under-promise & overdeliver

It's interesting to see [this league table](#) of brands (from Brandwatch) that are winning plaudits and attention through their empathetic responses to the crisis. Brands that are rapidly adapting to use their core competencies to make a meaningful difference are being recognised. Forrester [makes this point](#) well in advising organisation to continue to invest in innovation that delivers value and dependability.

Can we help?

At Rufus, we have been working hard to launch some activities that might help you all. First up, we've create a [compendium](#) of our most relevant blog posts. If you've only got 5 minutes go straight to [this article](#) on game-changing disruption from our Executive Creative Director. You will also see a number of new services that are designed to help organisations thrive by delivering those dependable and valuable digital experiences to customers, for example our new [platform management and optimisation offer](#).

And finally

As leaders it's difficult not to feel the weight of responsibility on your shoulders. You must be kind to yourselves. Don't expect to be as productive as you were in February. Make sure you keep prioritising the most important work. And create time to let of steam (and get some exercise) without guilt. Channel [the people](#) who are using humour to defuse the stress of the daily COVID-19 briefings.

Check out what is being called the Wikipedia of COVID-19, the [Coronavirus Tech Handbook](#), especially the [section for employers](#). If you find this useful, or want to help get it out to more people, donate to the crowdfunder [here](#).

Thank you

To all the people that have helped contribute to this document - the agency leaders from my BIMA and independent agency roundtables and all the clients that have been so generous to share their time and knowledge with us.

Links expire on 24th May. For more information about our available support and resources, just get in touch.

Laurence.Parkes@rufusleonard.com

RUFUSLEONARD