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# PwC Pulse

September 15, 2020 findings



## Real-time surveys. Business insights.

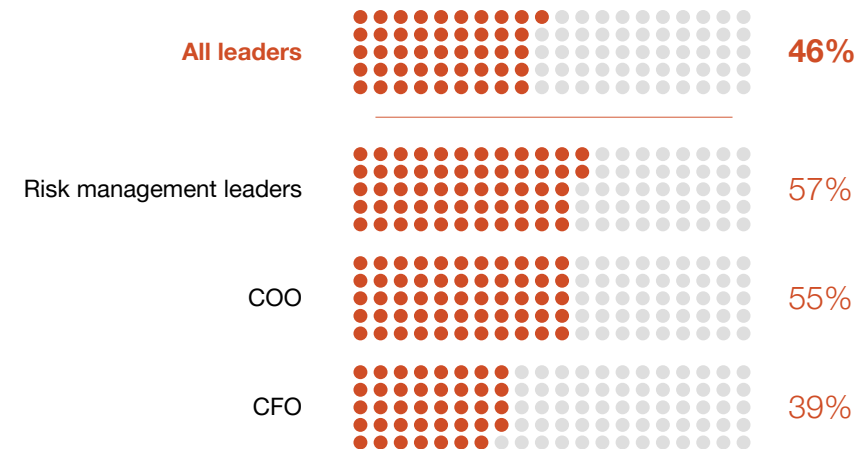
Things are changing quickly. And there's no go-to playbook that has all the answers. But you're not alone. Other functional leaders — of finance, operations, human capital, risk and tax — are finding their way, too. Tapping into this collective intelligence can help you anticipate what's next, see how you measure up, and spark new ideas for growth. That's what PwC's Pulse program is all about.

As we did during the [early days of COVID-19](#), we regularly engage functional leaders on the pressing issues of the day, such as:

- how the US general election will shape policy
- what the recession means for strategy and operations
- where companies are gaining an advantage through technology
- how to deliver on today's imperative for purpose and societal change.

Through regular surveys of an executive panel, along with webcasts, virtual roundtables and other ways to bring peers together, we'll help you make sense of the signals we'll surface through Pulse.

## The federal government should implement a strategy to boost domestic production of essential goods to help the US economy



Q: Do you agree or disagree with the following statements: The federal government should implement a strategy to boost domestic production of essential goods to help the US economy. (responding 'strongly agree')

Source: PwC Pulse Survey  
September 3, 2020: base of 575, Risk management leaders base of 77, COO base of 89, CFO base of 271

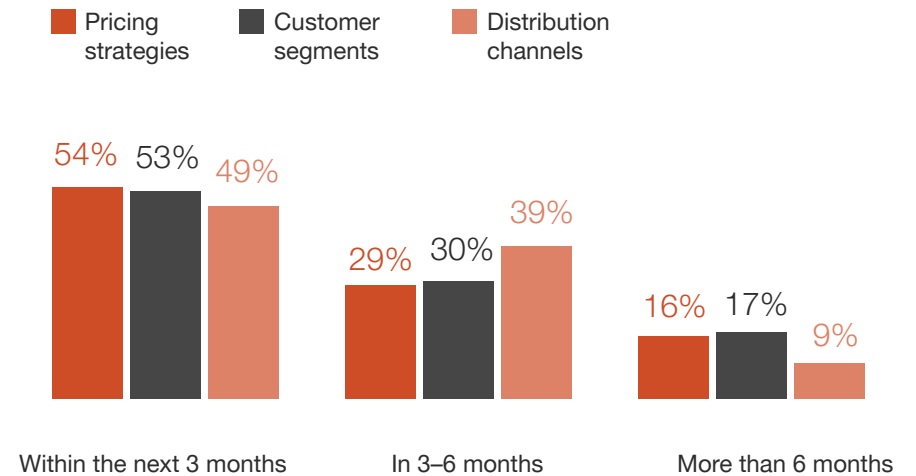
## What's top of mind in the C-suite?

### CFOs and finance leaders

Recovering revenue is the number-one issue right now for chief financial officers (CFOs). What strategies should your business pursue, how does the upcoming election figure in, and how soon before your efforts pay off? We also track changing CFO sentiment around top areas of concern, cost management and workforce strategies. On the horizon: finance function transformation and tracking environmental, social and governance (ESG) commitments.

[Learn more](#)

### When revenue rebuilding strategies are expected to pay off



Q: When do you expect to first see results from these measures to increase revenue growth?

Highest-ranked choices for CFOs from a list of 8 options.  
Source: PwC Pulse Survey  
September 3, 2020: CFO bases of 98, 97, 83, 124, 76

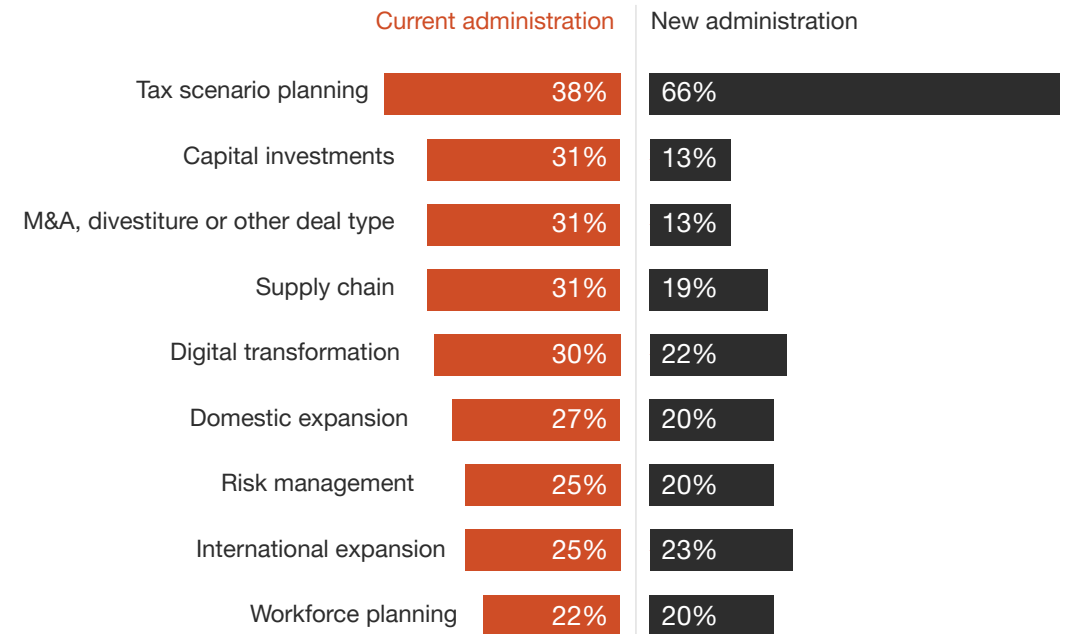
## What's top of mind in the C-suite?

### Tax leaders

Never has it been clearer that Tax is about much more than compliance. Tax leaders are shaping business recovery and growth strategies through detailed scenario planning. You're also exploring new ways to deliver more — and more efficiently — through technology and new operating models. And anticipating how the national and global tax policy environment will evolve is always top of mind. But these are not issues for Tax leaders alone. How does the rest of the C-suite see Tax strategy and its role in driving business strategy, and how can you help better make that critical connection?

[Learn more](#)

### Where tax leaders plan to invest



Q: Is your company more or less likely to increase investment in any of the following areas with a second term of the current administration? A new administration? (*responding 'more likely'*)

Source: PwC Pulse Survey  
September 3, 2020: base of 578, Tax leaders base of 64

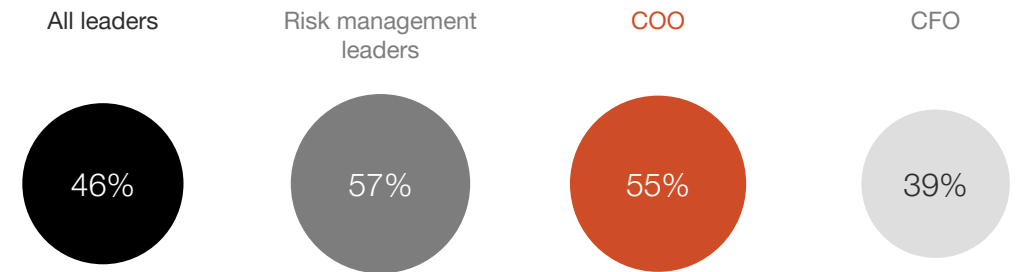
## What's top of mind in the C-suite?

### COOs and operations leaders

Everything's on the table when it comes to rethinking how your business runs. Chief operating officers (COOs) are reevaluating strategies for outsourcing, tech and business services and global business services. You're also looking toward tech to help you reset costs and unlock growth. And like all business leaders, you've got an eye on what the US election will mean for policy and the economy.

[Learn more](#)

### The federal government should implement a strategy to boost domestic production of essential goods to help the US economy



Q: Please indicate the degree to which you agree or disagree with the following statements.  
(responding 'strongly agree')

Source: PwC Pulse Survey  
September 3, 2020: base of 575, Risk management leaders base of 77, COO base of 89, CFO base of 271

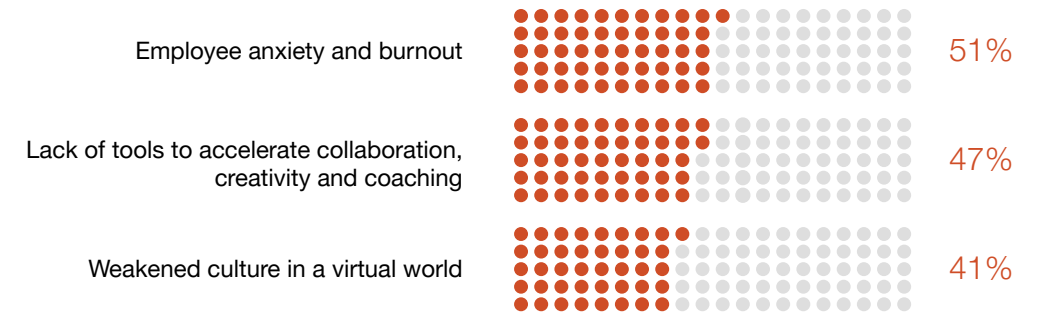
## What's top of mind in the C-suite?

### CHROs and human capital leaders

How we work and what matters has fundamentally changed, and chief human resource officers (CHROs) are creating a new way forward. As you anticipate a changed business environment due to the election, you're facing new challenges around safety and well-being while also tackling tech — preparing your people for the future of work. And you're also looking to do better: creating cultures that embody purpose, championing diversity and inclusion, and delivering on ESG commitments.

[Learn more](#)

### Where CHROs see the biggest challenges



Q. Which of the following pose the biggest challenges for your business when delivering on your company's workforce priorities?

Highest-ranked choices for CHROs from a list of 9 options.  
Source: PwC Pulse Survey  
September 3, 2020: CHRO base of 75

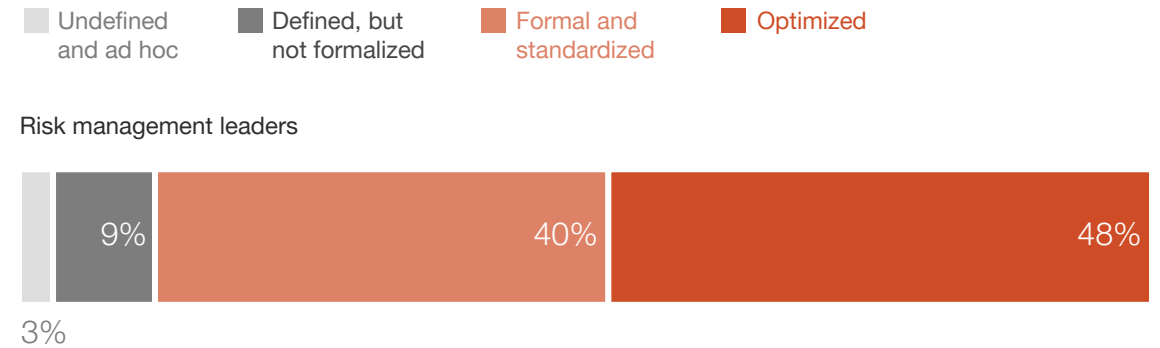
## What's top of mind in the C-suite?

### Risk management leaders

The pandemic has tested all of us; chief risk officers (CROs) are now taking a closer look at their enterprise resiliency programs. How can and should they evolve? What are the most important areas of investment? And what new risks and policy and economic impact will the US election bring? Looking ahead: Which technologies will matter most and how to best prepare their teams.

[Learn more](#)

### How risk leaders see their enterprise resiliency programs



Q: Which of the following statements, if any, best describe your current enterprise resiliency program?

Source: PwC Pulse Survey  
September 3, 2020: Risk management leaders base of 77

## Latest findings: Road to election 2020

No matter who occupies the White House next, business leaders must anticipate what policy and regulatory shifts will mean. The election focuses on big issues, such as economic stability, the role of government programs in driving economic recovery, and responsibility of business in creating domestic jobs and championing diversity and inclusion. See what's top of mind and keep up with perspectives on how your company can be more agile and responsive to whatever comes next.

[Learn more](#)

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### Current and past surveys

[Workforce Pulse — July 2020](#)

[CFO Pulse — June 2020](#)

