

To BCG's network around the world,

Last week, we were forced to break a 50-year BCG tradition, and the result far exceeded my expectations.

Our worldwide partners' meeting has always been a defining element of BCG. We come together twice a year to discuss our business, convene our board of directors—which includes every managing director & partner—and share ideas to support our clients and teams and build relationships across our very global firm. We were supposed to meet in Singapore last week, but of course COVID-19 upended our plans. What came out of that disruption has reminded me of the power of creativity, especially during a crisis—a topic addressed powerfully in Web Need Imagination Now More Than Ever, by my colleagues Martin Reeves and Jack Fuller.

Instead of meeting in person, we conducted an experiment—one of so many going on around the world these days—to bring together our almost 1,400 partners on a digital platform. As a strong advocate of the value of face-to-face interaction, I never imagined that we'd be able to shift effectively to a virtual event. Like many leaders, I was very comfortable with our tried and true ways of doing things.

The event was a huge success. Any worries about technology injecting distance or coldness into the meeting were quickly dispelled as our speakers appeared up close and crystal clear on our screens. I felt a greater sense of authenticity and intimacy as we connected from our living rooms, kitchens, and home offices instead of in a large ballroom or an auditorium.

The feedback has been overwhelmingly positive; while we lost the spontaneous reconnections that happen when we're physically together, we made efficient use of our time, cut back dramatically on carbon emissions (since there was no travel), and experienced lots of opportunities to engage and ask questions. I am sure we will have many in-person partner meetings far into the future, but as a result of last week we can be much more creative about how we keep our global partnership connected.

The power to imagine—to create and follow new paths—is not a function of good times or bad. But it does tend to deteriorate under stress, just when we need it most. With imagination, instead of adapting to the new reality we're given, we have the chance to help shape it by challenging paradigms in a fundamental way. And that can give us a tremendous advantage and a burst of energy to define the future.

We have to make sure that creativity is not another casualty of these difficult times. So many businesses that are struggling now can catch their second wind if leaders are able to sustain their businesses through this crisis while keeping imagination alive. There have been incredible <u>advances in digital and Al</u> over the past five years, with more to come. With the right mindset, we can innovate our approaches to deepen customer relationships, create new ways of working, build more resilient supply chains, tackle climate change, come to the aid of those who are currently struggling, and much more. Now is the time to challenge the status quo and envision and experiment our way toward powerful solutions for the future.

I'm including more insights below that I hope you will find helpful as we work through these times together. I look forward to connecting with you again soon.

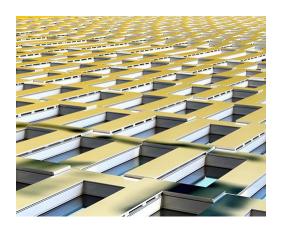
Rich Lesser

President & Chief Executive Officer



Tomorrow's Innovation Leaders Are <u>Made Today</u>

In challenging times, innovation is more important than ever. Here are six moves to help you navigate the crisis and build the foundation to win the recovery.



<u>Is Your Technology Ready for</u> <u>the New Digital Reality?</u>

What will it take to compete in the post-COVID-19 economy? A relentless focus on the outcomes that matter, new ways of working, and savvy use of digital and technology.



We Need Imagination Now More Than Ever

We may not be able to return to our pre-crisis reality as this pandemic creates new attitudes, needs, and behaviors. With imagination, we can do better than merely adapting to the new environment—we can thrive by shaping it.