

CEO MOMENTS OF TRUTH

Six CEOs Share Their Learnings from Transformations



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I learned that a piece of technology is not transforming a company...You have to really think through, starting with the business, starting with the end users. **What do they need in order to be successful in the age of AI, in the digital age?**

Christian Klein
CEO, SAP



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My worry at the time... was that we have been a successful company, we've been growing. This was degrowth. And what was the message to the markets?... We are quite a leveraged company, but I went with my gut feeling that **the right move is the right move, and our stakeholders will appreciate it.**

Aloke Lohia

Founder & CEO, IVL



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I'd encourage all CEOs to focus on your strengths... I think one of the natural tendencies we have when problems hit is we tend to close up a little bit... It's the wrong time to close up. **It's the time to open the doors, to let ideas in, to let people see what's happening.**

Ed Bastian

CEO, Delta Air Lines



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One of the things that was absolutely key was **communicate, communicate, communicate**. But it also took finding advocates within the company, other leaders who were influential, who could also be a part of building this idea and getting the snowball up and running, and building to be a bigger focus and a bigger initiative.

Michele Buck

Former CEO, The Hershey Company



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The key was to prune out things that didn't work very quickly before they started becoming a drag, and it was important to drive scale, and therefore the mindset that we brought in was, let's play big. **Let's not play small in any place.**

Anish Shah

CEO, Mahindra Group



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One of the things that we did not do was stop our digitalization. Actually, **we doubled down on it...** We just put a stick on the ground there and say, ‘Let's use this moment to come out in a very different way than we came in.’

Roberto Alvo

CEO, LATAM Airlines



The graphic consists of several overlapping rectangular blocks. A dark green block at the top contains the text 'CEO Moments'. Below it, a dark blue block contains the text 'of Truth'. To the left of the 'of Truth' block is an orange block featuring a white silhouette of a person's head in profile, facing right. A thin horizontal line passes behind the blocks. A light green block with a diagonal line pattern is positioned behind the 'CEO Moments' block.

CEO Moments

of Truth

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BCG's Christoph Schweizer at
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