

The background of the slide is a dark teal color with several stylized, glowing virus particles scattered across it. The viruses are depicted with a central core and numerous small, protruding spikes or receptors on their surface, rendered in shades of light blue and white.

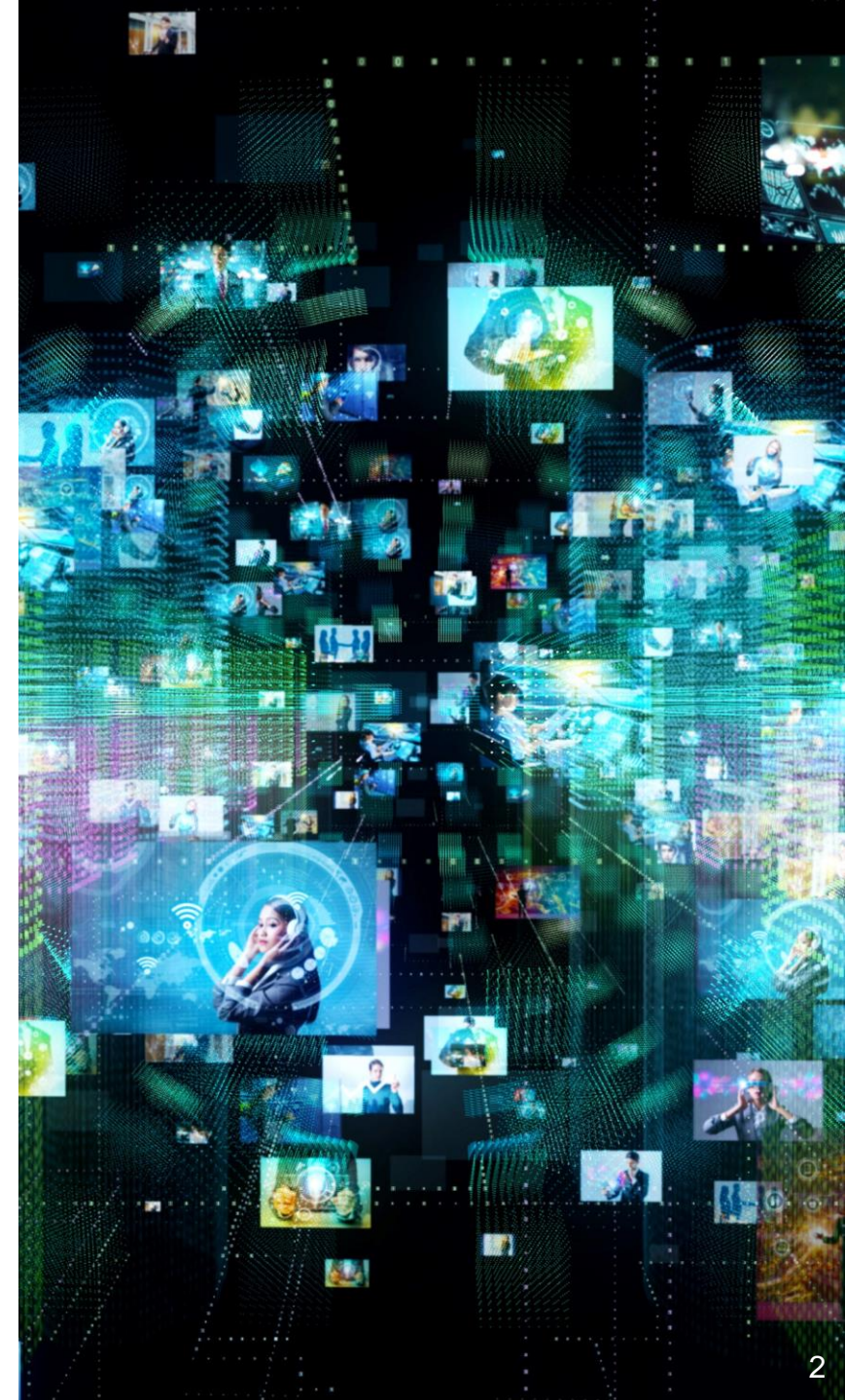
MANAGING COMMUNICATIONS DURING A CRISIS

Communicating and staying relevant to employees and customers

March 30, 2020

JUST LIKE ANY OTHER CRISIS ...

1. Get everything out quickly
2. Centralize communications
3. Monitor continually
4. Identify and prioritize key audiences
5. Establish an input/feedback mechanism
6. Provide continuous updates



YET UNLIKE ANY OTHER CRISIS...

1. Universal personal physical risk
2. Prolonged public uncertainty
3. Immediate social distancing



ONE TRUTH

Doing nothing is the highest risk option of any organization.

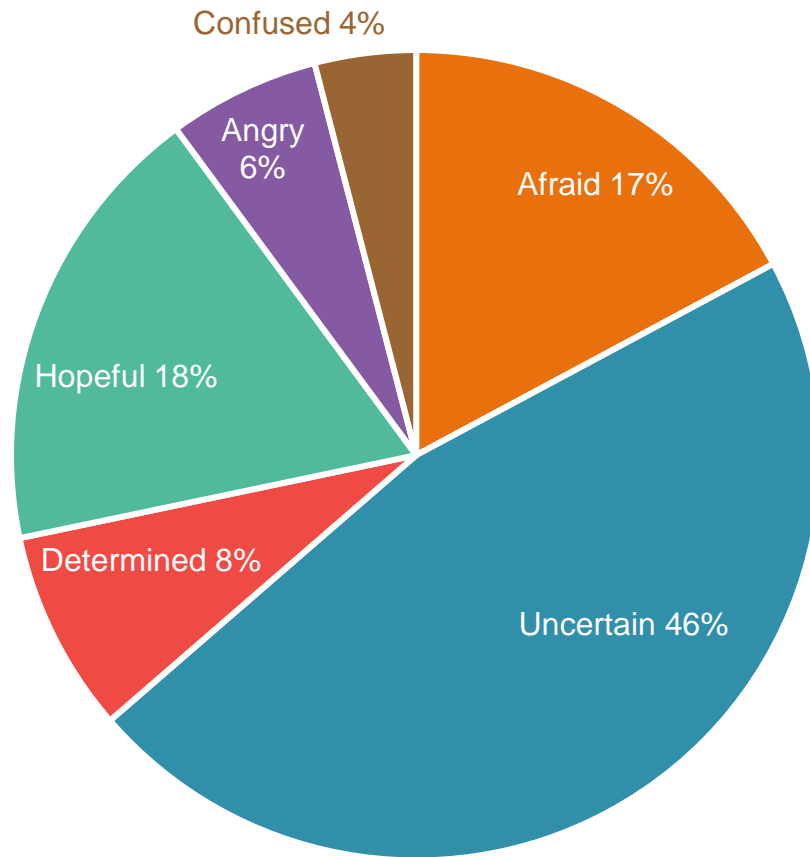
There are many crisis environments where “laying low” is a sound strategy.

This is not one of them.

WHAT IS GOING ON?

Survey conducted March 21-22, 2020 among n=449 high-to-mid level professionals in the United States. Approximately 2/3rds (64%) were full-time employees, with the remainder either part-time (18%) or self-employed (18%).

In thinking about your business/organization and the current COVID-19 pandemic, which of the following words best describes OVERALL how YOU personally feel?



IN A WORD: “FUD”

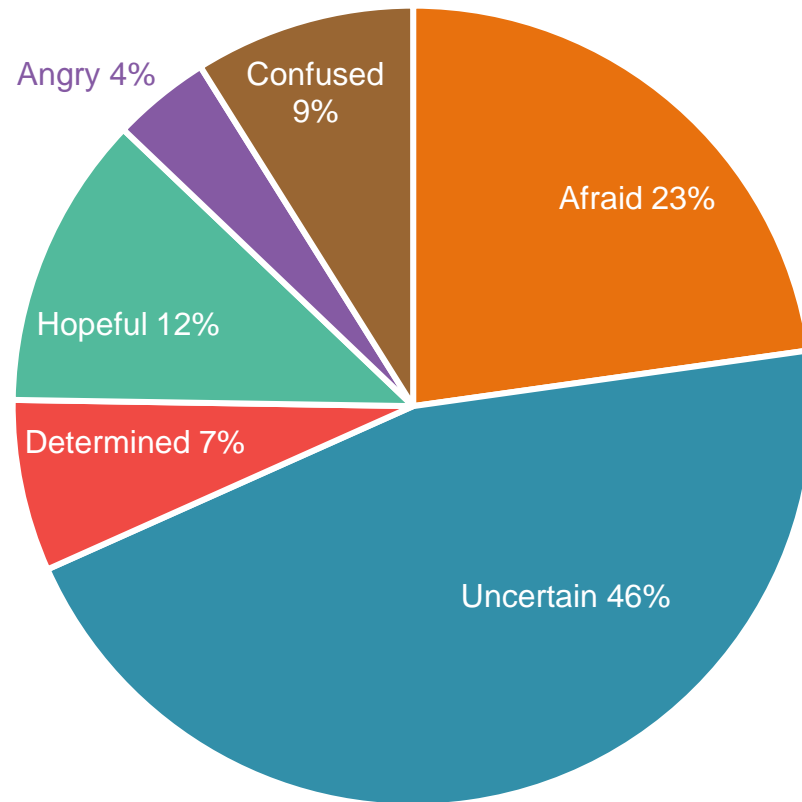
Today we are experiencing a global “FUD” factor

Uncertain and afraid are the words that best describe the way upper- and mid-level management feel right now.

Only one-quarter (26%) say they are hopeful or determined.

Question Type: Single Choice | Total Respondents: 449

In thinking about your business/organization and the current COVID-19 pandemic, which of the following words best describes **OVERALL** how your CUSTOMERS or CLIENTS feel?



Those emotions – uncertainty and fear – are even more pronounced among clients.

Nearly one-quarter (23%) say that that “fear” is the best way to describe how customers or clients feel right now.

Less than one-in-five (19%) are hopeful or determined.

Question Type: Single Choice | Total Respondents: 449

THE BEHAVIORAL SCIENCE OF FEAR

The human brain is a pattern-seeking organ.

When there are information “gaps,” the brain fills them in.

That is ... absent reliable information, we make things up.

TWO LOGICAL (AND BAD) OPTIONS



“We’re all going to die!”



Mental and physical shut-down

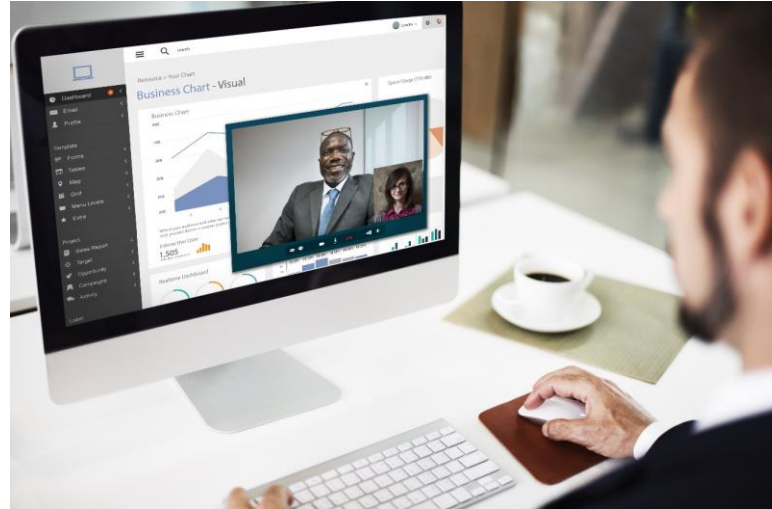


“It’s not really that bad!”



Continue risky behavior

THE DESIRED OPTION



“We’re all going to get through this together!”



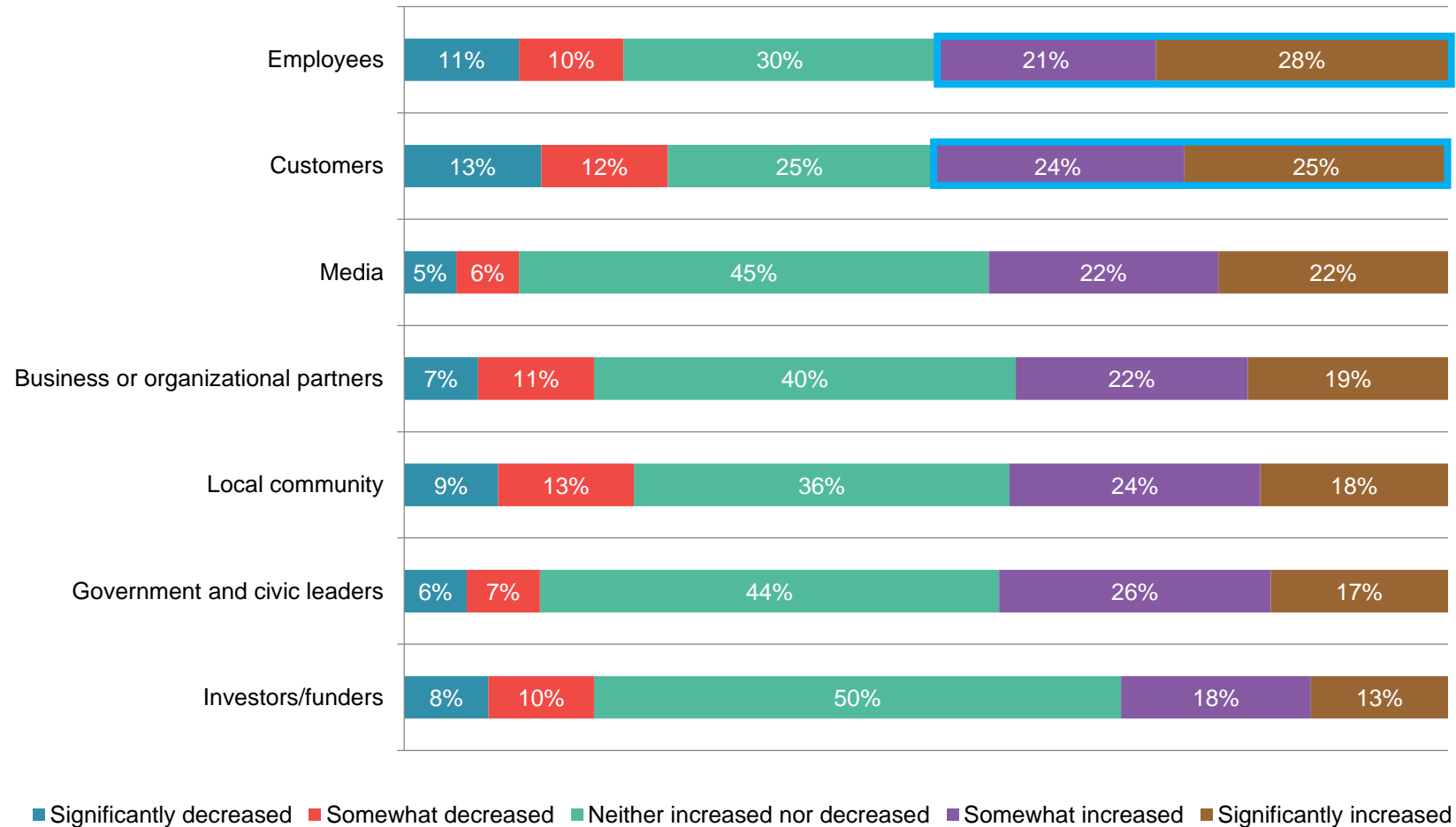
Engagement, action, loyalty

A woman with long brown hair, wearing a dark blazer over a light blue button-down shirt, sits at a desk in an office. She has a frustrated expression and her hands are raised in a shrug. The background shows office shelves with binders and a laptop on the desk.

UNFORTUNATELY ...

Many businesses are not communicating as much and as effectively as they could or should.

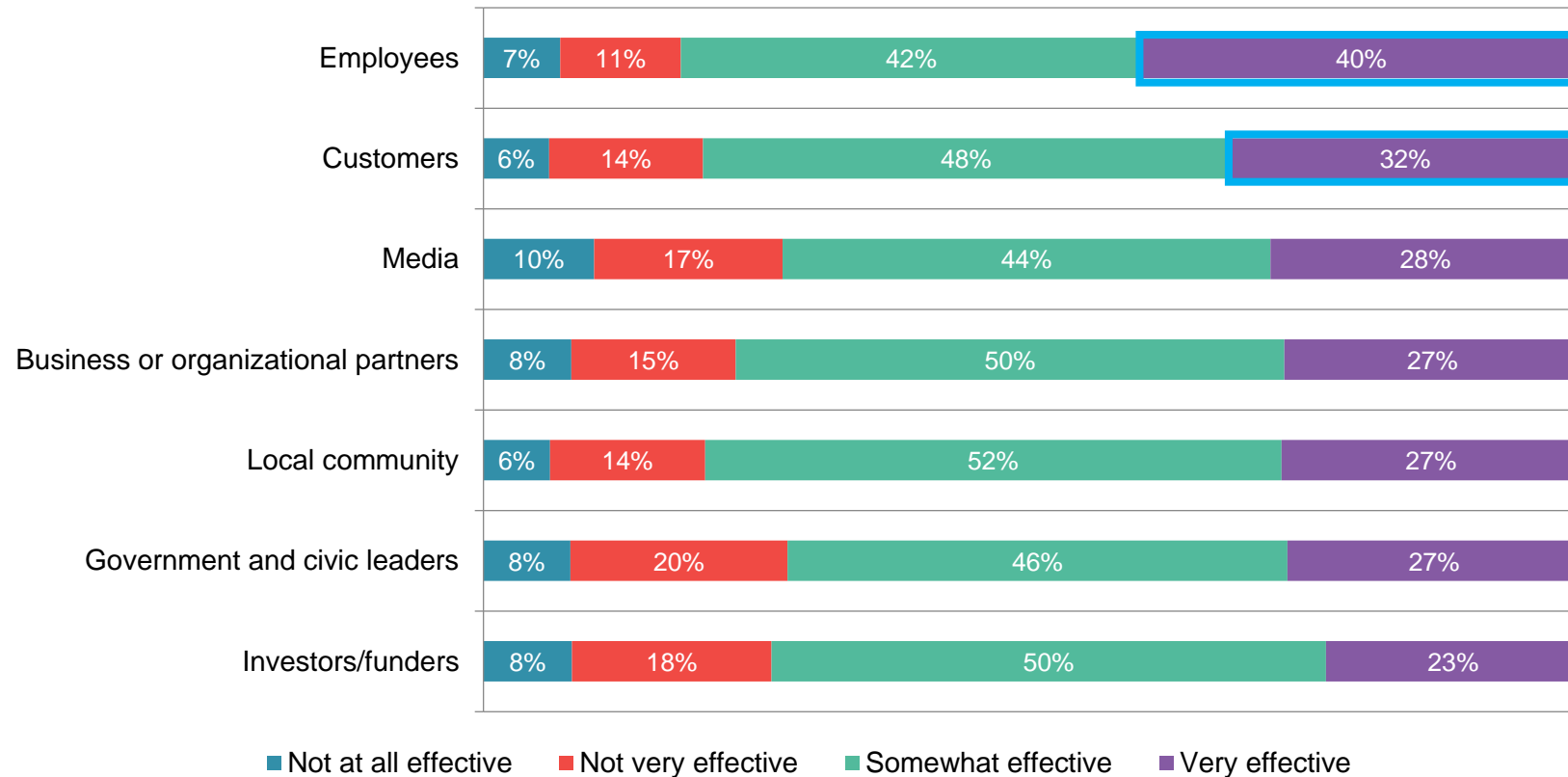
Has your business/organization INCREASED or DECREASED its communications to the following audiences during the COVID-19 pandemic crisis?



WE ARE UNDER COMMUNICATING

Despite the crisis, less than half report that their businesses are increasing communications with employees (49%) or customers (49%).

How would you rate the EFFECTIVENESS of your business's/organization's communications with the following audiences during the COVID-19 pandemic crisis?

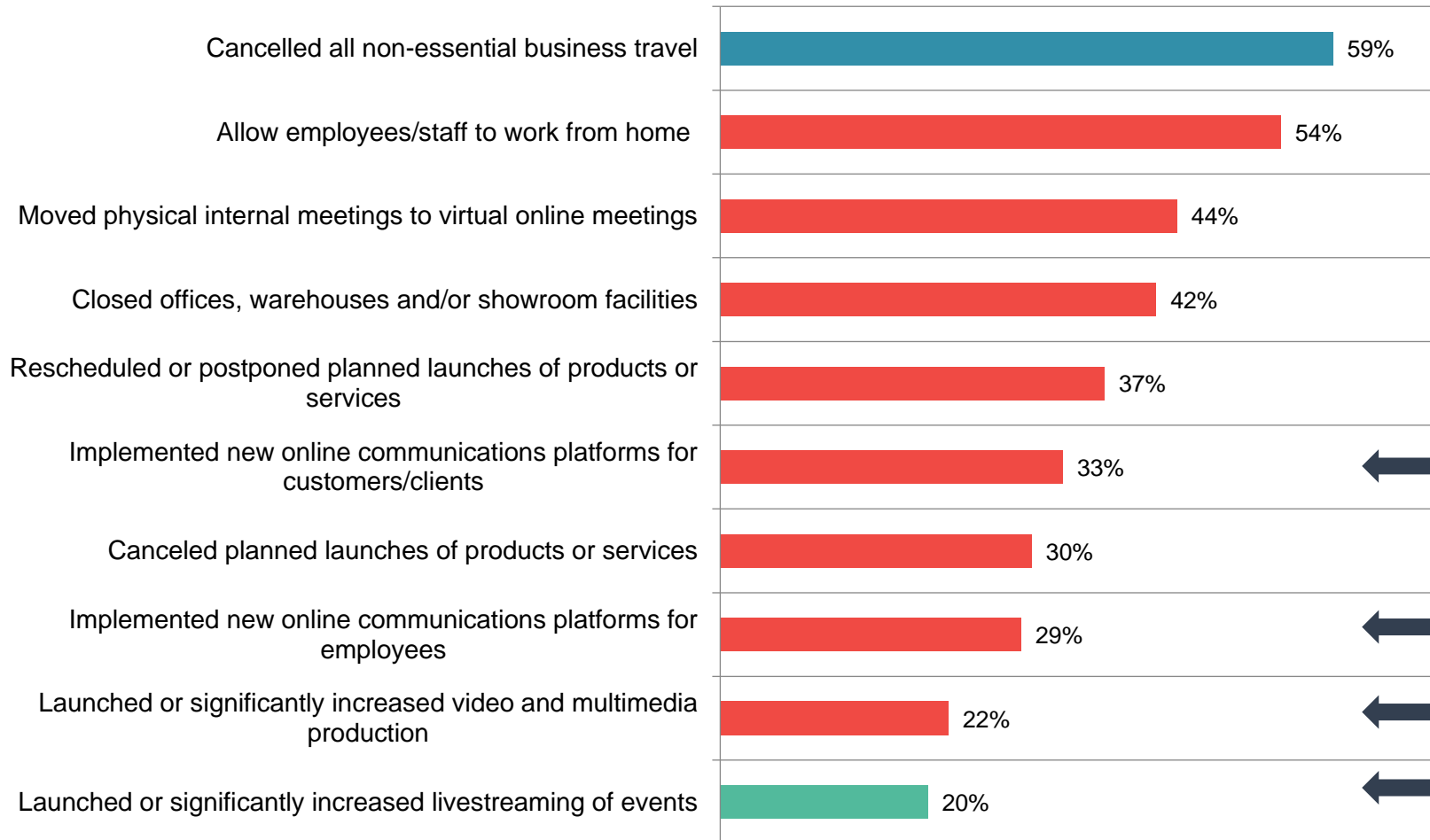


**SOMEWHAT EFFECTIVE
ISN'T GOOD ENOUGH**

Only two in five (40%) say their employee communications have been "very effective."

Less than one third (32%) say their customer communications have been "very effective."

Of the following, which actions has your business/organization taken in response to the COVID-19 pandemic crisis? Please select ALL that apply.



COMMUNICATIONS IS LAGGING OPERATIONS

While a majority of organizations have taken operational steps, less than one third of respondents say their organization has taken communications initiatives in response to the crisis.

Thinking about your business/organization, how much do you agree or disagree with the following?

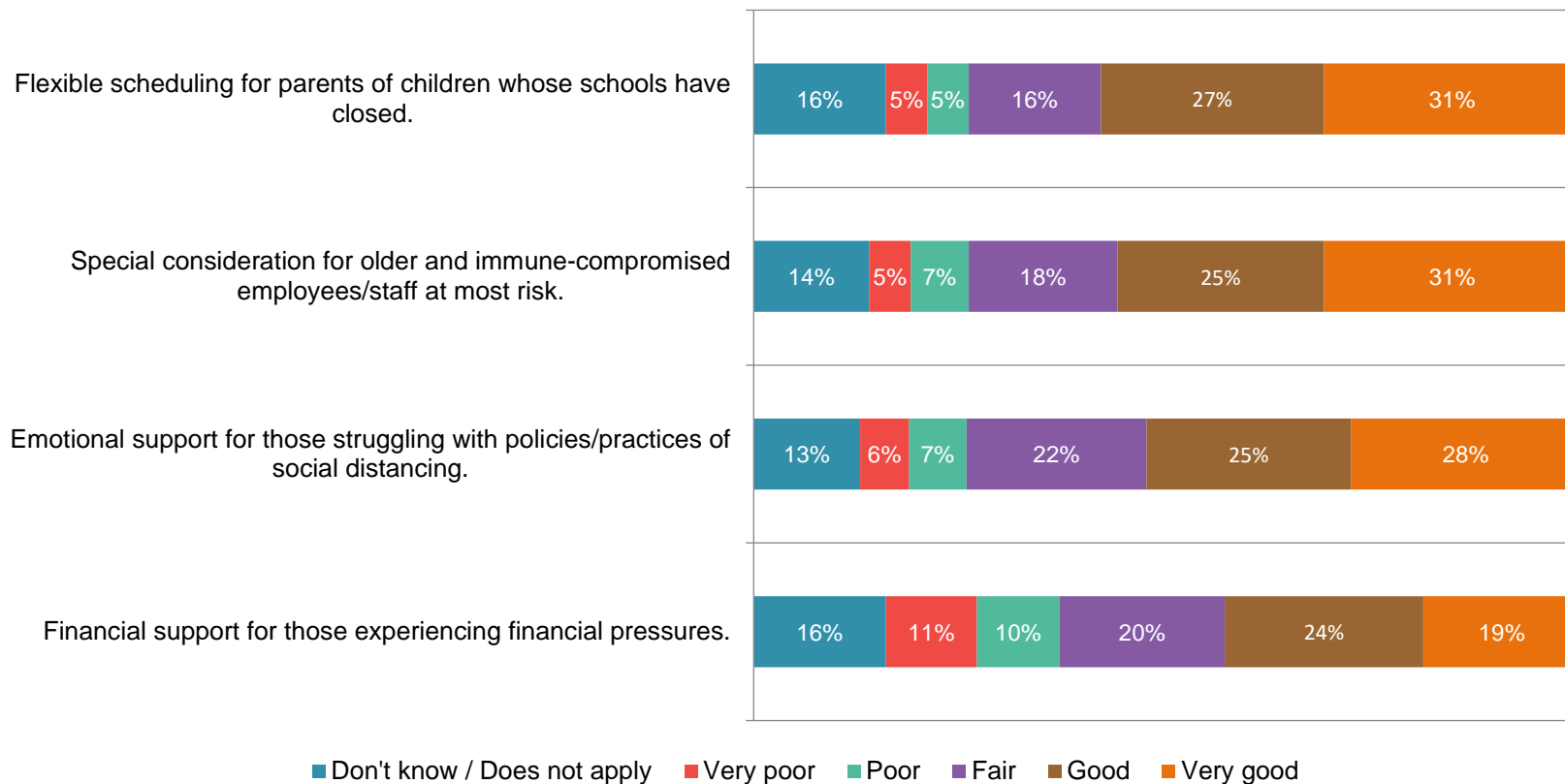


A TIME FOR BALANCE

Businesses get relatively good marks for moving quickly.

But there's less agreement that companies have balanced immediate crisis response with long-term operations.

During the COVID-19 crisis, how would you rate your business/organization in addressing the following individuals/situations?

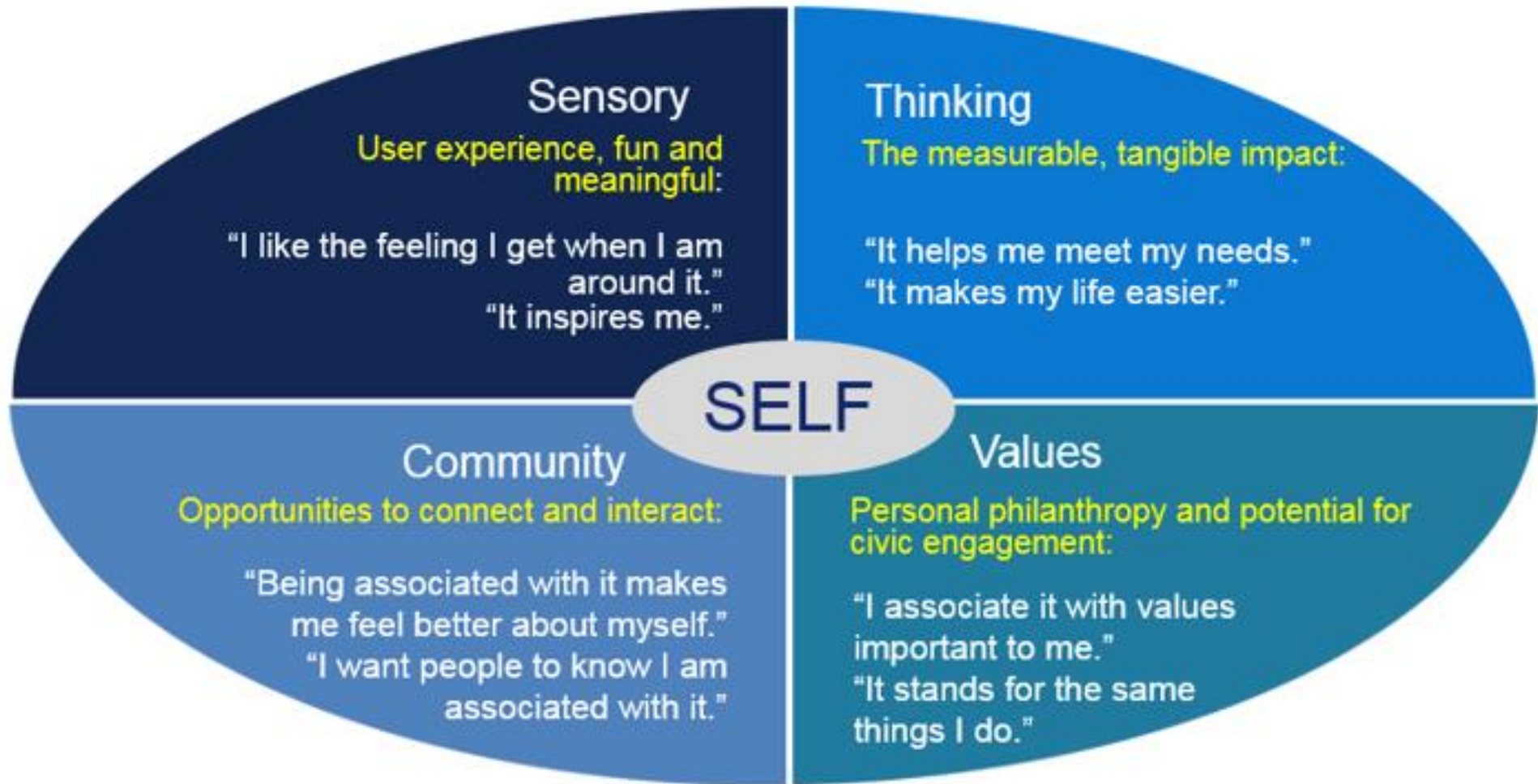


A TIME FOR EMPATHY AND INCLUSION

Businesses get relatively good marks for helping parents with children.

But they get lower marks for supporting those experiencing financial pressures.

HOW TO STAY RELEVANT



10 THINGS YOU CAN DO

1. Survey
2. Social listening
3. Purpose
4. Thought leadership
5. Virtual experiences
6. Governance
7. Inclusion
8. Podcasts
9. Document/capture
10. Innovate



The background of the slide features several stylized, glowing virus particles in shades of teal and blue, set against a dark, textured background. The particles vary in size and focus, with the largest one in the center being the most prominent.

THANK YOU

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