

# INS*i*GNIA

Crisis management training, planning & consultancy

## COVID-19: how to protect your reputation in a crisis

Jonathan Hemus, April 28

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# Jonathan Hemus, founder and managing director



INSIGNIA

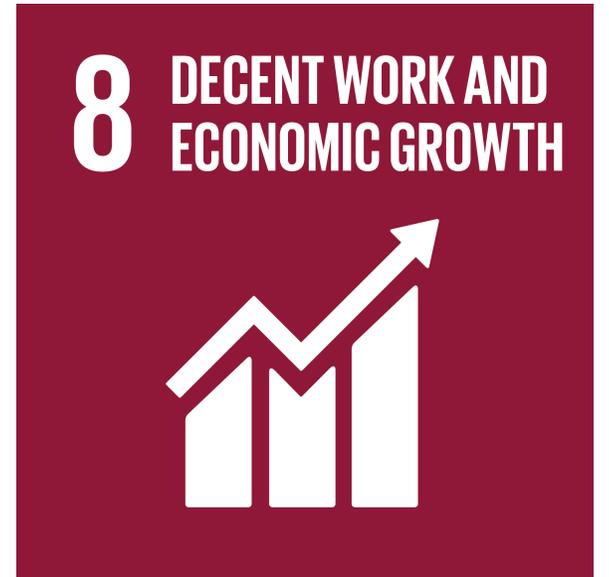
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# Insignia's purpose

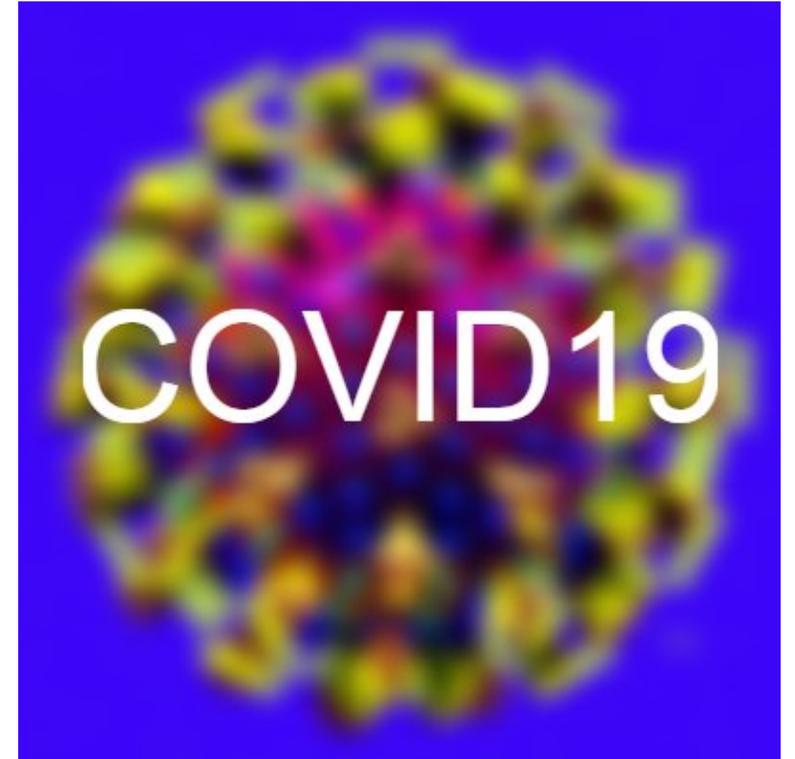
Insignia's purpose is to end the needless devastation to people's lives and livelihoods as a result of mishandled crises. We want all business leaders to have the culture, capability and confidence to prevent or overcome crises so they avoid harm to lives, jobs, communities, reputation and financial value.

Our purpose supports one of the United Nations' 17 Global Goals for sustainable development, '*decent work and economic growth*'.



# Webinar agenda

- Retaining stakeholder trust
- Promoting products and services
- Avoiding secondary trauma



It takes 20 years to build a

**REPUTATION**

and 5 minutes to ruin it. If you

**THINK**

about that, you'll do things differently

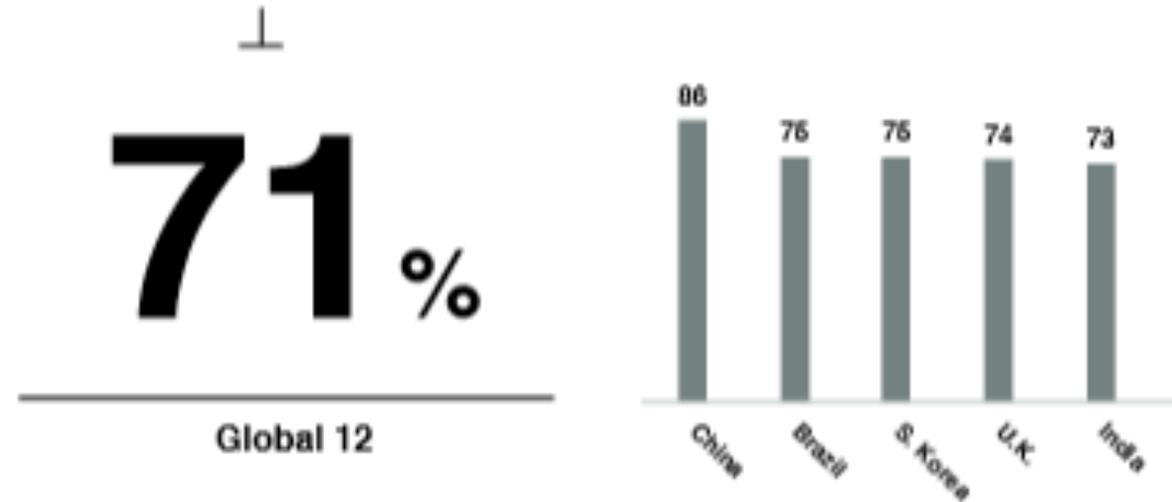


# Will you build or lose trust?

## FUTURE OF BRAND TRUST AT RISK

Percent who agree

Brands and companies that I see placing their profits before people during this crisis will lose my trust forever



## Coronavirus: Sports Direct urged to send workers home

26 March 2020



Coronavirus pandemic



# PPE including gowns and masks running out, admits UK government

400,000 gowns arriving in UK on Sunday, as unions warn frontline staff may walk out over shortages

- [Coronavirus - latest updates](#)
- [See all our coronavirus coverage](#)

[Home](#) > [News](#) > [Article](#)

## Morgan Sindall Construction defends workforce on new Fenland school building site over social distancing

## Concerns as several residents die at Lennoxton care home amid suspected coronavirus outbreak

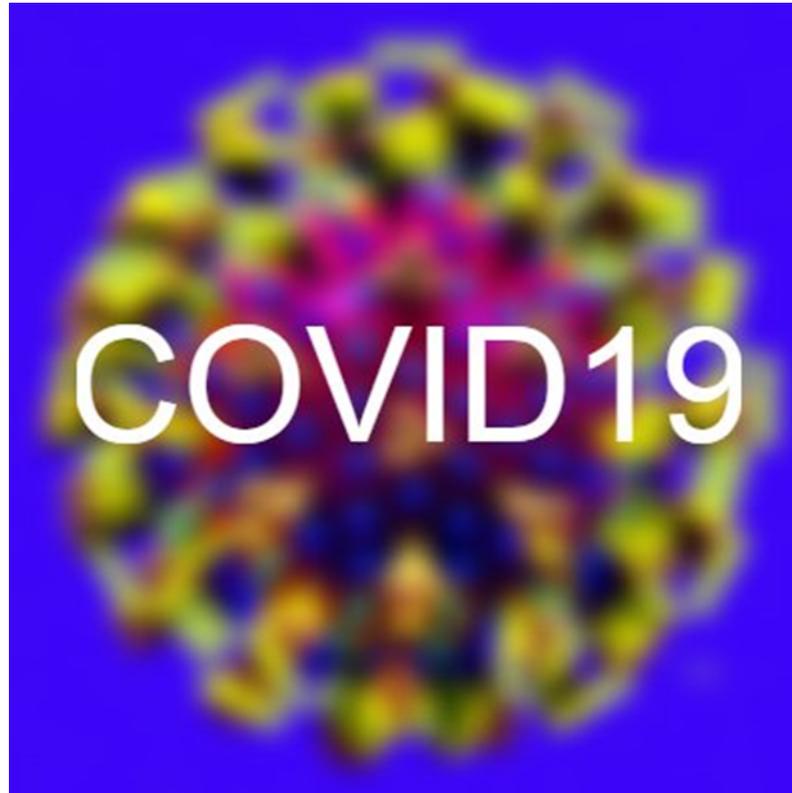
Staff at the care home have raised fears about a lack of PPE equipment and claimed new residents continue to be admitted to the home

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# Retaining stakeholder trust



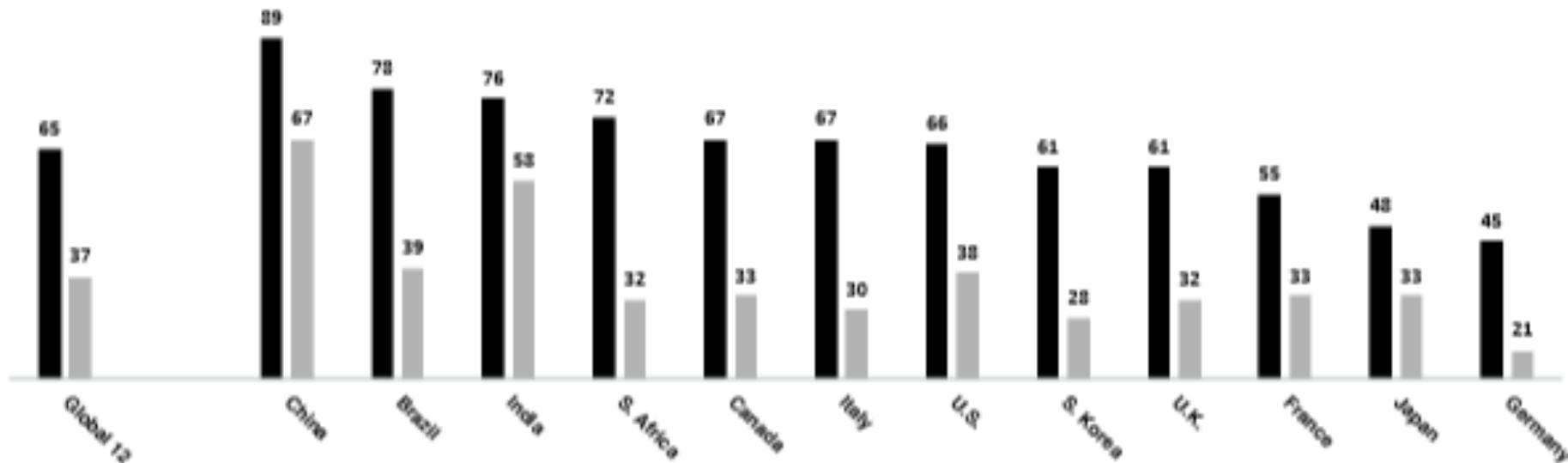
# Customers want you to communicate

## COMMUNICATIONS ABOUT BRAND RESPONSE TO PANDEMIC PROVIDING COMFORT AND REASSURANCE

Percent who agree

■ Hearing from brands I use about what they are doing to respond to the pandemic is comforting and reassuring to me

■ All of the communications I am getting from brands about the virus are just adding to my anxiety and concern



# Employees want you to communicate

**63%**

I would like my employer to **share information** about the coronavirus at least daily

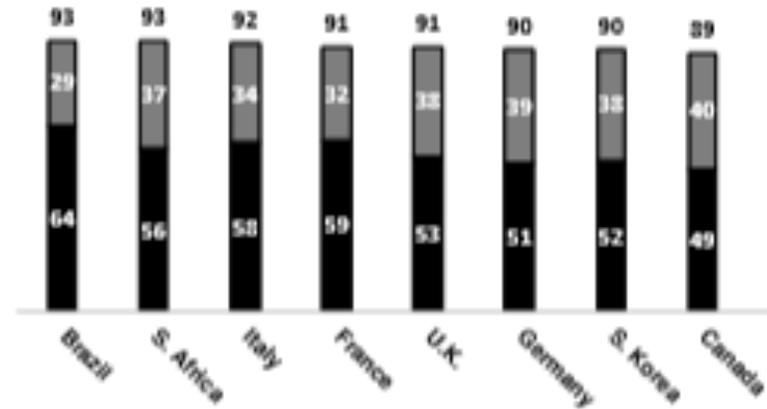
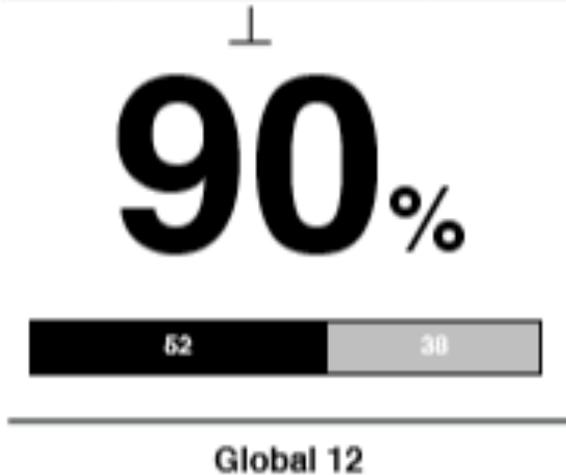
# People expect you to care for your employees

## PROTECT EMPLOYEES AT ALL COSTS

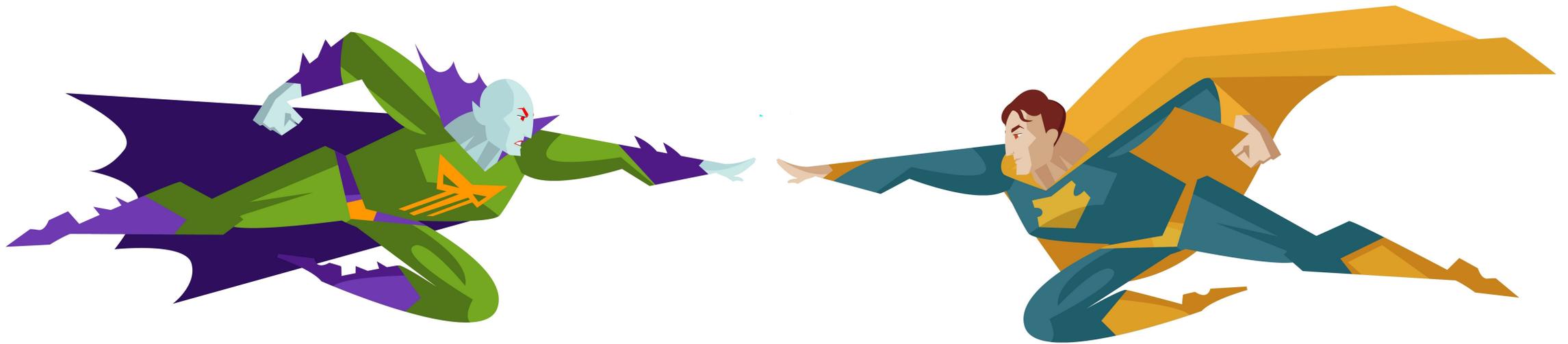
Percent who want this from brands

■ Brands must do this to earn or keep my trust □ I hope brands will do this, but there is no obligation

Brands must do everything they can to protect the well-being and financial security of their employees and their suppliers, even if it means suffering big financial losses until the pandemic ends



# Communication objectives – how do you want to be remembered?



# UK Car Insurance Firm Admiral Announces Customer Refunds And Support For Key Workers



Kevin Pratt Forbes Staff  
Advisor UK Contributor Group ©



# Sports Direct hikes prices on sports equipment following store U-turn

By PRESS ASSOCIATION

**PUBLISHED:** 08:32, 24 March 2020 | **UPDATED:** 18:48, 24 March 2020



Mike Ashley's Sports Direct has hiked prices by more than 50% on some sports equipment on Tuesday in the wake of the coronavirus pandemic, according to internal documents seen by the PA news agency.

# Communication principles

- Say **and do** the right things
- Communicate transparently – be honest
- Communicate frequently
- Communicate across multiple formats and channels
- Create forums for people to ask questions/get additional information
- Brief the front line
- Equip managers to brief/answer staff questions
- Acknowledge you don't have all the answers



# Identify, prioritise and stay close to your stakeholders

- Employees
- Customers
- Suppliers
- Business partners
- Investors
- Community



# Understand the context

- What expectations do your stakeholders have of you?
- What do your values dictate?
- Put yourself in their shoes
  - Uncertainty
  - Fear
  - Heightened anxiety and emotions

# Your 3 message themes

- Empathy
- Reassurance
- Guidance
- Actions

# Communication Material Checklist

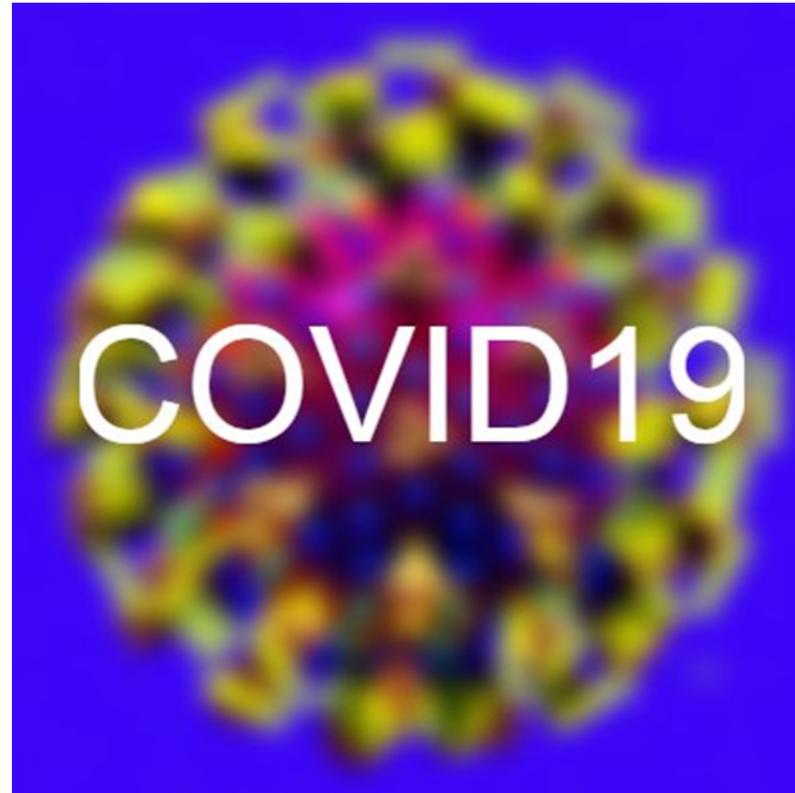
Is this piece of communication:

- Empathetic
- Sensitive?
- Human?
- Clear and simple?
- Straight forward?
- Practical?
- In line with our values?
- Are messages substantiated?

# Ask, listen, check



# Promoting products and services



# Focus communication on solutions

## FOCUS YOUR MESSAGES ON SOLUTIONS

Percent who want each from brands

■ Brands must do this to earn or keep my trust    □ I hope brands will do this, but there is no obligation

Focus advertising on how the products and services can **help people cope with pandemic-related life challenges**

⊥  
**84%**



Only talk about the products in ways that **show they are aware of the crisis** and the impact it is having on people's lives

⊥  
**77%**



# Focus on products that can help

## PRODUCE PRODUCTS THAT CAN HELP

Percent who want each from brands

Brands must do this to earn or keep my trust  I hope brands will do this, but there is no obligation

Shift to producing products that **help people meet the challenges**

89%

44

45

**Offer free or lower-priced products** to health workers, high-risk individuals and those whose jobs have been affected

89%

42

47

Percent who agree

I am just not paying attention to new products right now **unless they are designed to help me with my pandemic-related life challenges**

54%

# You must communicate what you are doing

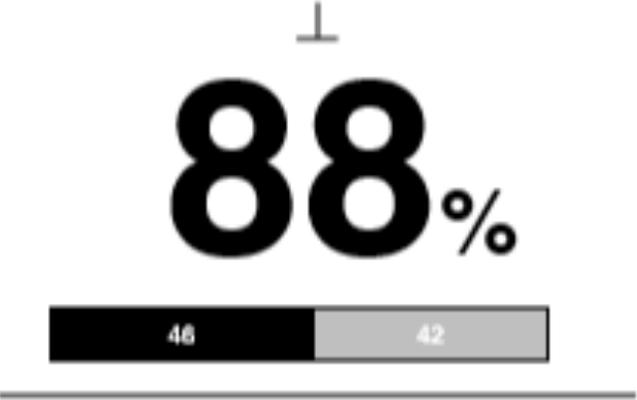
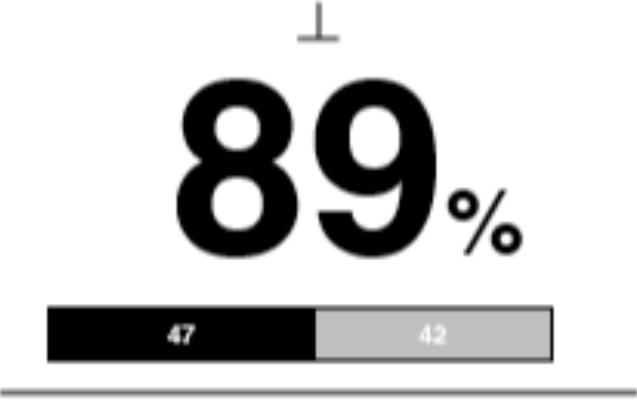
## COMMUNICATE HOW YOU'RE HELPING

Percent who want each from brands

Brands must do this to earn or keep my trust  I hope brands will do this, but there is no obligation

Keep the public fully informed regarding how the **brand is supporting and protecting their employees and customers**

Keep the public fully informed regarding **changes in how the brand is operating** and in how to gain access to its products and services



# Should I communicate?

- Compared with business as usual, is your product or service currently:
  - More relevant/useful (e.g. video conferencing)
  - Equally relevant/useful (e.g. food stores)
  - Less relevant/useful (e.g. online clothing retailers)
  - Not at all relevant/useful (e.g. restaurants)
- Is now the best time to communicate?
  - Are customers in the mood to buy?
  - Can they afford to buy?

# Zoom

zoom

SOLUTIONS ▾

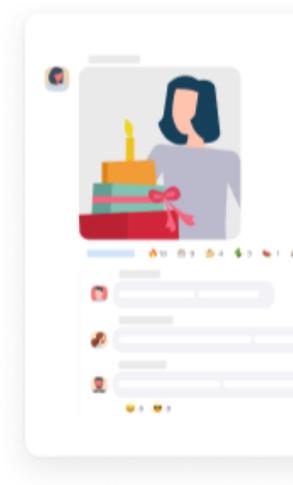
PLANS & PRICING

CONTACT SALES

[JOIN A MEETING](#)

## Support during the COVID-19 pandemic

This site is here to help you most effectively use Zoom as we all navigate the coronavirus pandemic.

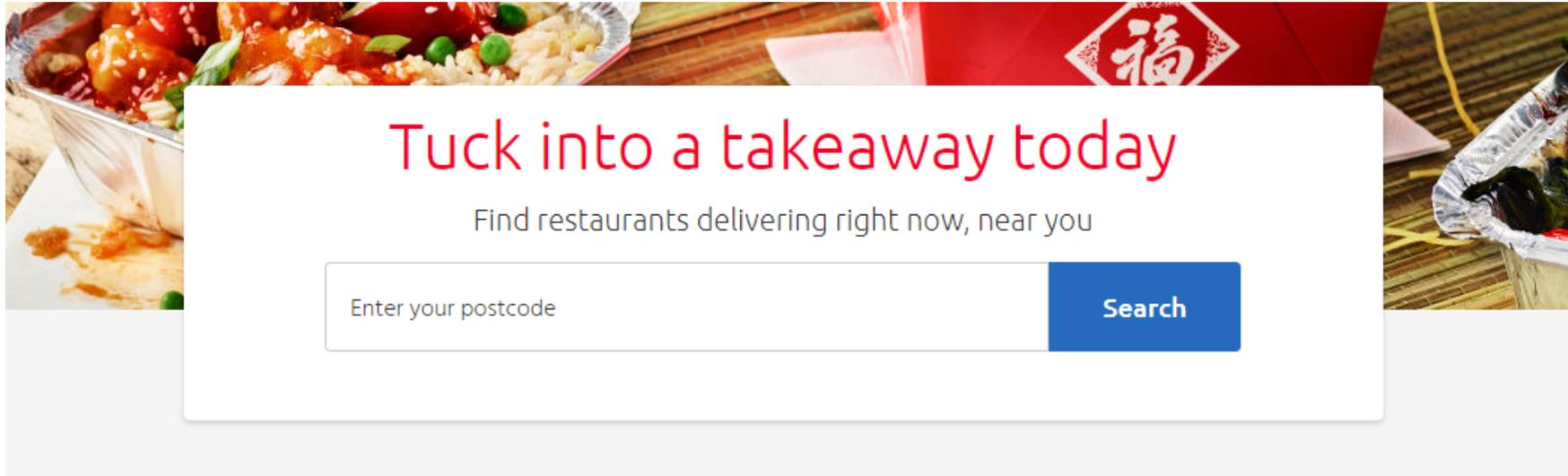


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# Just Eat



Tuck into a takeaway today

Find restaurants delivering right now, near you

Enter your postcode

Search



For all NHS staff

25% off

[Get your discount](#)

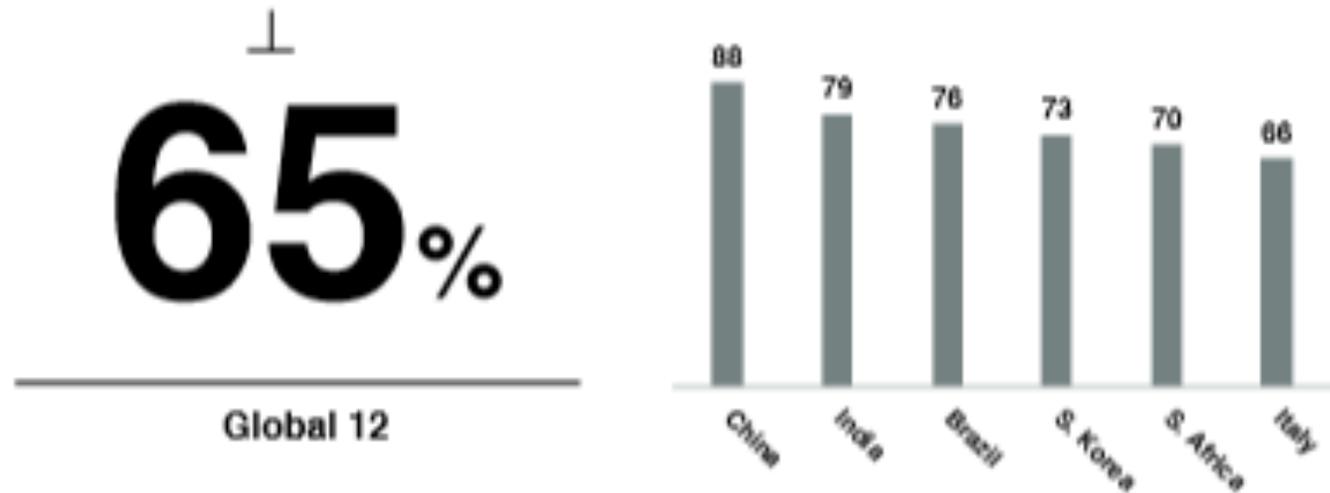


# The impact is long lasting

## BRANDS' RESPONSE TO PANDEMIC WILL INFLUENCE FUTURE PURCHASE

Percent who agree

How well a brand responds to this crisis will have a huge impact on my likelihood to buy that brand in the future

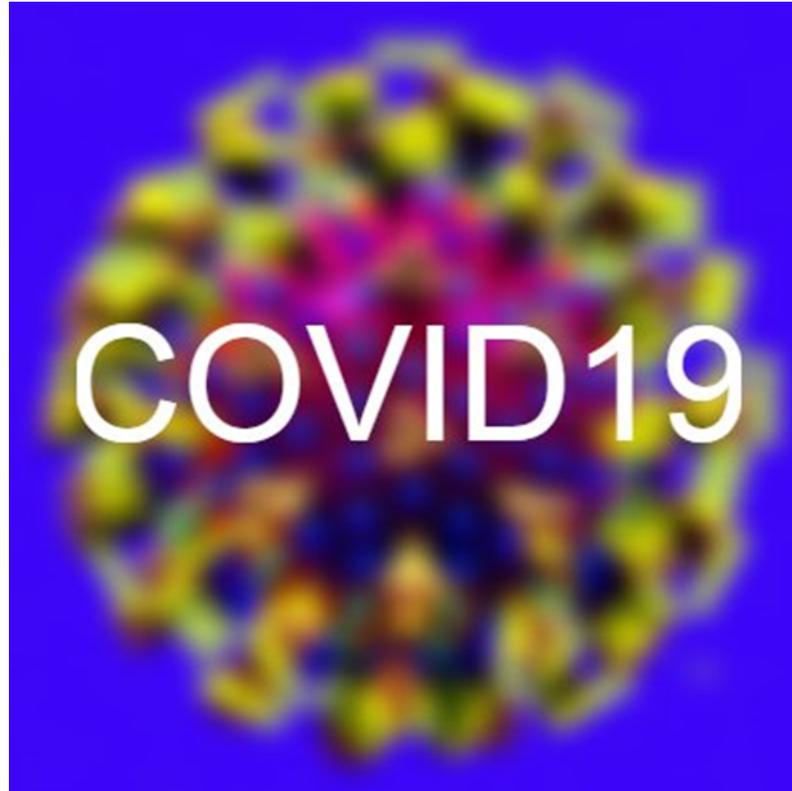


# How should I communicate?

- With deep empathy for your customers (in their shoes)
- Explicit recognition of the COVID-19 context
- Focus on helping not selling
- Appropriate tone of voice – human, sensitive, understated
- With courtesy, respect and humility
- With generosity



# Avoiding secondary trauma



# Tim Harford: why we fail to prepare for disasters

Catastrophes such as coronavirus are all too predictable. What makes us do nothing in the face of danger?

## Coronavirus: 38 days when Britain sleepwalked into disaster

Boris Johnson skipped five Cobra meetings on the virus, calls to order protective gear were ignored and scientists' warnings fell on deaf ears.

Failings in February may have cost thousands of lives

## THE PANDEMIC ISN'T A BLACK SWAN BUT A PORTENT OF A MORE FRAGILE GLOBAL SYSTEM

By Bernard Avishai

April 21, 2020



# Planning for reputational resilience ahead of COVID-19 wave 2 and/or a secondary crisis

- Structured review of lessons learned from current crisis
- Identify actions to enhance your preparedness
- Risk assessment (against the new context)
- Update (or create) your crisis management plan
- Brief and train

# Contact Details

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