Remaining Relevant Amidst a Global Health Crisis – Part 3

W2O’s Corporate Relevance Model Helps Organizations Stay Attuned & Ahead
Covering Activity from January 1, 2020 – April 10, 2020
Our Third Report in the Series...

...updates our previous two COVID-19 Relevance Reports with data through April 10 and incorporates a U.S. state and local perspective
What Are We Learning After Two More Weeks?

Relevance Doesn’t Necessarily Indicate the Most Revered:
Even when somewhat mitigated by voluntary executive pay cuts, news of mandatory employee salary reductions or furloughs is starting to spur negative coverage and conversation. Where CEOs foregoing their salary was met with praise six weeks ago, similar more recent announcements are being seen in some cases as too little, too late.

Be Global, But Act Local:
Enterprises that recognize the role they play in the global economy—while also remaining connected to the local communities they operate in—are seeing strong gains in relevance.

Being Mindful of and Responsive to Diversity Has Never Been More Important:
As the virus continues to spread, so too does the concern about how the pandemic is affecting minorities, exposing deep and long-standing issues about health and healthcare equality. Cost of care and access are two issues that we expect to gain significant traction and directly impact corporate relevance in the coming weeks.

Relevant Brands Are Balancing Engagement:
Brands are weighing the opportunity cost for when the right moment or what the right approach will be to re-engage consumers. Those that are tapping into the current social/cultural urgency while being sensitive to the current environment are connecting in a stronger way.

Brands That Can Assess, Adapt and Act are Gaining Relevance:
Brands that are finding ways to quickly assess needs and how they can contribute, adapting their existing business model to meet the need and then moving to action are demonstrating growing relevance.
Before Diving Into the Last Two Weeks, Let’s Recap What We Mean by Relevance
Companies That Are Relevant Behave Differently and Solicit Different Stakeholder Engagement

**Relevance**

- a data-driven, agile way of thinking and operating that is attuned to societal and cultural currency

**Relevance**

- **A One-dimensional Measure:** it is multi-dimensional, multi-directional, multi-source and multi-audience
- **Only Impressions or Media Mentions:** it is not only about the number of articles or mentions in coverage
- **Only Quantity of Content:** producing the most content, shares or engagement does not make you relevant
Relevance Maps and Closes the Gap Between...

...what **companies** need to say, want to say, and are saying

- Digitally attuned to stakeholder discussion, wants, needs
- Topical, timely
- Interesting

...what **stakeholders** want from, and are saying about, the company

- Genuine
- Bold, provocative platform
- Differentiating
- Disruptive

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Relevance: Taps into Cultural, Society, Political Currency & Urgency

- Policy/Politics
- Technology
- Cultural & Generational

Company Expertise
- Capabilities
- Lines of Business
- Future Growth

Stakeholder Expectations
Understanding (and Measuring) Relevance

Relevance Companies Are:

Thought About

Engaged With & Talked About

Believed In

Measuring Relevance Accounts For:

Core Signals

Search Interest

Key Stakeholder Engagement & Discussion

Key Stakeholders

Patients
HCPs
Employees
Researchers
Advocacy Groups
Financial Analysts
Policy Makers
Healthcare Ecosystem

Advocating for the Company’s Positioning

Patients
HCPs
Employees
Researchers
Advocacy Groups
Financial Analysts
Policy Makers
Healthcare Ecosystem
How Has the Media Narrative and Engagement Evolved Over the Last Two Weeks?
COVID-19 Continues to Dominate the Media Narrative

Generating 187 million shares – a 222% increase – and eclipsing everything else (only 7.5% of sharing during this period was unrelated to COVID-19)

Shares as a measure of what’s capturing attention and what people feel strongly enough about to amplify

87% of all shares since January 1, 2020, were related to COVID-19

January 1, 2020 – April 10, 2020, 212,000 articles, 516 million shares on Twitter, Facebook, Reddit. Based on a media outlet white list of 150 US publications
As the Pandemic Evolves, New Topics Emerge

Shares as a measure of what’s capturing attention and what people feel strongly enough about to amplify

So What?

In two weeks, the range of COVID-19 related topics continues to splinter.

We now see the emergence of new topics such as the disproportionate effect on minority populations and a sharper focus on containment.

January 1, 2020 – April 10, 2020, 135,000 articles, 449 million shares on Twitter, Facebook, Reddit. Based on a media outlet white list of 150 US publications.
Increasingly, Local Relevance Is on the Rise
Certain States Have Been Driving Digital Engagement, With Articles Garnering 282 Million Shares Over the Last Two Weeks

Shares as a measure of what’s capturing attention and what people feel strongly enough about to amplify

<table>
<thead>
<tr>
<th>Topic Rank</th>
<th>Most Shared</th>
<th>Least Shared</th>
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<tbody>
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<tr>
<td>8</td>
<td>Michigan</td>
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<td>Florida</td>
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<td>5</td>
<td>Illinois</td>
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<td>Texas</td>
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<td>3</td>
<td>Louisiana</td>
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<tr>
<td>2</td>
<td>New York</td>
<td></td>
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<tr>
<td>1</td>
<td>California</td>
<td></td>
</tr>
</tbody>
</table>

January 1, 2020 - April 10, 2020, 1.2 million articles, 442 million shares on Twitter, Facebook, Reddit. Based on more than 11,000 traditional online media outlets.
Local News Organizations Have Been Hit Hard, yet Remain a Vehicle for State and Local Governments

COVID-19 Volume of US Media Coverage - **Local** vs. **National** Outlets

- Companies **scaling back advertising**
- Reporters **getting sick**
- Papers **cutting/furloughing staff/cutting pay**
- Outlets **strapped for resources**, can't film content
- **Smaller papers especially hard** hit, but larger **local outlets, and regional publishers** impacted too

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**Cleveland Daily Newspaper Reduced to 4 Union Journalists**

**Associated Press**

**Gannett newspaper chain to furlough journalists**

**SoCal Newspaper Chain Furloughs Dozens Of Workers — And Broader Layoffs Could Be Coming**

**U.S. Local News Outlets Need Government Rescue: Lawmakers, Trade Groups**

**The New York Times**
Which Local Outlets Are Driving Engagement?

**WA - Top Local Outlets by Coverage Volume**

- Seattle Times: 1,698
- Seattlepi: 1,514
- Yakima Herald-Republic: 1,221
- The Olympian: 982
- The News Tribune: 875

**CA - Top Local Outlets by Coverage Volume**

- SFGate: 2,113
- San Francisco Chronicle: 1,037
- Fresno Bee: 932
- Los Angeles Times: 650
- The Sacramento Bee: 585

**TX - Top Local Outlets by Coverage Volume**

- Houston Chronicle: 2,055
- San Antonio Local News: 2,029
- San Antonio Express-News: 851
- Austin-American Statesman: 190
- Gulf Morning News: 157

**FL - Top Local Outlets by Coverage Volume**

- Miami Herald: 1,050
- Sarasota Herald-Tribune: 514
- Bay News 9: 378
- Orlando Sentinel: 337
- News 13 Orlando: 334

**NY - Top Local Outlets by Coverage Volume**

- The New York Times: 1,945
- Newsday Long Island NY: 813
- NEWS10 ABC New York: 441
- New York Daily News: 426
- Newsday New York: 345

**MI - Top Local Outlets by Coverage Volume**

- ClickOnDetroit: 543
- Record-Eagle: 454
- MLive: 346
- The Detroit News: 319
- The Detroit Free Press: 244

**IL - Top Local Outlets by Coverage Volume**

- The Southern Illinoisan: 2,351
- The Chicago Tribune: 1,247
- Kankakee Daily Journal: 1,016
- ABC7 WLS Chicago: 573
- The Chicago Daily Herald: 471
In Addition to State/Regional Publications, Governors and Mayors Are Generating High Engagement

State and local governments, health experts and policy makers on the frontlines of the pandemic are rising as a new class of health champions—driving key decisions and serving as authorities for both local and national media.

"We Don't Have a King.' Gov. Cuomo Pushes Back on Trump's Claim of 'Total' Authority"

"Death toll and confirmed COVID-19 cases rise sharply as Gov. Lamont warns state: ‘We’re on our own’"
Governors Are Engaged, Vocal, and Driving the Agenda

In mid-March, governors became more proactive in dictating policy, often leading or challenging the federal government’s recommendations. As a result, they began driving the conversation and increasing their visibility among engaged audiences.

- Gov. Gavin Newsom issues the first statewide “Stay at Home” order despite a lack of federal guidance.
- Gov. J. D. Pritzker publicly blasts Pres. Trump for screening regulations causing unsafe crowds at airport.
- Gov. Jay Inslee bans large gatherings in Seattle, the most stringent measures in the country at that point.
- Gov. Andrew Cuomo named most trusted leader in America on coronavirus, criticizes stimulus package as terrible for the state.
- Gov. Ron DeSantis orders statewide lockdown after receiving criticism.

Governors Generating the Most Engagement

- Andrew Cuomo
- Gavin Newsom
- Gretchen Whitmer
- J.B. Pritzker
- Phil Murphy
- Ron DeSantis
- John Bel Edwards
- Greg Abbott
- Jay Inslee
Local Policy-Oriented Issues Are Beginning to Emerge, but Employment Concerns Continue to Dominate

Ongoing concerns about state budgets have become a more prominent, and concerns about programs like Medicare and Medicaid have begun emerging. Medicaid conversation is seeing an increase as job losses and unemployment claims have skyrocketed.

$2.2T congressional relief bill gets signed into law, driving discussion about corporate bailouts and individual payments.

Unemployment claims increase to all-time high of 6 million.

### Most Common 3-Word Phrases (Policy Subtopics)

<table>
<thead>
<tr>
<th>Phrase</th>
<th># of Mentions</th>
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</thead>
<tbody>
<tr>
<td>Coronavirus live updates</td>
<td>989</td>
</tr>
<tr>
<td>Paid sick leave</td>
<td>976</td>
</tr>
<tr>
<td>Virus rescue bill</td>
<td>857</td>
</tr>
<tr>
<td>Punch state budgets</td>
<td>793</td>
</tr>
<tr>
<td>Helping families cost</td>
<td>782</td>
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<tr>
<td>Coronavirus deals financial</td>
<td>778</td>
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<tr>
<td>States turn cash</td>
<td>682</td>
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<tr>
<td>Coronavirus strains budgets</td>
<td>661</td>
</tr>
<tr>
<td>Fact check Trump</td>
<td>641</td>
</tr>
</tbody>
</table>
Mayors Are Also Engaged, Vocal and Driving the Local Agenda

Issues that mayors are most involved with include canceling local events, voting issues and safety, enforcing shelter in place and other efforts to prevent transmission.

- **3/11**: San Francisco Mayor London Breed announces ban on large gatherings including no fans for March Madness.
- **3/16**: Chicago Mayor Lori Lightfoot cancels St. Patrick’s day parade.
- **3/27**: Surge in cases impacting local hospitals; lack of social distancing prompts mayors to close parks and trails.
- **3/12**: San Francisco Mayor London Breed in accordance with the health department issues orders Shelter in Place.
- **4/2**: NY Mayor Bill De Blasio implores residents to wear masks in public along with other mayors across the country.
- **3/6**: Austin Steve Mayor Adler announces cancellation of SXSW.

Volume of Earned Media Coverage

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<thead>
<tr>
<th>Date</th>
<th>Earned Media Coverage</th>
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<td>2020-04-09</td>
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</table>
Local Engagement is Needed More Than Ever – The Bar is Even Higher to Break Through

How can companies leverage local engagement to drive relevance?

<p>| | | |</p>
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<tbody>
<tr>
<td>1</td>
<td>Calibrate a <strong>unique and precise approach</strong> based on market dynamic, environment—all markets are not created equal</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>Lean into <strong>analytics</strong> to get ahead of local trends to peg, and to prioritize outreach to the most <strong>influential</strong> local story tellers</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>Think <strong>beyond traditional media</strong>—including local advocacy, government offices, influencers as appropriate</td>
<td>7</td>
</tr>
<tr>
<td>4</td>
<td>Recognize the <strong>rise in “service journalism”</strong></td>
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Which Companies Are Most Relevant to Key Stakeholders on COVID-19

Covering January 1 – April 10, 2020
The Anatomy of Relevant Companies During COVID-19

1. **ACTIONS ARE LOUDER THAN WORDS**
   Companies focused on benevolent actions aligned with their value and purpose more than a marketing message are resonating at a higher frequency.

2. **BROADENING RESPONSE INITIATIVES**
   Pledges and donations continue to increase by an order of magnitude. And, companies that manage the needs of their ecosystem—from employees to patients to physicians—fare better on overall relevance.

3. **COMPANIES DUG IN FOR THE LONG HAUL**
   Companies are effectively balancing both short-term stakeholder needs and long-term contingent thinking.

4. **TRANSPARENCY IS A MUST**
   Companies in healthcare are embracing increased transparency around their scientific journey and stakeholders are appreciating the approach.

5. **PARTNERSHIPS DRIVE INNOVATION**
   Companies partnered in unexpected, cross-industry collaborations (and collaborations with stakeholders) are leading to better and faster innovations.

6. **PIVOTING WITH AGILITY**
   Companies are being applauded for pivoting manufacturing operations with wartime-like agility and scale to design new products or adapt existing products to manufacture masks, ventilators, and other PPE.
## Who Is Most Relevant and Why in This Third Report?

Covering January 1 – April 10, 2020

### Other Industries

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Up/Down</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Facebook</td>
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<tr>
<td>2</td>
<td>Microsoft</td>
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<td>3</td>
<td>Amazon</td>
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<tr>
<td>4</td>
<td>Apple</td>
<td>▼ 1</td>
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<tr>
<td>5</td>
<td>Costco</td>
<td>▲ 1</td>
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<tr>
<td>6</td>
<td>Google</td>
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<tr>
<td>7</td>
<td>Chevron</td>
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<td>8</td>
<td>Energy Transfer</td>
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<tr>
<td>9</td>
<td>United Airlines</td>
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<tr>
<td>10</td>
<td>Nike</td>
<td>▲ 9</td>
<td>New to top 10</td>
</tr>
</tbody>
</table>

- **Do Good, Be Authentic, Be Solution-Oriented:** Many companies are making significant efforts, but those that do it in a way that leverages their brand ethos garner more relevancy with key stakeholders. Brands that attempt to create solutions for new and evolving real-world problems, are well-received.

- **Balancing People With Profits Is Critical to Driving Relevance:** With Q1 earnings being released, there is increased scrutiny on companies that are reducing or furloughing staff. Companies that are seen as taking care of their employees first are generating strong engagement.

### Healthcare

<table>
<thead>
<tr>
<th>Rank</th>
<th>Company</th>
<th>Up/Down</th>
<th>Notes</th>
</tr>
</thead>
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<tr>
<td>1</td>
<td>Roche</td>
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<td>3</td>
<td>Sanofi</td>
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<td>7</td>
<td>Abbott</td>
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<td>Henry Schein</td>
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<td>9</td>
<td>Regeneron</td>
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- **Be Global, Act Local:** While global efforts have been driving positive relevance in past weeks, companies that show they are working hard to positively impact the local communities in which they operate are seeing higher relevance.

- **Be A Good Neighbor by Extending Your Expertise and Network:** Companies that leverage their skills and supply chains beyond the development of its core products see stronger stakeholder engagement.

- **Relevance Doesn’t Necessarily Indicate the Most Revered:** Even when somewhat mitigated by voluntary executive pay cuts, news of mandatory salary reductions or furloughs is starting to spur negative engagement.
## Who’s Gaining Relevance?*

<table>
<thead>
<tr>
<th>Company</th>
<th>What They Did</th>
<th>What It Delivered</th>
</tr>
</thead>
</table>
| Novo Nordisk    | • Novo Nordisk labs began analyzing COVID-19 tests to meet the demand of testing capabilities. Employees volunteered to work weekends and over the Easter holiday to increase testing volume, specifically for hospital workers.  
• In Denmark, through its foundation, Novo Nordisk partnered with Carlsberg Foundation to donate 17.7 Million DKK to ramp up the emergency production of ethanol to aid in creation of critically needed disinfectants. | • Novo Nordisk’s relevance is up 12%.  
• Testing news was met with positive reactions on social media.  
• The announcements on Novo Nordisk Foundation owned social channels were shared over 1.3K times. |
| Henry Schein    | • Henry Schein developed a rapid COVID-19 antibody test that processes samples in 15 minutes; the company plans to roll out millions of tests.                                                               | • Henry Schein’s relevance is up 15%.  
• Coverage received over 20K shares across major news outlets.  
• The company’s stock price increased by 1%.                                                                                                                                 |
| Boston Scientific | • Boston Scientific reduced and employee wages 20% for 90 days for 36K employees globally and moves to a 4 day work week for many workers after major decrease in elective surgeries results in decreased profits.  
• CEO, Mike Mahoney, forgoes 99% of his base salary for the next 9 months while other executives see their pay cut by 50%.  
• Announced efforts to collaborate with universities and hospitals to meet demands for PPE and ventilators while halting catheter manufacturing. | • Relevant, but not Revered: Boston Scientific’s relevance is up 5%.  
• News coverage of salary cuts resulted in nearly 2,000 shares; notable outlets include The Boston Globe and STAT.  
• Announcement of PPE and ventilator collaborations is met with positive social shares of owned content. |

*Relevance does not necessarily mean revered. Negative news can temporarily make you relevant for all of the wrong reasons.
Outside of Healthcare, Companies That Engaged Stakeholders Through Creative Means Drove Strong Relevance*

<table>
<thead>
<tr>
<th>Company</th>
<th>What They Did</th>
<th>What It Delivered</th>
</tr>
</thead>
</table>
| Nike | • Nike continued to release content for its campaign, “Play for the World,” encouraging people to #PlayInside, and features athletes and everyday people working out at home.  
• Nike began creating and distributing custom PPE (face shields) to local Oregon hospitals. | • Relevance increased by 2% in 2 weeks.  
• #Playfortheworld video, released on April 8, generated over 19.6M views on Instagram, 200K views and 1.5K shares on Twitter  
• News coverage generated over 200K shares. Coverage in sneaker outlet, Sneaker Freaker, with a readership of 582K unique monthly visitors generated 179K shares. |
| P&G | • P&G announced plans to increase production of hand sanitizer to 45K liters a week and produce unbranded facemasks to help meet global demand.  
• Dedicated social media presence to coronavirus efforts, using #SteppingUp to detail how they are meeting consumer & employee needs.  
• Launched a #DistanceDance effort on TikTok. | • Relevance increased 2% in two weeks.  
• News coverage results in over 45K shares, with owned content being the most shared.  
• #SteppingUp has been used nearly 2.5K times on twitter during March 27 – April 10; #DistanceDance garnered 8.7 billion views |
| GE | • GE employees at aviation factories faced mass layoffs & staged protests demanding the company allow them to build ventilators.  
• Announced it will team up with Ford to produce 500,000 ventilators in 100 days. | • GE’s relevance increased by 1% in two weeks; score is on a steady rise over the last 6 weeks.  
• Coverage of protests results in over 500K news shares. Notable outlets covered the protests, including Vice, Rolling Stone and The Street.  
• News coverage of collaboration announcement results in 220K shares across top outlets including Fox, CNBC & Reuters. |

*Relevance does not necessarily mean revered. Negative news can temporarily make you relevant for all of the wrong reasons.
## Honorable Mentions for Hitting the Relevance Mark

<table>
<thead>
<tr>
<th>Company</th>
<th>What They Did</th>
<th>What It Delivered</th>
</tr>
</thead>
</table>
| IKEA    |   • IKEA is using its vast supply chain to produce masks, hand sanitizer, visors, and aprons with plans to deliver more than 1 million critical supplies.  
   • IKEA also began using some of its closed facilities as coronavirus drive through testing sites.  
|         |   • News coverage has been overwhelmingly positive with over 200K shares from outlets including Fresh Daily Canada, Reuters and Fast Company. |
| Airbnb  |   • Airbnb announced it will give $250M to help offset losses to hosts who experienced cancelations due to coronavirus.  
   • Airbnb executives take a 50% pay cut while its founder forgoes a salary for 6 months to help the company offset losses in revenue.  |   • Positive news results in top-tier outlets including Reuters, USA Today and TechCrunch. |
And Some That Missed the Relevance Mark

<table>
<thead>
<tr>
<th>Company</th>
<th>What They Did</th>
<th>What It Delivered</th>
</tr>
</thead>
</table>
| Ticketmaster | • Ticketmaster faces scrutiny after modifying its refund policy to only include event cancelations whereas it previously honored refunds for postponed events if fans could no longer attend the new date.  
• Ticketmaster claims their refund policy is the same; however, reporting in *The New York Times* uncovered images from their website prior to the change that refutes this claim. | • Negative media attention resulting in over 70K shares, including coverage in *The New York Times*. |
| Shipt (owned by Target) | • Delivery service app Shipt, owned by Target, cut worker’s pay for canceled orders in March, prompting outrage from workers who reported earning as little as .29 cents for orders canceled that they had already spent fulfilling.  
• Allegations against the company also include lack of PPE and paid sick leave being offered only after a worker had a positive coronavirus test, which is difficult to obtain due to testing limitations.  
• Outrage from workers was incensed after Target posted a 20% increase in sales after stay at home orders were issued and consumers found a convenient delivery service through the app. | • A mass protest of organized workers walked off the job, forcing the company to publicly address their concerns as media attention grew. Notable outlets that covered the strike include Salon, TechCrunch, Vice and Fox Business. |
What’s Driving Relevance in Europe?
How the Biggest Healthcare Movers Are Remaining Relevant in Europe

<table>
<thead>
<tr>
<th>Company</th>
<th>What They Did</th>
<th>What It Delivered</th>
</tr>
</thead>
</table>
| Novo Nordisk    | • Provided drugs for chronic diseases (diabetes) to vulnerable communities in the US.  
                 | • In Europe, the Novo Nordisk Foundation, the primary owner of Novo Nordisk A/S, pledged millions to research and help during COVID-19. 
                 | • Novo Nordisk also helped with COVID-19 testing in Denmark and supported disinfectant production by donating the materials (donating 20 tonnes of alcohol). | • Novo Nordisk Foundation’s pledge received high coverage in Denmark media, while company’s support with COVID-19 testing gets high coverage on social media. |
| Henry Schein    | • Cooperated with BioMedomics and BD to distribute COVID-19 antibody rapid blood test on a large scale. | • Very limited coverage in local (European) news outlets.                        |
| Boston Scientific| • Successfully supported the development of an emergency ventilator at an intensive 2 week workshop in Galway, Ireland. | • Local Irish news outlets focused on the rising demand for ventilators and praise the company’s efforts. |
How Are the Top Healthcare Companies Driving Relevance in Europe? – Part 1

<table>
<thead>
<tr>
<th>Company</th>
<th>What They Did</th>
<th>What It Delivered</th>
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| **AstraZeneca** | • Initiated CALAVI study to assess effectiveness of Calquence in COVID-19 in the US and Europe, and is working towards the fastest trial launch in its history.  
• AstraZeneca collaborated with GlaxoSmithKline by using Novacyt’s COVID-19 test to create a testing laboratory in Cambridge, UK. | • Positive coverage in European medical and industry publications, and social sharing.  
• Financial outlets report on investor excitement. |
| **Medtronic** | • Shared full design specifications for PB560 portable ventilator.  
• Ramped up production of ventilators in Galway, Ireland, aiming to be making 400 a week by the end of April. | • Positive coverage in Irish news outlets.  
• Social sharing focused on news that three large manufacturing companies have received Medtronic’s product design and started making ventilators. |
| **Abbott** | • Launched new rapid COVID-19 test run on small portable machine and plans to apply for European CE mark approval. | • Top-tier media outlets in the UK, France and Italy reported on the news in the context of demands for increased testing capacity. |
| **Roche** | • Announced late-stage clinical trials of Actemra (tocilizumab) starting in the US and Spain.  
• Made the formula of a key test component available to the Dutch government to help increase testing capacity. | • Social shares focused on promising results of Actemra already reported around the world.  
• Roche’s communications about its efforts to help increase testing capacity was met with some skepticism following the company’s initial refusal to make available the formula for a buffer used in its polymerase chain reaction-based COVID-19 tests. |
How Are the Top Healthcare Companies Driving Relevance in Europe? – Part 2

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<tr>
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<tr>
<td><strong>Novartis</strong></td>
<td>• Announced first European donation of hydroxychloroquine to Switzerland, followed by local regulatory authorities’ licencing of the drug for COVID-19</td>
<td>• Positive local Swiss coverage on the company supporting the country’s healthcare. • Top tier European publications expressed concerns about the effectiveness of the drug and welcome the launch of clinical trials.</td>
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<td><strong>Sanofi</strong></td>
<td>• Joined forces with GSK to develop a COVID-19 vaccine. • Sanofi and Regeneron started enrolling patients for the phase II/III Kevzara clinical trial in Italy, Spain, Germany, France, Japan, Canada and Russia.</td>
<td>• Extensive coverage in European and international media outlets, focusing on the companies’ vaccine manufacturing capacity.</td>
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<td><strong>Roche</strong></td>
<td>• Selected lead candidate for COVID-19 vaccine and will initiate human clinical studies by September 2020. Company highlights that the vaccine will be available on a non-profit basis. • Company launched “The Road to a Vaccine” online series about the ‘behind the scenes’ efforts to create a COVID-19 vaccine.</td>
<td>• Very limited coverage of the news in Europe.</td>
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<td><strong>Bayer</strong></td>
<td>• Donated 800K euros to the national health system in Spain and test equipment worth 100K euros to public research institution Consejo Superior de Investigaciones Científicas. • Offers paid leave to staff who wish to volunteer their expertise to health authorities in Spain.</td>
<td>• Social sharing on the aid package provided to Spain. Users commented positively on the company’s contributions to the fight against the pandemic. • Local Spanish and German outlets reported on the news.</td>
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Honorable Mentions for Hitting the Relevance Mark in Europe

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<td>Accord</td>
<td>• Accord donated 2M hydroxychloroquine tablets and 2M tablets of the matched placebo to COPCOV study, led by the University of Oxford.</td>
<td>• European medical publications positively highlight the scale of the trial and the scientific approach.&lt;br&gt;• News about the trial and Accord’s contribution was picked-up by mainstream outlets such as The Daily Mail.</td>
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<td>Randox Health</td>
<td>• Randox stopped selling testing kits to the public and offered supply to UK government. Free testing kits provided to NHS staff in Northern Ireland.&lt;br&gt;• Announced cooperation with UK government to develop a new COVID-19 testing programme which will be offered to all NHS staff.</td>
<td>• Strongly positive coverage in local Northern Irish outlets including Irish News and Irish Times.&lt;br&gt;• Social media users responded positively to the company’s decision to stop selling tests privately.</td>
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<td>Novacyt Group</td>
<td>• Anglo-French biotechnology group received WHO approval for its rapid test for coronavirus to be fast-tracked for emergency use. Company increases test kit production to meet rising demand.&lt;br&gt;• Supports UK’s efforts to increase testing by establishing new testing laboratory in Cambridge, UK, with AstraZeneca, GSK and the University of Cambridge.</td>
<td>• International and European outlets including Reuters, Bloomberg and CNBC reported on the news and on the related increase in Novacyt’s share price.&lt;br&gt;• Company’s support in UK COVID-19 testing was covered by ITV and generated social conversation among UK Twitter users.</td>
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### Beyond Healthcare, What Is Driving Relevance in Europe?

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| Arago, a German automation company | • Arago, a German automation company has partnered with 130 members across more than seven European countries to create the Pan-European Privacy-Preserving Proximity Tracing (PEPP-PT) initiative.  
  • PEPP-PT is an app that can help you track if you have been in close proximity to someone with the virus.  
  • All information is anonymous and complies with European data and privacy regulations. | • The app is still in development but the idea has been welcomed in Germany and has several corporate members signed up already including a wealth of universities and Vodafone. |
| Eventcare | • Eventcare created the ‘Quarantainer’ in Utrecht, Holland, a room with two compartments separated by a glass wall. This provides two people who aren’t able to see each other due to health risks with a safe space to spend time together. | • The result has generated coverage in local media and positive online reactions. |
| Leon | • Fast food brand Leon is leading the FeedNHS campaign, working with British actors and restaurant chains to raise funds for meals for frontline NHS staff.  
  • The company continues to deliver 6,000 hot meals per day to critical care staff at five hospitals. | • Positive media coverage and social shares. |
What Relevance Delivers to Companies
Resiliency

Being relevant helps you stay relevant—even in global pandemics

Sustainability

Relevance is hard to build, but very easy to lose

Collaboration, Transparency

Having stakeholders “discover” policy and partner on approach is essential to trust and relevancy

An Authentic Voice of Humility

Relevance is now about sensitivity, empathy, action

Actualizing Purpose and Values

Acknowledging that your audience is not one-dimensional increases your relevance

Alignment with Stakeholders

Being relevant with your stakeholders builds organizational trust
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