Remaining Relevant Amidst a Global Health Crisis – Part 2

W2O’s Corporate Relevance Model Helps Organizations Stay Attuned & Ahead
Covering Activity from January 1, 2020 – March 27, 2020
Our Second Report in the Series:

1. Updates Our COVID-19 Relevance Analysis Through March 27
2. Incorporates a Global Perspective on Companies’ Responses to COVID-19
Here’s What We Knew Through March 14

Do

- Evolve response initiatives over time
- Action is more valuable than words
- Focus on benevolent behavior more than positioning
- Hyper focus on specific stakeholders more than shareholders
- Doing the right thing for and with stakeholders
- Align with your organization’s reason for being
- Lean in to engagement and conversations, not just one-to-many mass communications
- Extend the bench beyond just the CEO—thought leadership is a team effort

Don’t

- Make it an opportunistic marketing moment
- Issue-jack
- Fast follow – either lead or stay out of the fray
- Rely on just a letter from the CEO and mass communication
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

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**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

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

**Company Expertise**
- Capabilities
- Lines of Business
- Future Growth

**Stakeholder Expectations**
- Policy/Politics
- Technology
- Cultural & Generational
Understanding (and Measuring) Relevance

Relevant Companies Are:

Believed In
Engaged With & Talked About
Thought About

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
How Has the Digital Media Landscape Evolved Over the Last Two Weeks?
COVID-19 Has Generated ~58M News Shares in the Last 2 Weeks

...a nearly 100% increase from January 1 thru March 14

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

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<thead>
<tr>
<th>Topic Rank</th>
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<tbody>
<tr>
<td>1</td>
<td>Corona</td>
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<td>2</td>
<td>Primaries</td>
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<td>3</td>
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<td>Abortion Law</td>
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<td>5</td>
<td>Budget</td>
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January 1, 2020 - March 27, 2020, 107,000 articles, shares on Twitter, Facebook, Reddit
As the COVID-19 Pandemic Evolves, So Too Does the Nature of Digital Engagement

So What?

In two weeks, the range of COVID-19 related topics has splintered significantly and left virtually no space for anything other than the pandemic.

We now see the disproportionate focus on hospitals and healthcare workers (capacity, equipment, PPE).

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

<table>
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<td>11</td>
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January 1, 2020 – March 27, 2020, 107,000 articles, shares on Twitter, Facebook, Reddit
Which Companies Are Most Relevant to Key Stakeholders on COVID-19

Covering January 1 – March 27, 2020
Who is Most Relevant and Why in This Second Report?
Covering January 1 – March 27, 2020

**Other Industries**

1. **Facebook**
2. **Microsoft**
3. **Apple**
4. **Amazon**
5. **Disney**
6. **Costco Wholesale**
7. **Chevron**
8. **Energy Transfer**

**Healthcare**

1. **Roche**
2. **Novartis**
3. **Sanofi**
4. **AstraZeneca**
5. **Medtronic**
6. **REGENERON**
7. **Abbott**
8. **Pfizer**

- **Do Good, Be Authentic:** 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.

- **If You Expect Accolades, You Will Need (a Few) Zeros:** As companies around the world step forward, global organizations are demonstrating understanding of the gravity of the pandemic with sizable grants. Those without that level are getting eclipsed in relevance.

- **Relevance Understands That People Come First.** Building on last week, companies that were most relevant demonstrated that employees, customers and collaborators come first.

- **Great Science = Great Relevance.** Companies that continue to be transparent in their scientific journey get points for great science and raise their relevance across the board.

- **In a Global Pandemic, Your Response Needs to Be Global as Well.** Companies that have taken global-first approaches to their response—with local support—had stronger relevance.

- **Crisis Can Make for Surprising Bedfellows.** As we get deeper into the pandemic, we are seeing more innovative (and even surprising) partnerships emerge, highlighting the path to relevance can evolve and bring new partners together.

▲ Up in rankings  ▼ Down in ranking  ⚫ New to top 10
### Who’s Gaining Relevance?

<table>
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<tr>
<th>Company</th>
<th>What They Did</th>
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<td>AstraZeneca</td>
<td>• Donated $9M masks worldwide; Italy received first shipment&lt;br&gt;• Accelerated development of diagnostic testing capabilities&lt;br&gt;• Expedited efforts to identify monoclonal antibodies for preventative COVID-19 therapy</td>
<td>• Social users across the world applauded face mask donation&lt;br&gt;• News coverage focused on COVID-19’s impact on AZ financials, planned China expansion</td>
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<td>Medtronic</td>
<td>• Medtronic/Medtronic Foundation contributed $11.2M to relief efforts&lt;br&gt;• Increased ventilator production by 40%; Galway (Ireland) plant doubled staff for 24/7 operation in effort to fulfill surge in demand&lt;br&gt;• Shared ventilator design specifications/code to expedite manufacturing in alliance with Tesla&lt;br&gt;• Expanded respiratory remote monitoring solutions to slow spread and reduce health system burden</td>
<td>• Strong positive media coverage on efforts to mobilize to meet ventilator needs; softened by <em>New York Times</em> story on failed ventilator government contract that referenced Medtronic executive (while at Covidien)&lt;br&gt;• News of open-sharing and Tesla partnership was highly shared and elicited positive reaction&lt;br&gt;• Positive local Irish media coverage, building confidence that ventilator demand would be met in the country</td>
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<td>Regeneron</td>
<td>• Regeneron and Sanofi’s IL-6 inhibitor, Kevzara, entered Phase 2/3 of study for potential COVID-19 treatment; treatment approved for use outside US to Italy, Spain, Germany, France, Canada, and Russia&lt;br&gt;• Announced efforts to develop a new antibody COVID-19 therapy</td>
<td>• Positive top-tier news coverage and sharing celebrated potential advancement in search for COVID-19 treatment; generated optimism from investment community</td>
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<td>Abbott</td>
<td>• Won emergency use approval from the US Food and Drug Administration (FDA) for a COVID-19 5-minute point-of-care test</td>
<td>• Palpable excitement from media, investors and the public on test approval, generating positive news coverage and social sharing</td>
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Outside of Healthcare, Relevancy Continues to Be Bolstered by Decisive Action, Philanthropy and Unexpected Partnerships*

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| Facebook   | • Created $100M grant program for 30,000 small businesses in 30 countries  
• Donated $100M to help news outlets impacted by COVID-19 pandemic  
• Donated 700,000+ masks to health workers  
• Mark Zuckerberg donated $25 million to the Bill & Melinda Gates Foundation to support COVID-19 vaccine research | • Heavy sharing of Facebook’s blog post announcing small businesses grants and news outlet support, delivering positive social sentiment  
• Support of mask donation, but met with questions on why so many on hand  
• Generally positive sentiment/support around the donation, with detractors pointing out donation is a fraction of net worth |
| Apple      | • Partnered with Centers for Disease Control (CDC) to update Siri to help patients identify COVID-19 symptoms, direct to health care/testing sites  
• Donated 10M masks to health workers around the world  
• Donated $15M to global COVID-19 response; launched employee 2:1 donation matching program  
• Proactively warned investors about expected lower Q1 earnings | • Lauded for taking authentic, innovative approach to informing the public; official partnership with CDC drove significant attention  
• Strong media and social engagement with mask donation news; applauded for stepping up during major shortage  
• Positive sentiment and CEO Tim Cook applauded for taking action with financial contributions  
• Appreciation for advance warning despite declining stock |
| Disney     | • Announced they will continue to pay 31K full-time cast members (estimated $59M cost); executives will forgo salary  
• Launched Disney+ streaming service in the UK and Europe during lockdown; optimized video quality for high-usage streaming  
• Suspended Disney cruise line operations, offering guests credit or full refund | • Strong positive sentiment for supporting employees, with questions emerging about how long payments will continue  
• Widespread appreciation from customers for ability to entertain families during quarantine, heavy discussion of Disney+ media properties online |
| Costco      | • Continued hiring new employees, offered +$2/hour to employees (March 2–April 5)  
• Reduced hours, introduced twice-weekly “senior hour” for at-risk seniors to shop for groceries | • Acknowledgement of Costco’s actions being in-line with values, supporting employees during periods of high stress  
• Gratitude from senior, at-risk populations for looking out for their health/safety |

*Disney’s employee furlough news was released after this report was developed. We will examine its impact in our next report.
## Honorable Mentions for Hitting the Relevance Mark

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<td>dyson</td>
<td>• Used engineering prowess to design a completely new ventilator product in 10 days, building 15,000 units</td>
<td>• Significant media coverage including CNN’s <em>Innovate for Good</em> series which focuses on the intersection of innovation and citizenship</td>
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<td>• Coverage spanned top tier mainstream, technology and healthcare media</td>
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<td>Nike</td>
<td>• ‘Play Inside’ and ‘Play for the World’ campaign positioned company as early leader in shifting corporate campaigns to public education focus</td>
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<td>• Engaged highly influential top-tier athletes to support efforts, including Cristiano Ronaldo, Carli Lloyd, Tiger Woods</td>
<td>• Drove significant media coverage and social conversation; inspired a number of other companies to be fast-followers with similar campaigns</td>
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<td>Hyundai</td>
<td>• Through programs like Hyundai Hope On Wheels, expanded COVID-19 drive-through testing centers to 11 children’s hospitals throughout the US via grants totaling $2.2M</td>
<td>• Generated significant social engagement and drove consumer media attention in <em>Forbes</em>, <em>JD Power</em>, <em>Cnet</em></td>
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<td>• Announced Hyundai Motor Finance will make up to six months of payments for new owners who lost their job and purchased/leased cars between March 14 and April 30</td>
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And Some That Missed the Relevance Mark

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| New York Sports Club (part of publicly traded Town Sports International Holdings) | • New York Sports Club (part of publicly traded Town Sports International Holdings) angered customers by:  
  – Firing all employees at most gym locations immediately after closures  
  – Refusing to freeze member accounts, still charging members even though there have been lawsuits filed about the practice; Members are unable to reach customer service to cancel membership  
  • CEO (finally) responds, but makes no concessions, apologies or offers for refund; offers to upgrade members who stay (but no way to leave) | • Class action lawsuit and fraud complaints have been filed; spurring significant volume of negative attention and customer complaints on social media |
| GameStop | • Refused to close, declaring themselves as an essential business despite not being categorized as essential in government guidelines  
  • Forced employees to continue going to work without any protections or additional pay; told some employees to wrap hands with plastic bags if concerned | • A significant volume of negative media attention in notable media outlets; widespread speculation that this will accelerate GameStop’s path to bankruptcy |
Who Hit and Missed the Mark in Europe?
## What Is Driving Relevance in Europe?

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| Bayer   | • Provided more than 40 COVID-19 diagnostics devices to sites in Germany, boosting country's testing capacity by thousands of tests per day  
• Provided leave of absence to specially trained staff who have volunteered to staff new testing laboratory in Berlin | • German politicians publicly thanked the company for its ‘extraordinary efforts’ in the fight against coronavirus  
• High shares and positive media coverage in German outlets |
| Gilead  | • Launched trial site in the UK for investigational antiviral candidate Remdesivir, to assess impact on coronavirus | • Support from UK drug regulator MHRA who are “ready to prioritize and provide any assistance for clinical trials and other regulatory applications in response to COVID-19”  
• Positive media coverage in medical publications |
| Curetis | • Announced they will make new rapid COVID-19 testing kit available across EU  
• The test kit, which has been developed and is manufactured by Curetis’ strategic partner BGI (China), contains enough reagents and controls to test up to 48 patients in just a few hours | • Traditional coverage in medical publications, increased social engagement/likes (more than 2x their average). |
### What Is Driving Relevance in Europe?

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| **LVMH** | • Quickly shifted from producing perfume to hand sanitizer, donating ~12 tons for free to French hospitals  
• Ordered 40M masks from China for France                                                                                                           | • Seen as a values-driven company with direct push from CEO to deliver impact                                                                                   |
| **BREWDOG** | • Produced hand sanitizer for UK hospitals, charities; mobilized transport trucks to deliver lunches to isolated school children  
• Launched 100+ virtual pubs to allow people to enjoy “a quarantine pint”  
• Announced voluntarily pay reductions for leadership and owners forfeiting 2020 salary in effort to save jobs  
• Made recipes publicly available along with home-brewing guide                                                                                       | • Company lost 70% of revenue overnight, but mobilized quickly to help community; drew international media attention on efforts to support community  
• “Tens of thousands of people” joined in on the quarantine pint                                                                                       |
| **INEOS** | • INEOS, the chemicals company controlled by the billionaire Sir Jim Ratcliffe, announced plans to build two UK hand sanitizer factories in 10 days                                                                 | • Will cost about the company £2M in the short term  
• First factory in North East England was operational within 10 days, capable of producing 1M bottles of sanitizer/month                                                                 |
| **Unilever** | • Announced €50M product donations (including soap, hand sanitizer) to World Economic Forum’s COVID Action Platform  
• Unilever (Domestos and Lifebuoy) and UK government invested £100M in global hygiene awareness campaign to fight coronavirus and provided more than 20 million hygiene products to developing countries                                                                 | • Accolades among marketing outlets and media for global-minded contributions                                                                                   |
| **Nestlé** | • Introduced enhanced safety measures at all sites for staff; Provision of free meals, transport, sick leave and cash loans for workers  
• Partnered with International Federation of the Red Cross and Red Crescent Societies (IFRC) to donate food, water, medical nutrition and a donation of CHF10M                                                                 | • Positive mentions in mainstream and social media highlight the company has stepped up the global response to pandemic                                             |
## And Some That Missed the Relevance Mark in Europe

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| **Wetherspoon** | - Owner Tim Martin first refused to close down pubs and help social distancing, calling the epidemic a 'health scare'  
- Refuses to pay staff until the government grant is paid leaving many low income workers out-of-pocket for an unknown amount of time                                                                                                                                                                                                 | - Negative public response  
- Member of Parliament Rachel Reeves called on the government to take tougher action on pub bosses citing the Wetherspoons memo                                                                                                                                                        |
| ![Wetherspoon](image) | - A private healthcare clinic in London defended its decision to charge £375 ($434) for a coronavirus test, but offered free tests to NHS staff  
- Supplied by Randox Health                                                                                                                                                                                                                                                      | - Negative piece of coverage on BBC News, citing owner of clinic                                                                                                                                                                       |
So What?
To Increase Your Relevance, You Should….

Be agile and evolve your response initiatives to meet stakeholder needs

Make sure your actions match your words – and even better, your values

Engage with the long-haul in mind and show you have employee & customer needs in mind throughout the experience

Openness is the new transparency… It’s no longer a nice to have to be open with your knowledge/approach/ability to help, it’s expected

Unexpected partnerships are leading to amazing impact – from government to cross-industry – people are looking for interesting bedfellows

Pivoting is essential – from supply chain disruption to retooling facilities, identifying not what you can’t do, but what you can do increases relevance
Relevance Done Well Delivers...

**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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Thank You