



# Managing Brands Through Crisis

July 1st 2020

21  
☺

OUR MISSION

# Building the most influential brands of our time



# Equipping brands to thrive in the 21st century



## Purpose-Led

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ensuring their scale is ultimately to the benefit of the communities they serve



## Community-Driven

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galvanizing community through meaningful incentives and mutual value creation



## Tech-Enabled

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by world-class data-driven innovation that scales globally and connects emotionally



## Narrative-Based

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to unify all stakeholders with one shared story across all touch points



**Biological Pandemic**

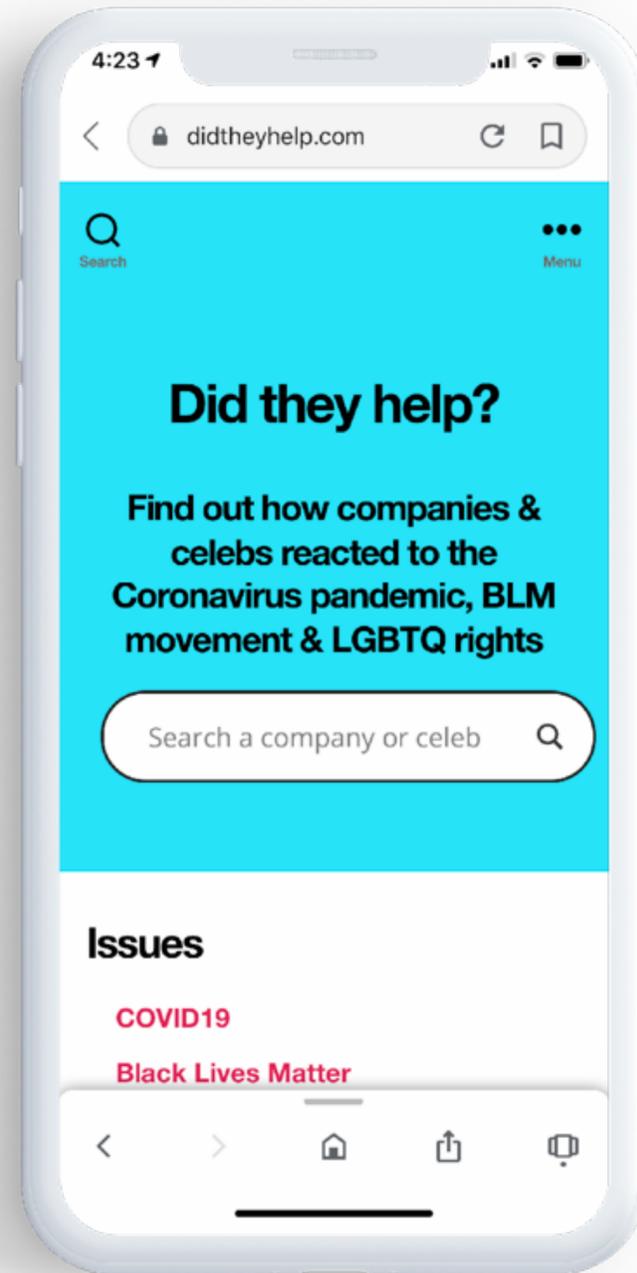


**Cultural Pandemic**

GOAL OF TODAY

**Share perspective, insight  
and useful tools to help  
leaders manage brands  
through the 2020's.**

**We are not here to 'solve' or 'fix'.  
The intent is to provoke conversation & thinking.**



**This is a defining moment for all brands.**

**The world has turned on its head  
It will not return to 'normal'.**

**Millions now realize that normal  
was broken & unacceptable.**



**Brands have the  
opportunity and  
responsibility to help  
shape a better normal.**

**if they take it seriously**

**62% of people believe their country will NOT make it through the crisis without brands playing a “critical role” in the fight against COVID-19.**

*Source: Edelman Global Research 2020*

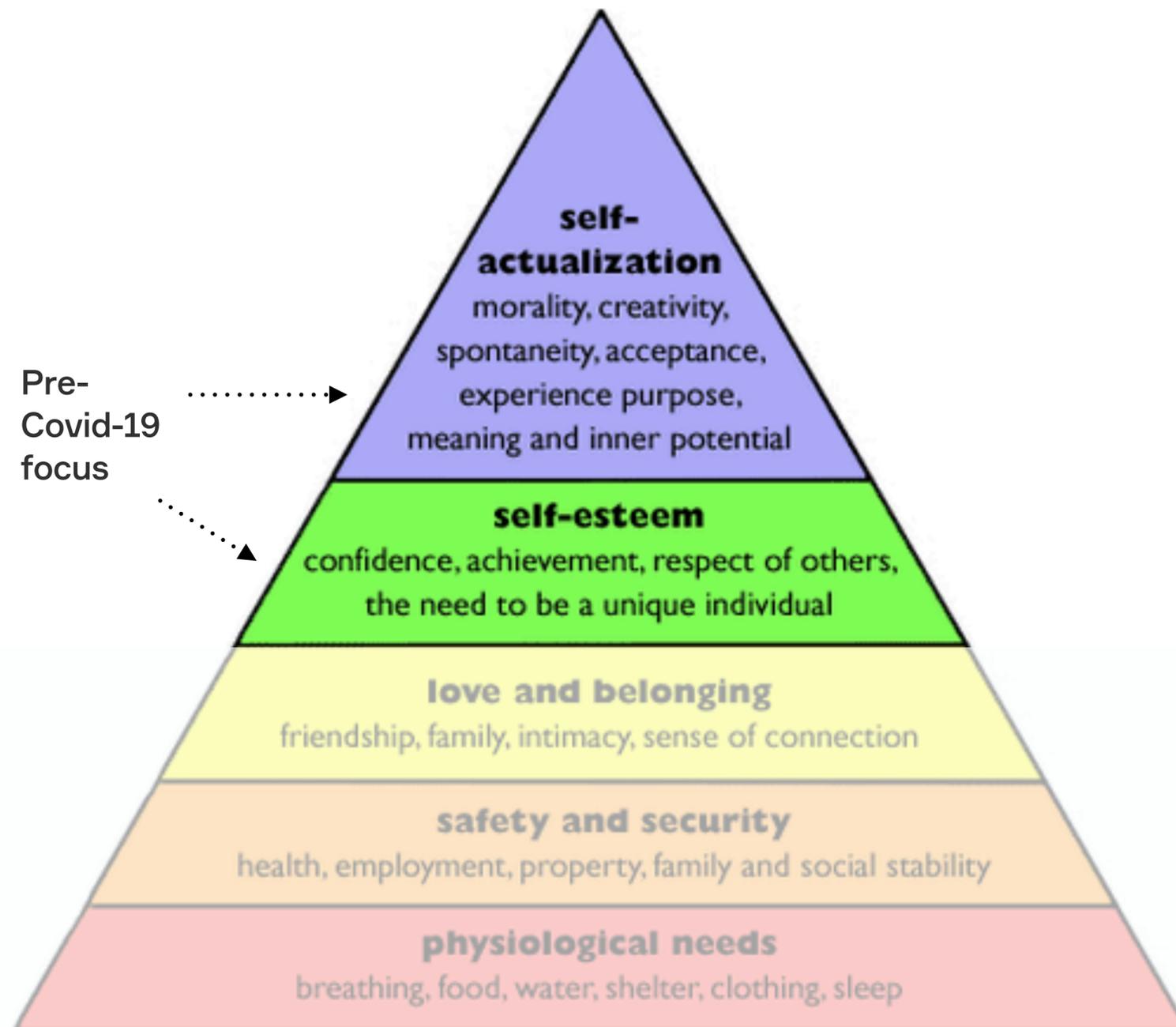
**Only 33% of global consumers trust most of the brands they buy.**

**What do consumers  
need right now?**

**Who can we learn from?**

**What principles should  
guide our actions?**

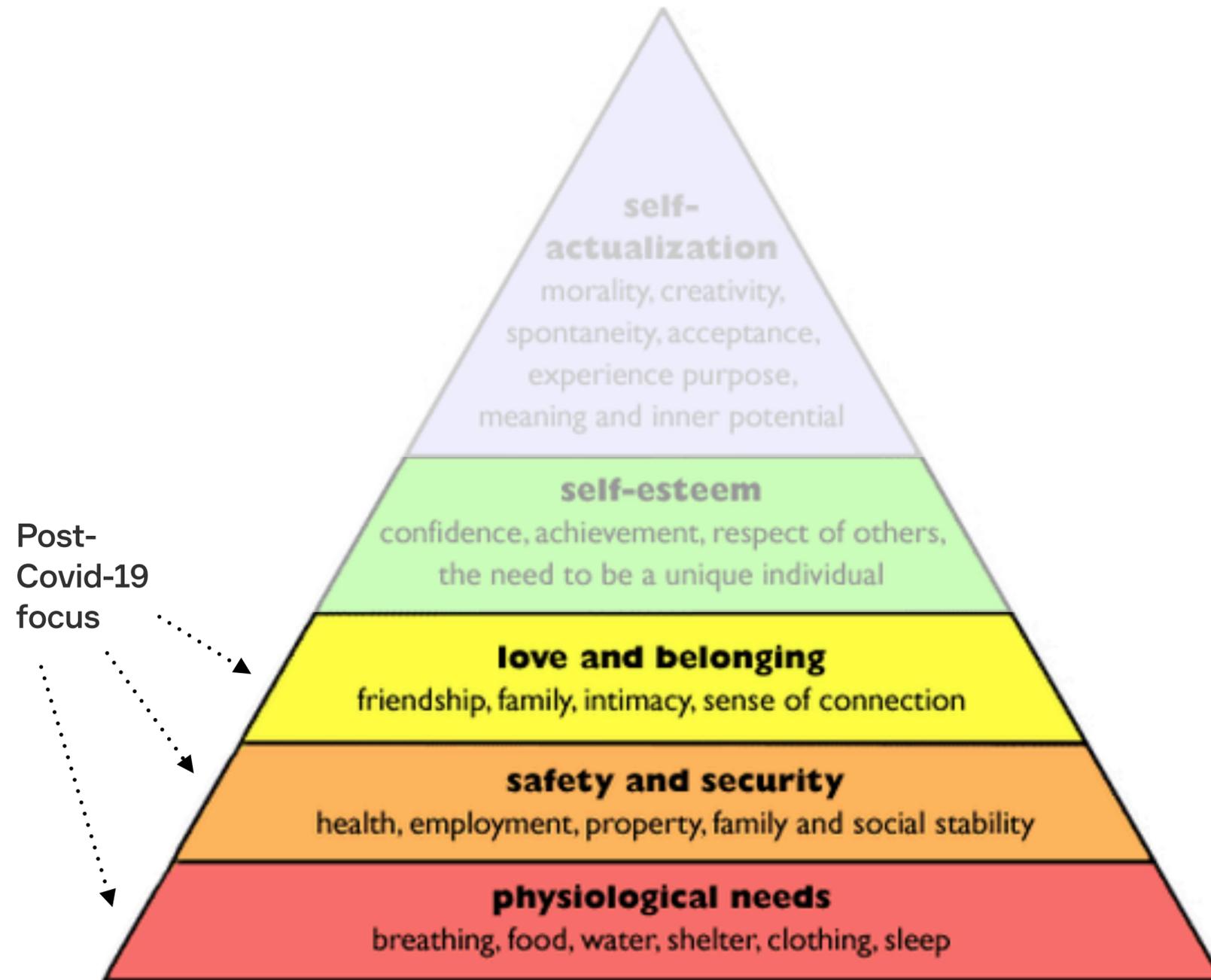
## WHAT DO PEOPLE NEED?



# Re-visiting Maslow

Brand managers are traditionally instructed to 'elevate' their brands above functional physiological and safety needs in favor of higher order values.

This is the traditionally seen as the way to create stronger affinity, preference and loyalty.



# Invert the hierarchy of Needs

Basic physiological and safety needs are real priorities. Don't leap to 'we're all in this together' messaging without first addressing the basic safety and social needs of customers and employees.

Spend time mapping how your communities' physiological, safety and belonging needs are being impacted and how to meaningfully address them.

**SIX PRINCIPLES  
FOR MARKETING IN A CRISIS**





**Biological Pandemic**



**Cultural Pandemic**

COVID-19

## Who does it well?



As COVID-19 hit the United States,. Headspace quickly embarked on the their first-ever national campaign to address the emerging mental health crisis and also close the awareness gap on their bigger rival, Calm.



# The Headspace Promise

**An ongoing commitment for mental health**  
whenever the US needs it,  
beyond this pandemic.



*Hurricane in Florida*



*Fire in California*



*Political Crisis in Washington*



*Economic Crisis in Wall Street*



### Tech for good during COVID-19: Snorkels, thank you notes and Headspace

Natasha Mascarenhas @nmasc... / 2:23 pm PDT • May 17, 2020



Headspace for a year. Unemployed Americans eligible for a year of Headspace, a digital meditation service. The mobile app startup also offered meditation content to any and all frontline workers. "While meditation and mindfulness can't change our circumstances in life, it can help us change our perspective on those circumstances. And, now more than ever, that's an incredibly powerful skill to learn," said Rich Pierson, the CEO of Headspace, in a release.

**THE VERGE** TECH · SCIENCE · ENTERTAINMENT · MORE

## Headspace is now free for people who are unemployed in the US

In addition to health care providers

By Ashley Carman | @ashleyrcarman | May 14, 2020, 11:16am EDT

f t SHARE

headspace.com

**Deina Hashimi**  
Amazing! Well done Headspace, I appreciate you all doing your part to leave the world a little better than you found it. Proud to be part of the first Million users of Headspace. 🥰

Like · Reply · 3w

**bom.draws** This is so thoughtful! Thank you for being so kind to everyone! ❤️

**lilsarahndipity** This is amazing! As a social worker I got the free year a few months ago and it has changed my self care routine entirely during quarantine. I forwarded the email about this to several friends who have lost jobs! What an amazing way to care for people in this time. Thank you! #somegoodnews @somegoodnews

CBS This Morning Cast About NEW YORK CITY LOS ANGELES Weekdays

ONLY ON CTM

### THE POWER OF MINDFULNESS

HEADSPACE CO-FOUNDER ON MEDITATION BENEFITS & COPING WITH STRESS

Headspace co-founder on meditation benefits

4:53

More people are turning to meditation apps like Headspace to cope with stress during the coronavirus pandemic. Headspace is providing free mental health support for unemployed Americans. Headspace's CEO discusses the benefits of meditation. Air Date: May 18, 2020

**Forbes**

EDITORS PICK | 15.42K MINS | May 14, 2020, 10:00am EDT

### Headspace Offers Free Subscriptions To 36.5 Million Unemployed Americans

**Anthony Karca** Senior Contributor @ Consumer Tech  
I write about how to do more with your consumer budgets.

Meditate anywhere with the Headspace app. GETTY

In an unprecedented move, Headspace, the best meditation app around, is offering a one-year free subscription to all unemployed Americans.



Biological Pandemic



Cultural Pandemic

**Taking  
meaningful  
action requires a  
holistic strategy:  
top to bottom  
inside & out**

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## An open letter to UK business in response to #BlackLivesMatter

21 JUNE 2020

By signing this letter, we commit to reporting on the key sustainable and long term actions on black inclusion which we are taking as UK businesses in an annual report:

### **DIVERSIFYING THE FACE OF OUR ORGANISATIONS:**

Setting targets for diverse candidate slates for every position and holding recruiters accountable for presenting diverse shortlists. More specifically, setting targets on black talent in our candidate slates.

### **MEASURING:**

Investigating the specific challenges and barriers faced by black talent in our organisations, starting to track ethnicity data and conduct focus groups or listening sessions to properly understand the experiences of our black and minority colleagues.

### **JOINING US ON OUR JOURNEY OF LEARNING:**

Educating ourselves on the experiences of black people in the workplace and in society at large.

### **STARTING THE CONVERSATION:**

Being vulnerable with our people. Admitting we haven't done enough and that the work is just beginning.

### **ELEVATING BLACK VOICES:**

People know discrimination and racism are a lived, every day reality now – but do they know what forms it takes every day in the workplace? We must start these conversations. We will also do more to celebrate black leaders and talent in our organisations and the wider business community.

### **COMMITTING TO SPECIFIC ACTIONS:**

We've posted on our corporate Instagram, Facebook, Twitter, LinkedIn, but now we must show what our organisations look like truthfully and what more we are doing to change it.

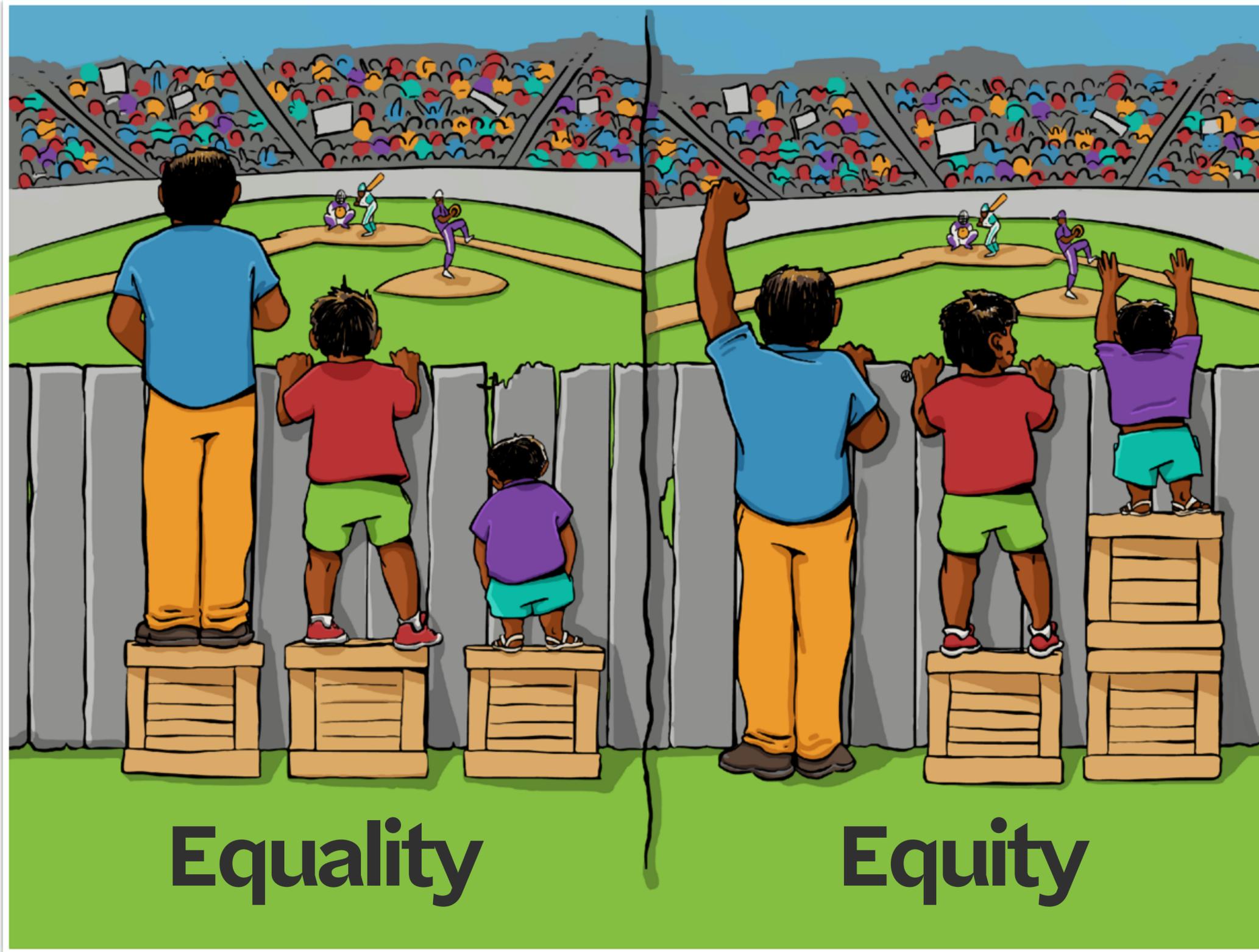
# This is a journey

**(UN) LEARN**

WHAT IS

# Ra - cial In - eq - ua - lity?

“imbalances in the distribution of power,  
economic resources and opportunities”



**Equality**

everyone getting  
the same thing

**Equity**

everyone getting what they  
need to succeed

**“‘Racist’ is not a vicious  
pejorative, a fixed term, an  
identity...it describes what a  
person is doing in the  
moment, and people change  
from moment to moment.”**

*‘How to Be An Antiracist’  
Ibram X. Kendi*



# **You're either racist or antiracist; there's no such thing as 'not racist'**

Author and historian Ibram X. Kendi claims there's no such thing as being 'not racist.' He explains that even inaction (simply being 'not racist') in the face of racism is, in fact, a form of racism. The idea of an innocent bystander is wishful thinking for Kendi; instead, there's only racism and antiracism:

**JOURNEY TO BEING AN ANTI-RACIST BRAND**

**ONGOING COMMUNICATION**



**(UN) LEARN**



**PLEDGE**



**ACT**



\* To black & brown voices

**ONGOING LISTENING\***

## ANTI-RACIST BRANDS

### Who does it well?



Originally inspired by internal unconscious bias challenges, P&G has consistently used its voice to encourage employees and the public to #talkaboutbias through a series of provocative, insightful campaigns including ‘The Conversation’ and ‘The look’.



# WELCOME

Welcome and thank you for joining us in the movement toward establishing common ground among diverse communities! We are asking action-oriented individuals and groups, like you, to help us continue the conversation around bias. We know bias is a tough topic to tackle. But, we believe acknowledging and understanding it allows us all to work together to put an end to its harmful effects. Only through a deeper understanding of bias can we create a better world for everyone!

"The Look" Ends with YOU!

Through community conversations leveraging P&G's latest short-form content, THE LOOK, we hope to raise awareness and understanding for the bias that persists in America today and encourage people of all backgrounds to show up for one another in the quest to end all forms of bias. While THE LOOK is one story, we recognize that there are many more stories and experiences out there. This video alone in no way represents a complete solution, but we do hope it can help spark seeds of change by driving dialogue and empathy. We are especially excited to have you as an integral part of the movement to end racial bias.



▶ Watch on YouTube

WELCOME

BACKGROUND

GET INVOLVED

INTRODUCTION

IMPLICIT AND EXPLICIT BIAS

MISREPRESENTATION OF BLACK MEN IN THE MEDIA

DISCRIMINATION WHILE DINING

DISCRIMINATION IN SWIMMING POOLS

DISCRIMINATION IN THE RETAIL INDUSTRY

RACE AND CRIMINAL JUSTICE

REFLECTION

TAKE ACTION

◀ 2 of 1



## ANTI-RACIST BRANDS

# Who does it well?



Depop acted quickly both to identify where it can do better, commit to tangible actions and meaningfully champion black members of its seller community.



NOW WATCH LEARN

To the Depop community:

Across the US, we are all witnessing repeated injustices against the Black community – from police brutality at scale to the collective grief of Black lives lost. We have no alternative but to demand change, and we stand in solidarity with your pain, frustration, and desire for resolve.

Racism, injustice and inequality that hold members of our community back, hold us all back. Our differences strengthen us, and together, we must champion individuality in all of its diverse forms.

We are so incredibly proud of our community's immediate responses to mobilize – whether that's by demanding change through your own platforms or donating proceeds from your shop to ally organizations. Depop believes in collective action and to start, we will:

Donate \$20,000 in Depop fees to the [NAACP Legal Defense and Education Fund](#).

Work with sellers to direct an additional \$10,000 of Depop fees to organizations fighting for racial equality and justice.

Use our voice to share and circulate resources and perspectives on solidarity from our community.

Pledge to increase the number of Black-owned businesses and sellers represented within the app, newsletters and on our social channels.

We know these are only the first steps of many we need to take. And we'll continue to update you on what we're doing to better serve and empower you, the Depop community.

Black lives matter then, now and always.

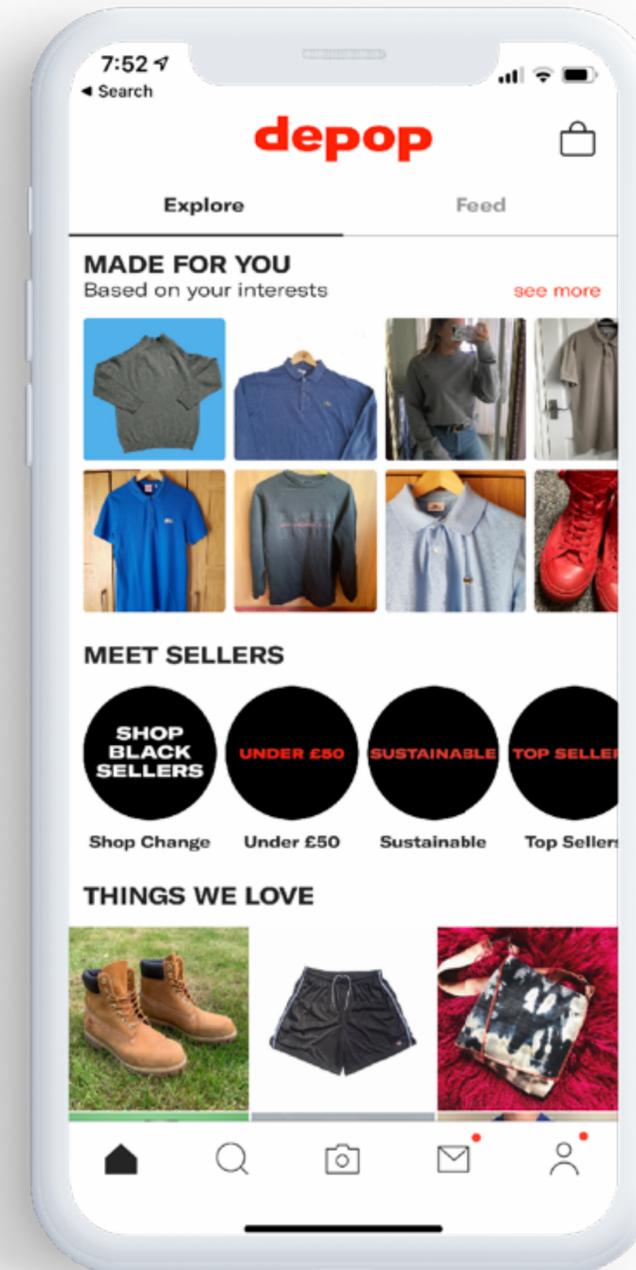
The Depop Team

## ANTI-RACIST BRANDS

# Who does it well?



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~~My brand doesn't have the right or the budget to get involved~~

**You can be anti-racist  
in any category.**



“My name is Hayden Swank, and I am an 18-year-old aspiring NASCAR driver and a student at the University of Georgia. Growing up as a mixed-race fan of NASCAR was sometimes a disheartening experience. It was frustrating to never see a driver that looked like me. Or to know that in over 2600 races and 70 years of competition, that only one was won by a Black driver.

Only 1 of the 140 professional drivers are black.. As I became a competitor myself, I came face to face with the main reason that the sport has only

**“Drivers that I have raced against and bested in the lower levels of competition are racing and winning in the upper levels of racing. The only factor setting me apart from them is the access they have to funding from either their families, or their corporate contacts.”**

*Hayden Swank  
Aspiring NASCAR Driver*

factor setting me apart from them is the access they have to funding from either their families, or their corporate contacts.

I do not have access to their resources, and it has hindered my past success and future opportunities. The one thing that I can offer brand partners that other drivers cannot is my story and my drive. Partnering with me is more than purchasing hood space on a race car. I can become a brand ambassador, taking their values with me on my journey into becoming one of true trailblazers in the world of NASCAR.”



# There are Haydens in your category.

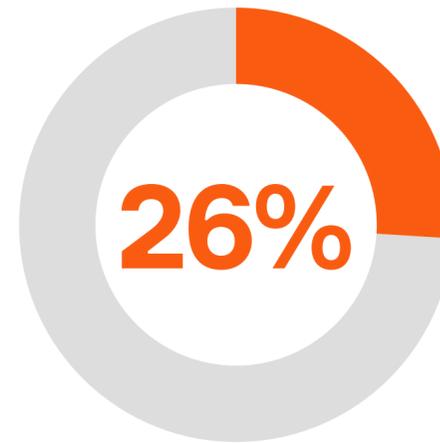
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How can you use your power to accelerate their journey?  
How can you contribute to sustainable, structural change?

This isn't just about doing good it's about doing good business

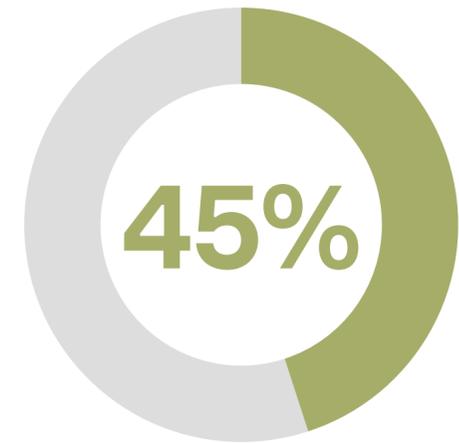
### Companies with More Diverse Leadership Teams... Report Higher Innovation Revenue

Companies with **below-average** diversity scores



average innovation revenue reported by companies

Companies with **above-average** diversity scores



average innovation revenue reported by companies

...have stronger financial performance

Likelihood of financial performance above national industry median, by diversity quartile, %

#### Ethnic Diversity



# Thankyou for listening

If you'd like to discuss your brand's journey through these crises please reach out to [steph@21cb.com](mailto:steph@21cb.com)

