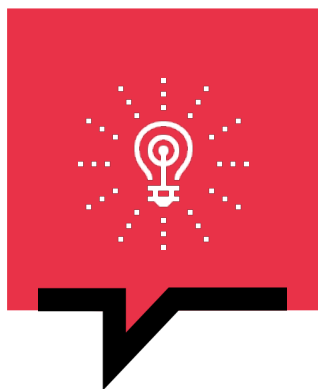


Presented by Steve Bauer of FleishmanHillard, Paul Cusker, Edelman Data & Intelligence (DxI), Chuck Hemann, W2O Group and Alexis Stoller, Hotwire Global



# The New Frontier of Communications-Enabled Stakeholder Connectivity





How to get the  
Voice of the  
Customer in the  
New Frontier

# While Some Things Change, Others Stay the Same



- Quantitative Research
- Qualitative Research





# Online Focus Groups

You have options!

- Go with what people know. It's a simple solution, but can be effective and cost efficient, but comes with some drawbacks.



- Use dedicated Online Focus Group Software. It comes at a greater cost, but the benefits may outweigh the cost.



 InterVu



QualMeeting™

# Get Personal

## Outside the box technology

- Get in-depth personal feedback directly from consumers.



- Live one-on-one video following respondent completing a task or instructing them to do tasks
- Recorded video of product reviews, how they use products, see how they search for information, etc.



# Video and Emotion Analysis

Dig deeper...

- Get an understanding of sentiment, facial recognition, tone, emotion, object recognition, etc.



Medallia LivingLens

**dumbstruck**





# Best of Both Worlds

Quant and qual together

- Qualitative Bulletin Boards



- Online Communities



Toluna

incling™

**VERVE**

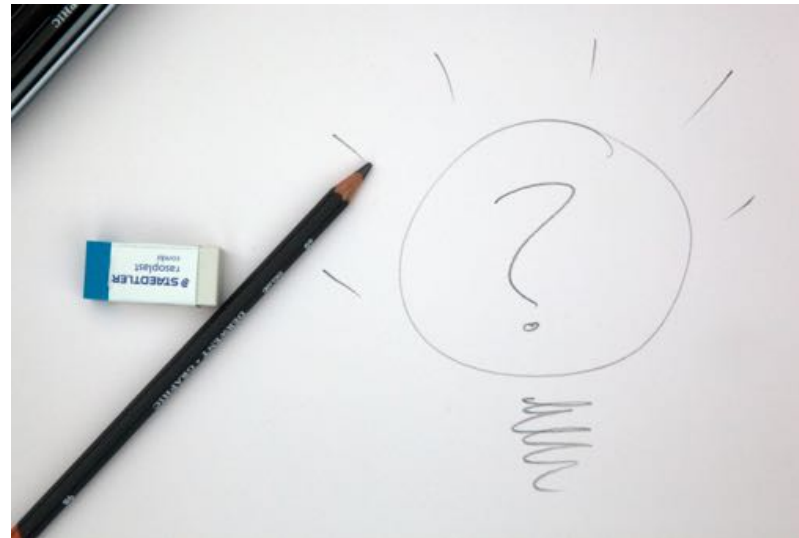
**FUEL CYCLE**

# Best of Both Worlds

Something a bit different

- One unique Quant/Qual Tool

The logo for 'remesh' features a stylized icon of three dots (two grey, one blue) to the left of the word 'remesh' in a bold, lowercase sans-serif font.



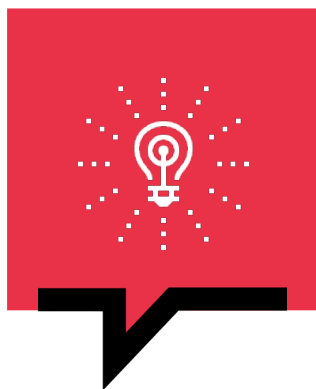


# Behavioral Tracking

Learn directly from the consumer

- Actual shopping behavior
- Online/mobile behavior tracking





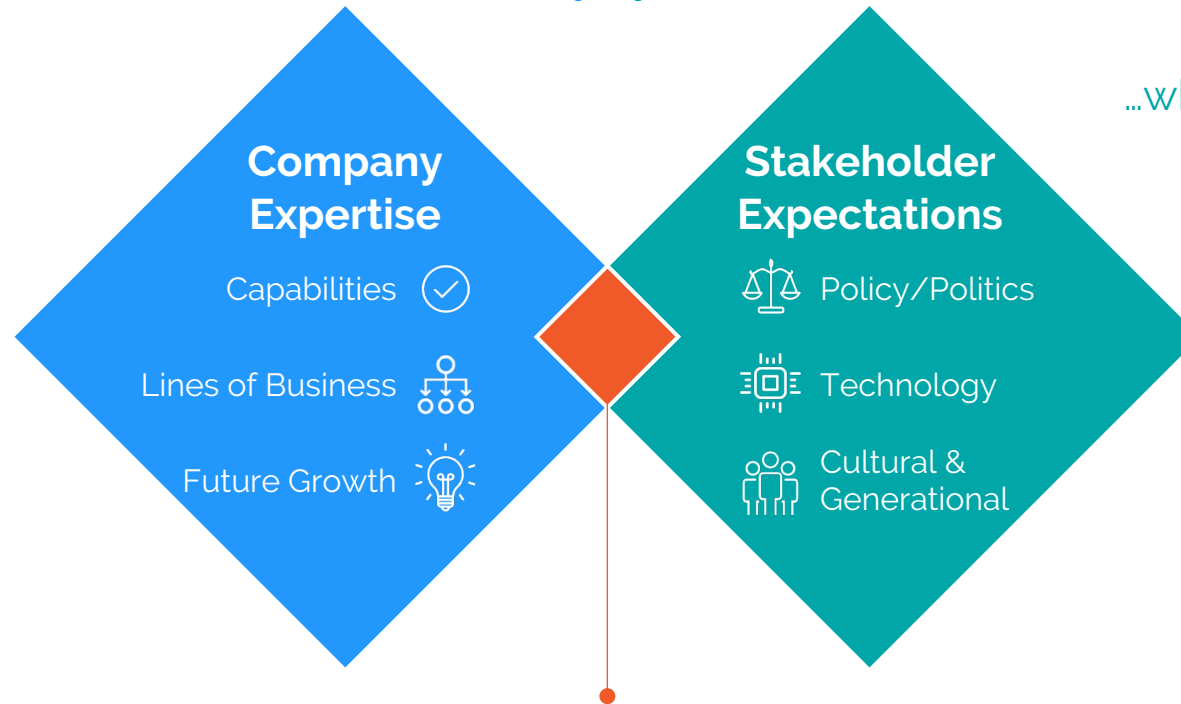
# Remaining Relevant Amidst Crises & The New (Ab) Normal

*Covering Activity From January 1 – September 28, 2020*

# Relevance Maps and Closes the Gap Between...

## PLATFORMS:

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



## EXPECTATIONS:

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

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

- Digitally attuned to stakeholder discussion, wants, needs
- Topical, timely, agile
- Interesting, genuine, authentic
- Not risk averse
- Bold, provocative
- Differentiating, disruptive
- Invites action & engagement

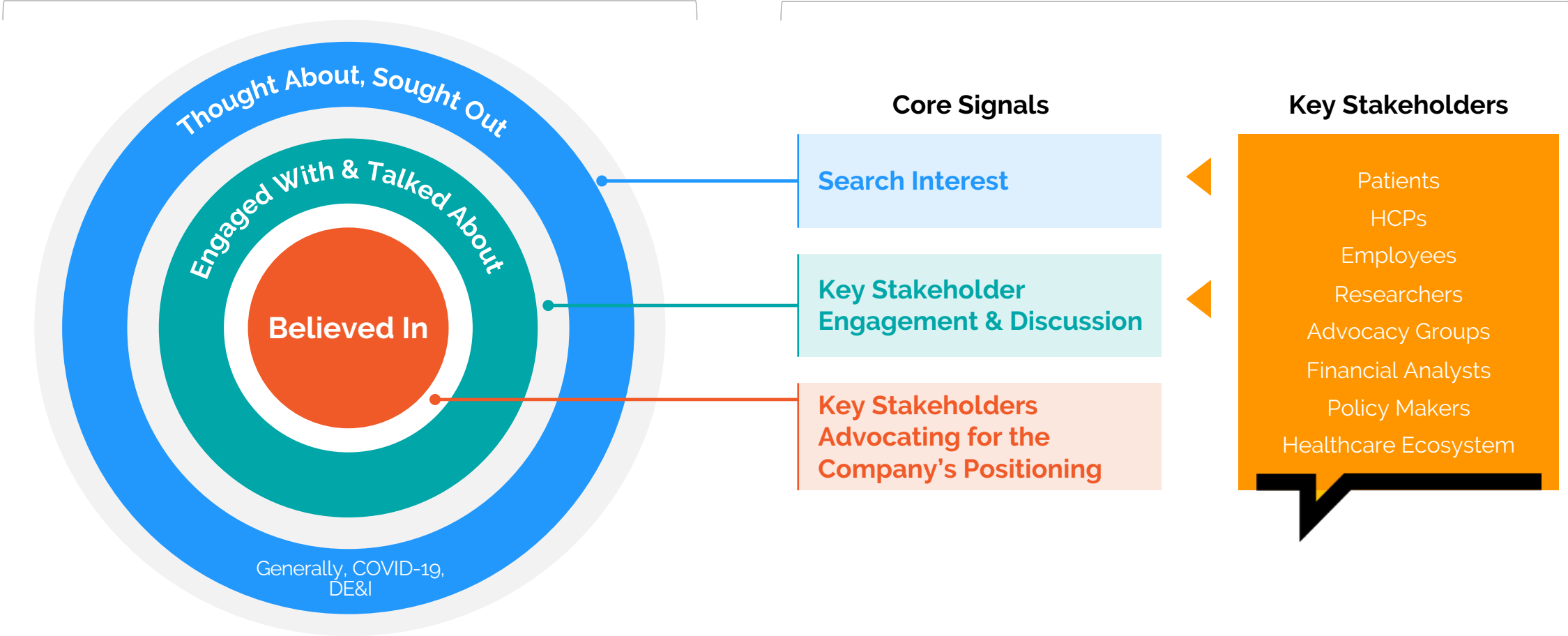


# Understanding (and Measuring) Relevance



Relevant Companies Are:

Measuring Relevance Accounts For:



# What Studying Relevance in a Period of Great Change Has Taught Us

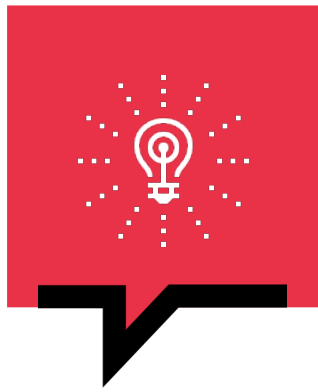
2020 Continues to  
Change Everything

We Are Now in a New Era of  
Corporate Citizenship

Be Authentic,  
Own Where You Are

Relevance is Hard  
To Build, But Easy to Lose

Show More, Tell Less



## Focusing on Diversity & Inclusion

We have been studying company responses to social issues for the last three years



# Here's What We Learned From 2017-2019



Diversity & Inclusion (D&I)  
Relevance was  
Weak but Growing

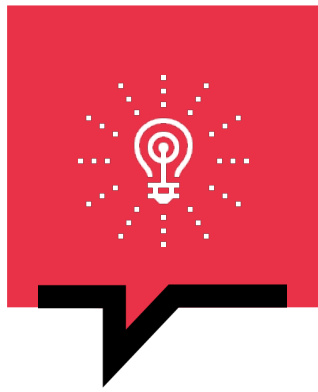
Conversations Expanding

Healthcare Stakeholder  
Expectations Heightened

Transparency  
Was Key

Increased Calls to Action  
and Accountability

The Rise of the Chief  
Diversity Officer

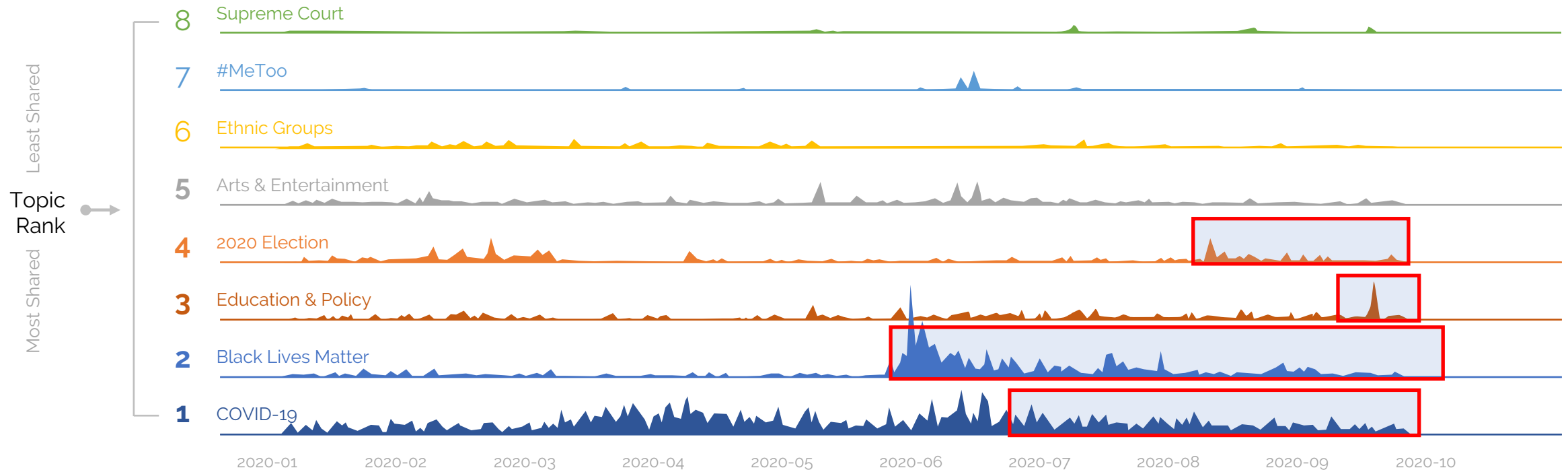


Then 2020 Changed  
Everything...

# Social and Political Issues Continue to Put DE&I Conversations Front and Center

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

**490,019 articles shared 265M times on Twitter, Facebook, Reddit.**



January 1, 2020 – September 28, 2020, 490K articles, 265M shares on Twitter, Facebook, Reddit.  
Based on more than 11,000 traditional online media outlets.



# Racial Equity, DE&I Searches Show the Inter-Relationships of What People Are Looking For and Encountering...

...and what companies should be mindful of

## Key Findings

- Education is the most searched for topic, underscoring a general lack of clarity around DE&I topics.
- Advocacy is highly connected to Education and Discrimination content.
- Equality searches, although the smallest searched-for category, is highly connected to discrimination. They share policy, advocacy and academic resources in their results.
- Diversity is the least connected searched-for category, often linking to corporate websites and DE&I initiatives.



### Edge Weight

Total amount of times connecting.



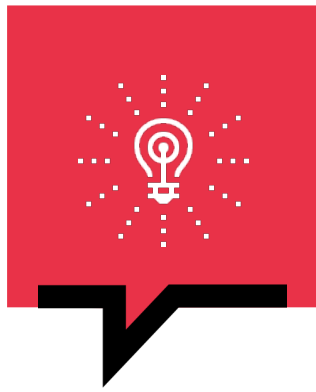
### In-Degree

Total amount of times connected by others.



### Curved Line

Signifies a mention. Curvature and color of line signify direction.

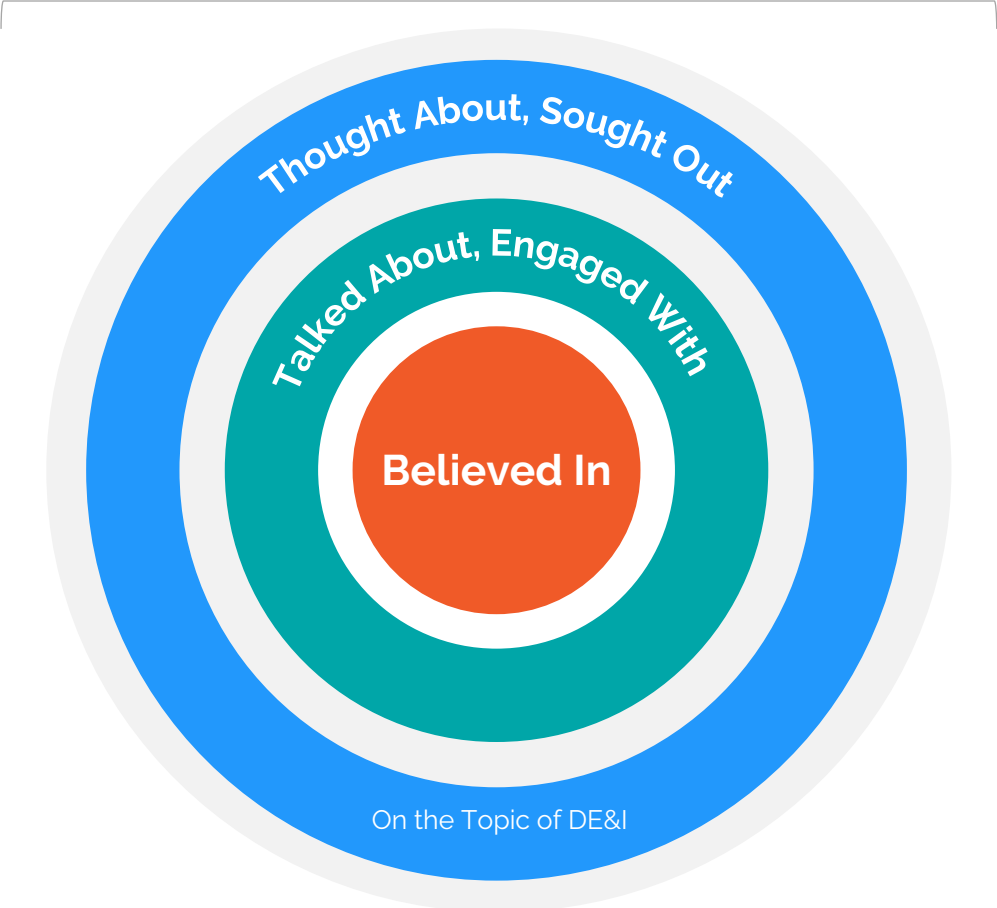


## What Does the Corporate Response Look Like?

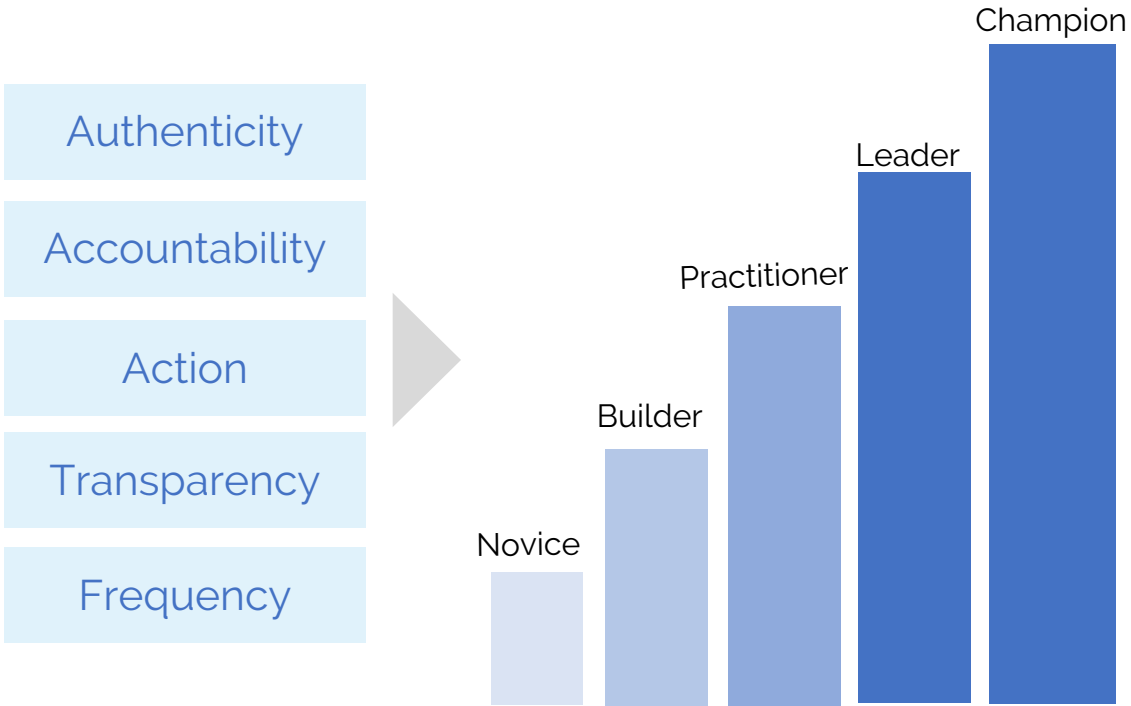
Are companies doing enough?

# Our Approach to the Analysis

## 1. DE&I Relevance Quotient



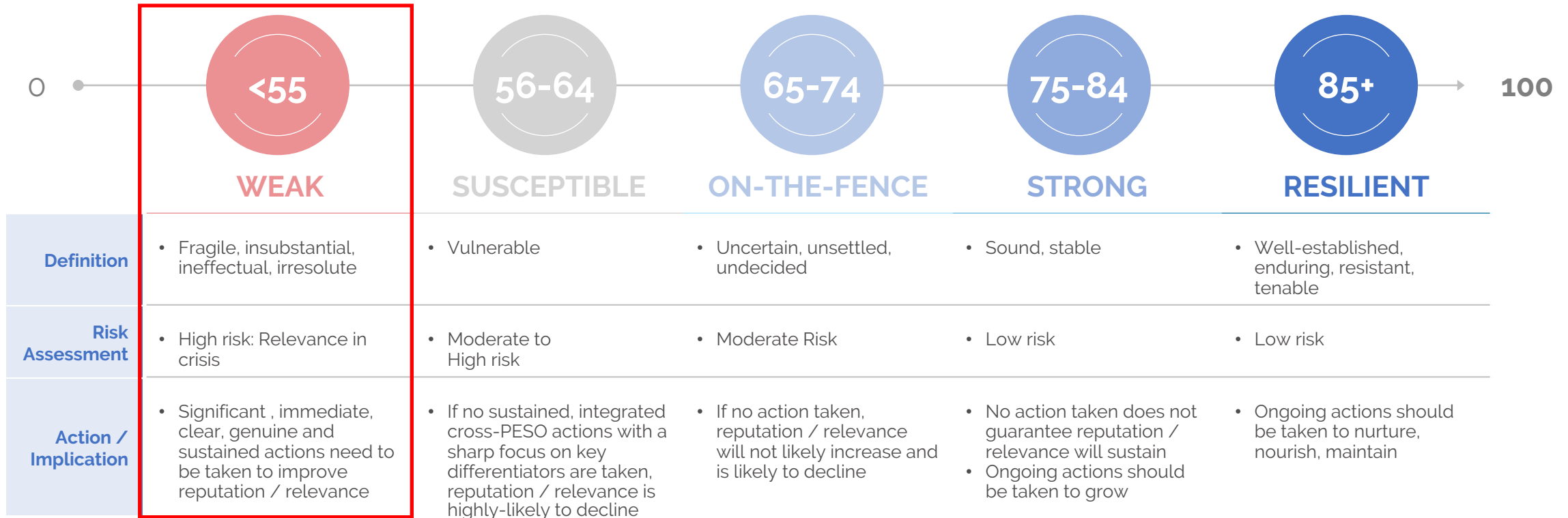
## 2. DE&I Maturity Journey





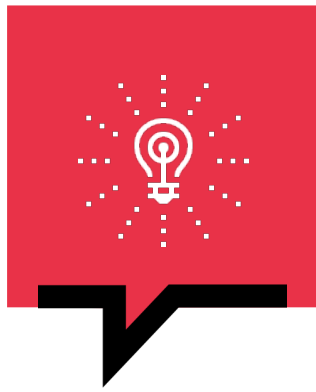
# 89% of Healthcare and 98% of Fortune 100 Companies...

...registered a 'weak' DE&I Relevance. We've Only Just Begun and There's So Much More to Do



# Companies Have the Most Work to Do in Diversifying Talent, External Reporting, and Demonstrating Progress Against Strategic Actions





Authenticity	Accountability	Action	Transparency	Frequency	
Clear and actionable DE&I mission statement  Clearly-defined DE&I terminology  Clear POV on what DE&I means for the company and its employees  Novel and impactful DE&I programming and original content	Diverse talent pool	Progress against strategic priority actions	Publicly-available workforce breakdown stats	Integration of messaging across channels	
	Senior leadership / Board of Directors diversity	DE&I-focused CSR / community engagement / partnerships	External DE&I reporting	External DE&I thought leadership	
	Diverse and inclusive talent development	Leadership visibility on DE&I commitments, strategic priority actions and messaging	Public-facing commitment to DE&I	DE&I conferences (attendance and sponsorship)	
	Supplier diversity	Taking a stand on key issue(s) relevant to business area / society	Clearly-defined DE&I strategic priority actions	DE&I lists, awards and rankings (# of times/years ranked)	
		Financial investment, ERGs, infrastructure  DE&I as a separate function from HR			
	Novice	Builder	Practitioner	Leader	Champion



## So Are There Any Companies That Are Doing It Right?



Changing is happening from within, driven by senior executives and employees

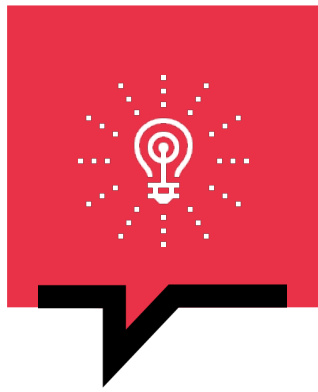
# Strong CEO Responses Went Beyond the Statement

CEO	What They Said	What They Did	What It Delivered
  <p><b>Hans Vestberg, Verizon</b> June 1 Video Message</p>	<ul style="list-style-type: none"> <li>Visibly upset, Vestberg stated his commitment to listen, understand and help.</li> <li>Spoke to the importance of ensuring safety of V-team members, including the Verizon News Media teams who are covering these events.</li> <li>Concluded by asking for a quiet moment to pay respect for those who have lost their lives due to social injustice.</li> </ul>	<ul style="list-style-type: none"> <li>Ensured employees have a safe space to share, discuss and get support.</li> <li>Made a \$10M donation to social justice organizations through the Verizon Foundation.</li> <li>Paused its annual Pride campaign to focus on BLM movement.</li> </ul>	<ul style="list-style-type: none"> <li>The video has been viewed over 100K times across Verizon's Twitter and YouTube channels.</li> <li>The video message posted on Verizon.com has garnered 10.9K shares.</li> </ul>
  <p><b>Ken Frazier, Merck</b> June 2 CNBC's "Squawk Box"</p>	<ul style="list-style-type: none"> <li>Frazier spoke to CNBC and said Floyd <i>"could be me."</i></li> <li>Stated that businesses need to go beyond the statement and <i>"step up and provide the leadership our country needs."</i></li> <li>Discussed his personal experience that put his <i>"life on a different trajectory"</i> and gave him <i>"an opportunity to close the opportunity gap."</i></li> </ul>	<ul style="list-style-type: none"> <li>Mentioned <b>partnership</b> with non-profit Year Up to help close the opportunity gap for young adults of color .</li> </ul>	<ul style="list-style-type: none"> <li>News coverage surrounding the CNBC interview resulted in over 650K shares in top tier outlets including <i>The Wall Street Journal</i>, <i>Bloomberg</i>, and <b>The New York Times</b>.</li> </ul>



# Employees Drove Change From Within

Company	What They Said	What Employees Did	What It Delivered
	<ul style="list-style-type: none"><li>Adidas announced on 6/9 that 30 percent of new hires would be Black or Latino. The company also pledged to fund scholarships for Black students and expand funding for programs that address racial disparities. However, the statement omitted any acknowledgement of internal discrimination or corporate apology.</li></ul>	<ul style="list-style-type: none"><li>Employee Julie Bond, wrote a letter to Adidas leadership in North America asking for an apology for the racism and discrimination "enabled and perpetuated" at the company. Bond took her letter and story to the media.</li><li>Other employees, including Aric Armon, wrote letters and posted publicly to social media.</li><li>Prior to the 6/9 statement, a coalition of employees sent North American Leadership a presentation outlining requests to recognize and respond to racial injustice.</li></ul>	<ul style="list-style-type: none"><li>Adidas 6/10 response on Instagram stated, <i>"We've celebrated athletes and artists in the Black community and used their image to define ourselves culturally as a brand but missed the message in reflecting such little representation within our walls."</i></li><li>According to <i>The New York Times</i>, many employees saw it as "a hard-won victory, a big step in the company admitting the problem." "But others said something was missing."</li></ul>
	<ul style="list-style-type: none"><li>Starbucks prohibited employees from wearing BLM attire, citing it could be misunderstood and potentially incite violence.</li></ul>	<ul style="list-style-type: none"><li>Employees criticized the company for being "performative" and "hypocritical" and that the decision was made to "not cause conflict with customers."</li><li>#BoycottStarbucks was trending on Twitter immediately following a BuzzFeed report on 6/11.</li></ul>	<ul style="list-style-type: none"><li>Starbucks reversed its prior policy and is now making 250K shirts that includes "Black Lives Matter" and "No Justice, No Peace" available to employees.</li><li>Employees can also wear pins and shirts to show support.</li></ul>



What Can Companies Start  
Doing Right Now?

# Guidance for Companies

## DE&I is a Mindset Not a Message

- Commit to and take clear, measurable action around DE&I
- Start where you are. Progress > perfection
- Take ownership of where you've fallen short
- Be ready to embrace discomfort and risk as you grow

## Authenticity Starts with Clarity About Who You Are

- Make authenticity a North Star in foundation-setting efforts and beyond
- Ensure stakeholders feel that DE&I efforts align with the brand and its core purpose / values

## Educate. Highlight. Share.

- Aim to educate along the journey
- Showcase how the company is listening, learning and sharing information
- Prioritize authentic DE&I partnerships
- Intend to go well beyond "performative" monetary donations

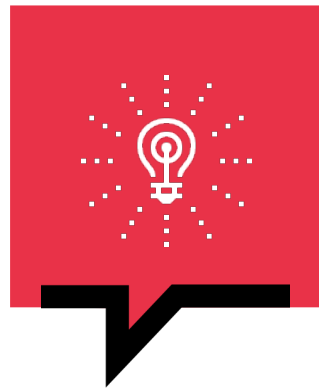
## Connect the Dots

- Help create more interconnectivity between education and DE&I topics through education efforts

## Why this matters:

### RELEVANCE

- Close the company experience and stakeholder expectation gap by aligning to the societal and cultural urgency of DE&I
- Embrace the maturity journey now – authentically, thoughtfully, and transparently
- Be unafraid to take a bold stand



## The Evolution of Executive Thought Leadership



# The Environment for Executives Has Shifted

Heightened Blend of Personal, Political, Professional and Purpose

## *A DECREASE IN:*

IRL touchpoints, facetime

Static planning and messaging

Messaging driven by internal stakeholders

Time to evaluate

## *INCREASED EXPECTATIONS FOR:*

Authenticity & transparency

Statements backed by action

Messaging driven by context

Audiences & shift to stakeholder focus

# 2020 Has Had a Profound Impact on Executive Thought Leadership

Shift to Digital, Focus on Employees



# The Stakes Are Higher Than Ever

What Worked in the Past Likely Won't Work in 2020

## CEOs Face Communications Tightrope This Fall

September 24, 2020

Share    



by Diane Poselker

As the global pandemic enters its seventh month, the economic uncertainty and social unrest has put businesses and their leaders in a precarious position. From employees to business partners to investors, CEOs face mounting and divergent expectations on how and whether to address topics at the intersection of business management and societal priorities.

## Challenging Topics:

- Worker Health and Safety
- Black Lives Matter / Diversity & Inclusion
- Techlash
- Holidays
- Politics
- U.S. Election

# Mary Barra, Chairman and CEO of General Motors, Takes a Cross-Channel Approach to Speaking Out on Social Issues

Throughout the COVID-19 crisis and social injustices this past year, Barra consistently shared clear and transparent communication on her established social platforms, LinkedIn and Twitter.

- CNBC wrote an entire article outlining GM's DE&I commitments from Barra's LinkedIn piece, "Standing Up for What's Right"
- Barra's timely tweet regarding the historic Supreme Court ruling to protect LGBTQ community from workplace discrimination was picked up in Fast Company and Fortune
- Fortune recognized Barra in their 7<sup>th</sup> annual leaders list as a "Hero of the Pandemic"
- Forbes recognized Barra as a top executive on Twitter, listed as a leader standing up for Black Lives Matter


Forbes FORTUNE FASTCOMPANY  CNBC






# Amplifying Executive Thought Leadership at Scale

## Strategic Platform / POV



<i>Innovation Visionary</i>	Blending the ingenuity of our science with sustainable science to make the connection between <i>innovation</i> and <i>health</i>			
<i>Performance Champion</i>	Psychiatric Caregiver Agent Experienced, Approachable, Jammin, Energetic, Agile, Genuine, Empowering			
<i>Authentic Collaborator</i>	Employee	Global Health + Entrepreneur	APAC + Global Customer / Retailers	Synopsis Landmark
<i>Purpose Driver</i>	Team Building, Accolades and Recognition	Sustainability	Product Innovation	Leadership Perspective
	• Team development • Celebrating team accomplishments + milestones • Brand awards + accolades • Swag + health perks • Collaboration	• J&J sustainability pillars + milestones • Industry sustainability • Future of sustainability	• Future of skin health • Digital selling + platforms • J&J science + R&D legacy (science that <i>saves</i> )	• Empowering leaders • Strategic leadership lessons • Living, working and travelling across cultures • Collaboration

## Content Development




**Xiao-Yu Song** • 2nd  
Global Head of Research & Development, Johnson & Johnson Vision  
4mo • 400+ • 2

Resilient with an unwavering commitment to **#innovation** - attributes I use proudly to describe the **Johnson & Johnson Vision Surgical R&D** team. They are continuing to meet unmet patient needs, impacting lives around the world. I'm incredibly appreciative of the work they are doing.

Thank you, team, for continuing to drive progress forward. **#mycompany**

You should all be very proud of yourselves and each other

216 • 9 Comments • 5,703 Views



**Warren Foust** • Following  
Johnson & Johnson Vision  
5mo • 400+ • 2

The COVID-19 situation is evolving rapidly, and with it, the business landscape, our communities and our homes are facing a departure from our daily norms. But through all of the challenges and uncertainty that COVID-19 brings, it all...see more

Celebrating Our Past as We Plan for Our Future

Published on May 5, 2020

Nilo Denti  
Company Group Chairman DePuy Synthes  
4 wks • 1 • Following

Celebrating milestones is a special part of life and it's always heartwarming and inspirational to reflect proudly on the past and look ahead to ways in which we can make a significant impact in the future.

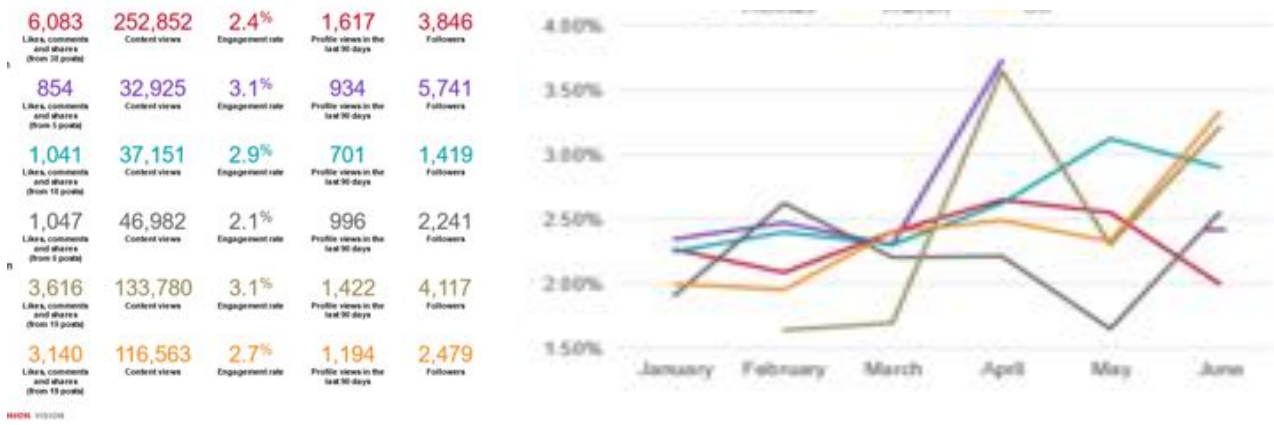
This year, we're honoring a monumental milestone for DePuy Synthes: **125 years of keeping people moving.**

Love • Comment • Share • Send

## Executive Swim Lanes

Who	What	Focus	Primary Audiences
 <b>Innovation Visionary</b>	R&D + Product Innovation + Global Perspectives + Cross-Functional Collaboration	R&D / Consumer Health Science   Global	 Employees
 <b>Performance Champion</b>	Cross-Functional Collaboration + Business Strategy + Diversity & Inclusion + Product Innovation	North America + Latin America	 Competitors
 <b>Authentic Collaborator</b>	Brand Marketing Strategy + Team Building + Sustainability + Diversity & Inclusion	Northern Europe	 G9 Markets
 <b>Purpose Driver</b>	Team Building + Diversity & Inclusion + Business + Industry News	Latin America	 Customers

## Metrics & Results Reporting



# Key Takeaways

## Guiding Principles for Executive Thought Leadership in 2020



### Participate Selectively

*Stay true to your foundational principles.*

Not every conversation is right for every company. If you're going to take a stand, authenticity is more important than ever.



### Walk The Talk

*Back up your POV with substantive actions.*

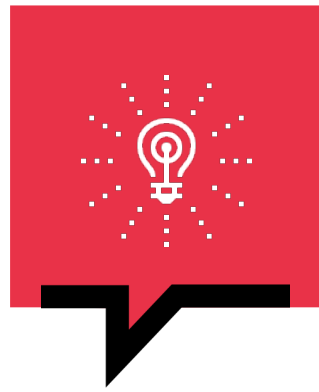
Blanket statements won't cut it —stakeholders demand ongoing accountability. Articulate -- and act on -- commitments to deliver today, tomorrow and beyond.



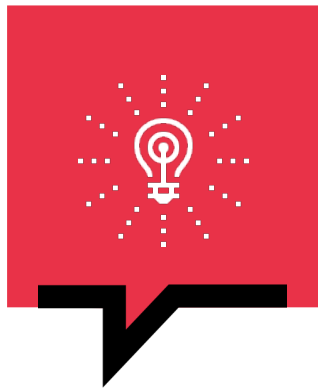
### Strike A Balance

*Consider personal ethics, corporate values and stakeholder needs.*

Consider your communications objectives, the substance of your actions and the authenticity of your words.



## Making the Connection: Digital Transformation & Public Affairs



## Setting the Stage: Digital Transformation



# Digital Transformation



## Trends:

Elevation of CIO, CTO & CISO

Studies show that digital leaders grow more than 2x fast and are 2x as likely to increase profit than digital laggards

Business transformation executives have claimed a bigger share of the talent leadership pool

## PR Impact:

Expansion of audiences and themes, to comprehensive business executive leadership and tech-driven vision

New advocacy among corporate stakeholders, investors and boards

Stronger KPIs for linking business outcomes to technical decision making, internally and externally (and outcomes)

# Digital Transformation Pillars

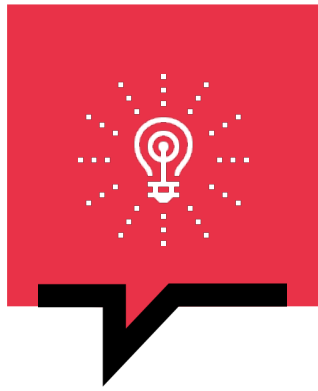


## 70% of companies

either have a digital transformation strategy in place or are working on one.

## 21% of companies

think they've already completed digital transformation.



What does this have to do  
with public affairs?

Greater  
investment in  
maturing  
business  
technology



More  
complex the  
policy and  
regulatory  
business  
profile



# Coverage



## How Mark Zuckerberg Became a Political Animal

Facebook's CEO long left politics and policy to deputies. No more. As the company's influence has grown, and with it controversies, political acumen has become an essential tool.



## Oracle founder donated \$250,000 to Graham PAC in final days of TikTok deal

By Makena Kelly | October 17 | 31 comments



REUTERS

The Seattle Times

Government kept to sidelines as Google got big. Now it has chance to rein company back in.



[www.prcouncil.net](http://www.prcouncil.net)

© 2019 PR Council. All Rights Reserved.

The New York Times

## Amazon Unveils Drone That Films Inside Your Home. What Could Go Wrong?

On social media, people had some concerns about the Ring Always Home Cam. To put it mildly.

WIRED

AUGUST 26, 2020 | KEVIN XU AND JORDAN SCHNEIDER

## The Future of American Industry Depends on Open Source Tech



Conservatives seize on New York Post story to push Section 230 reform

Digital News Daily

## Ad-Tech Group Warns Of Drawbacks In Potential CCPA Loophole



Gaming companies are reportedly the next targets in the US government's potentially broader Tencent purge

The New York Times

## You Can't Escape Uber's Lobbying

Just being a customer now makes people a target for inescapable corporate advocacy.



# Legislative Focus

AI/ML

Antitrust

Data  
Utilization &  
Privacy

Cybersecurity

E-commerce

Consumer  
Protection

Compliance

Robotics

Telecom &  
Networks

Wifi &  
Broadband

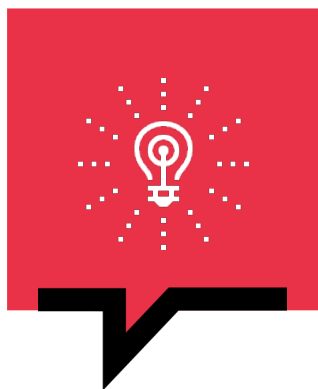
STEM

Social Media

# PR & Public Affairs Talent



Top communicators in our industry are experienced public affairs practitioners.



What's Timely?

# Dems Win WH

## Biden/Democrats' Agenda

- Focus on economic recovery
- Filling the cabinet, judicial nominations
- Aggressively tackle tech antitrust issues
- Enact data privacy and security legislation
- Enact consumer protection laws
- Reform CRA and address racial injustice and improve diversity and inclusion
- Leftover Trump investigations, including handling of PPP financial oversight, pandemic/economic crisis





# GOP Wins WH

## Trump/Republican Agenda

- Continue deregulatory agenda (but only for energy independence)
- Fill vacant executive branch positions, judicial nominations
- Win the race to 5G and establish national high-speed Wifi
- Allow 100% expensing for “essential” sectors like robotics and pharmaceuticals that bring back manufacturing jobs
- Invest in American infrastructure
- Enact fair trade deals that protect American jobs and “Made in America” tax credit



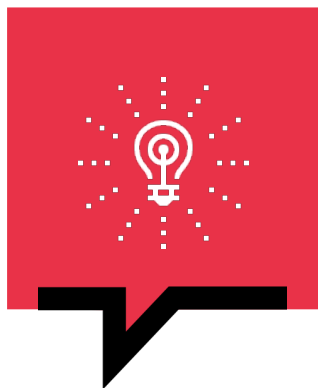
# Lawmakers Prepping for Dem Takeover

There is significant activity this year by House and Senate Democrats to prepare for an election sweep.

**Immediately in 2021, the party will be ready to:**

- Enact broad federal data privacy regime
- Create a new federal agency to regulate consumer data
- Require diversified workforces, boards and customers





## Case Studies



# DATA SECURITY THOUGHT LEADERSHIP



## THE CHALLENGE

Chris Young, CEO of McAfee, wanted to establish himself as not only a thought leader within the cybersecurity industry, but as a thought leader of the broader B2B and B2C communities.



# HIGH STAKES ADVOCACY COMMUNICATIONS



Making sales tax less taxing

## THE CHALLENGE

Hotwire was tasked with positioning Avalara, a maker of tax compliance automation software, as a thought leader regarding the Supreme Court case *South Dakota v. Wayfair*, which has the potential to change e-commerce tax-free shopping as we know it. Our goal was to position the company as the only resource for retailers who are trying to make sense of the decision and what it means for their business.



# QUESTIONS?

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*Senior Vice President & Partner, FleishmanHillard*

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