

Market Communications in the time of COVID-19



Stage



Activity



External Message (For non-healthcare actors)



Moderate lock down

Moving call-centre and management staff to remote working, ensuring RTM continuity, and aggressive scenario planning.

- *Minimise*: generic WHO-style health advice
- *Manage*: misinformation and ‘fake news’
- *Maximise*: ‘how to reach us, while staying safe’
- *Substantiate*: ‘we’re prepared for what’s next’

Escalated restrictions

Establishing essential service credentials (identify upside and downside) or shutting non-essential facilities. Maintaining supply chain. Preparing for customer payment interruptions.

- *Minimise*: generic ‘we care/we’re in this with you’
- *Maximise*: actual customer discounts/waivers
- *Maintain*: daily/weekly product/service updates
- *Maintain*: ‘how to reach us, while staying safe’
- *Substantiate*: Supply chain sustainability

Direct impact issue or stoppage

Staff or customers affected by virus. System outage or product failure. Financial distress.

- Implement crisis management protocol
- *Maximise*: Care, Control, Commitment

Easing

Getting people back into the office, reopening facilities, product supply back on stream, new pricing and promotions, possible business reorganisation.

- *Manage*: ‘doing something new’ vs fundamentals
- *Manage*: all brands will be pushing for empathy
- *Maintain*: ‘how to reach us, while staying vigilant’
- *Maximise*: ‘accelerated’ digital channels
- *Maximise*: Sense of togetherness / everyday heroes

Investor Communications



Early focus on safety, moving to remote working and maintaining culture

- In March, emphasis on cutting costs, but keeping people – to bounce back quickly after a short lockdown.
- By May it was apparent that this was not a 6-week blip – this is the new normal.
- Strong focus on health and safety and compliance with local regulations.



Building links to healthcare / essential service provision

- Still good airtime for 'essential' products and services (food, supply chain, energy, ICT, digital payments).
- Interest in businesses using infrastructure to deliver and support 'frontline' responses.



Communicating around fundraising.

- New investors want in-person visits – focus on existing investors.
- Build the story if coming back to market earlier – or delayed in hitting benchmarks / valuations.
- Investors factoring COVID-19 into valuations.
- Communicate fundamental business value and leadership in recovery.



Restructuring business for the post COVID-19 world

- Change the story – investors skeptical about companies sticking to pre COVID-19 principles.
- Communicate how the business will weather a 1 to 2-year economic slump.
- Show taking prudent measures to extend runway.