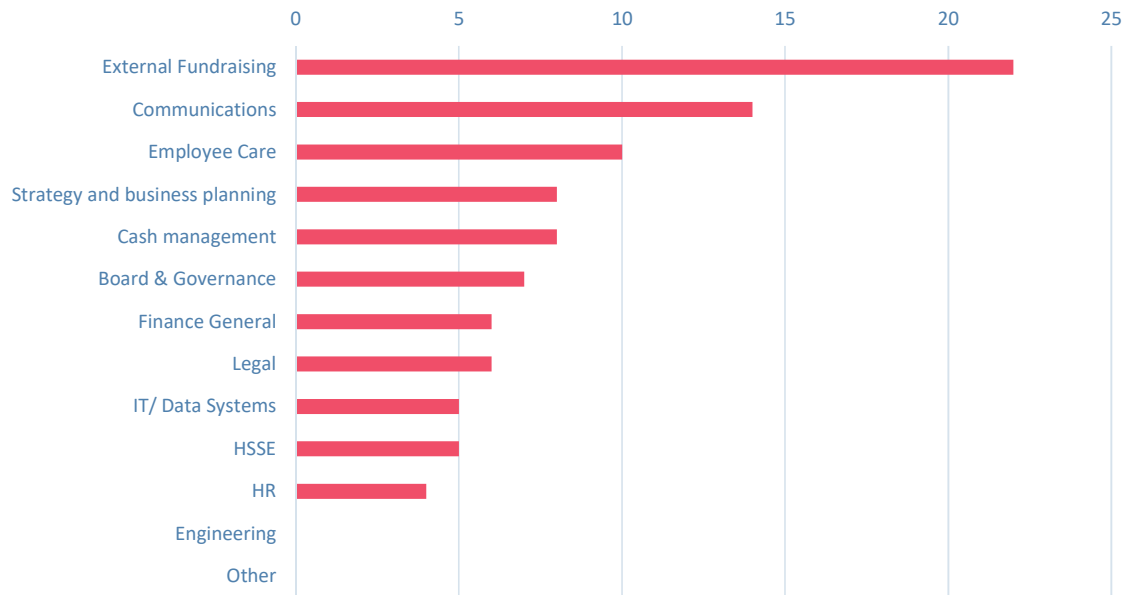




## COMMUNICATING IN THE TIME OF CORONA

GARY ALMOND, COMMUNICATIONS MANAGER, SHELL FOUNDATION

# SET THE SCENE



A presentation slide for the Shell Foundation. The top section features the Shell logo and the text "Shell Foundation" and "Applying Business Thinking to Global Development Challenges". Below this is a dark blue header with "Crisis Communications" in white. The main content area is split into two columns: the left column contains the name "Gary Almond" and title "Communications Manager", and the right column contains the address "Bank Street, London" and date "Tuesday, 9 January 2018". A graphic of five interlocking gears in various colors (red, orange, green, purple, blue) is positioned on the right side of the slide.

Shell Foundation  
Applying Business Thinking to Global Development Challenges

Crisis Communications

Gary Almond  
Communications Manager

Bank Street, London  
Tuesday, 9 January 2018

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INTRO

AUDIENCES

THE 3 'C'S: CONCERN, CONTROL, COMMITMENT

COMMS IN THE TIME OF CORONA

CREATIVITY

Q&A/DISCUSSION

Shell Foundation | 

# AUDIENCES

## Stakeholders

### Interests

Protecting investment  
Test of management

### Type of information

Regular, detailed updates, with what's happened and the responses/implications  
Overview of mitigation measures to prevent repeat

### Channels

Emails, group calls with presentations

## Customers

### Interests

Rubber-necking => misinformation  
Implication on service (how does this impact me?)

### Type of information

Short, factual, regular updates

### Channels

Social media, website, press

## Employees

### Interests

How does this impact me?  
How can I help?

### Type of information

Regular, updates, with what's happened and the responses/implications  
Implication on procedure and process

### Channels

Emails, all-hands meetings, video, internal comms channels (Slack, WhatsApp, etc.)

# AUDIENCES – EXAMPLE

## Stakeholders

In order to keep business continuity during this time of lockdown, we have been able to transition a reduced customer service team to work remotely.

We faced challenges of connectivity but were able to purchase wifi hotspots for the agents and additional airtime for those agents with functional smartphones.

Three days after the initial pilot we are processing more than 80% of calls.

Having now enabled remote working, we are very likely to consider continuing it for selected agents after the crisis.

## Customers

Our customer service team is still online and available to help you with any issues you may have. Though response times may be slightly slower than usual we are doing everything we can to provide you with the service and products you need to keep your farms going. Thank you for your patience.

## Employees

We now have a customer service team up and working remotely. This remote working will allow the business to continue helping customers during this time of crisis, and I wanted to say thank you for all of your efforts in getting this established quickly. We are learning as we go, and so if any of you do experience technical issues or any other problems working at home, please let us know.

# THE 3 'C'S: CONCERN, CONTROL, COMMITMENT

In a crisis, try to demonstrate the three key sentiments of **concern, control and commitment** in all of your messages. These must be backed up by tangible examples or 'proof points'. Messages must be factual and may need updating as the incident develops.

## CARE AND CONCERN – express care and concern for those affected

'We are deeply saddened...'

'The safety of our colleagues is our number one priority...'

Proof points

## CONTROL – demonstrate control over the situation at the most senior level

'Everything possible is being done to bring the situation under control'

'We are working closely with ...'

Proof points

## COMMITMENT: demonstrate commitment to finding out the cause of the incident, taking care of those affected, and trying to ensure it cannot happen again

'We are committed to finding out how this happened'

'There will be a thorough, independent investigation'

Proof points

# THE 3 'C'S: CONCERN, CONTROL, COMMITMENT

Concern



## This was not normal. Really.

It's been a rough couple of days at Slack HQ. We've had two separate incidents where too many users were unable to connect for too long a time.

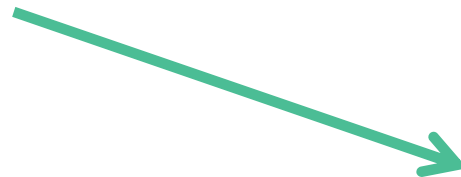
Firstly, and most importantly, we want to apologize. While we're glad it didn't affect more users, any downtime is too much downtime.

Control



In the first event on Tuesday (October 14th), all users were locked out of Slack for 14 minutes (users who had already established connections could continue to work) and, following that, 13% of users had poor or no availability for periods of up to two hours. Today, at 11.27am, there was a separate incident with a similar effect for a subset of users. That one was resolved an hour later, at 12.28pm (all times and dates are San Francisco local time).

Commitment



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We know you depend on Slack, and that any downtime in a service you've come to love and trust is worrisome. It will take time to rebuild the trust we've lost. We can't change history to make the little red squares from this week's status calendar back into little green ones: but we want you to know that we're invested and working around the clock to keep you consistently, confidently connected on Slack.

# Comms in the Time of Corona

GUEST SPEAKER: MATTHEW WARD, CO-FOUNDER OF LEVANTER



Levanter advises clients on strategic communications and business development. They have worked with several portfolio companies including, African Management Institute, CrossBoundary, Factor[e], Lendable and M-KOPA.

Matthew has over 20 years' experience in Africa, Asia and Europe, helping start up and scale up enterprises talk to their stakeholders and customers. He was formerly head of business development for PwC's East and West African firms.





# Comms in the Time of Corona



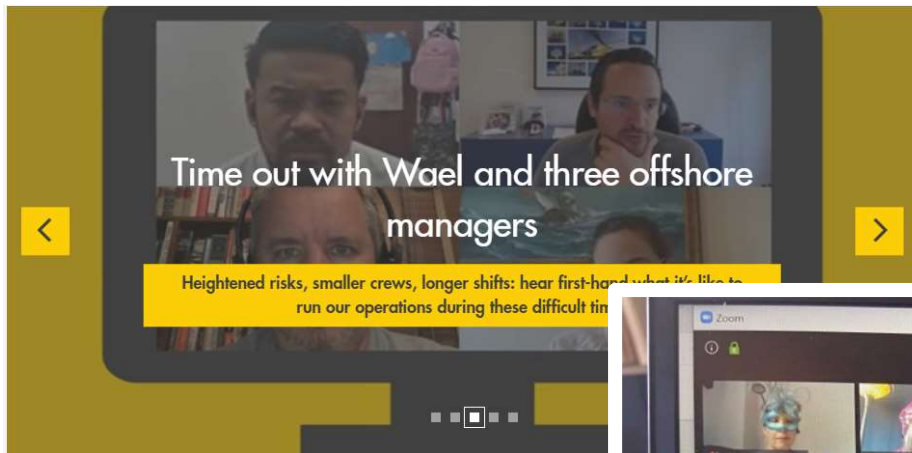
## **Supriyo Gupta**

CEO & Managing Director, Torque Communications



- Created two of the foremost Public Relations companies in the country: RediffPR and Torque Communications and a digital firm, Digilogue Communications.
- Former journalist with a decade of business and political reporting experience
- Serial entrepreneur, trainer for the Government, communications specialist, advisor to global firms and foundations, including Bill & Melinda Gates Foundation, Shell Foundation, Saab, Walmart-Myntra, Ashoka University, McDonald's, Escorts, redBus, Medlife,

# EXAMPLES OF CREATIVITY



## Tugende COVID-19 Relief Efforts Together with our community



### Understanding:

Clients stay with assets and can keep working/moving where allowed

### Flexibility:

2-month suspension of all penalties until 25th May 2020

### Support:

UGX 25,000 / KES 700 **unconditional** cash transfer for 23,000+ active clients

### Team:

460+ staff working full-time to support Tugende community

tugende.com

**TUGENDE**  
Own your future

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# QUESTIONS



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NEXT SESSION

11<sup>TH</sup> June

Preserving Company Culture during Remote Working



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THANK YOU

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