

# Building Brand Equity and Resilience in Times of Transformation

Smart Energy Consumer  
Collaborative Workshop

October 22, 2020

ICF  
next

**Bad companies are destroyed  
by crisis;**

**Good companies survive them;**

**Great companies are improved  
by them.**



**Andy Grove**  
Intel Founder + Former CEO

**No  
political  
agenda**







Forbes

# Delta Air Lines Commits To Blocking Middle Seats Through 2021



**Grant Martin** Contributor @

Travel

*I monitor the heartbeat of adventure, budget and consumer travel.*



The first  
to not sell  
middle seats.

# Blocked middle seats

American  
Airlines



NO

UNITED



NO

Southwest<sup>®</sup>



YES



# 'Delta may be onto something': Experts describe how the company is winning with customers even though rival airlines can fit more passengers

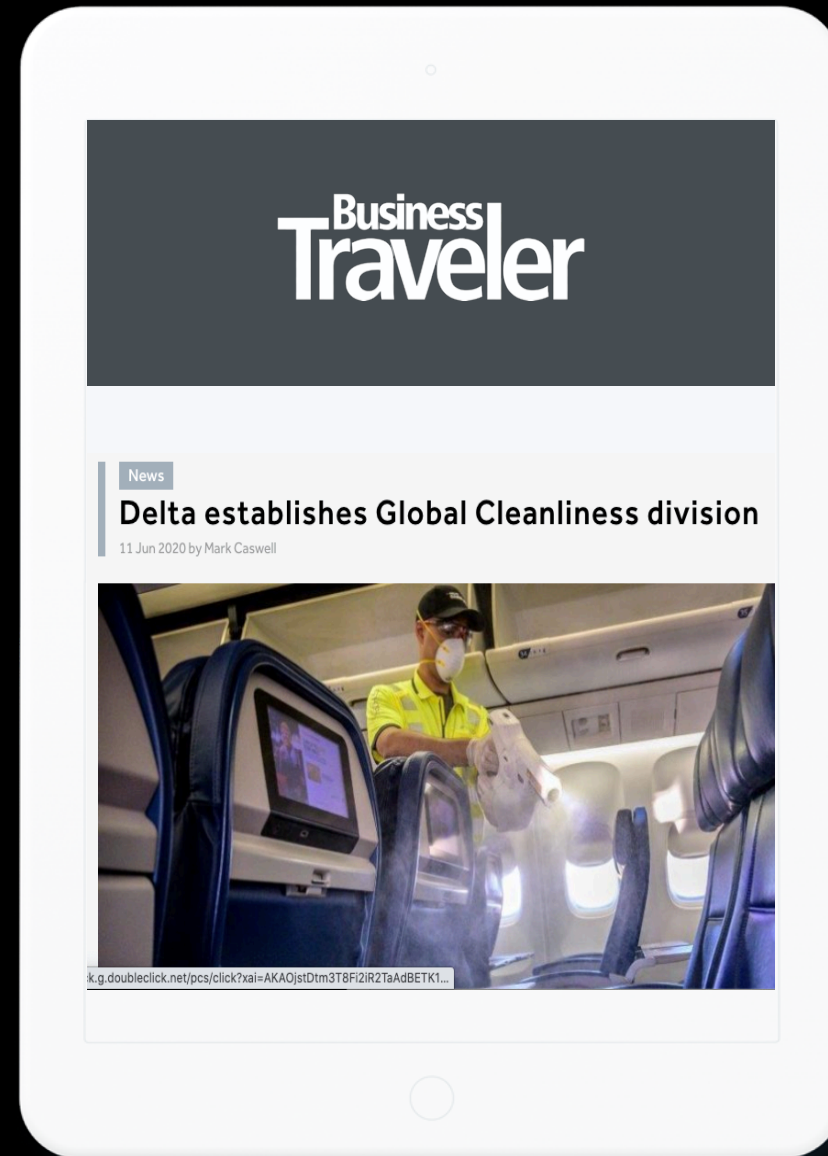
David Slotnick Aug 5, 2020, 7:37 AM





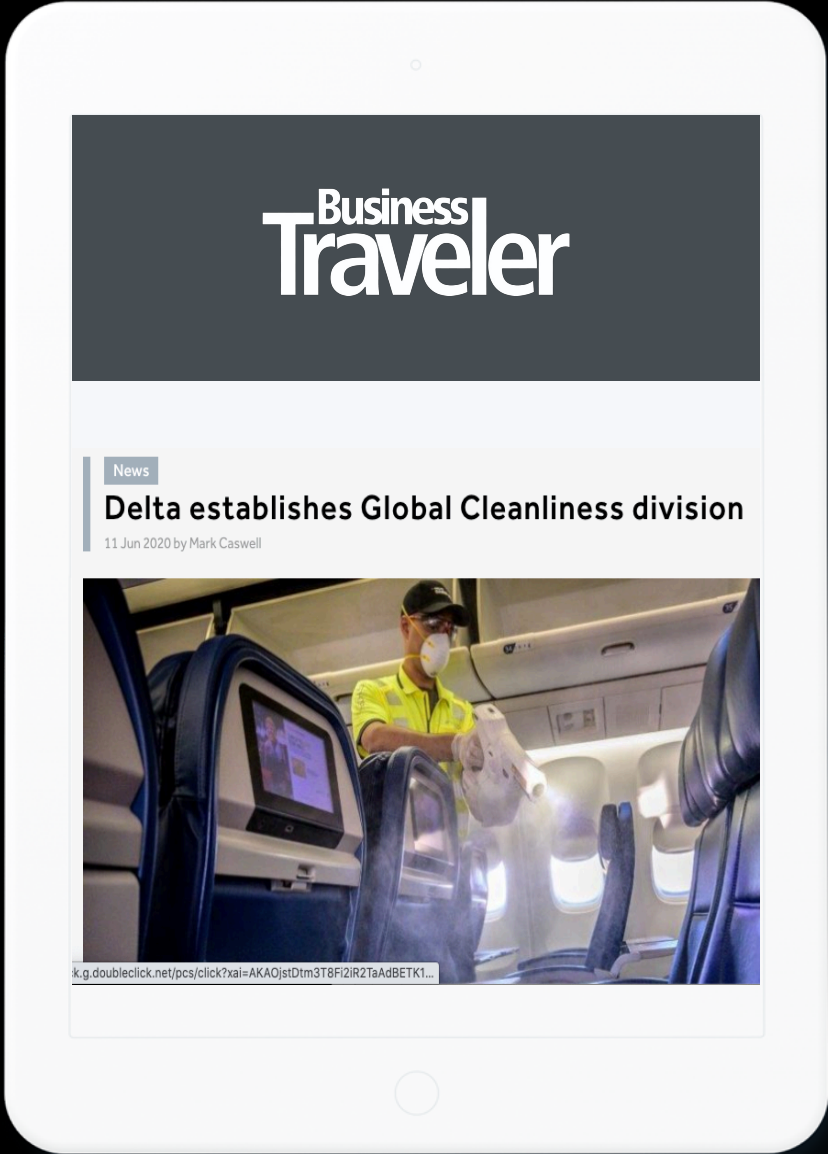
# Rapid Operational Responses

Driven by Partnerships  
with Trusted Brands



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# Building Trust *vs* Building Revenue

**Building Trust = Building Revenue**

## But Delta's betting customer sentiment will last post-vaccine

Though it's likely [unprofitable to block middle seats](#), Delta is betting that it will be remembered as the airline that maximized onboard safety during the pandemic.

Once the industry resets post-pandemic, it's hoping that these moves will buy long-term loyalty.

After all, blocking middle seats is definitely safer than sitting next to someone. But once you've decided to fly, is there that much of a difference between flying with a neighbor, when you're both wearing masks, cleaning your seats and breathing in air that went through a [HEPA filter](#)?







“Putting people before profits is, in fact, in the best interests of our planet, our communities, our employees, and, yes, our shareholders.”

– *Ed Bastian, Delta CEO*

## **Corporate Purpose and Putting People Before Profits**

Published on August 18, 2020

## The best airline stocks

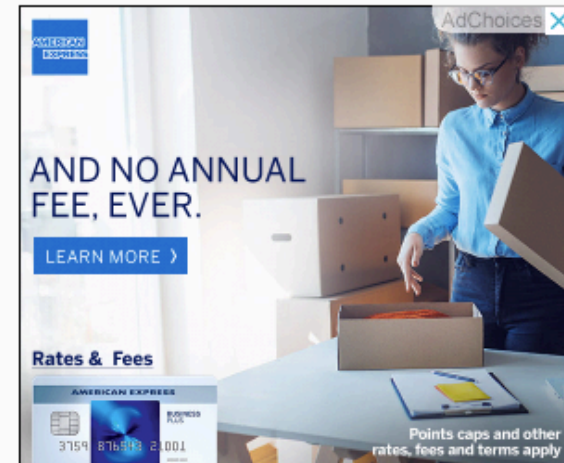
There are about a dozen publicly traded airlines in the United States. Here are some of the most important companies to know:

- **Delta Air Lines** (NYSE: DAL) is the driving force behind much of the recent innovation in the industry. It kicked off a round of consolidation that helped stabilize the business when it acquired Northwest Airlines in 2008, and in years since it has revamped pricing to better compete with discounters. Delta even [bought an oil refinery](#) to help ensure jet fuel supplies. Prior to the pandemic, Delta also provided some international exposure through its ownership stakes in airlines in Mexico, China, the United Kingdom, and Brazil, but some of those partners have had to file for bankruptcy.

## Forbes

Landing in the top spot is Delta Air Lines, which has had the best response to the coronavirus pandemic, according to the travel experts at The Points Guy. Delta ranks highly due to its impressive cleaning procedures—including electrostatic spraying with disinfectant of jets before all flights—as well as deep cleanings of gate areas and jet bridges. Delta was the first carrier to begin boarding back-to-front and is also restricting passenger capacity (50% in first class, 60% in economy). The airline also receives high marks in the study for its ticket flexibility and extension of loyalty status into 2021.

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57 years after the March on Washington, we thank those who marched before us—yet another senseless shooting shows how far we have to go. To those at [#MOW2020](#), we stand with you.

Black people have the right to move without fear. If you tolerate racism, delete Uber.





# Protesters call Uber's antiracism billboards 'hypocritical and offensive'

Published: Sept. 9, 2020 at 5:20 p.m. ET

By [Levi Sumagaysay](#)

26

**Ride-hailing company places ads proclaiming 'If you tolerate racism, delete Uber' amid fight to avoid classifying drivers as employees**

Sorry, Uber. Anti-racism slogans are all very well - but how about paying a decent wage?

*Arwa Mahdawi*

The ride-sharing company is taking a stand against racism in billboards across the US. That's rich coming from a company whose business model is based on exploiting workers





TECH

# How Airbnb Pulled Back From the Brink

Lessons from the home-sharing giant's near-death experience: Focus on the core business, keep expenses low and listen to customers





# Online Experiences: Field Trips

Swim with a shark expert in South Africa, uncover Pompeii with an archaeologist in Italy, and decode 2020 with Bill Nye the Science Guy. All from home.

Learn with expert hosts around the world



SOLD OUT

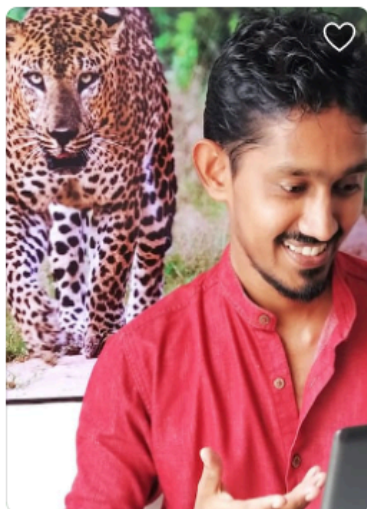


★ 5.0 (3) · United States

Socially Conscious Storytime with Olivia Wilde

Literary walk · 1 hour

From \$100 / person



★ 4.97 (122) · Sri Lanka

Go On a Leopard Safari in Sri Lanka

Animal care · 1.25 hours

From \$12 / person



WATCH REPLAY



★ 5.0 (5) · United States

Decoding the Science of 2020 with Bill Nye

Giving back · 1 hour

From \$100 / person



★ 4.96 (273) · Japan

Family Magic Show and Magic Lesson

Magic lesson · 1 hour

From \$25 / person



★ 5.0 (34) · France

Bake French Pastries in Paris

Baking class · 1 hour

From \$19 / person

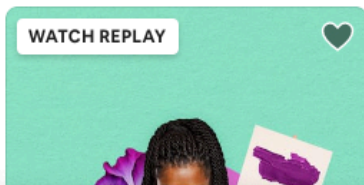
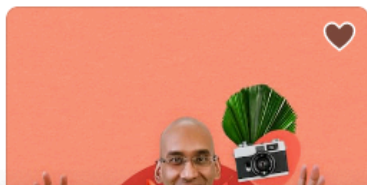
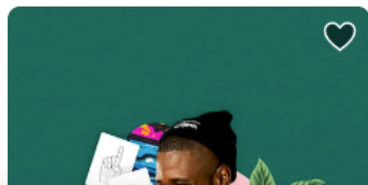


★ 4.96 (256) · Argentina

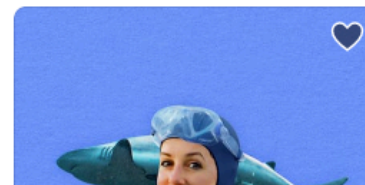
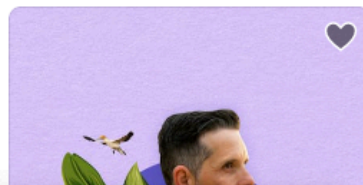
Discover Buenos Aires Street Art and Sketch

Art walk · 1 hour

From \$10 / person



WATCH REPLAY



# Lessons from Leading Companies

Stay True to  
Organization  
Purpose +  
Values

Listen to  
Customers +  
Employees

Think Big,  
Innovate + Seize  
Opportunities  
Quickly



# The Changing Expectations of Corporate America



# People Expect Companies to Lead

Low trust in  
government leaders

## 92%

Employees expect their CEO to speak up on societal issues ranging from gun control to income inequality.

## 81%

“A brand I can trust” is one of their top reasons for purchase.

# Employer Impact During COVID-19 Pandemic

Who I trust to look out for  
the best interests  
of me and my family

Employer

72%

State  
Government

53%

Federal  
Government

34%

# Re-align with purpose and organization values

“I think in times of uncertainty, more talk about purpose and culture, less talk about strategy, is what helps inspire and motivate people. It keeps us connected and give us the resilience and inspiration we need. We need to find ways to nourish ourselves each and every day.”

—John Donahoe, Nike CEO







# EMPATHY

HEAR

SPEAK

CONNECT

EMOTIONAL

CONNECT

PRESENT

HEAR

EMOTIONAL

ALIVE

SPEAK

DIALOGUE

ALIVE

**We Have an  
Opportunity.**



# The Scenario





# Today's Environment

*The Washington Post*

**One-Third of Americans  
Show Signs of Clinical  
Anxiety or Depression**



*The Atlantic*

**This Is Not a Normal  
Mental Health Disaster**

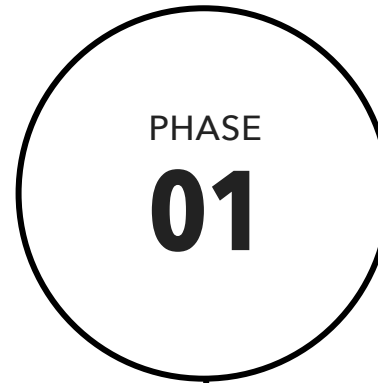




# Two Different Viewpoints of a Power Outage

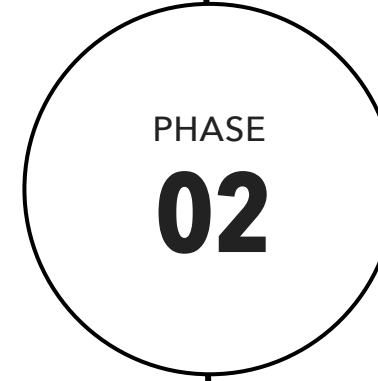


# Using Psychology to Inform Communication



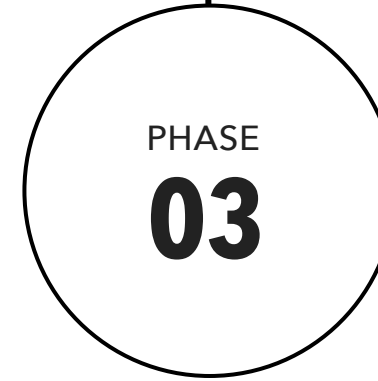
## Warning and Threat Phase

Dangers don't warrant a fight-or-flight response.



## Rescue Phase

Process trauma to resolution.



## Recovery Phase

Positive healthy beliefs of self, experience life in a new way.

## Phases of Outage Communications

## Phases of Disaster Trauma Recovery



### Before Storm

Build brand trust and equity investment in grid reliability.

PHASE

**01**

PHASE

**01**



### Warning and Threat Phase

Dangers don't warrant a fight-or-flight response.



### During Storm

Assure customers with accurate and frequent updates of when normal will return.

PHASE

**02**

PHASE

**02**



### Rescue Phase

Process trauma to resolution.



### After Storm

Reconnect with customers, summarizing how fixed, commitment to improving.

PHASE

**03**

PHASE

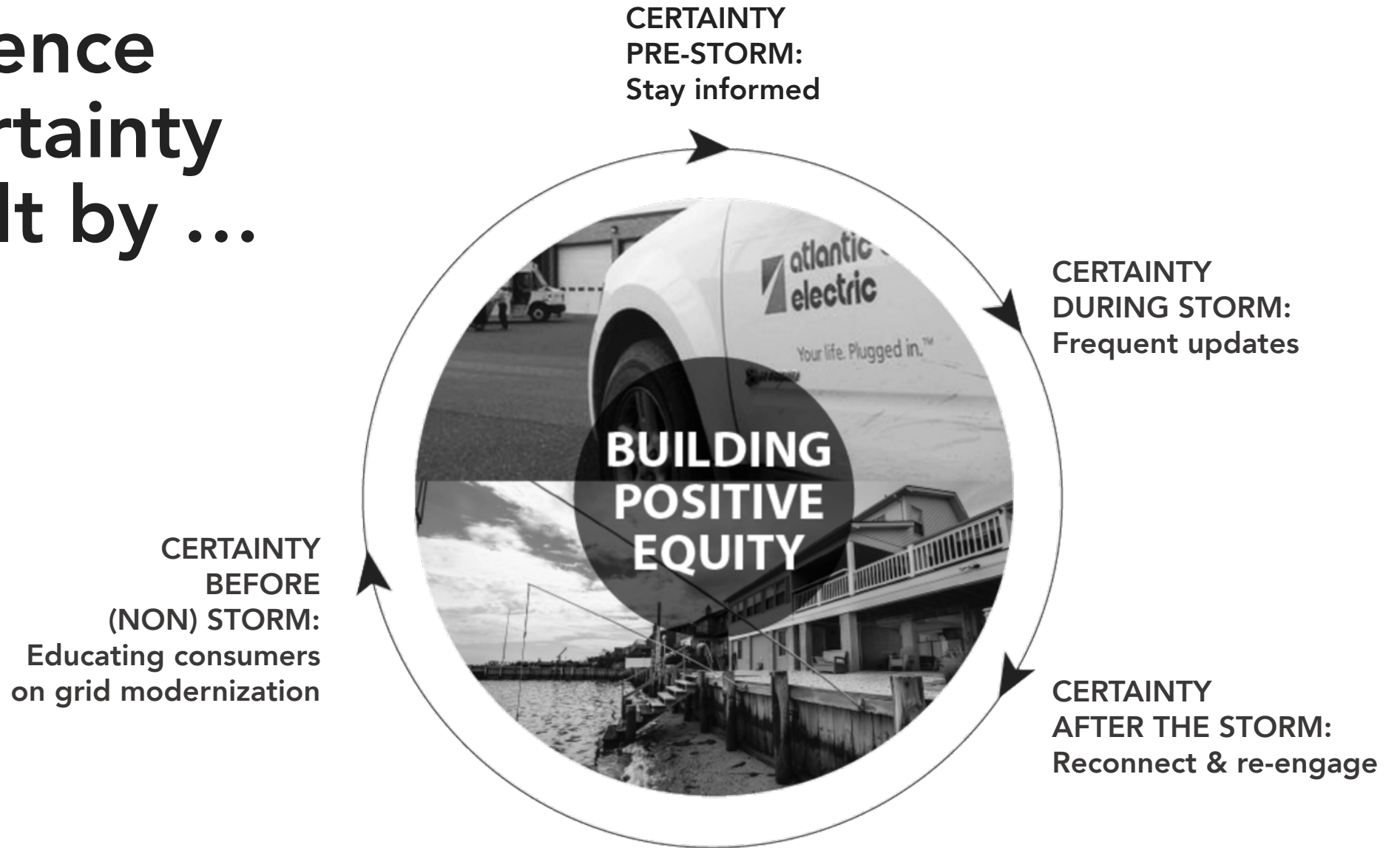
**03**



### Recovery Phase

Positive healthy beliefs of self, experience life in a new way.

# Confidence and certainty are built by ...







# Your Organization



# Opportunities for Utilities, Lessons from Leading Companies

Stay True to  
Organization  
Purpose +  
Values

Listen to  
Customers +  
Employees

Think Big,  
Innovate + Seize  
Opportunities  
Quickly

Lead with  
Empathy. Meet  
customers where  
they are

Recognize the leadership expectations  
employees and customers have for  
your organization

**Bad companies are destroyed  
by crisis;**

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