NAVIGATING BACK TO WORK INTERNAL COMMS STRATEGY 2020



THE CHALLENGE

The COVID-19 world requires brands to serve the greater good above all else. This goes from the inside out.

At the heart of its culture is a company's relationship with its employees, and with every piece of internal communication the gaps can become more clear.

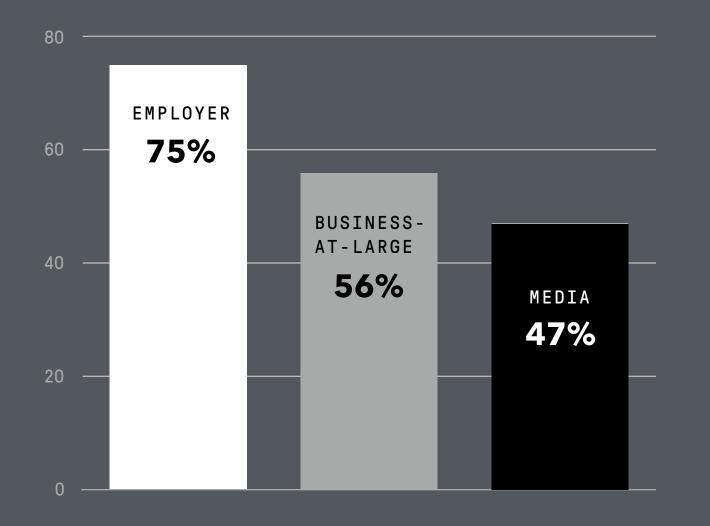
As companies are renegotiating their agreements with employees overnight and from afar, every move is accentuated.

When under a microscope, there's a greater need for agility and resourcefulness.

CORPORATE LEADERSHIP IS ELEVATED UNLIKE EVER BEFORE

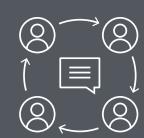
Employees have the highest level of trust in their employers (75%), well above business at large (56%) and the media (47%).

Edelman Trust Barometer, 2020

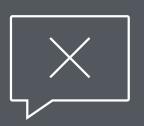




Employees are yearning for information



Corporate flow of information to employees reassures them and makes them feel confident about returning to work



Lack of communication breeds anxiety, fear and confusion

Of respondents surveyed, here's how many are paying closer attention than usual to certain issues.

83%

those in need"

to "leaders/CEOs stepping up to help 86%

to "how companies care for their employees' safety and well-being" 78%

to "how companies are paying or retaining their employees" 82%

to "how companies treat their customers" 71%

to "how and where companies source their products and supply chains"

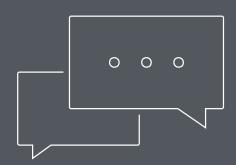
THE OPPORTUNITY

Tonality is under a microscope, and anxieties around the return to work are high. It's up to companies to instill confidence in their employees by managing the uncertainties with the deepest care, thoughtfulness and consistency.

How companies navigate this transition back to work will have effects that will be felt long after the doors have reopened.

It is essential to have a content package of modular assets that are flexible enough to meet the needs of an ever-evolving and diverse internal communications ecosystem. A successful strategy will strengthen the relationship that companies forge with their employees throughout the transition back to work.

THERE ARE FOUR GOALS TO ANY CONTENT STRATEGY RIGHT NOW:



OPEN DIALOGUE

It's critical to get ahead of employee chatter. Be as transparent as possible to mitigate false rumors and let employees know their concerns are being heard and that answers are coming.



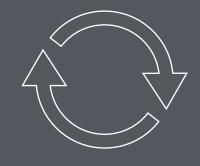
TRANSFER KNOWLEDGE

Share the information available in a timely manner with clarity and appropriate context. At this time people are in need of messages that are personal, actionable and practical.



BUILD TRUST

Find moments to make announcements and show follow-through. Engage with employees to gather input and make changes to accommodate the workforce and illustrate those changes.



MAINTAIN CREDIBILITY

Create regular and expected moments for communication

– via newsletters, town halls, etc. – as they are vehicles for building trust and standing behind your message.

PRE, DURING & POST WORKPLACE REOPENING

THE SOLUTION

MESSAGING

CONTENT FORMATS

A sequenced set of communications draws upon empathy toward the needs of the company and the employees, and a deployment strategy meets audiences where they are, providing reassurance every step of the way.

Empathetic to the needs of the company and the employee, the SJR Content Tool Kit works in collaboration with companies to understand their DNA and speak their language – drawing employees home to their second family rather than commanding them back to work.

As a plug-and-play package, the SJR Content Tool Kit is built to deliver on the critical messaging companies will need to disseminate in order to instill confidence and ensure employees that their safety is of the deepest concern.

MESSAGING FRAMEWORK

Information builds understanding and quells anxiety. We take the guesswork out and break down the messaging to the most essential and critical elements, which will guide all of SJR's editorial development.

LEADERSHIP VISIBILITY Frequent communication from CEO and leadership builds trust with employees. **TIMELY TIMELINES** Be transparent about timelines and relevant information. When it comes to letting employees know what to expect, open communication is key. 03 **WORKPLACE SAFETY** Overdeliver on communication around workplace safety, clarifying what employees can expect. **LOOKING FORWARD** Help employees understand what the new normal will look like. Reinforce company

culture as one that is moving forward versus looking to reset the clock.

CONTENT FORMATS

When it comes to sharing information, the vehicle and manner in which it is dispatched is often more consequential than the message itself. Understanding content formats and the ecosystem's needs is critical. SJR has the expertise to bridge an understanding of the corporate comms ecosystem with the content formats best suited to decode complexity, drive understanding, ensure engagement and boost confidence in the action plan going froward.

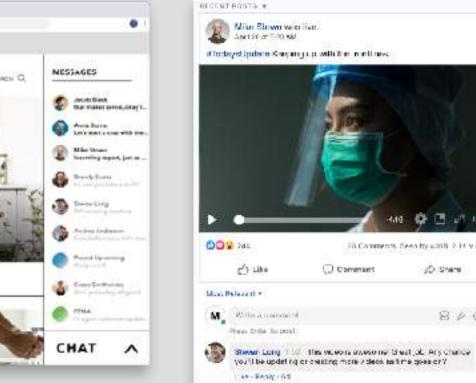
Format recommendations may include:

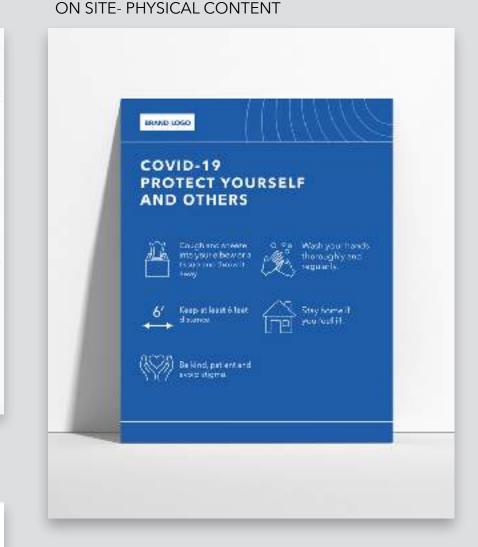
- 1. Video
- 2. Audio
- 3. Editorial
- 4. Graphic explainers
- 5. Newsletter content
- 6. Physical content

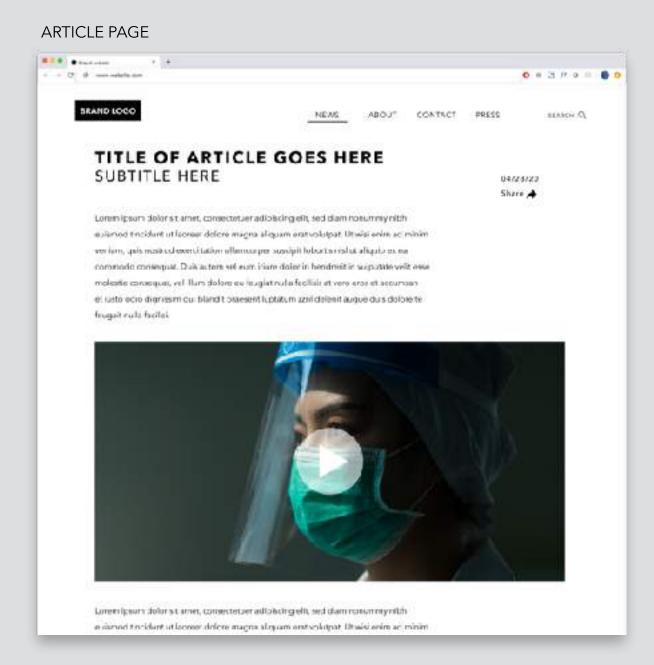
WELCOME BACK MACRO MESSAGE

WORKPLACE POST

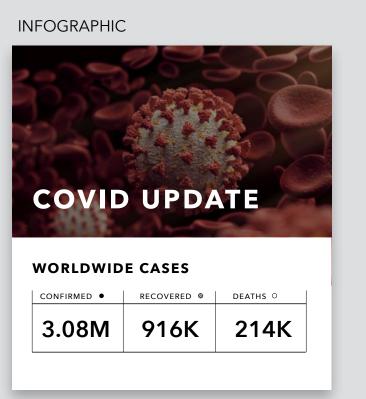
INTRANET We've within together, for all our Covid 59 related weave stick home We've within together, for all our Covid 59 related weave stick home REAND LOGO NEWS ABOUT POSTS PLES MORE 1 SEARCH Q Ancies Search Sea











VIDEO

TURN RIGHT TO THE EMPLOYEES

Allowing employees to ask questions of senior leadership upfront via a live Q&A humanizes the brand and streamlines communications while building trust. Surveys and questionnaires let employees form the questions and drive the conversation.

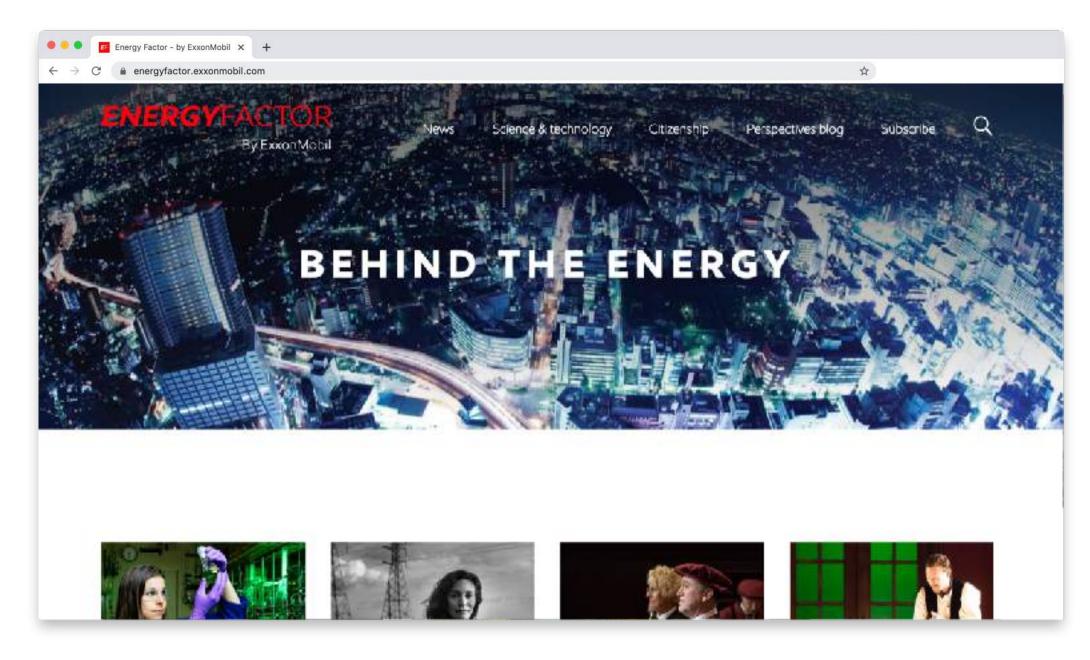
HUMANIZING EXXONMOBIL

When SJR worked with ExxonMobil to bring in Darren Woods as CEO after Rex Tillerson's departure, we created a video for Darren to introduce himself to the company. The video was created to ease concerns within the company by outlining a clear path forward with Darren's vision.

Intentionally relaxed and informal, we created an environment where Darren could voice his thoughts in a hopeful and welcoming way, and in which he could answer any of his employees' questions without seeming distant or impersonal.

CLICK TO PLAY VIDEO







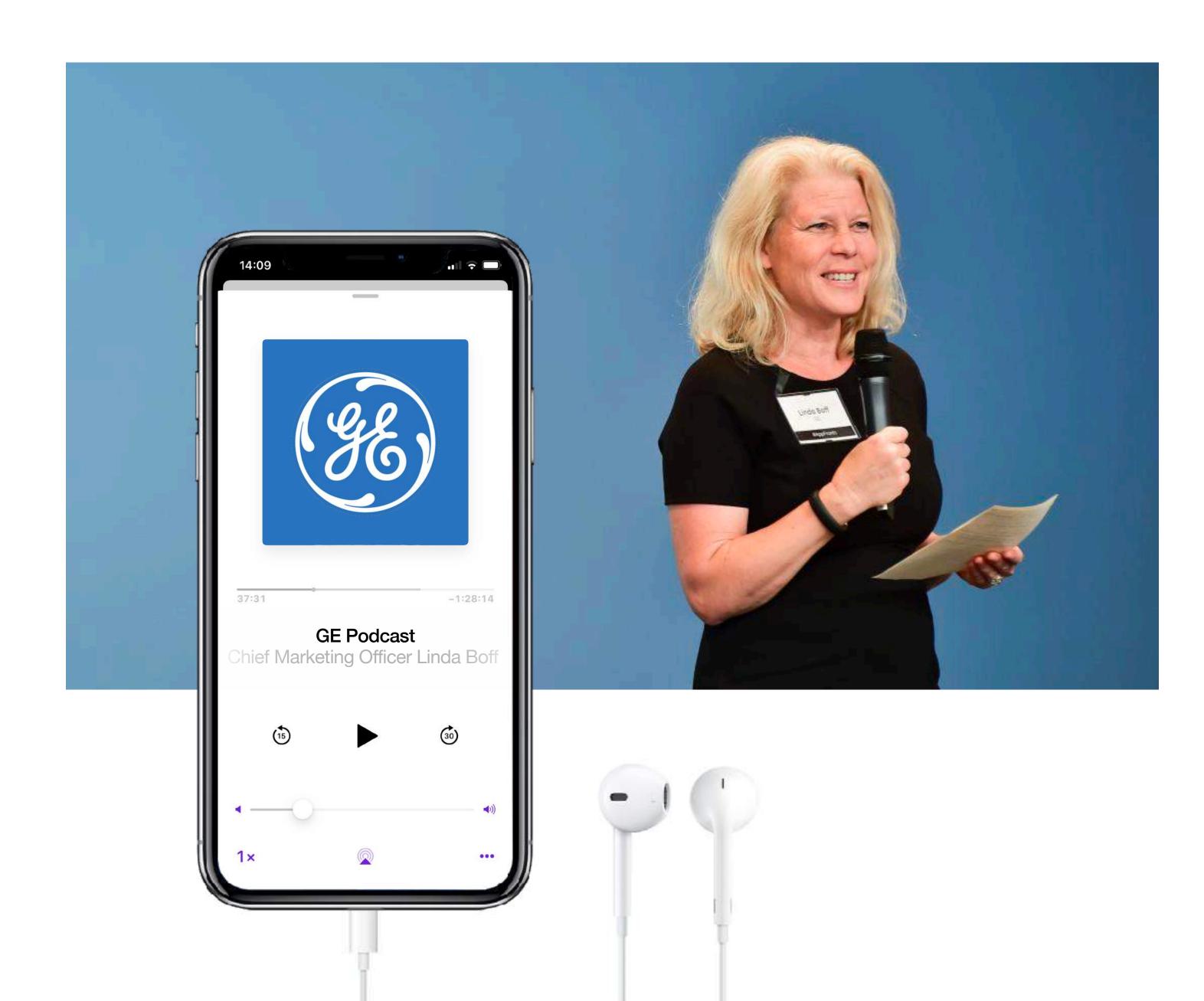
DISTRIBUTE IDEAS WHILE CREATING CONTENT

Audio content combines the intimate access of video content with the depth and originality of written editorial. Serialize audio content and invite other voices to weigh in on discussions.

TAKING DEEPER DIVES

GE Chief Marketing Officer Linda Boff needed to reach out to her global team not just with steady-state communications, but with new ideas that excited her and were driving the company's strategy.

SJR created a podcast for Linda that featured her favorite marketing partners, including Edelman CEO Richard Edelman, author Michael Venture and SJR CEO Alexander Jutkowitz. The podcast was distributed via her regular monthly email to employees.





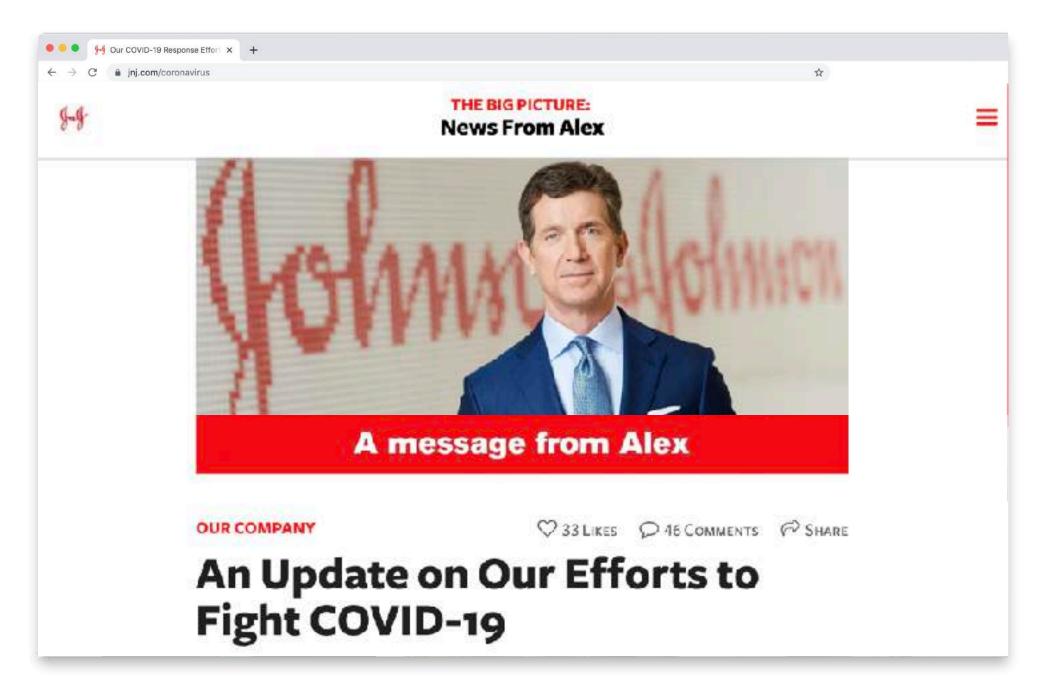
REPETITION IS NECESSARY

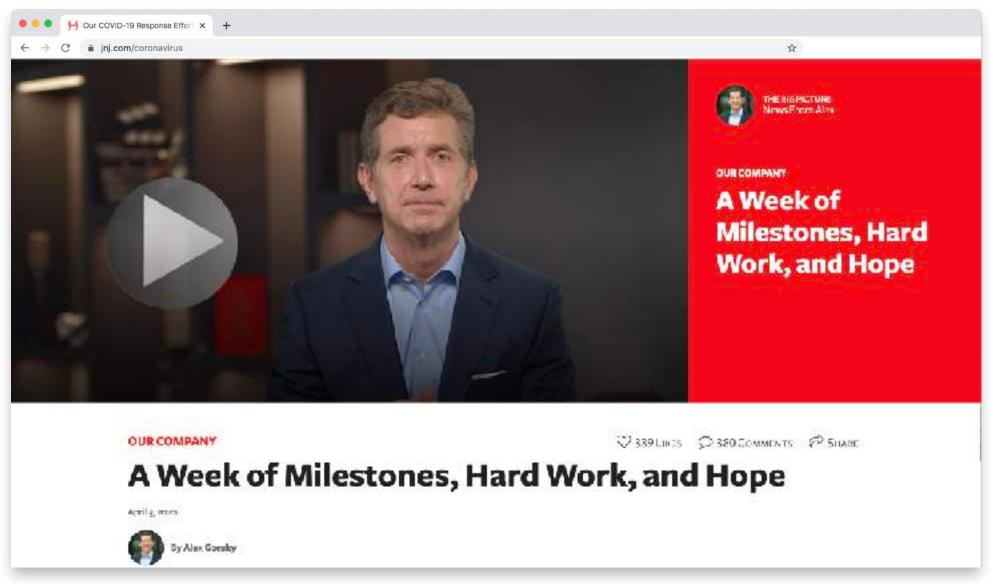
A range of editorial content from bylines to intranet articles and community engagement contributes to building continuity and ensuring understanding during confusing times.

PROVIDING EXECUTIVE GUIDANCE

To support Johnson & Johnson's response and activities during the COVID-19 crisis, we created messaging strategies for internal and external communications from one of the largest healthcare companies in the U.S.

We created internal content to keep employees informed and connected with CEO Alex Gorsky while remote, talking points for internal and external speaking engagements, a rapid response protocol for inquiries from J&J employees, and numerous LinkedIn bylines around vaccine development news.





GRAPHIC EXPLAINER

EMBRACE VISUAL COMMUNICATION

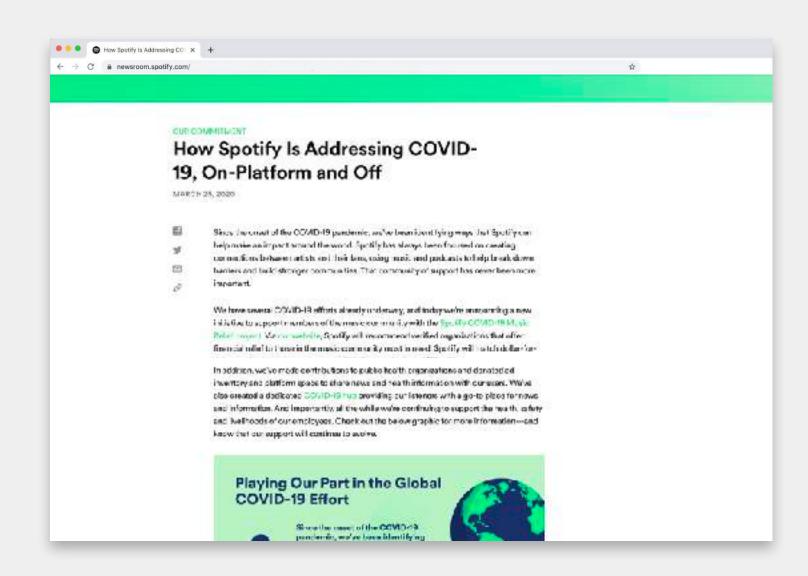
At times, the best way to communicate complex information quickly and effectively is through visualizations.

Infographics and data visualizations can accompany an announcement, complement an article or live as a standalone content unit.

PROVIDING RELIEF TO THE MUSIC COMMUNITY

Amid the COVID-19 pandemic, we worked with Spotify to quickly launch the COVID-19 Music Relief project, which was created to support artists and the creative community who have been deeply impacted by the effects of the virus.

Graphic explainers offered fund details in a pithy, engaging way.





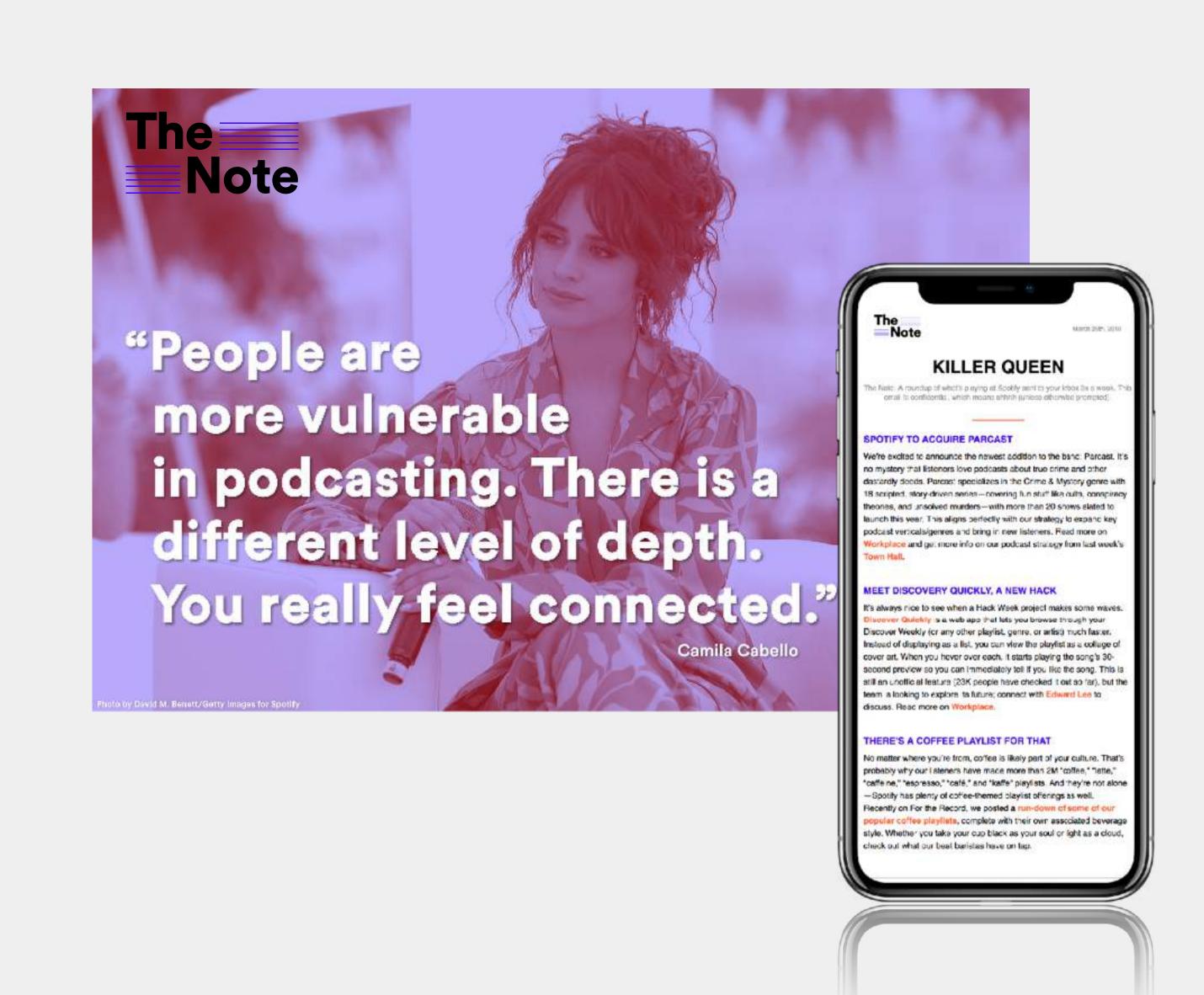


YOU ARE A TRUSTED NEWS SOURCE

During COVID-19, employees surveyed reported trusting their employers for reliable news over traditional outlets. A newsletter allows the distribution of content consistently and intimately, giving employees the confidence and trust they are missing from external sources.

STREAMLINING NEWS & CREATING COMMUNITY

The Note, a 3x weekly newsletter sent to all Spotify employees worldwide, keeps them educated and engaged around key topics affecting the business internally and externally. With one streamlined communication, employees are confident that they are receiving the most important news, company updates, product updates and celebrations—all in an-easy-to-read, friendly digest.





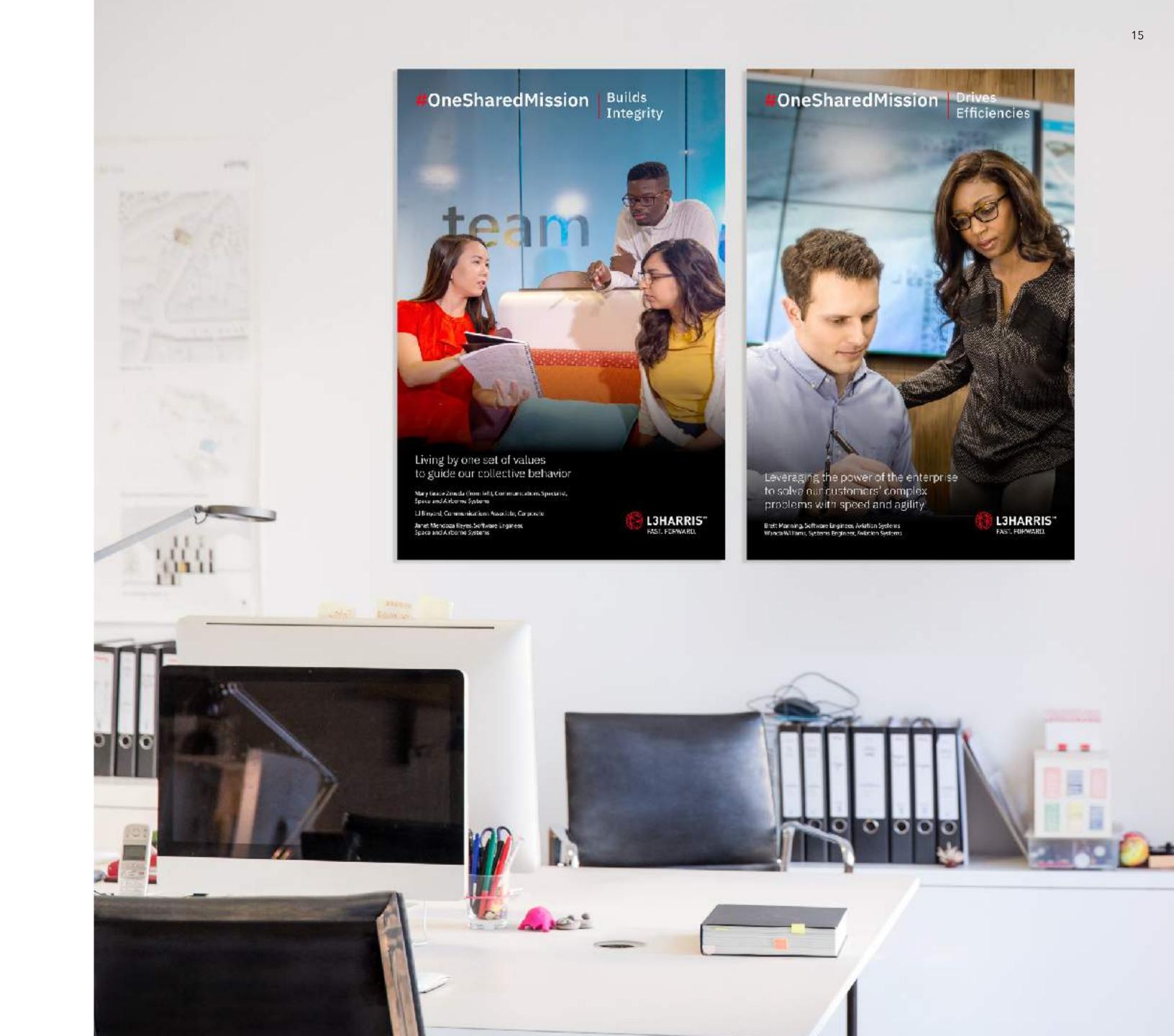
CENTRALIZE THE MESSAGE

Onsite content serves as a constant reminder of the company's message and reinforces information to employees and stakeholders. A diverse collection of assets can be deployed to cover off on different tones and aspects of an issue.

ARTICULATING COLLABORATION DURING A MERGER

The launch of the #onesharedmission platform rallied employees around the L3Harris merger with a consistent cadence of optimistic integration messaging.

Digital and physical assets, like onsite posters, were used to simplify communications by unifying multiple messages and "need-to-know" information into a strong, accessible narrative.



WHAT'S RIGHT FOR YOU?

PROGRAM MANAGEMENT

SJR will help you choose the right content collection for achieving consistency and understanding while creating message pull-through and building trust.

We will work with you to establish a deployment plan for assets created or ensure that assets fit into your existing content calendar.

CONTENT	FORMAT

		VIDEO	AUDIO	EDITORIAL	GRAPHIC EXPLAINER	ON-SITE/ Physical Content
	LEADERSHIP VISIBILITY					
ESSAGING	TIMELY TIMELINES					
MESSA	WORKPLACE SAFETY					
	LOOKING FORWARD					

A PHASED APPROACH

1 PLANNING

In collaboration with you, we will conduct a brief exploration phase, a risk assessment, a competitive analysis and an assessment of the potential for an internal/external employee marketing campaign.

02 **PROGRAM LAUNCH**

Phase 2 includes the first alert to employees of the plan for reopening, which may include editorial development, LinkedIn posts for stakeholders, employee emails, and a microsite with FAQs and HR contacts for questions.

O3 ONGOING IMPLEMENTATION

We'll continuously create content to fuel program channels and capture updates as the situation evolves. We'll create a feedback loop to gauge effectiveness and perception and make adjustments to the strategy and editorial accordingly.

RETURNING TO THE OFFICE WILL BE BIG

BUILD THE CONFIDENCE NEEDED TO DO IT RIGHT

Schedule 15 minutes with us:

NewBusiness@GroupSJR.com