Building Brand Equity and Resilience in Times of Transformation

Smart Energy Consumer Collaborative Workshop

October 22, 2020
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
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.
<table>
<thead>
<tr>
<th>Airline</th>
<th>Blocked middle seats</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Airlines</td>
<td>NO</td>
</tr>
<tr>
<td>United</td>
<td>NO</td>
</tr>
<tr>
<td>Southwest</td>
<td>YES</td>
</tr>
</tbody>
</table>
'Delta may be onto something': Experts describe how the company is winning with customers even though rival airlines can fit more passengers
Rapid Operational Responses

Driven by Partnerships with Trusted Brands
Rapid Operational Responses
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Rapid Operational Responses

Driven by Partnerships with Trusted Brands
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.

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.
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 Lev Sumagaysay

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
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

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

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 (254) - Argentina
Discover Buenos Aires Street Art and Sketch
Art walk - 1 hour
From $10 / person
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.

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Edelman 2020 Trust Survey (pre-pandemic)
### Employer Impact During COVID-19 Pandemic

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

<table>
<thead>
<tr>
<th>Source: Ipsos Poll, Aug 2020</th>
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<tbody>
<tr>
<td><strong>Employer</strong></td>
</tr>
<tr>
<td>Federal Government</td>
</tr>
<tr>
<td>State Government</td>
</tr>
<tr>
<td>Federal Government</td>
</tr>
</tbody>
</table>
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
We Have an Opportunity.
The Scenario
One-Third of Americans Show Signs of Clinical Anxiety or Depression

This Is Not a Normal Mental Health Disaster

Today’s Environment
Two Different Viewpoints of a Power Outage

Restoring Power
Restoring Family Life
Using Psychology to Inform Communication

PHASE 01
Warning and Threat Phase
Dangers don't warrant a fight-or-flight response.

PHASE 02
Rescue Phase
Process trauma to resolution.

PHASE 03
Recovery Phase
Positive healthy beliefs of self, experience life in a new way.
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.

Before Storm
Build brand trust and equity investment in grid reliability.

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

After Storm
Reconnect with customers, summarizing how fixed, commitment to improving.
Confidence and certainty are built by ...

CERTAINTY
PRE-STORM:
Stay informed

CERTAINTY
DURING STORM:
Frequent updates

CERTAINTY
AFTER THE STORM:
Reconnect & re-engage

CERTAINTY
BEFORE (NON) STORM:
Educating consumers on grid modernization

BUILDING
POSITIVE
EQUITY
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
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