

Communications Watch

Corporate Communications Practices—What Lies Ahead?

April 28, 2022



Communications

Some of the critical questions and issues we will be answering today

- How important is the mindset of a CCO and the key role that resourcefulness plays in that mindset?
- How does having an “ear to the ground” can be as helpful for your CEO than any other attribute?
- What are the tasks of working through and creating new partnerships?
- How is resilience 3.0 the most critical characteristic of a CCO?



Today's Speakers



Gemma Hart
VP, Communications
Danone North America



Craig E. Carroll, PhD (Moderator)
Communications Principal, M&C
Center
The Conference Board

Corporate Communications Practices 2022

Published March 31, 2022



1. Organizational practices
2. Current constraints and challenges
3. Performance and outcome measurement
4. Reliance and satisfaction with agencies
5. Recent changes
6. Differences based on company revenue, # of employees, team size, team structure, industry

Briefings available
for *The Conference Board* members



Back Drop

Coming Out of COVID



COVID Challenges: Not New Anymore



**95% going back to
the office**



93% faced employee burnout

75% among <1k employees



**66% of companies
forced to deal with
corporate culture**

**84% remote culture
corporate culture—greatest challenge
after covid-related challenges**





**37% faced loss of
cultural memory**

Russia and Ukraine

Cutting Ties with Russia 2 months in..

1. Companies digging in $\uparrow 8\%$
2. Scaling back $\uparrow 4\%$
3. Buying time $\uparrow 1\%$
4. Suspending operations $\downarrow 5\%$
5. Withdrawing altogether $\downarrow 8\%$

Sample: 1122 companies as of April 28, 2022



Speaking out on Geopolitical Issues

Breaking Clean and Withdrawing

Grade A. 304 corporation break clean and withdraw altogether
Down 8% since March



The
Observatory on
Corporate Reputation, LLC



Speaking out on Geopolitical Issues

Suspending Operations

Grade B. 381 corporations keep their options for returning to Russia.
Down 5% since March



381 companies



Speaking out on Geopolitical Issues

Scaling Back

Grade C. 114 corporations reduce current operations
Up 4% since March



Speaking out on Geopolitical Issues

143
companies

Buying Time

Grade D. 143 corporations hold off on new investments and developments.
Up 1% since March



Speaking out on Geopolitical Issues

Digging in

Grade F. 180 corporations defy demands for exit or reduction of activities.
Up 8% since March; but down 4% in the past 2 weeks



180
companies



79%

Top Challenges

#1

Safety and Security

Data from
ACC 1992 **30** 2022
AMERICAN CHAMBERS
OF COMMERCE
IN UKRAINE

Survey Marcy 17-18, 2022
Biggest Chamber members 71% CEO; 29% top manager

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49%

Top Challenges

#2

Logistics and Transportation

Data from
ACC 1992 **30** 2022
AMERICAN CHAMBER
OF COMMERCE
IN UKRAINE

Survey Marcy 17-18, 2022
Biggest Chamber members 71% CEO; 29% top manager



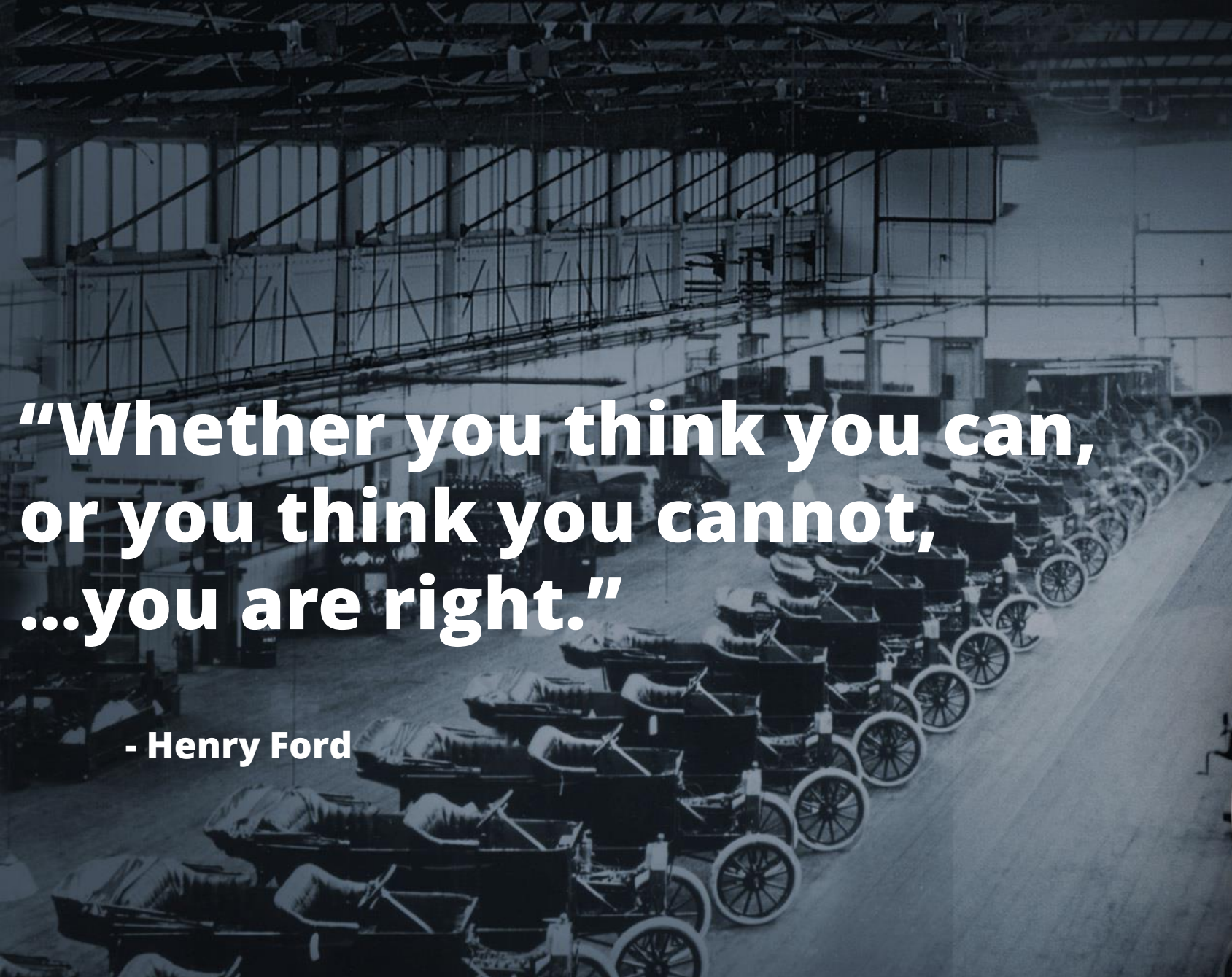
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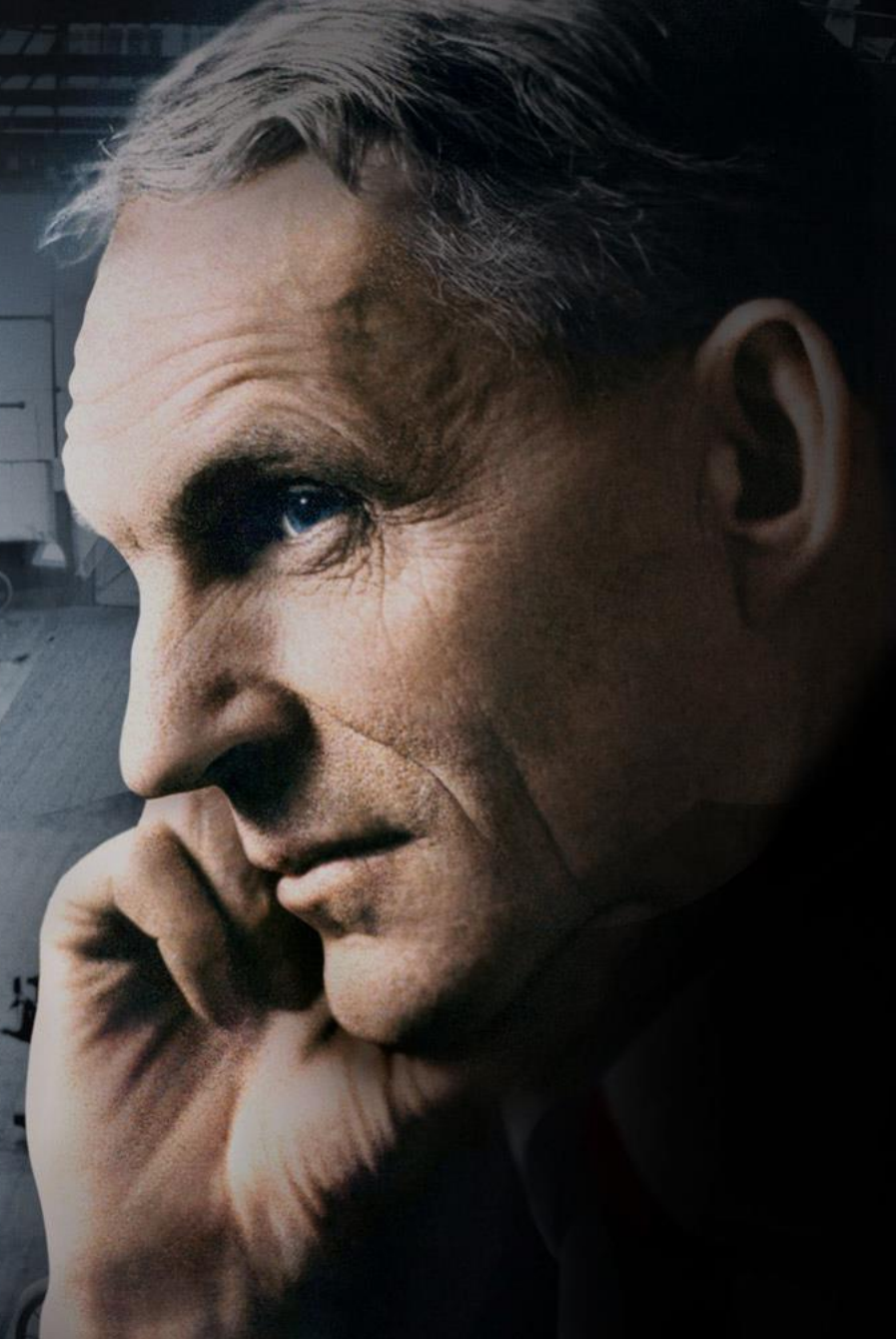
NEW BELIEFS






**“Whether you think you can,
or you think you cannot,
...you are right.”**

- Henry Ford



A person with long hair, wearing a dark jacket and pants, is sitting on a large rock, looking out over a vast valley. The scene is captured during sunset or sunrise, with a warm, golden glow in the sky and a soft light on the person's hair. The background shows rolling hills and a valley with some buildings visible in the distance.

“It’s amazing
what you can do,
when you don’t know
you’re not supposed
to be able to do something.”

Beliefs About Remote Work





Beliefs About Location





Beliefs About Resources





Beliefs about Collaboration



Beliefs About Resilience



Beliefs about Capabilities



RESILIENCE 3.0

Being more resilient and agile



Being more flexible and agile with people's schedules



Crisis endurance: Weathering the Storm




Better understanding and acceptance of people's personal lives



Celebrating moments in new ways



Communications now



**Virtual works fine
as long as
you invest time
in human connection
conversation**





Efficiency is paramount to all communications

no fluff, no wasted words or
motion

Communications function must be flexible and adaptable





**Communications
should be
empowered to
influence business
decisions**





Must move with lightning speed in a changing environment



Ruthless and continuous prioritization/ reprioritizations



Setting boundaries with the business



Being okay with saying NO



A photograph of a seagull perched on a metal pole. The pole is equipped with several large, dark-colored megaphones. The background is a clear, bright blue sky. The text 'Committing fewer random acts of marketing' is overlaid in white, bold, sans-serif font on the left side of the image.

Committing fewer random acts of marketing





Less communications for communications' sake



Employees First



Humanity and authenticity

A close-up photograph of a person's eye. The eye is light-colored and has a reflection of a person in a wheelchair. The person in the reflection is wearing a blue shirt and is looking towards the camera. The background of the reflection is a bright, outdoor setting with some greenery. The overall image has a soft, slightly blurred quality, emphasizing the human element.

Grace and compassion



Doubling down on corporate purpose



Effort versus impact

A woman with curly hair, wearing a blue dress and a gold belt, stands in the center of a meeting room. She is gesturing with both hands raised, palms facing forward, as if explaining a concept. She is looking towards a group of people seated around a table. The group includes a woman with long dark hair on the left, a woman with curly hair on the right holding a pen, and a man on the far right. In the background, there is a whiteboard with handwritten notes and diagrams. The overall atmosphere is professional and collaborative.



Speaking to Employees as Adults



Speaking to Employees as Adults



Continuing to Learn the Business



What's Now



Future of Work





Return-to-the-workplace protocols





Office schedules and procedures






Hybrid work schedules

Hybrid events





Navigating workplace preferences and employee expectations

ESG Disclosures





Speeding Up of the Digital Transformation



Geopolitics Content Hub

Updated daily with the latest insights for your company to navigate the Russia-Ukraine Crisis

Visit <https://www.conference-board.org/topics/geopolitics>





Don't Miss Our Upcoming Events

ON DECK:

Webcast, Tuesday May 17th

Future of Branding: Netnography* & Algorithmic Branding

With Robert V. Kozinets, Creator of Netnography and Ulrike Gretzel, Senior Fellow, Center for Public Relations, University of Southern California and Director of Research at Netnografica

**Netnography, is a specific type of qualitative social media research.*

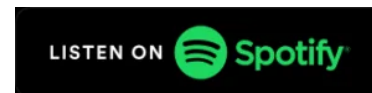


NEW Podcast Series: CEO Perspectives - Insights for What's Ahead™



Hosted by our CEO, **Steve Odland**, this bi-monthly series features in-depth interviews with thought leaders from The Conference Board to provide business executives with data-driven insights to prepare them for what's ahead.

Available on our website at <https://www.conference-board.org/podcasts/ceo-perspectives-podcast> or on most popular podcasting platforms, including:



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Watch this short [video](#) to get started.

