
ETM applied to business

Turn crisis into an opportunity

Food & Beverage





Context + Objectives

Context

Client faced a large crisis furthered by employee misconduct. The issue was related to societal tensions and generated large volumes of negative media coverage and tense conversations on social media.

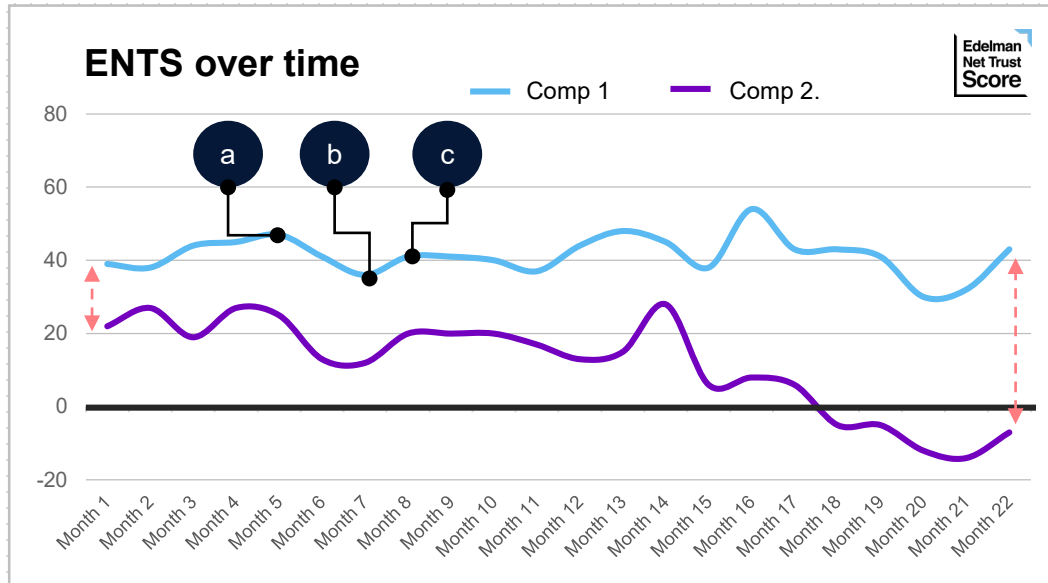
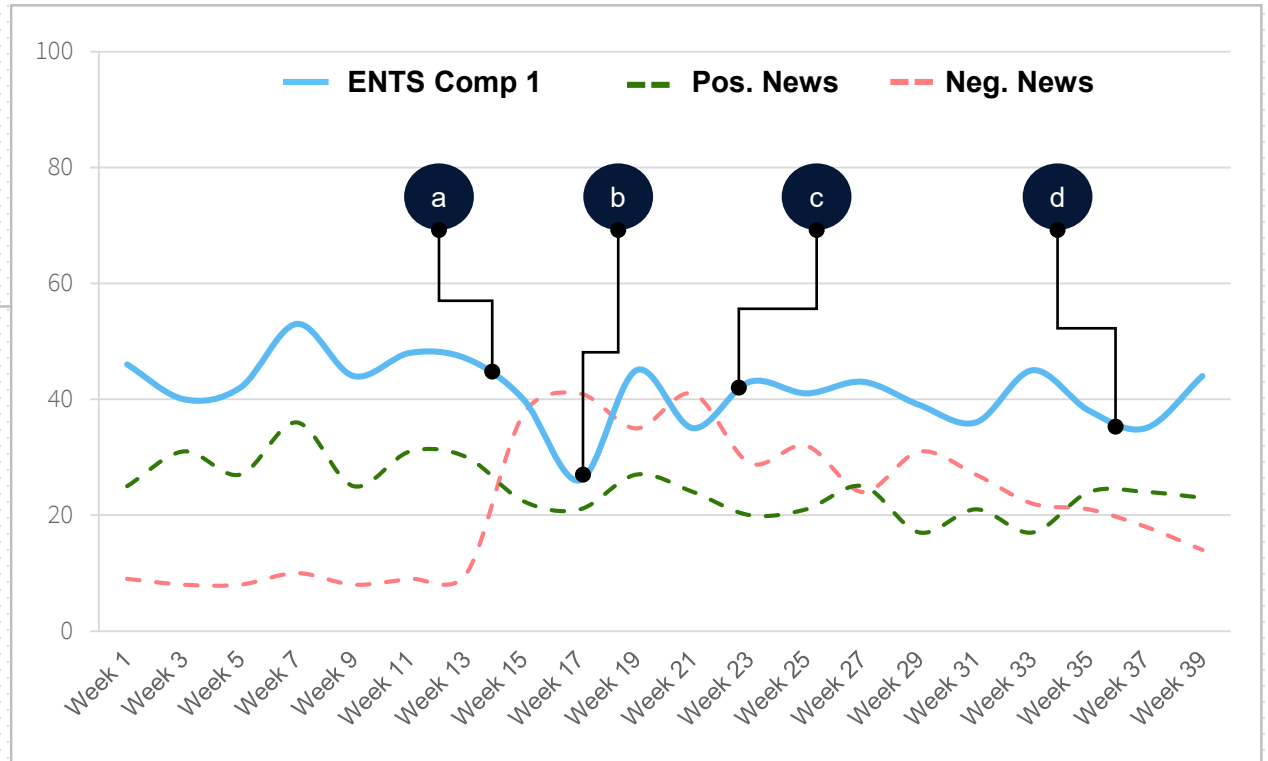
Objectives

Client wanted to understand the impact of the issue on its trust capital going beyond media and social media chatter. They ran continuous weekly ETM tracking to better understand how to mitigate the issue and restore trust.

Key Findings

1. Strong Trust Capital coming into crisis

- a) Client had a relatively strong trust capital coming in the crisis
- b) The crisis resulted in a dip in trust capital (-40%)
- c) Appropriate answer meant the trust capital was back to its original level within weeks after the event
- d) The public remembered bad news about the company for more than 6 months suggesting the client still had to mitigate risk until then, despite trust being back to pre-crisis level



2. Protective power of trust

- Company 1 had a trust capital twice stronger than company 2 at the start of the tracking.
- Company 1 recovered quickly post adverse event and maintained trust capital, confirming its protective power
- Comp 2. has been hit by multiple crises resulting in a decline of its trust capital and inability to bounce back

Implications

Impact on business

- Client expanded Trust capital assessment program to three key markets to understand their license to lead and operate internationally
- Demonstrating the longer impact of the crisis on perceptions allowed to adapt communication strategy; Company adopted a lower profile strategy for a few months to avoid backlash
- Client came out of the issue largely unharmed using the issue as an opportunity to re-establish its core values both internally and externally

