CONNECTED CRISIS

2021 Study
Saudi Arabia
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ABOUT THE STUDY

Edelman DXI conducted primary research among business executives, in order to understand their views on the shifting landscape when it comes to crisis management.

Purpose of the research
Understanding executives’ level of preparedness to crises, and the tools and platforms they use in response to crisis

Audience
100 x crisis management / business continuity executives per market – all individuals have a decision-making role for their organisation when it comes to crisis management. We ensure a mix of industries within the sample.

Markets
The study was conducted across 9 markets. The results presented here are specific to Saudi Arabia.
Canada, China, France, Germany, Saudi Arabia, Singapore, South Africa, UK, USA

Fieldwork
• The fieldwork for this 15-minute online survey was conducted between 7th July 2021 and 16th July 2021.
• A mix of company sizes have been surveyed – based on number of employees, as well as annual turnover – and industries on a global level.
• Statistical significance has been tested on 95% confidence level.
A WORLD OF CRISIS
Pandemic effects ripple across businesses

Social movements lead to a reckoning for business

Climate change driving business evolution

Cyber attacks evolving and increasing
Executives have faced, on average, four different types of crises over the past 3 years, from cybersecurity and cybercrime issues through to digital attacks and product failures.
NEW CRISIS DYNAMICS ARE DISRUPTING BUSINESSES

The pervasive impact of digital channels has changed the way issues are formed, spread and sustained.

ACTIVISM IS EVERYWHERE

3 in 4 (75%) executives say that recent social, diversity and inclusion activism is making crisis more difficult to manage

74% global average

SYSTEMIC ISSUES RIPPLE THROUGH ECOSYSTEMS

6 in 10 (61%) executives say that crisis situations increasingly put their whole business at risk

68% global average

WEAPONIZATION OF CRISIS

Nearly 8 in 10 executives (77%) say misinformation and disinformation issues pose an increasing threat to companies

75% global average

RISE OF THE “Mega Crisis”

Over 7 in 10 (76%) executives say the digital-first landscape (i.e. use of social media and digital channels) is making issues and crises more difficult to manage

75% global average

Edelman 2021 Edelman Connected Crisis Study. Q19. To what extent do you agree or disagree with the following statements? ‘Recent social, diversity and inclusion activism is making crisis more difficult to manage’. Top 3. Base size: All respondents – 100 in Saudi Arabia. // Q8. To what extent do you agree or disagree with the following statements about your company’s preparedness to crisis? ‘Crisis situations increasingly put my whole business at risk’. Top 3. Base size: All respondents – 100 in Saudi Arabia. // Q21. Thinking about misinformation and disinformation risks specifically, to what extent do you agree or disagree with the following statements? ‘Misinformation and disinformation issues pose an increasing threat to companies’. Top 3. Base size: All respondents – 100 in Saudi Arabia.
75% OF EXECUTIVES BELIEVE THAT, IN A WORLD WHERE EVERYTHING IS CONNECTED, IT HAS NEVER BEEN MORE IMPORTANT TO BUILD CORPORATE AND BRAND RESILIENCE

80% GLOBAL AVERAGE

Edelman 2021 Edelman Connected Crisis Study. Q19. To what extent do you agree or disagree with the following statements? "In a world where everything is connected, it has never been more important to build corporate and brand resilience." Base size: All respondents = 100 in Saudi Arabia.
% who have said their company has faced the following issues in the past 3 years
Figures in light blue are significantly higher or lower than the global average (95% confidence).

- Saudi Arabia
- Global figures

- Product and supply chain issues
- Financial, legal & regulatory issues
- Labour issues and leadership changes
- Activism against the company
- Misconduct
- Cybersecurity and cybercrime
- Technology failures
- Environmental issues
- Geopolitical and humanitarian issues
- Misinformation / disinformation issues
- Online / social media / digital attacks
- Viral social media conversation
- Terrorism
- Diversity and inclusion

Product and supply chain issues faced by 4 in 10 executives in Saudi Arabia, higher than average.

Includes consumer, employee and shareholder activism.

Proportion of executives who have faced online, social media and digital attacks is lower than the global average.
## Likelihood of Facing a Crisis Is Increasing

<table>
<thead>
<tr>
<th>Category</th>
<th>Past 3 Years</th>
<th>Next 3 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital issues (including cybercrime and cyber security, viral social media conversation, online/social media or digital attacks)</td>
<td>89%</td>
<td>78%</td>
</tr>
<tr>
<td>Product &amp; supply chain issues (including product failure, quality or integrity issues or supply chain issues and disruption)</td>
<td>57%</td>
<td>41%</td>
</tr>
<tr>
<td>Activism against the company (including employee, shareholder and customer)</td>
<td>72%</td>
<td>72%</td>
</tr>
<tr>
<td>Environmental issues (including natural disasters)</td>
<td>57%</td>
<td>21%</td>
</tr>
<tr>
<td>Diversity &amp; inclusion related issues</td>
<td>44%</td>
<td>9%</td>
</tr>
</tbody>
</table>

Digital issues are the most anticipated issues.

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**Edelman 2021 Edelman Connected Crisis Study**. Q2. Which of the following types of crises has your company faced in the past 3 years? Base size: All respondents = 100 in Saudi Arabia. // Q4. How likely do you think it is for your company to face each of the following issues in the next 3 years? Top 3. Base size: All respondents = 100 in Saudi Arabia.
**FREQUENT AND DISRUPTIVE IS THE NEW NORM.**

% who say their company is likely to face the following issue over the next 3 years...

Figures in light blue are significantly higher / figures in grey are slightly lower than the global average (95% confidence).

Anticipation for activism issues is lower than average in Saudi Arabia, across consumer, employee and shareholders alike.

However, digital issues continue to concern executives. Over 2 in 3 expect cybersecurity and cybercrime issues, and the anticipation towards technology failures is significantly higher than the global average.

Edelman 2021 Edelman Connected Crisis Study. Q4. How likely do you think it is for your company to face each of the following issues in the next 3 years? Top 3. Base size ~All respondents ~ 100 in Saudi Arabia.

Figures in blue are significantly higher or lower than the average and figures in purple are significantly lower than the average (95% confidence interval).
COMPANIES ARE NOT PREPARED.

Less than 1 in 2 executives say their company is well prepared to handle crises on a timely basis.

63% of executives anticipate technology failures over the next three years – but only 36% feel prepared to address these.

Cybersecurity issues are the most anticipated for the future, though only 1 in 3 executives feel prepared to address these.

Edelman 2021 Edelman Connected Crisis Study. Q8. To what extent do you agree or disagree with the following statements about your company’s preparedness to crisis? Top 2. Base size: All respondents – 100 in Saudi Arabia. // Q4. How likely do you think it is for your company to face each of the following issues in the next 3 years. Top 3. Base size: All respondents – 100 in Saudi Arabia. // Q7. And now, thinking about the potential issues that could affect your company, how well prepared do you feel your company is to handle them should they arise. Top 2. Base size: All respondents – 100 in Saudi Arabia.
PREPARING FOR ACTIVISM
Activism is on the rise

% who say their company is likely to face the following issue over the next 3 years...

- **Consumer activism against the company**: 50%
  - 63% global average

- **Shareholder activism against the company**: 50%
  - 62% global average

- **Employee activism against the company**: 38%
  - 62% global average

**Edelman 2021 Edelman Connected Crisis Study.** Q4. How likely do you think it is for your company to face each of the following issues in the next 3 years? Top 3. Base size: All respondents – 100 in Saudi Arabia.
EXECUTIVES RECOGNIZE THE IMPACT ACTIVISM CAN HAVE

Activism impacts both reputation and operations.

73% “I am concerned employee / consumer activism can have a ripple effect across my company”

49% agree activism may have a high impact on business reputation and operations

But only 3 in 10 executives say they are well prepared to handle activism-led crises

Edelman 2021 Edelman Connected Crisis Study. Q22. Thinking about consumer activism now, to what extent do you agree or disagree with the following statements? By consumer activism, we mean the actions taken by customers and consumers to speak out for or against brands on controversial issues that impact society. Top 3. Base size: All respondents – 100 in Saudi Arabia. // Q5. How much impact on your business reputation do you think the following issues might have on your company over the next 3 years should they arise? High impact - Top 3. Base size: All respondents – 100 in Saudi Arabia. // Q6. How much impact on your business operations do you think the following issues might have on your company over the next 3 years if there were to arise? High impact - Top 3. Base size: All respondents – 100 in Saudi Arabia.
EXPECTATIONS OF BUSINESS TO ADDRESS SOCIETAL ISSUES

This pressure arises both internally and externally, presenting an additional challenge in response to crisis.

68%
“My company is facing external pressure to be more vocal about key societal issues”
68% global average

66%
“My company is facing internal pressure to be more vocal about key societal issues”
68% global average

Edelman 2021 Edelman Connected Crisis Study. Q20. Thinking about employee activism, to what extent do you agree or disagree with the following statements? By employee activism, we mean the actions taken by workers to speak out for or against their employers on controversial issues that impact society. Top 3. Base size: All respondents – 100 in Saudi Arabia. // Q22. Thinking about consumer activism now, to what extent do you agree or disagree with the following statements? By consumer activism, we mean the actions taken by customers and consumers to speak out for or against brands on controversial issues that impact society. Top 3. Base size: All respondents – 100 in Saudi Arabia.
INTERNAL PRESSURE IS ON THE RISE

Employees are prepared to support or criticize their employer.

75%
“My company has seen a rise in employee activism over the past 3 years”
68% global average

69%
“Employee activism poses a growing threat to the reputation of my company”
67% global average

74%
Advocates
“Employees within my company have spoken up to take a stance on societal issues, supporting our company’s approach”
71% global average

73%
Detractors
“Employees within my company have spoken up to take a stance on societal issues, criticizing our company’s approach”
68% global average

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Edelman 2021 Edelman Connected Crisis Study. Q20. Thinking about employee activism, to what extent do you agree or disagree with the following statements? By employee activism, we mean the actions taken by workers to speak out for or against their employers on controversial issues that impact society. Top 3. Base size: All respondents – 100 in Saudi Arabia.
RESPONSE TO STAKEHOLDER EXPECTATIONS STILL NEEDS TO IMPROVE

Over 1 in 3 executives do not feel their company is well equipped to respond to consumer, customer or employee expectations.

Social initiatives (e.g., diversity and inclusion)

- My company is well equipped to respond to consumer and customer expectations on...
  - 62%
- My company is well equipped to respond to employee expectations on...
  - 58%

Environmental initiatives (e.g., climate change)

- My company is well equipped to respond to consumer and customer expectations on...
  - 64%
- My company is well equipped to respond to employee expectations on...
  - 60%

Purpose initiatives (i.e., doing good for society)

- My company is well equipped to respond to consumer and customer expectations on...
  - 60%
- My company is well equipped to respond to employee expectations on...
  - 64%
ADAPTING TO THE DIGITAL LANDSCAPE
THE DIGITAL-FIRST LANDSCAPE POSES KEY CHALLENGES IN MANAGING CRISIS

76%

“The digital-first landscape (i.e., use of social media and digital channels) is making issues and crises more difficult to manage”

75% global average

81%

of executives say that the speed of social media activity has changed the way they can manage crises

79% global average

75%

of executives say that the speed of social media activity worries them in their response to crisis

74% global average

Only 1 in 2

executives agree that their company is well prepared for the need to respond quickly across communications channels in its crisis preparedness plans (search, media buying, media relations, employee channels, etc.)

Executives expect to face digitally-rooted issues

But only 1 in 4 executives consider that their company can anticipate and handle them.

89% said their company is likely to face digital issues in the next 3 years

34% “Thinking about digital crisis management, my company’s ability to anticipate and identify risks today is very good”

25% “Thinking about digital crisis management, my company’s ability to handle crises when they arise today is very good”

Edelman 2021 Edelman Connected Crisis Study. Q4. How likely do you think it is for your company to face each of the following issues in the next 3 years? Top 3. Base size: All respondents – 100 in Saudi Arabia. // Q18. Overall, how would you rate your company’s ability to do the below? Top 2. All respondents – 100 in Saudi Arabia.
AND WHILE THE MAJORITY REALIZE THE NEED TO INTEGRATE DIGITAL RESPONSE TACTICS, FEW ARE EQUIPPED TO DO SO

77% of executives say that communicating through press releases and scripted responses is no longer enough in responding to crisis. 77% global average

But at best 4 in 10 are always prepared to use other channels in their response

Assets used in response to a crisis
- Recognizes this as a useful channel or asset
- Always prepared to use these channels or assets when facing a crisis

- Use social media assets: 64%
- Cascade CEO/leadership communications externally: 61%
- Search engine optimization (SEO): 59%
- Community management procedures: 69%
- Cascade CEO/leadership communications internally: 66%
- Enable website crisis features: 69%
- Search engine marketing (SEM): 65%
- Use dark sites: 60%

Edelman 2021 Edelman Connected Crisis Study. Q14. To what extent is your company prepared to use the following assets in its response to crisis? "Our company is always prepared to do this". All respondents – 101 in Saudi Arabia. // Q15. And how useful are or would be each of the following in helping your company's crisis management? Very Useful / Extremely Useful. Base size: All respondents – 101 in Saudi Arabia. // Q19. To what extent do you agree or disagree with the following statements? NET Agree. Base size: All respondents – 101 in Saudi Arabia.
All sources of data are under-utilized in Saudi Arabia, despite executives recognizing their value.

At best, just over 1 in 3 executives are consistently prepared to use data sources other than monitoring.
## INTEGRATION REMAINS A WORK IN PROGRESS

1 in 2

say different organizational functions across the company are involved in designing crisis preparation plans (e.g., marketing, HR, employee communications, legal)

At best, only

3 in 10

executives say they are very effective in involving different organisational functions in the response to crises

And few say their companies are effectively integrating across teams.

<table>
<thead>
<tr>
<th>Function</th>
<th>Somewhat effective + Very effective</th>
<th>Somewhat effective</th>
<th>Very effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing team</td>
<td>79%</td>
<td>58%</td>
<td>21%</td>
</tr>
<tr>
<td>Investors</td>
<td>77%</td>
<td>57%</td>
<td>20%</td>
</tr>
<tr>
<td>Employee communications</td>
<td>76%</td>
<td>53%</td>
<td>23%</td>
</tr>
<tr>
<td>Suppliers</td>
<td>75%</td>
<td>55%</td>
<td>20%</td>
</tr>
<tr>
<td>Insights teams</td>
<td>74%</td>
<td>53%</td>
<td>21%</td>
</tr>
<tr>
<td>External communications / PR firms</td>
<td>74%</td>
<td>54%</td>
<td>20%</td>
</tr>
<tr>
<td>Human resources</td>
<td>73%</td>
<td>53%</td>
<td>20%</td>
</tr>
<tr>
<td>Legal and litigation teams</td>
<td>73%</td>
<td>45%</td>
<td>28%</td>
</tr>
<tr>
<td>Regulators</td>
<td>72%</td>
<td>49%</td>
<td>23%</td>
</tr>
</tbody>
</table>

Edelman 2021 Edelman Connected Crisis Study. Q9. Now, please think of the lifecycle of a crisis, from pre-crisis prevention and preparation, through to crisis response and post-crisis recovery, to what extent do you agree or disagree with the following statements about your pre-crisis preparedness? Top2. All respondents – 100 in Saudi Arabia. // Q16. Still thinking of crisis management procedures, as and when the crisis is happening - to what extent is your company effective in involving different organizational functions or team in responding to the crisis? Good management: Top 2. Base size: All respondents – 100 in Saudi Arabia.
KEY TAKEAWAYS
**Key Findings**

1. **The new crisis landscape**
   - New crisis types and dynamics, fueled by cultural and technological shifts driven by digital platforms, are increasingly disrupting businesses.

2. **A gap in preparedness**
   - There are significant gaps between the importance placed by executives on many evolving aspects of crises, and the preparedness of companies to adapt.

3. **Activism on the rise**
   - Activism is on the rise, across consumers, shareholders and employees, and many executives do not feel equipped to respond.

4. **Worried about digital and data**
   - Executives expect to increasingly face challenges rooted in digital, but few believe that their company can navigate them.
THE PATH FORWARD

A new approach to crisis management is needed.

1. Re-assess risk for today’s landscape

Organizations need to reassess their risk landscape if they are to prepare for new threats driven by the emergence and growth of new crisis types and dynamics.

2. Enable action on social issues

Leaders must apply a consistent decision-making framework to determine when and how to take a stand on societal issues.

3. Place Employees at the center

Executives must consider employees as a primary audience given the systemic impact of crises and as employee activism rises.

4. Re-examine digital and data integration

Companies must ensure digital and data are deeply integrated from crisis planning onwards, and shift from a media-first to a stakeholder-first mindset.
Edelman is uniquely prepared to help you navigate the connected crisis landscape.

Contact Us

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APPENDIX
The traditional way of managing crises is obsolete.

Traditional crisis communications can’t compete with today’s crisis landscape or keep pace with the dynamics of a digital world.

A new approach is needed. One that is data-fueled, rooted in trust, connected to culture and integrated across business functions.
Edelman’s Connected Crisis approach is purpose-built to operate in today’s crisis landscape.

**ROOTED IN TRUST**

When companies fail to adapt to today’s crisis landscape, the effects of lost trust can be deep, long-lasting and holistic across the company’s operations.

**CONNECTED TO CULTURE**

Activism is on the rise, both internally and externally. Social and societal movements cannot be ignored, with executives feeling the pressure of increased expectations.

**DATA-DRIVEN**

Executives recognize the importance of data in crisis response, but it is still significantly under-utilized.

**DIGITALLY-INTEGRATED**

Three quarters of executives say that the digital-first landscape is making issues and crises more difficult to manage.

Edelman has studied the dynamics of Trust for over 21 years. We work with clients to build, protect and repair Trust – it is the very core of Edelman.

We bring deep real-time connection to culture, understanding of its impact on the crisis landscape and the ability to drive and navigate news cycles at the speed of culture.

Our data-driven approach, AI-powered tools and behavioral science expertise let us understand your issues, your audiences, their agendas and how to reach them in ways never before possible.

Our 25-year history in the digital space gives us a rich understanding of how stakeholders consume and engage in digital and social media, and how to apply digital strategy to mitigate the impact of a crisis.