

# Communication during times of uncertainty and change

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*“Communication is the cornerstone of any organization's success. It's even more important in **times of crisis.**”*

SMART



# CONTENTS



- 
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*“A business crisis is an inherently abnormal, unstable and complex situation that represents a threat to the strategic objectives, reputation or existence of an organization” – SMARP*

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## What is communication?

Communication is the act of conveying meanings from one entity or group to another through the use of mutually understood signs, symbols, and semiotic rules.

The main steps inherent to all communication are: The formation of communicative motivation or reason, message composition, message encoding.

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## What communication are we talking about?

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- Internal communication – Within company - Staff
- External communication – Outside the company - Consumers, supply chain, industry stakeholders and peers etc.






Objectives of Communication	Elements of Communication
<ul style="list-style-type: none"><li>• To inform</li><li>• To advice</li><li>• To order</li><li>• To suggest</li><li>• To persuade</li><li>• To educate</li><li>• To warn someone</li><li>• To raise morale</li><li>• To motivate</li></ul>	<ul style="list-style-type: none"><li>• Motivation</li><li>• The aim</li><li>• The information</li><li>• The sender</li><li>• The message</li><li>• The media</li><li>• The channel</li><li>• The receiver</li><li>• The noise</li><li>• The distortion</li><li>• The feedback</li></ul>






## 6 C's of communication



1. Clarity
    - (a) Of Thought
    - (b) Of Expression
  2. Conciseness
  3. Consideration
  4. Courtesy
  5. Completeness
  6. Correctness
- 

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# Understanding the four phases of Corona Virus



# Understanding the four phases of Corona Virus


***Awaiting the major impacts*** - As much of the economy rapidly shuts down to prevent the spread of infection, the effects of these measures are sharp and severe, but businesses and households use financial coping mechanisms to get by in the short-term

***Withstanding the initial impact*** - As sickness quickly mounts, businesses run out of money or struggle to operate due to illness, and households grapple with making basic ends meet even as some government funds arrive

***Returning to normalcy*** -

As sickness ebbs either through medical progress or as people have the virus and much of the population develops immunity, economic activity starts to resume due to both growing confidence and sheer necessity

***Sorting out new industry dynamics*** - As both B2C and B2B behaviors see lasting change, the nature of competition for many companies shifts for years to come

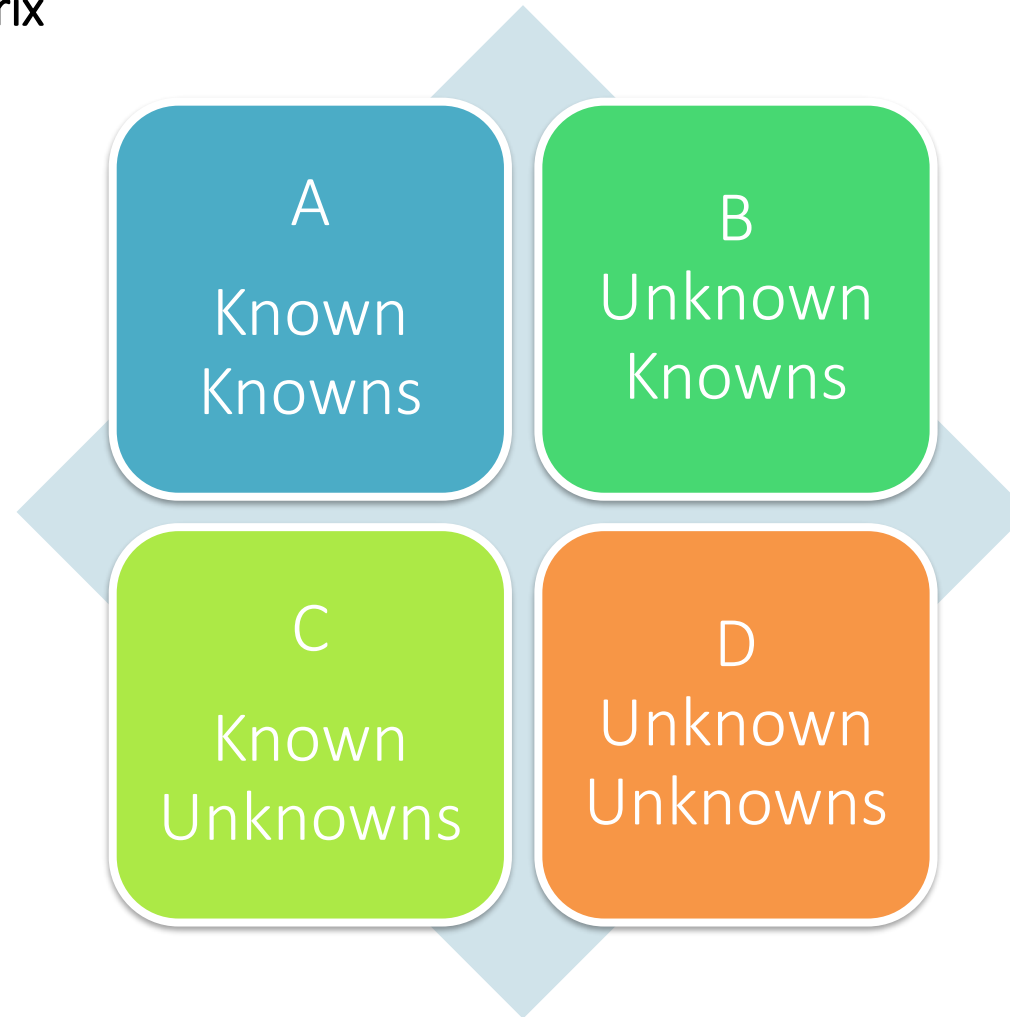


*"Effective business communication is **essential** for **success and growth** of every organization. Unlike everyday communications, business communication is always **goal oriented**."*

SMARP

# Planning in the crisis

Introducing the Uncertainty Matrix



# Uncertainty Matrix



## Known Knowns

We usually don't think of these as uncertainties at all, but perhaps we should. This is the quadrant where you should question what seem to be "truths." Think about what you "know" about your business that should be questioned, such as how your customers are feeling, what customer loyalty means right now, what services can be virtualized, and more.



## Unknown Knowns

In this quadrant, we recognize that organizations often know more than the individuals charged with decision-making do. Today, that may mean that that customer-facing staff may have a sense of market sentiment which is deeper and more real-time than what executives think.



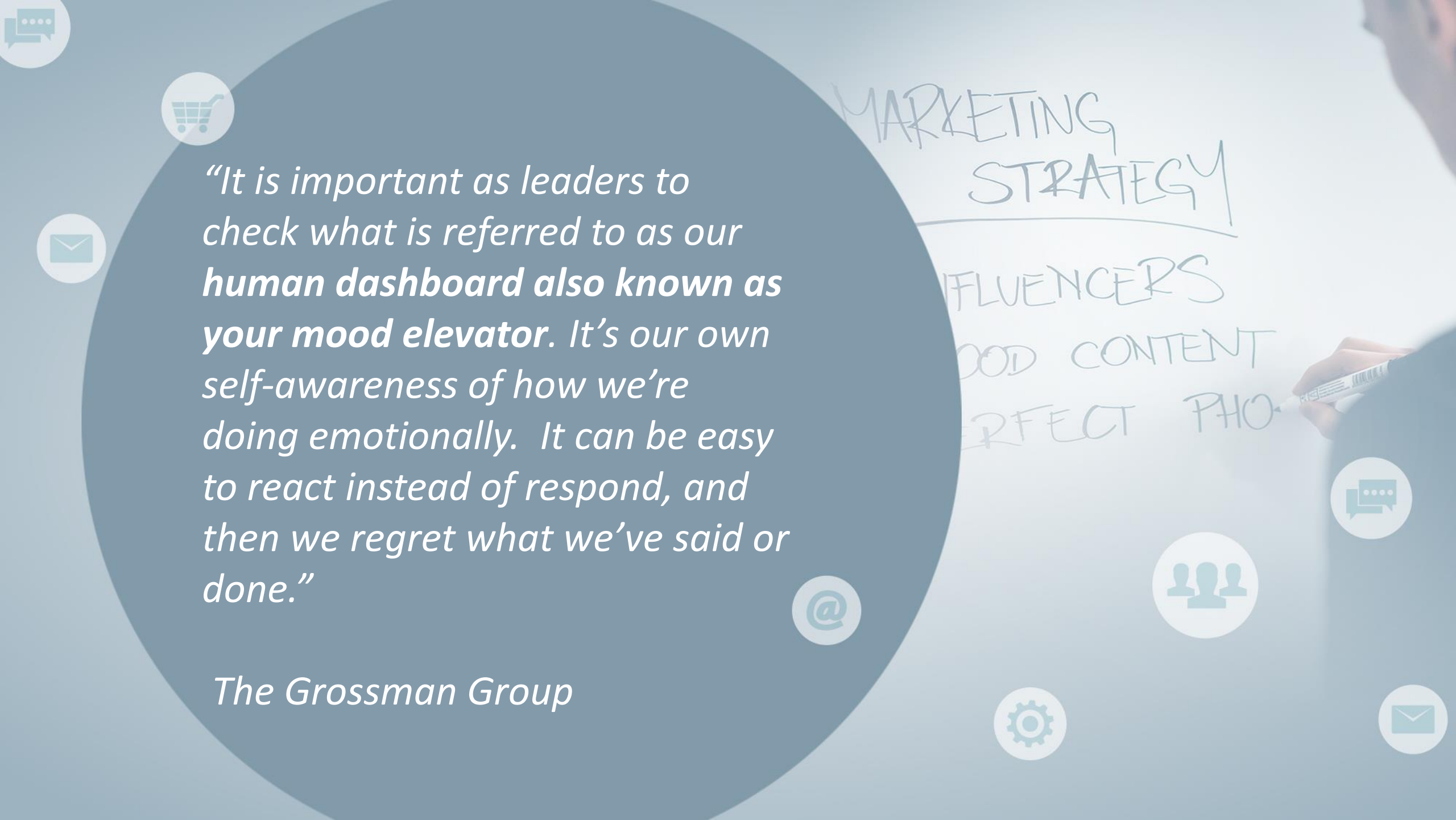
## Known Unknowns

Here, get rigorous about listing your assumptions. The assumptions should correspond to the crisis' phases, and they should cover categories including market demand, business model, operational capabilities, regulatory risks, and others. Figure out the impact of each assumption, how they inter-relate, how you might rapidly build knowledge to mitigate the risk, and what you might do if distinct events materialize. Consider fast research to understand how the market is shifting



## Unknown Unknowns

Just as the corona virus surprised us, other shocks may lie ahead. However, you can build your visibility to these shocks by developing scenarios, "war-gaming" how they will impact different types of stakeholders, and determining how their reactions will in turn affect your position. This discipline is particularly important as you look ahead toward the resolution of this crisis and what the aftermath will be for your industry and competitive position.



*"It is important as leaders to check what is referred to as our **human dashboard** also known as **your mood elevator**. It's our own self-awareness of how we're doing emotionally. It can be easy to react instead of respond, and then we regret what we've said or done."*

*The Grossman Group*



# Businesshub

SAFINA KWEKWE

...It was noted that it is not viable for the institution to operate the Kenya Utalii hotel

## End of an era as prestigious Utalii Hotel closes its doors

Tourism ministry says decision taken because hotel has become a liability as it does not generate revenue

by PD Reporter  
@PeopleDailyKe

The prestigious Utalii hotel has been closed indefinitely due to its economic non-viability. The hotel, long used for tourism and hospitality training, will remain closed until the Kenya Utalii College board and management, in consultation with the Ministry of Tourism, come up with a sustainable and profitable management and operational plan.

A letter by Tourism and Principal secretary Safina Kwekwe Tsungu dated April 20, says the government took the decision because the hotel had become a liability as it does not generate revenue.

Kwekwe said the decision followed a meeting between top ministry leadership and the Utalii College governance body on April 17, this year with the college's Principal Hashim Mohamed showing reservations on the economic viability of the hotel.

"Following the submissions made by your office, it was noted that it is not viable for the institution to operate the Kenya Utalii hotel as it does not generate revenue and yet depletes the institution's resource in covering overhead costs," Kwekwe said in her letter to Mohamed.

Kwekwe directed the Utalii college management transfer all the guest currently staying at the hotel to other hotels or venues.

Also to suffer a similar fate are the two Utalii College satellite campuses in Kisumu and Mombasa which Kwekwe says are not sustainable due to low student enrolment. "The satellite Campuses in Kisumu and Mombasa are expensive to run yet we do not have enough students to sustain their operations," she states.

Following the closure of the campuses, students will complete all their pending programmes via online learning.

The closure of the hotel and the two



Kenya Utalii College, renowned for providing world class training in the Hospitality and Tourism industry both locally and internationally, has closed its doors owing to business non-viability. FILE

### TOP-NOTCH GRADUATES

Set up in 1975, the college, has been known for producing top-notch graduates in the hospitality sector. Every year, the college churns out approximately 50,000 graduates in the hotel, aviation and tourism industry in East Africa and the rest of the world.

In 2016, Utalii College was ranked the fourth best tourism institution in the world, according to the Young Chef Olympiad, an event that was held in Kolkata, India. The college has been using the hotels for its training purposes.

satellite campuses comes after years of closure recommendations by the Auditor General due to their economic unsustainability. In 2017 for example, the then Auditor General Edward Ouko raised the alarm, saying Utalii College was broke after posting a Sh10.5 million loss. "The college is technically insolvent and its continued existence as a going concern is dependent on financial support from the government and its creditors," Ouko said in a report tabled in Parliament.

### Current liability

Ouko then said the college had reported a deficit of Sh410.6 million down from Sh452.6 million that it recorded in 2016. According to Ouko, the current liabilities balance of Sh3.4 billion at the time had exceeded current assets figure of Sh537.1 million thus resulting in negative working capital of Sh2.8 billion as at June 30, 2017. Ouko cited the management for failing to comply with the loan agreement signed between the college and the government of Kenya for a loan of Sh140 million.

The loan was advanced to the college in February 1996 to refurbish the Ke-

nya Utalii Hotel. Payments for the loan amounted to Sh13 million as at June 30, 2017 and the accumulated interest amounts to Sh2.9 billion.

"Further, and although the previous year's financial statements indicated that the college had entered into negotiations with the government to have the loan together with accumulated interest written off, no meaningful progress in this regard had been recorded," said Ouko in a qualified audit opinion dated August 17, 2018. Ouko had then cautioned that the operations at the college could come to a stop unless the government issues funds to support the institution.

"The college is therefore, technically insolvent and its continued existence as a going concern is dependent on financial support from the Government and its creditors," Ouko's report read in part.

According to the 2015/16 Financial Year report tabled in the National Assembly, the institution recorded an accumulated fund deficit of Sh658.73 million in the past two years, while its current liabilities stand at Sh3.1 billion. The college is, however, yet to issue formal communication on the matter.

### BANKING



## Oil plunges for second day on gloomy outlook

**PRICE:** The UK benchmark for oil has slumped 10 per cent to around \$16 (Sh) a barrel in another day of declines. It comes after the price of West Texas Intermediate (WTI), the benchmark for US oil, fell below zero for the first time ever earlier this week. The falls are a striking illustration of just how much economic activity has slowed around the world. Prices have weakened sharply because of a combination of events triggered by a collapse in global demand. The knock-on effect has been a supply glut and a worldwide shortage of storage space for oil. On Tuesday energy ministers from the Opec and other major oil-producing countries held an unscheduled conference call to discuss the collapse but did not agree any new measures to cut supplies.

- BBC

## Insurer's Sh30m Corona war chest

**DONATION:** Jubilee Insurance has announced major donations towards health supplies and equipment valued at Sh30 million that will go towards supporting efforts in fighting the Coronavirus pandemic. The equipment and supplies to be channelled through Ministry of Health include 100,000 re-useable masks, 10,000 nasal swabs, 2,500 Virus Test sets. In addition, Jubilee Insurance will be donating beds & other facilities to enable the setting up of 40 of the 160 bed Field Hospital facility recently commissioned by Aga Khan University Hospital. Jubilee Holdings Chairman Nizar Juma said the action was in response to the call by the President Uhuru Kenyatta for individuals as well as corporate drivers to join hands and alleviate the effects of this pandemic.

- Barry Silah

## Nakuru companies switch gears, produce masks to fight Covid-19

by Roy Lumbe  
@PeopleDailyKe

Manufacturers within Nakuru town have shifted their normal operations to produce masks and Personal Protection Equipment (PPEs) as they seek to complement local production within the country.

The companies which include textiles giant Bedi Investments that primarily produced garments for ex-

ports to Western countries have temporarily halted all their operations to focus on combating the virus.

Jaswinder Bedi, the firm's CEO said the factory has since received approval from the government to produce Personal Protection Equipment with mass production in progress.

"We have temporarily halted production of garments for exports and focused on manufacturing of PPEs. We must equip our medics for them

to give the best," he said.

Bedi added that they had to engage in-depth research and consultation with global experts to ensure the PPEs they produce are of the right quality set by the bureau of standards, saying they are 5,000 sets.

### Local community

After the production, he said that the company will make a donation of masks to the local community and

ensure the residents access them at subsidised costs. Governor Lee Kimanjui lauded the company, adding that the county will support the local manufacturers by procuring the products from them.

"The national government has approved the products from the factory. The county shall procure its next batch from the company to promote local industries during the tough economic time," he said.





**KENYA UTALII  
COLLEGE**

**"NOT  
CLOSED"**

**DOWN COMPLETELY**

**WE WILL BE BACK AFTER  
COVID\_19 PANDEMIC**

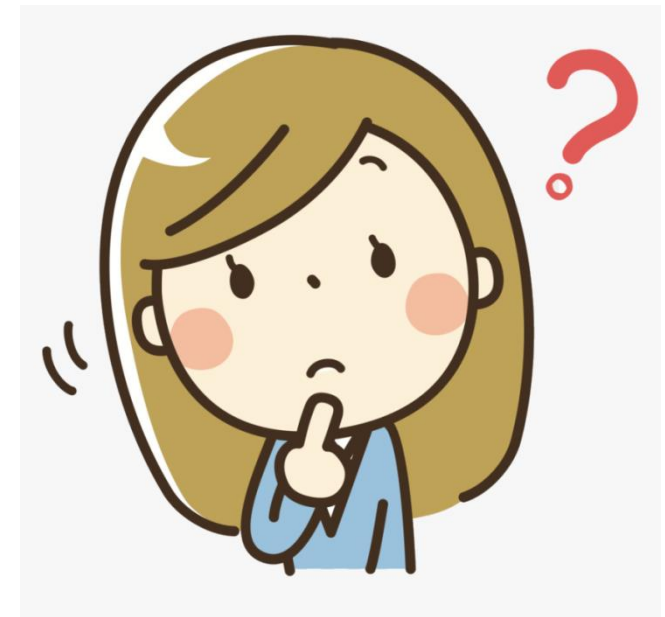
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# What is poor or bad communication?

## Definition:

Poor Communication has various aspects such as lacking comprehension, fluency, Incorrect grammar, not able to express yourself, lack of clarity and conciseness, poor listening skills, poor body language etc or simply lack of communication.





# Communication Barriers



- The use of jargon. Over-complicated or unfamiliar terms.
- Emotional barriers and taboos.
- Lack of attention, interest, distractions, or irrelevance to the receiver.
- Differences in perception and viewpoint.
- Physical disabilities such as hearing problems or speech difficulties.
- Physical barriers to non-verbal communication.
- Language differences and the difficulty in understanding unfamiliar accents.
- Expectations and prejudices which may lead to false assumptions or stereotyping. People often hear what they expect to hear rather than what is actually said and jump to incorrect conclusions.
- Cultural differences. The norms of social interaction vary greatly in different cultures, as do the way in which emotions are expressed. For example, the concept of personal space varies between cultures and between different social settings

How do you ensure that your brand remains relevant at a time when travel is associated with grim?

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# 4 Steps to communicate effectively

1

- **Gather the facts**

Understand the situation, its components, results and future implications as much as possible.

2

- **Tell the truth**

There is no substitute for this. While you should work with your communications team on what information you will be sharing, whatever you share needs to be the unadulterated truth.

3

- **Plan your communications**

All communication should always be executed from the “inside out.” Employees should be communicated to first then followed by outside audiences.

4

- **Build your communication skills**

Communication is a learned skill. When crisis situations arise, those leaders who have taken the time to build that skill beforehand are far more successful than those learning “on the fly.” Nonetheless it’s never too late.

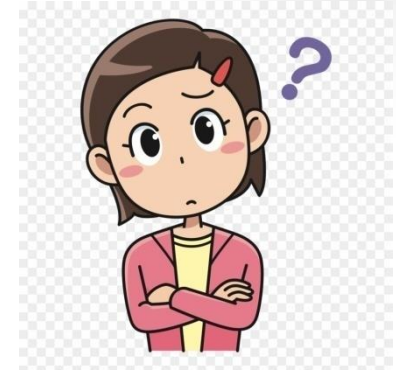


## Tips on message crafting...

1. Develop a communication strategy – Think Short term (2-3 months), Medium term (3-9 months) and Long term (1-3years)
2. Choose suitable channels – People are now more online
3. Interpret and understand your data to know your audience
4. Develop a social media calendar – e.g. hubspot free calendar
5. Use the 6 C's to craft your message
6. The right timing – Ask, is it information or irritation?



# What is a communications strategy?



## Definition:

A communication strategy is the critical piece bridging the situation analysis and the implementation of a social and behavior change communication program. It is a written plan that details how the program will reach its vision, given the current situation.

Effective communication strategies use a systematic process and behavioral theory to design and implement communication activities that encourage sustainable social and behavior change.

# Developing a communications strategy in 10 steps




1. Develop a brand statement / statement of purpose
2. Identify your current situation
  - a) PEST analysis – listing the political, economic, social and technological factors.
  - b) SWOT analysis – strengths, weaknesses, opportunities and threats
  - c) Competitor analysis
2. Identify your business objectives and communications objectives
3. Develop audience or customer personas – both internal and external
4. Understand key publics especially within the tourism industry
5. Determine what the world needs to know about you
6. Choose your channels – What methods will you use?
7. Plan a messaging matrix
8. Set your communications goal
9. Plan content and campaigns on your marketing calendar
10. Measure your impact

How do you retain and reassure your customers that you are still the right partner and how do you win new customers?

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*“A brand’s relationship with its customers is always important, **but it has never been more critical than it is today. In circumstances like these – which are frightening, uncertain and rapidly changing – clarity and reassurance is demanded,**”*

Tammy Einav, CEO of ad agency  
Adam&eve DDB on an interview with  
CNBC

# Words of wisdom – How to be at your best in times of uncertainty



1. Communicate consistently – including informal conversations.
2. Be empathetic and demonstrate your human side.
3. Embrace different virtual / online platforms to stay connected.
4. Be honest and transparent – be willing to say “I have no idea how this will work”
5. Help manage information overload – People can absorb and react differently to bad news.
6. Keep it light, focus on positives, when appropriate send emails with up lifting stories.
7. Leverage your leadership – be reliable and compassionate.







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We would love to hear from you...  
Any questions???

Email: [angela@tierranjaniamfrica.com](mailto:angela@tierranjaniamfrica.com)



# THANK YOU



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## Videos

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