

How to manage your brand during times of crisis



How a brand communicates and acts during challenging times is a key aspect of brand management. The pandemic has forced every brand to deal with countless unanticipated challenges. Working from home, supply chain issues, and mask and vaccination mandates are all complex issues. Brands have had to address all of these in one way or another over the past few years. This guide will demonstrate how effective brand management can help companies navigate a crisis and position themselves for success, regardless of whatever storm they find themselves in.

“It takes 20 years to build brand reputation and five minutes to ruin it.”

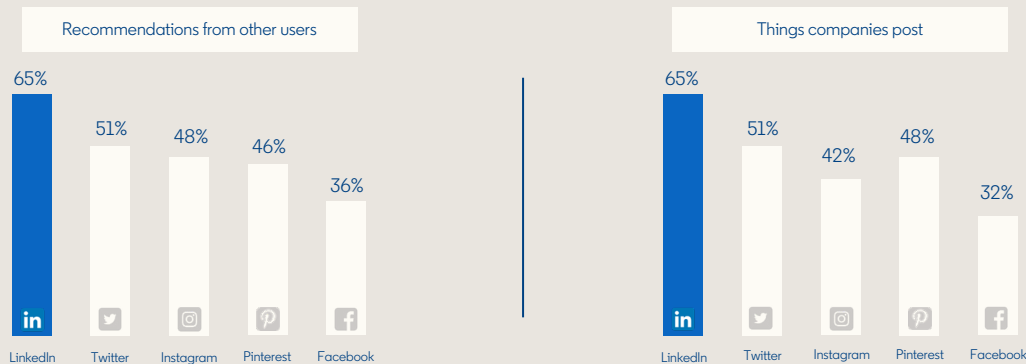
Warren Buffett
CEO
Berkshire Hathaway



The importance of trust in a crisis.

The key to crisis management is establishing trust or, in some instances, re-establishing trust. LinkedIn is an ideal place to do both. Our members trust the content they find on LinkedIn more than that of any other platform.¹

On this platform, I trust:



When dealing with a crisis, it's important for brands to consider the views held by three stakeholder groups: employees, clients, and larger communities. All three of these important groups are active on LinkedIn, which means brands can use the platform to effectively reach all of them and guide them through a crisis.

The figure shows three LinkedIn posts from major financial institutions, categorized by stakeholder group. The first post, 'For communities', is from JPMorgan Chase & Co. and features Alice Rodriguez, Head of Community Impact, discussing the bank's commitment to improving racial equity. The second post, 'For employees', is from American Express and features CEO Steve Querli, discussing the bank's commitment to its employees during the COVID-19 crisis. The third post, 'For clients', is from Bank of America and features the Bank of America Client Assistance Program, detailing various support measures for clients.

For communities

JPMorgan Chase & Co. 2,759,915 followers
From advancing sustainable homeownership to bolstering small business growth, Alice Rodriguez explains how we're implementing our \$30 billion racial equity commitment in communities across the country.

Alice Rodriguez
Head of Community Impact
JPMorgan Chase

"We're addressing ways to bridge the **wealth divide**. What's unique about this commitment is that it's putting **accountability** on our lines of business."

Committed to Improving Racial Equity
hbr.org • 20 min read

For employees

American Express 1,309,598 followers
"Our most important asset is our colleague base: You are truly what sets us apart. You're taking care of our customers, and my goal is to make sure we're taking care of you," said American Express CEO Steve Querli in a video message shot with his iPhone and shared with our colleagues. Watch the video to learn more about how American Express is backing our colleagues so they can stay safe and healthy while supporting our customers through the COVID-19 crisis.

For clients

Bank of America 1,598,207 followers
Our priority is taking care of our team and serving our clients. As we continue evaluating the best ways to address needs, we're offering additional assistance in response to the challenges of the coronavirus.

Bank of America Client Assistance Program

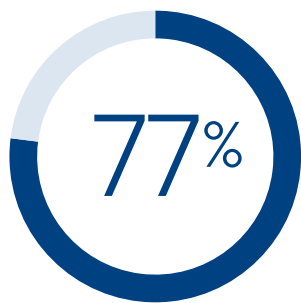
- Consumer and Small Business Deposit Accounts: clients can request refunds including overdraft fees, non-sufficient funds fees, and monthly maintenance fees.
- Consumer and Small Business Credit Cards: clients can request to defer payments, refunds on late fees.
- Small Business Loans: clients can request to defer payments, refunds on late fees.
- Auto Loans: clients can request to defer payments.
- Mortgages and Home Equity: clients can request to defer payments, with payments added to the end of the loan.
- In all of these instances, there will be no negative credit bureau reporting for up-to-date clients.
- We have also paused foreclosure sales, evictions and repossessions.

BANK OF AMERICA

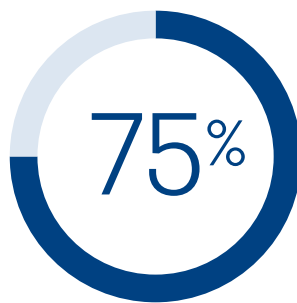
¹LinkedIn Meet the Member Research Study, July 2020

How to earn trust in times of crisis.

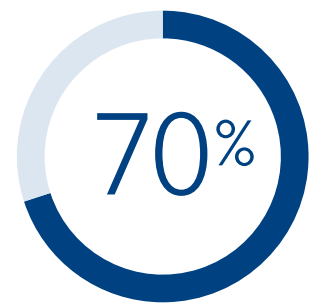
Trust is earned over time, and brands can make progress on that front by helping the audience work through different situations. Regardless of the specifics surrounding a crisis, eyes are on brands to deliver help in multiple ways. The graph below shows the types of activity and effort the audience is expecting from brands.²



Talk about how the brand is helpful in the “new” everyday



Keep them informed about the brand’s reaction to the new situation



Offer a reassuring tone



²Kantar COVID-19 Barometer

How to be a safe port in a storm.

We have seen many brands effectively engage in crisis management efforts on LinkedIn. All of these examples have trust and authenticity at their core.

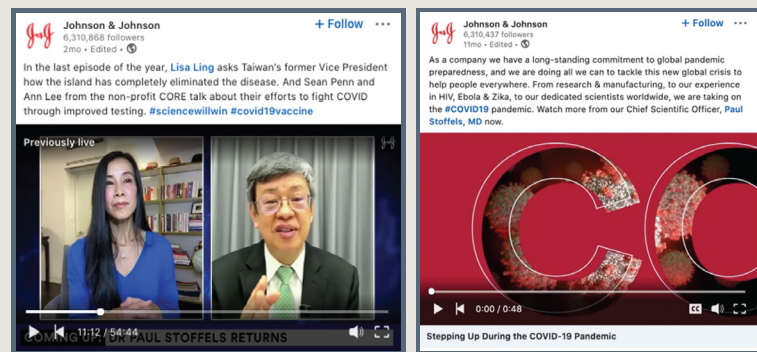
Johnson & Johnson's journalistic approach to COVID-19 coverage earned them valuable trust.

Engagement Metrics

1.5M views in 120 countries
983K average minutes watched weekly
97% of comments neutral or positive

Content Highlights

Consistency, substance & objectivity
Fact-based information
Straightforward value



Goldman Sachs used quick-hitting, action-oriented content to help audiences navigate volatility.

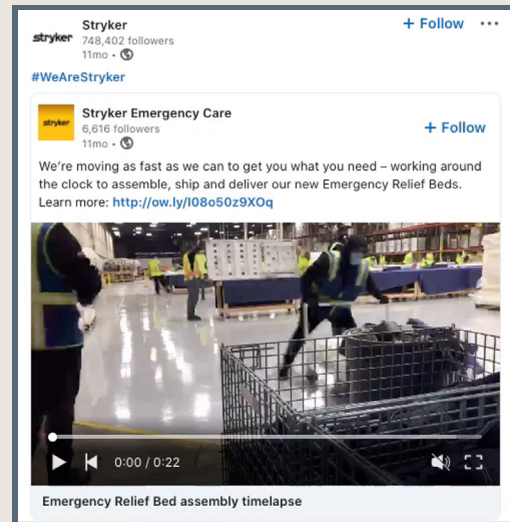
- “Exchanges at Goldman Sachs” podcast + cutdowns for LinkedIn
- Monthly “Munis in a Minute” series breaks down the analysts’ positions on pressing topics beyond the noise
- Chart of the week: Sleekly designed data viz with global summaries across equities, commodities, fixed income & FX



Brands delivering unexpected value-driving experiences to their audiences during times of crisis.



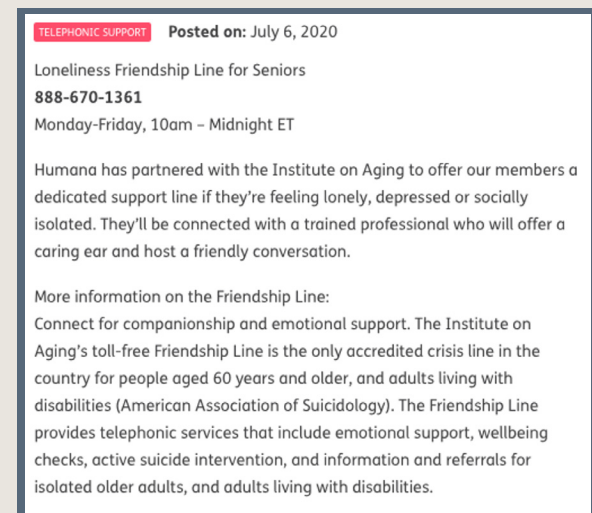
Boeing created real-life design challenge games for bored children who are stuck at home.



Stryker created a time-lapse video of employees assembling hospital relief beds, a new initiative Stryker has taken on during the COVID crisis.



Kaiser announced it was offering free Pandemic Readiness training to vocational and licensed nurses.



Humana set up a free loneliness hotline for senior citizens who felt isolated during the pandemic to speak with trained professionals.

It's not possible for a brand to avoid every crisis. But there is a blueprint for how to communicate and act during challenging times. Delivering the right message, in the right venue, to the right audience can go a long way towards helping to establish or restore a brand's reputation. In addition, an effective brand management strategy and execution during a crisis can help the bottom line.



Visit LinkedIn's [brand management page](#) to better understand how to use our platform to support your marketing efforts during times of crisis.