

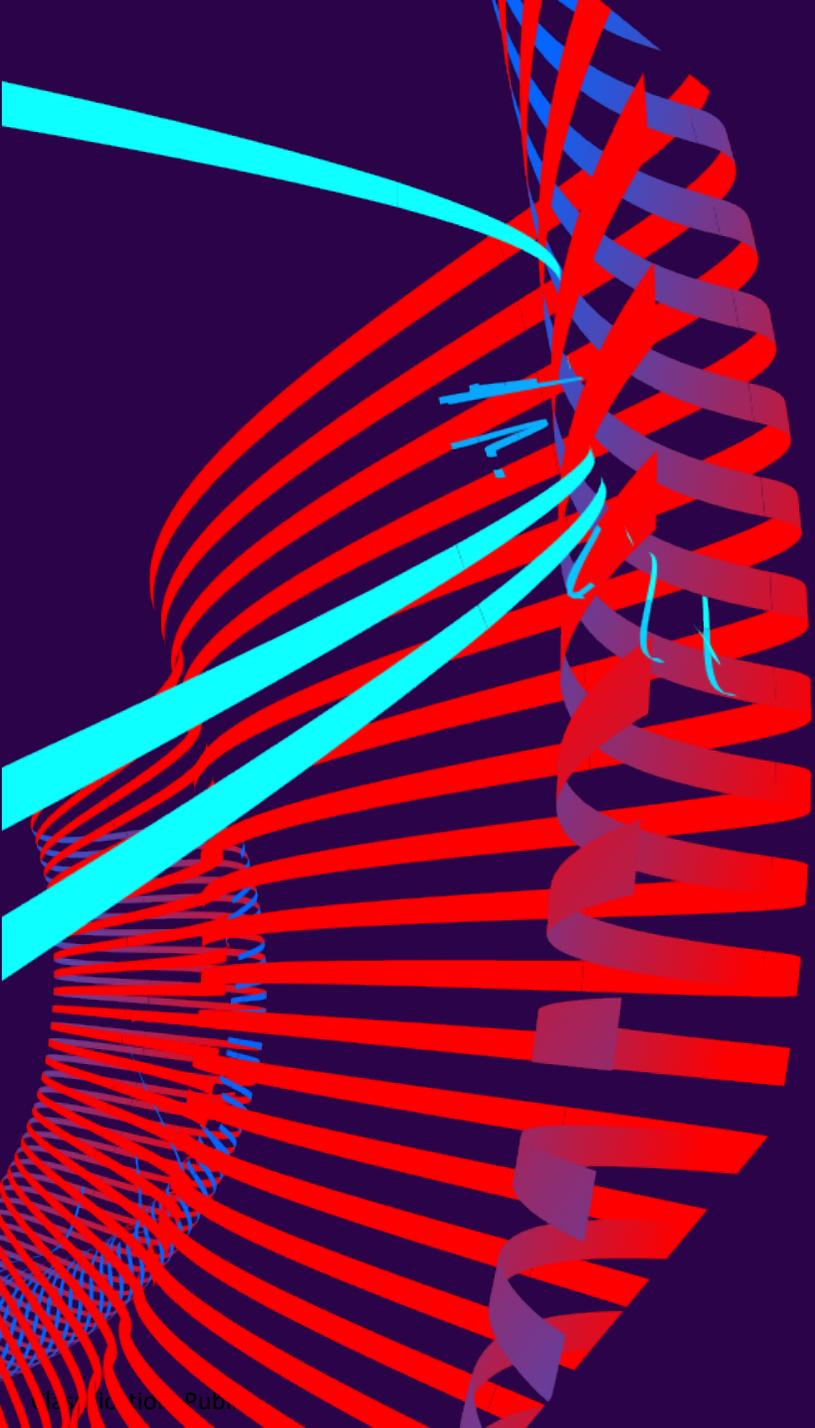


KEEPING OUR SEAT AT THE TABLE

Philip Lewin, Maersk

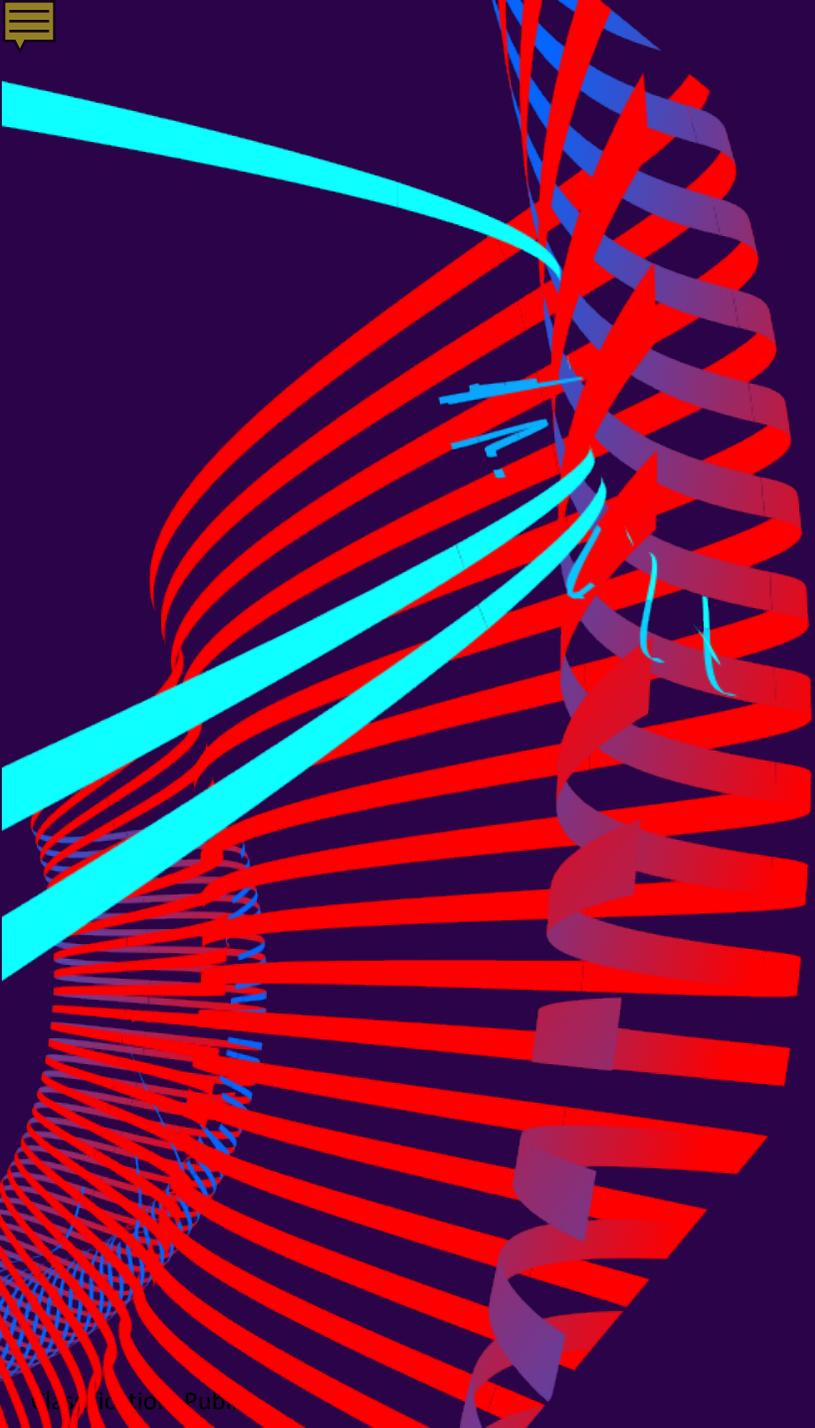
11/8/2022

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educational purposes



1. CAN YOU
SEE MY
SLIDES?

2. ARE YOU
ON MUTE?



1.
Communications
has
fundamentally
changed

Disruption as a way of life



Disruption as a winning strategy





SOCIETY AND COMMUNICATIONS

OUR RISK SOCIETY

Fake news

Interference (politicians to trolls)

Misinformation

ENTER THE RHETORICAL ARENA

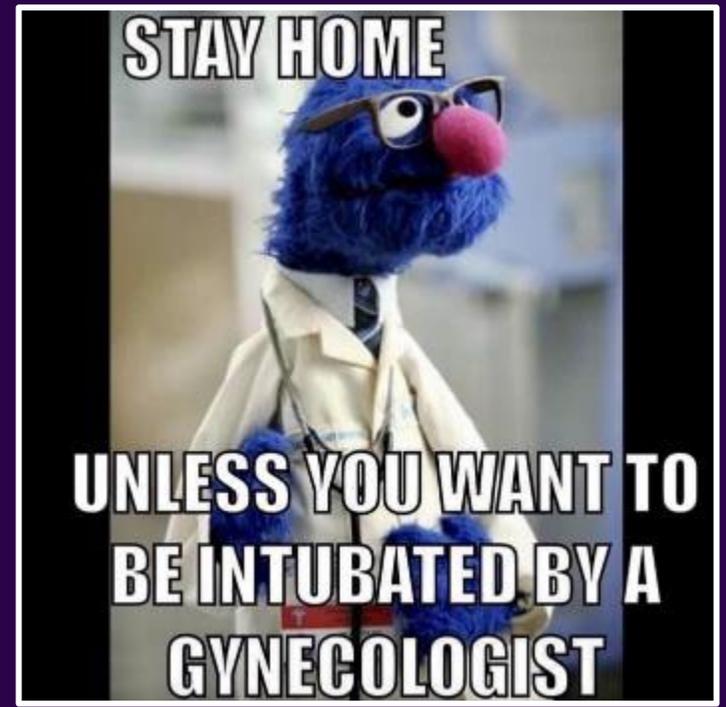
Complexity

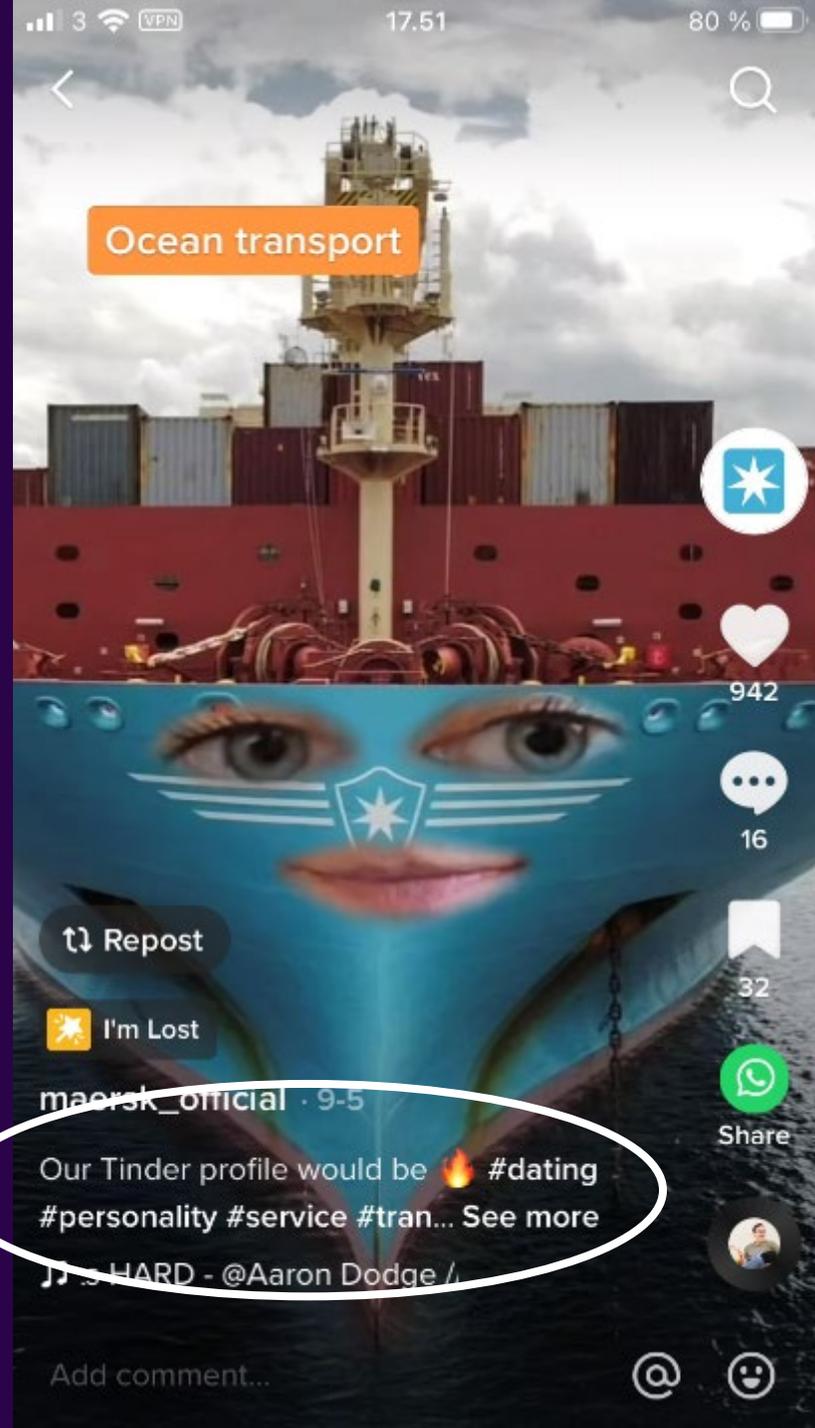
Polarization

Multivocality

COVID-19 Rhetorical Arena







Ocean transport

↻ Repost

🌟 I'm Lost

maersk_official · 9-5

Our Tinder profile would be 🔥 #dating #personality #service #tran... See more

🎵 HARD - @Aaron Dodge /

Add comment...



942



16



32



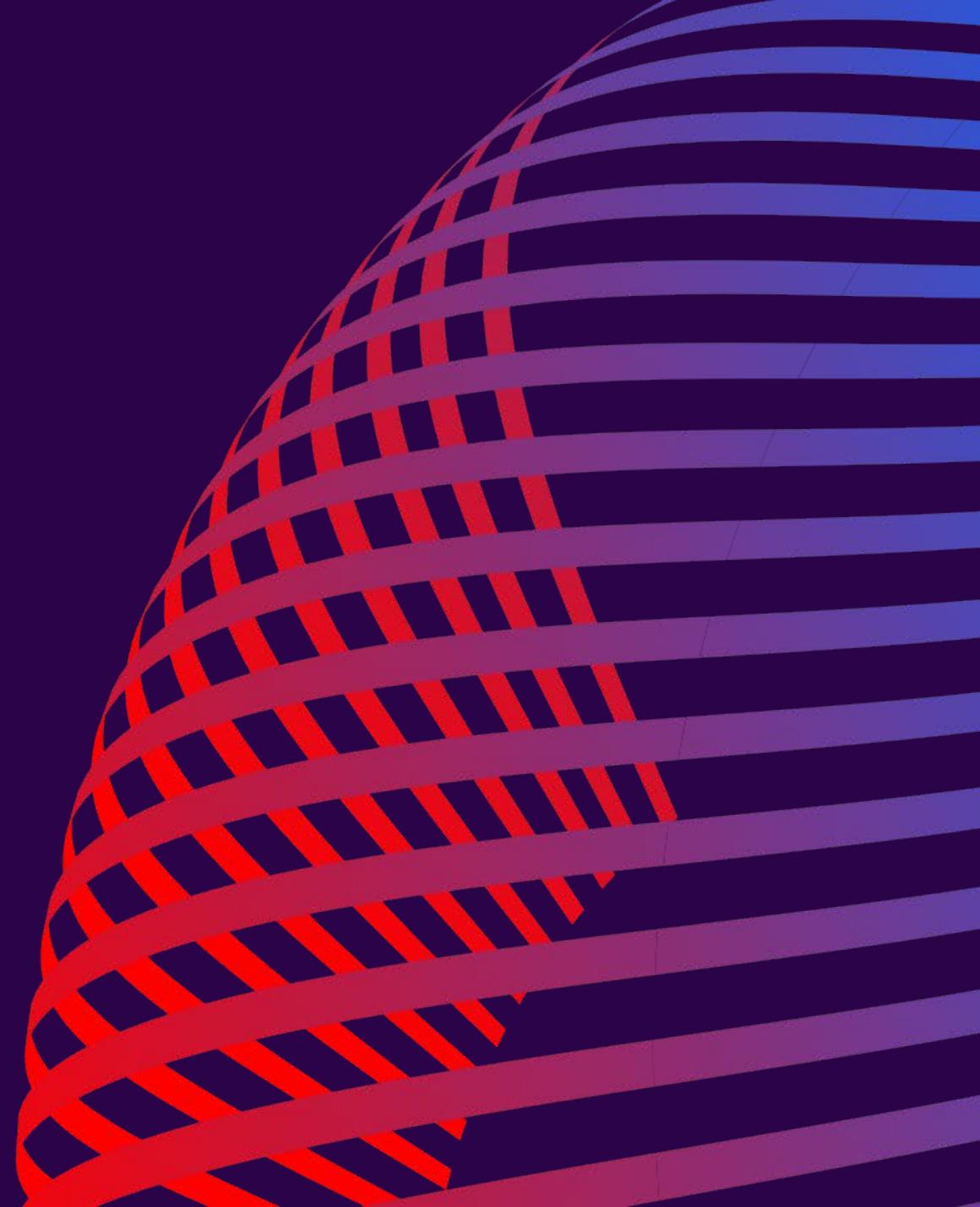
Share





TYSONS CORNER, Va. (AP) —
MicroStrategy Inc. on Tuesday
reported fourth-quarter net income of
\$3.3 million, after reporting a loss in
the same period a year earlier.

MANCHESTER, N.H. (AP) — Jonathan
Davis hit for the cycle, as the New
Hampshire Fisher Cats topped the
Portland Sea Dogs 10-3 on Tuesday.



NARRATIVES AND BRANDS IN THE ALGORITHM WORLD

LESS CONTROL

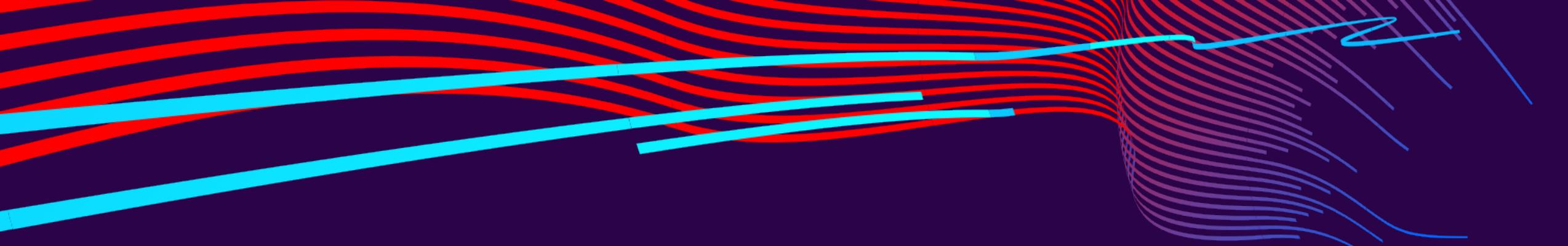
Difficulty cutting through bot-driven noise –
especially vs. traditional communications approaches

Most news today is algorithmically sorted and
prioritized by Natural Language Processing



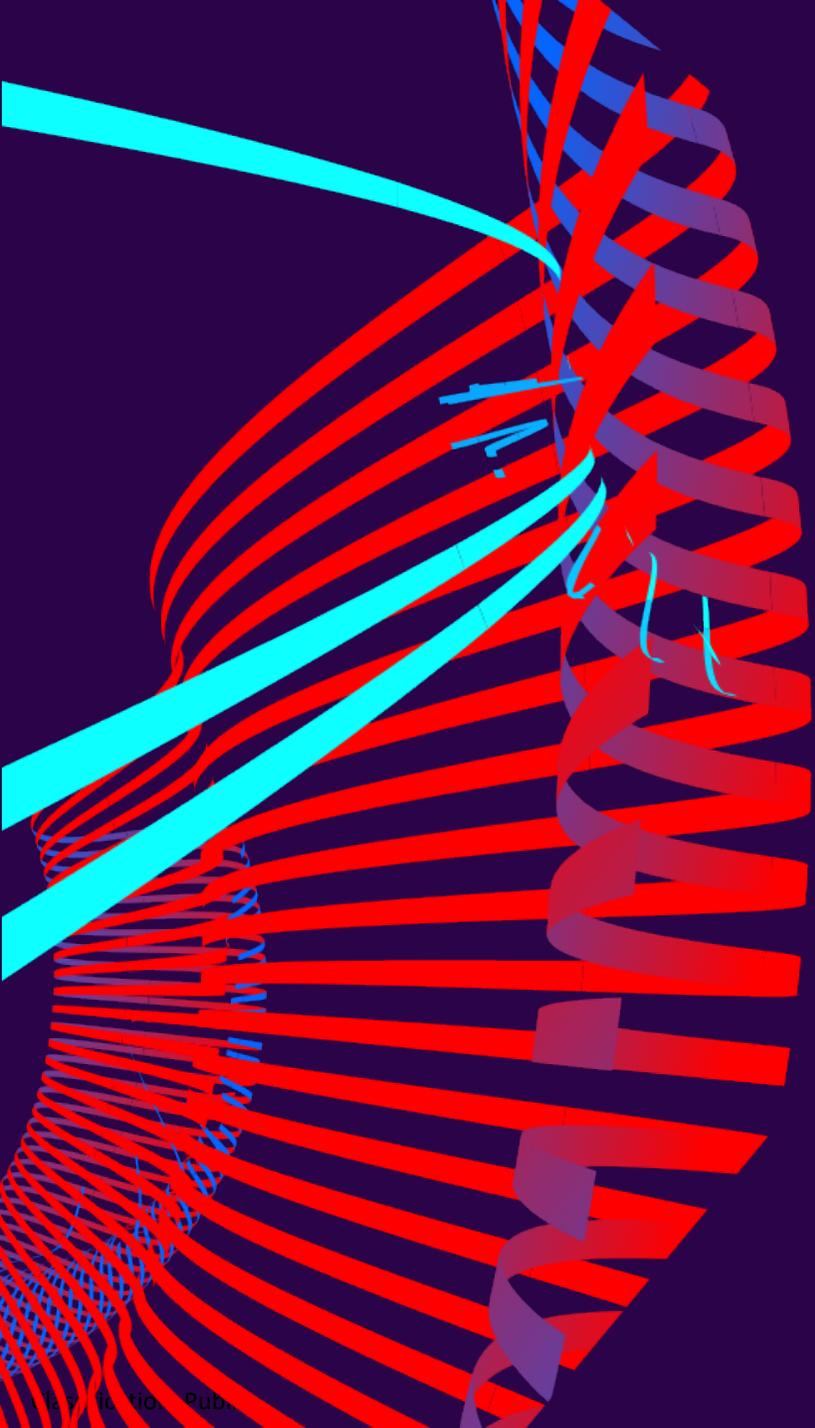
Our digital selves





WHAT DOES ALL THIS CHANGE MEAN?

- Traditional comms models and flows are disrupted
- Pace is accelerating
- Attention span is decreasing
- Stakeholder expectations increasing
- The lines between all channels are blurring



2.
Companies – and
communications -
get a social
contract

SHOULD COMPANIES RUN THE WORLD?

“Today, CEOs need to stand up not just for their shareholders, but their employees, their customers, their partners, the community, the environment, schools, everybody - anything that's a key part of their ecosystem.”

Marc Benioff
CEO of Salesforce



Company's social contract

Starbucks named fifth most admired company worldwide

January 19, 2018 · 1 min read

JANUARY 2018

Starbucks received UK tax credit in 2020 despite making profit in US

Starbucks uses complex tax structure in Europe and has faced criticism for lack of transparency



Starbucks, New York. The US parent company made profits before tax of \$1.16bn in the year to 27 September 2020. Photograph: Eric Thayer/Reuters

Starbucks received a tax credit worth £4.4m in the UK because of losses in 2020, despite the coffee chain's US parent company making a profit during the same period of \$1.2bn (£870m).

Starbucks' reputation hits 10-year low

By Quentin Fottrell, Marketwatch

May 30, 2018 | 3:20pm



MAY 2018

Controversy is inevitable . . .

Xinjiang: more than half a million forced to pick cotton, report suggests

Forced labour much more widespread than initially thought in China region that supplies a fifth of the world's cotton



▲ This year the US imposed sanctions on cotton suppliers in China's Xinjiang region over human rights concerns. Photograph: Xinhua/REX/Shutterstock

Court orders Royal Dutch Shell to cut carbon emissions by 45% by 2030

Oil giant told plans should be brought into line with Paris climate agreement



▲ Donald Pols, director of Milieudefensie, an environmental group, reacts after the verdict at the Hague. Photograph: Piroshka van de Wouw/Reuters

Yale SCHOOL OF MANAGEMENT

Home / News & Analysis / Chief Executive Leadership Institute / About / 100 Companies / Our Curated Operations / Russia—But Some Remain

Almost 1,000 Companies Have Curtailed Operations in Russia—But Some Remain

May 27, 2022

Not-so-hidden agendas

The New York Times

Daily Business Briefing >

Disney C.E.O. Says Company Is 'Opposed' to Florida's 'Don't Say Gay' Bill

Bob Chapek's remarks followed criticism that the company, a major employer in the state because of Disney World, had not spoken out against the legislation.

German police raid DWS and Deutsche Bank over greenwashing allegations

Asset manager accused of misleading investors about ESG factors in its financial products

BUSINESS

Thumbs down on 'woke': 'Disney debacle' lesson for CEOs

By Charles Gasparino

May 7, 2022 | 9:23pm | Updated



Musk right to call ESG a scam

Tesla was excluded from the S&P 500 ESG Index over politics



Musk Mad Tesla Removed from S&P 500 ESG Index

Tesla CEO Elon Musk is unhappy that the EV company was deleted from the S&P 500 ESG Index.

Greenhushing: Should companies speak up or shut up?

Welcome to the damned-if-you-do, damned-if-you-don't world of sustainability communications.

The Cobra strikes again

Cop27 climate summit's sponsorship by Coca-Cola condemned as 'greenwash'

Plastics campaigners call it 'astounding' that multinational they say is world's top polluter has sponsored key UN climate meeting



 **Greenpeace** 
@Greenpeace · [Follow](#) 

Disgraceful. Biggest plastic polluter @CocaCola is sponsoring @COP27P 🙄

99% of plastics are made from fossil fuels. This partnership undermines the very objective of the event it seeks to sponsor.

[#BreakFreeFromPlastic](#) [#COP27](#)

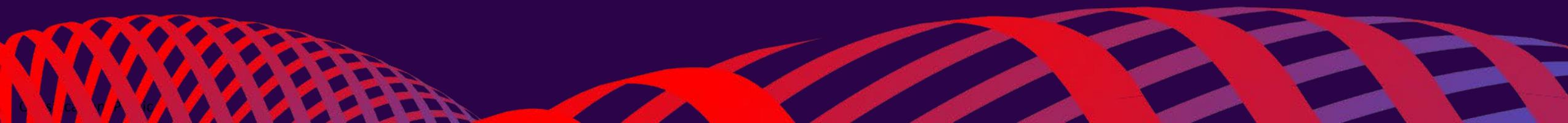
Share a **Coke.** with...





“We find a world ensnared in a vicious cycle of distrust, fueled by a growing lack of faith in media and government. Through disinformation and division, these two institutions are feeding the cycle and exploiting it for commercial and political gain.”

Edelman 2022 Trust Barometer



The inevitability of taking a stand



Australia becomes the first FIFA World Cup country to slam Qatar for its human rights record



Charisa Bossinakis

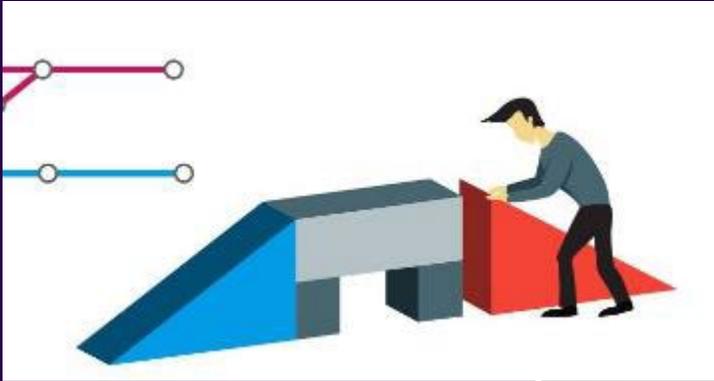


Published 22:13, 26 October 2022 BST

| Last updated 22:13, 26 October 2022 BST



Featured Image Credit: UK Sports Pics Ltd/Alamy Live News. Str/Xinhua/Alamy



“ EVERY EFFECTIVE WINNING STRATEGY IS MAPPED OUT BY FOCUSING ON THE DESIRED END GOAL ”

- Wayne Chirisa

A target with a red bullseye and blue and black rings. Three black arrows are shown hitting the bullseye. The target is on a stand and is set against a light blue and white background.

“Corporate purpose is the higher purpose of a company that goes beyond the sole profit orientation. The purpose is to define and deliver a long-term value-creating promise, either in the company’s local environment or in the global market environment, that is directly related to the company’s value creation.”

Larry Fink, CEO Blackrock



Corporate purpose

The what, the why, and the how



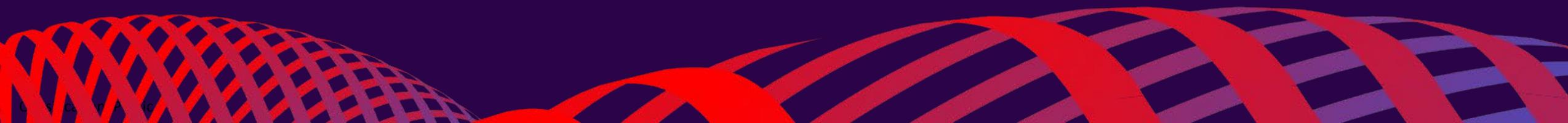


PURPOSE IS GOOD BUSINESS

53% of CXOs said they had successfully generated new revenue streams from new socially conscious offerings.

66% of global consumers and 73% of millennials are willing to pay a price premium for sustainable goods.

A 2019 survey found that nearly half of all participants and 3/4 of millennial workers would take a pay cut to work at an environmentally responsible company.



Does mayonnaise really need a purpose?



Unilever CEO warns advertisers that 'woke-washing' threatens industry credibility

Published: 19/06/2019 Average read time: 3 minutes

Cannes - Unilever CEO Alan Jope today warned that woke-washing – brand campaigns promising to improve the world but failing to take real action – is undermining the advertising industry's credibility and trust.



MAERSK'S PURPOSE



Doing the right things



Unique to what we do



Integrated to our business strategy



Core to our growth ambitions

A young boy is sitting on a grassy bank, holding a laptop. An elderly woman is sitting next to him, looking at the screen. A basket is on the ground nearby. The background is a lush green field.

Our Purpose: Improving life for all by integrating the world

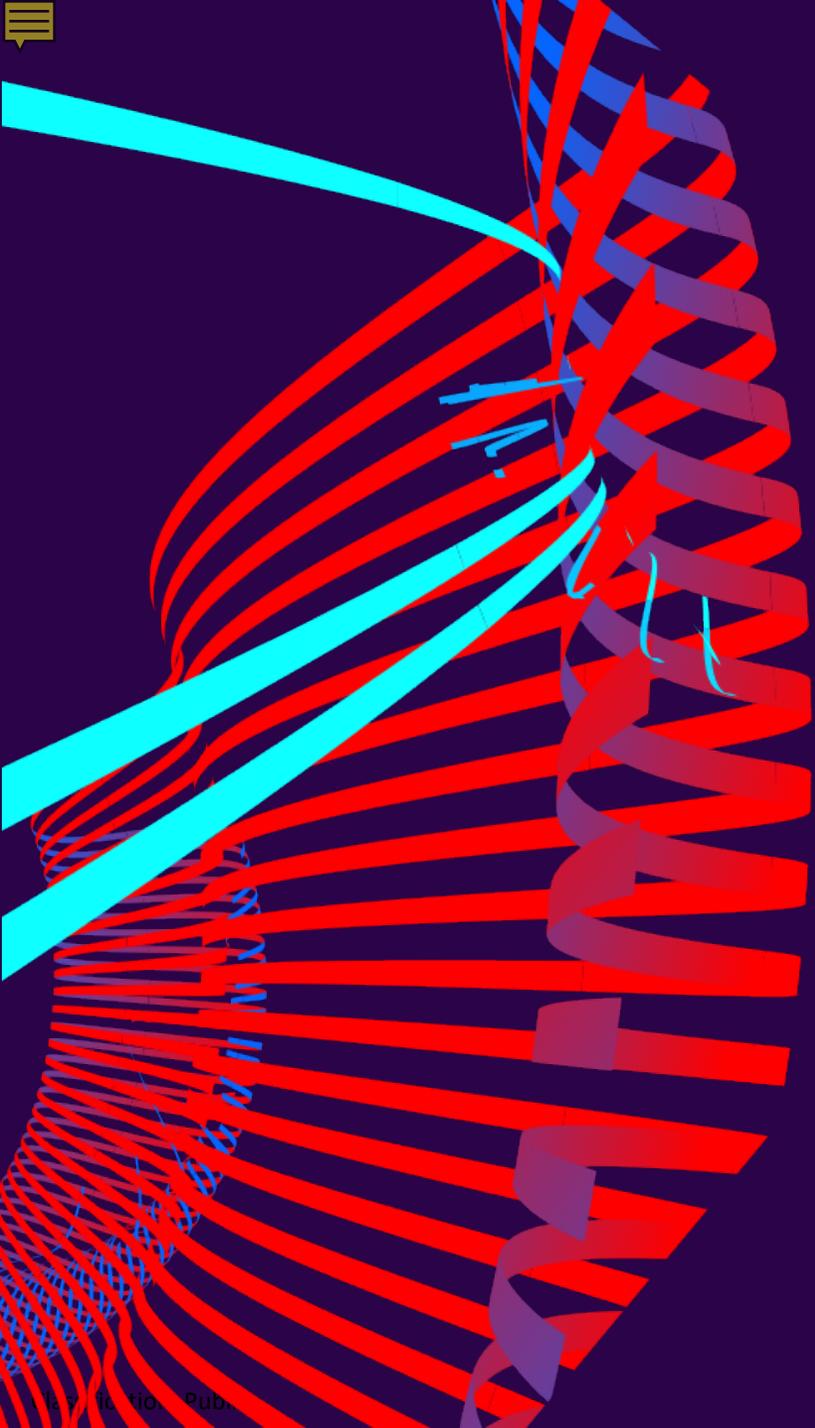
We believe in an integrated world. One planet. Connected all the way.

By integrating global logistics, we improve the flow of the foods, goods, data and materials that sustain people, businesses and economies the world over.

Enabling an exchange of values, culture and ideas.

A more integrated world improves quality of life and prosperity on all levels.

It is our responsibility to ensure a more sustainable tomorrow for coming generations.



3.

There is no
going back



(Corporate HR function view)



(reality)



A TIMELESS THOUGHT

“You cannot bore people into buying your product.”

David Ogilvy



COMMS NEEDS TO BE:



Aspirational
A clear and relevant position



Corporate BS bingo and policy
propaganda are dead

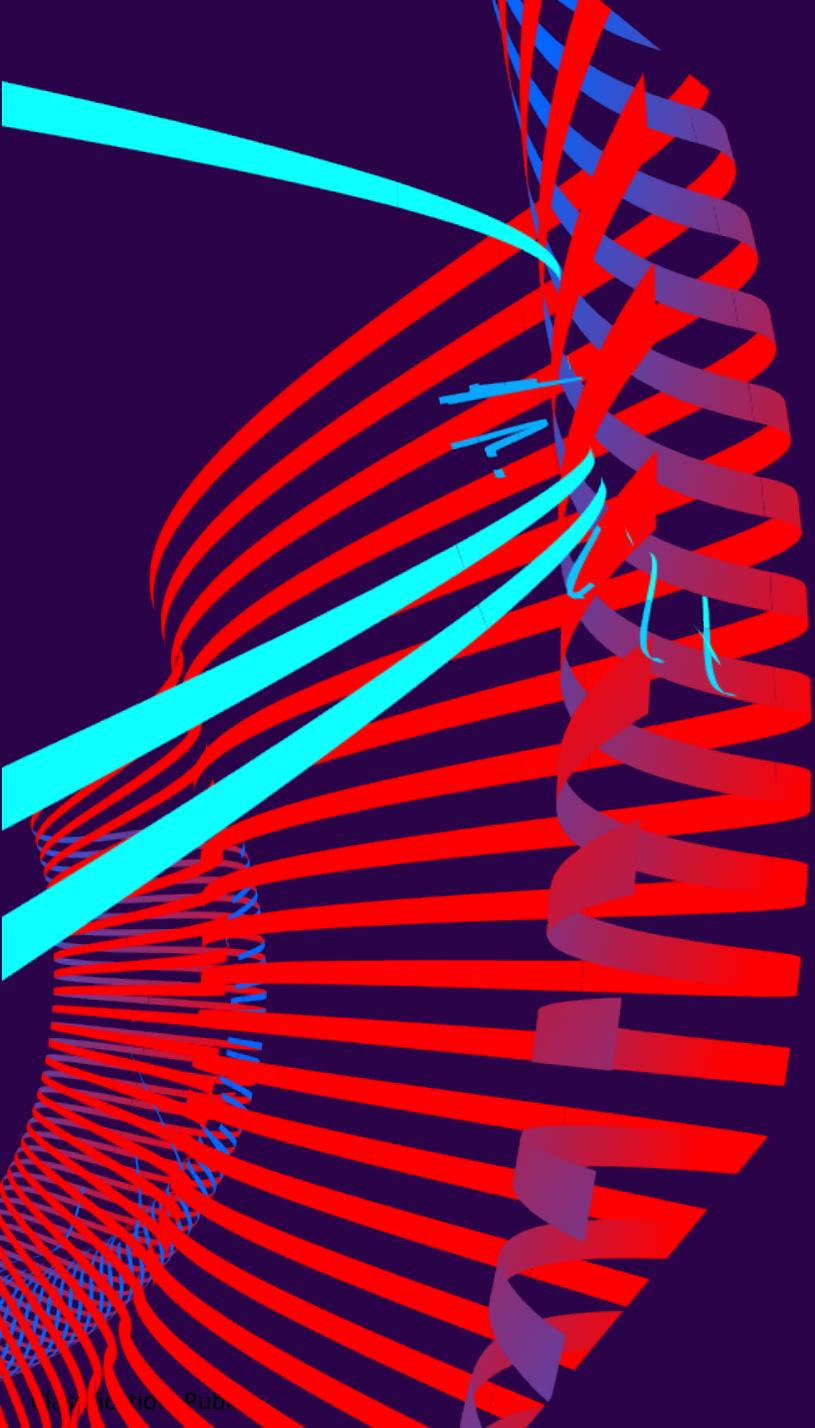


Planned and proactive
Step back and don't get pulled
into the 'keeping up' trap



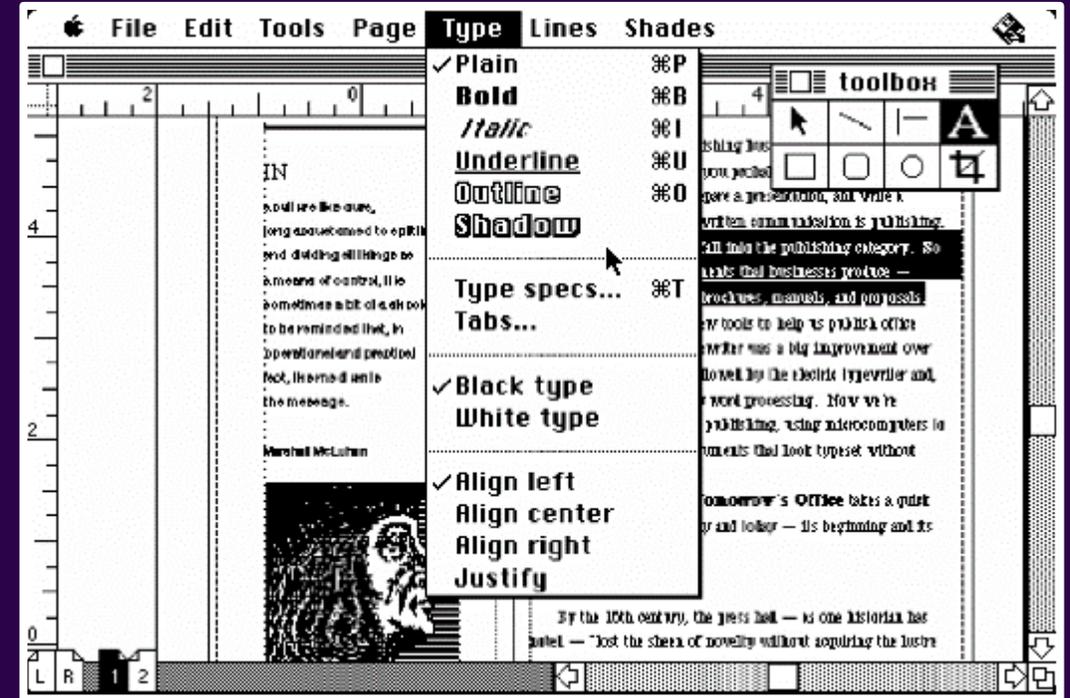
WHAT DO LEADERS NEED FROM US?





SO WHAT
DOES IT ALL
MEAN TO US?

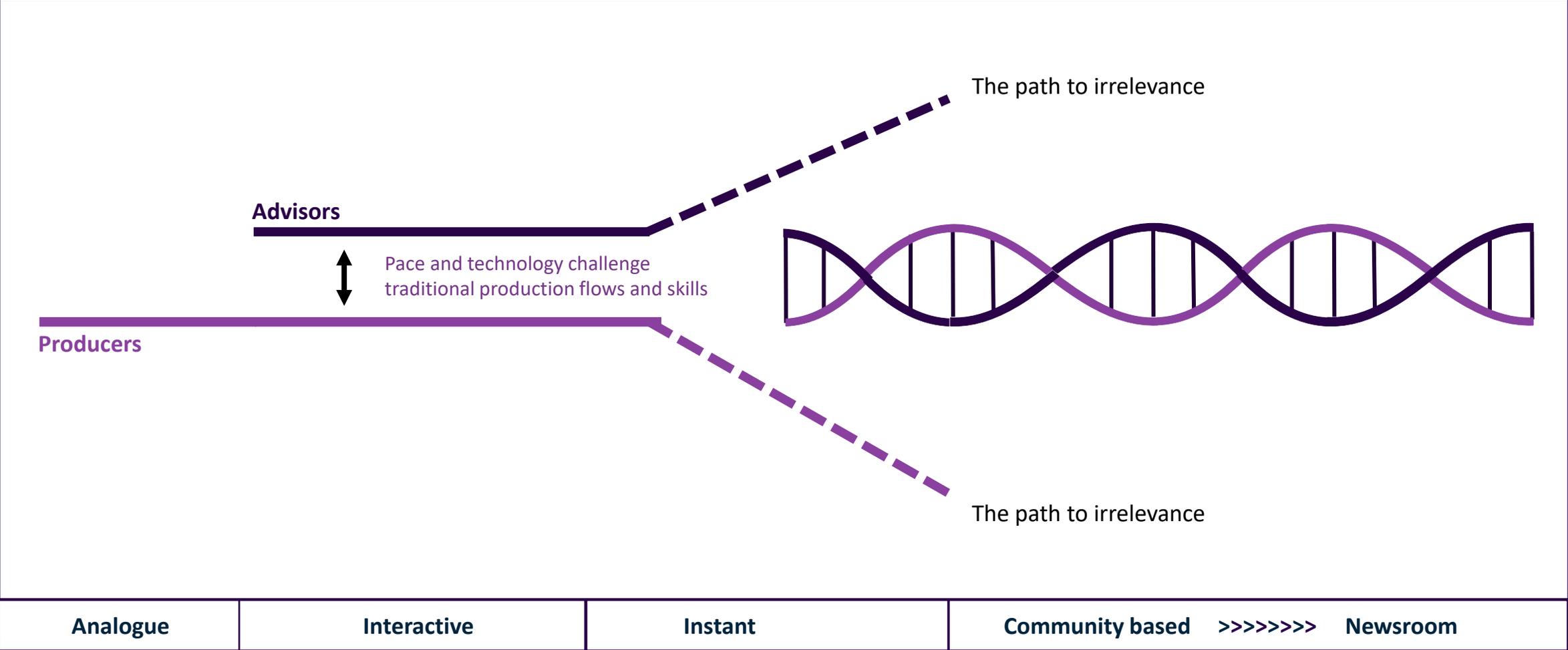
Days of yore . . .



Self or not-self?

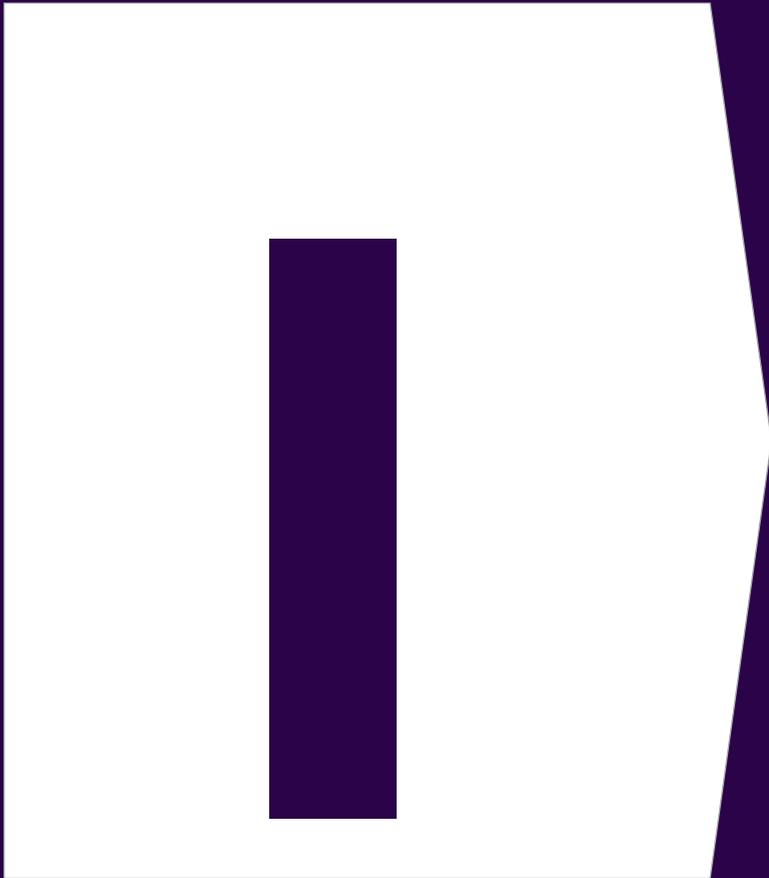


Mind the gap between strategy and execution

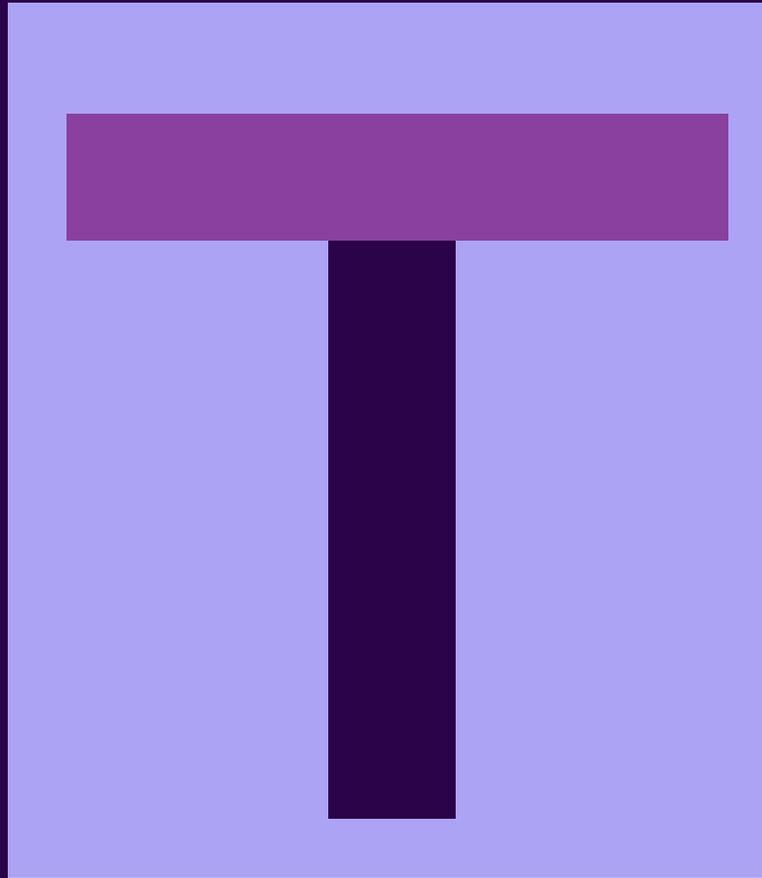


The T shaped communicator

I-shaped
The technical expert



T-shaped
Capable in a lot of things
and able to produce

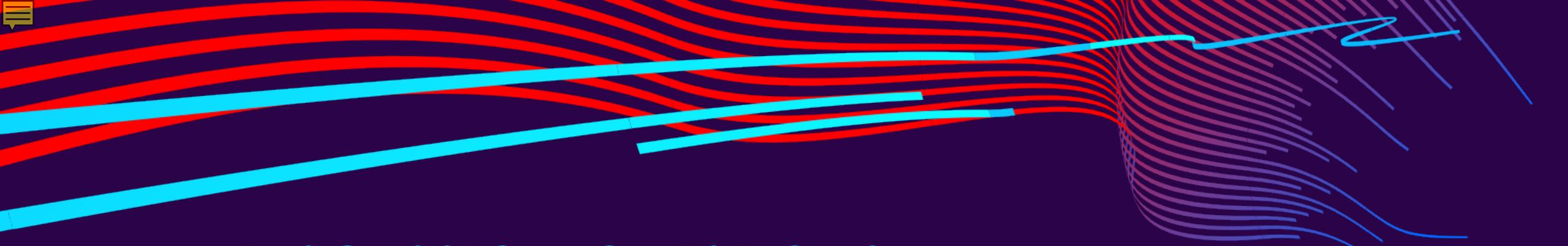


Line-shaped : The shared tool box
The generalist and advisor



Can you be constructively annoying?





DISCUSSION QUESTIONS

1. What are the modern communicator's superpowers?
2. What are the biggest hurdles to changing and evolving our profession?

OBLIGATORY THANK YOU SLIDE

(but really, thank you!)