BRAND RESILIENCE *and the* PSYCHOLOGY OF RESONANT COMMUNICATION

Consumer-brand relationship &
communication have fundamentally changed

Communication has evolved

DIGITAL COMMS

- Virtual, remote, asynchronous
- Greater need for human connection
- More meaningful brand relationships

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Brands are having to adapt in the face of uncertainty & unpredictable change

How can brands succeed in the *new normal?*

They must understand the psychological drivers behind decision making

“Where thought conflicts with emotion, the latter is designed by the neural circuitry in our brains to win”

R. Carter (1999) Mapping the Mind. Berkeley, CA: University of California Press.

DECISION-MAKING

Positive moods lead to lower perceived risk & higher purchase intention

Park, J., Lennon, S. J., & Stoel, L. (2005). On-line product presentation: Effects on mood, perceived risk, and purchase intention. Psychology & Marketing, 22(9), 695-719.

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To create a positive emotional state,
it helps if people trust you

1

TRUST

“Single most important ingredient for development & maintenance of happy, well-functioning relationships”

Simpson, J. A. (2007). Psychological foundations of trust. Current directions in psychological science, 16(5), 264-268.

TRUST

Best ratings / reviews are given when consumers trust & like the brand & people that represent them

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access
SELF STORAGE

Access Self Storage Romford

12 Southend Arterial Rd, Romford

Write a review

4.3 ★★★★½ 30 reviews

Sort by: Most relevant

Dean George
5 reviews
★★★★★ 4 months ago
Staff were very helpful and understanding in my time of need . A big thanks to moiz syed was most understanding an really helpful . He explained everything to the letter . An very happy on the price to for a 5fx5fx8f all just right for my … More

Like

moiz syed
2 reviews
★★★★★ a year ago
After researching storage around Romford, Access Storage came out on top! Totally professional, customer service is fantastic and staff Alastair and his team are extremely helpful. They made this very stressful process of moving/ packing so … More

1

Martin Elliot
1 review
★★★★★ a year ago
Great service. Staff very friendly and helpful. 24hour Access was a massive bonus. Really like they way they charge monthly and not 4 weekly. Great value for money.

2

Groovy Rice
2 reviews
★★★★★ a month ago

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Groovy Rice
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How do you build trust?

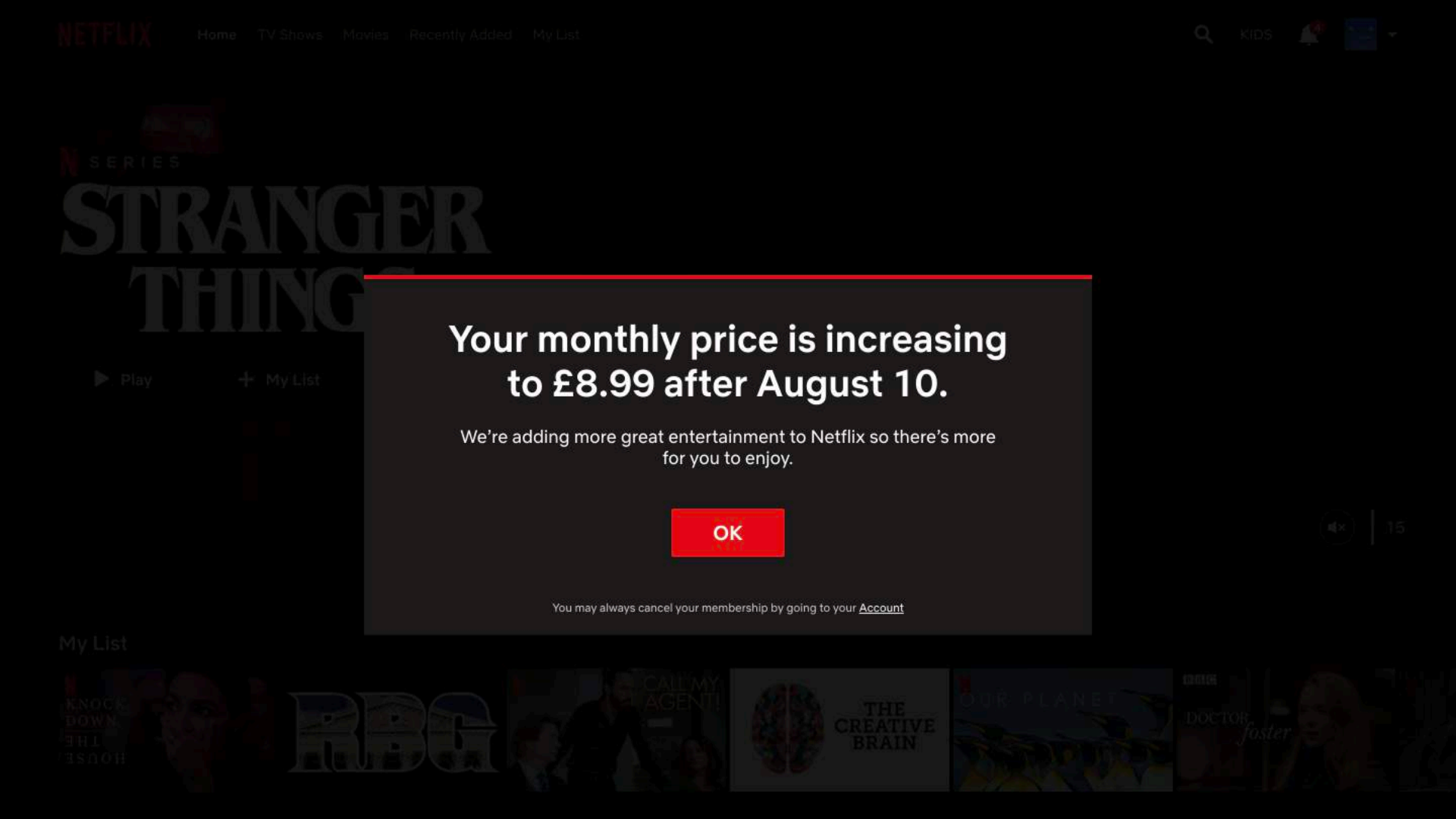
BUILDING TRUST

- Feel safe
- Understood
- Enabled & supported
- Know what you're getting

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You have to be transparent


NETFLIX


Your monthly price is increasing to £8.99 after August 10.
We're adding more great entertainment to Netflix so there's more for you to enjoy.
OK
You may always cancel your membership by going to your Account

NETFLIX

Sign In

All of Netflix.
Free for 30 days.



We'll email you a reminder three days before your trial ends.
Cancel at any time before 08/11 and you won't be charged.

TRY 30 DAYS FREE ›

During times of crisis, trust is easily broken



Thread

Kelly Price ✓
@thekellyprice

Obviously very bummed we had to cancel our vacation to Paris after all the planning & money we put into it due to #coronavirus concerns.

Shoutout to @Delta, @Marriott & the French travel agencies that ALL fully refunded our bookings.

However, @Airbnb lost a loyal customer...

11:31 PM · Mar 10, 2020 from Atlanta, GA · Twitter for iPhone

6 Retweets **2** Quote Tweets **64** Likes

Kelly Price ✓ @thekellyprice · Mar 10
Replying to @thekellyprice
We sought answers before cancellation, and we still can't get a refund despite France having the 2nd-biggest outbreak in Europe. We were told it is a "low public health risk" despite Parisian officials postponing the Paris Marathon and the Louvre shutting its doors at one point.

1 1 7

Kelly Price ✓ @thekellyprice · Mar 10
Long story short: If you're planning a trip or thinking about cancelling an upcoming trip with #Airbnb, do it NOW so you can ensure you don't endure an insult on top of injury like we have after having our long-awaited trip cancelled due to the #coronavirus outbreak. 😔

Search Twitter

Relevant people

Kelly Price ✓
@thekellyprice
Follow
Jack of all trades for @FOX5sports. @ufjschool trained, Tampa raised. I am not throwing away my shot. Opinions are mine. Follow me on IG: @thekellyprice

Delta ✓
@Delta
Follow
Caring for you is our top priority. For the most up to date information on how we're responding to COVID-19, visit: delta.com/caringforyou

Marriott Hotels ✓
@Marriott
Follow
Travel is a journey to find new perspectives. Let us help you find inspiration on yours. Member of @marriottbonvoy. #LetYourMindTravel

What's happening

COVID-19 · 2 hours ago
Mayor of Greater Manchester asks residents to ignore easing of lockdown restrictions in Bolton and Trafford
Trending with: Andy Burnham and Bolton and Trafford

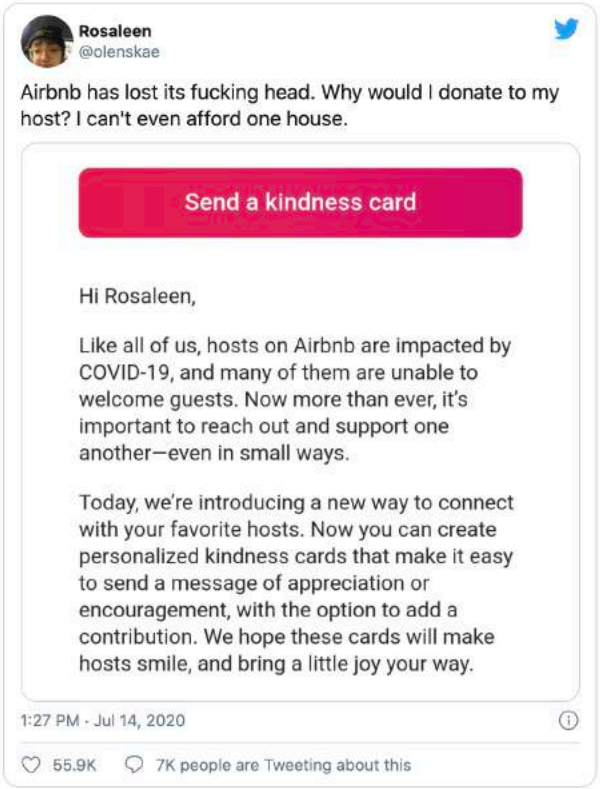


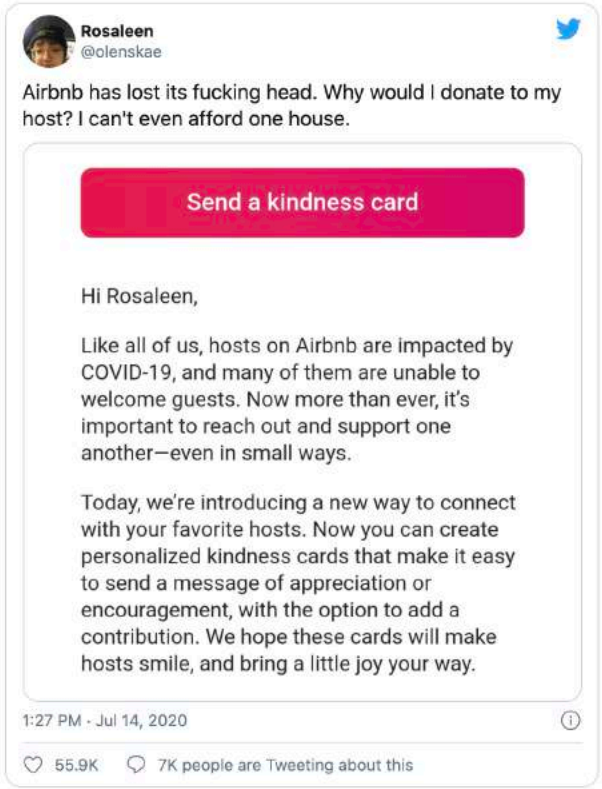
Trending in United Kingdom

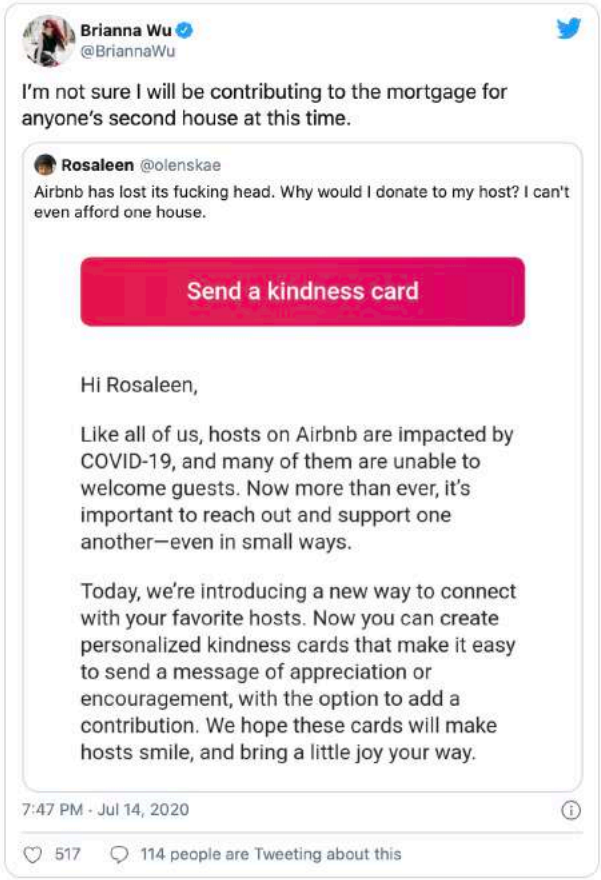
Airbnb is getting ripped apart for asking guests to donate money to hosts

Aaron Holmes Jul 14, 2020, 8:44 PM




Rosaleen
@olenskae
Airbnb has lost its fucking head. Why would I donate to my host? I can't even afford one house.
Send a kindness card
Hi Rosaleen,
Like all of us, hosts on Airbnb are impacted by COVID-19, and many of them are unable to welcome guests. Now more than ever, it's important to reach out and support one another—even in small ways.
Today, we're introducing a new way to connect with your favorite hosts. Now you can create personalized kindness cards that make it easy to send a message of appreciation or encouragement, with the option to add a contribution. We hope these cards will make hosts smile, and bring a little joy your way.
1:27 PM · Jul 14, 2020
55.9K
7K people are Tweeting about this


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1:27 PM · Jul 14, 2020
55.9K
7K people are Tweeting about this


Brianna Wu
@BriannaWu
I'm not sure I will be contributing to the mortgage for anyone's second house at this time.
Rosaleen @olenskae
Airbnb has lost its fucking head. Why would I donate to my host? I can't even afford one house.
Send a kindness card
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7:47 PM · Jul 14, 2020
517
114 people are Tweeting about this

BROKEN TRUST

- Undermine even established relationships
- Lead to customer disappointment (and in the extreme, rage)
- Loss of sales and competitive advantage

Bozic, B. (2017). Consumer trust repair: A critical literature review. European Management Journal, 35(4), 538-547.

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How can you repair the customer relationship?

It's about rooting yourself in...

2

EMPATHY

“The ability to recognise, understand & share the thoughts & feelings of another person, animal, or fictional character”

There must be understanding & apology

APOLOGY

- Admit when we've made a mistake
- To recover consumer trust, it must be sincere
- Explicit & unreserved

Knight, J. G., Mather, D., & Mathieson, B. (2015). The key role of sincerity in restoring trust in a brand with a corporate apology. In Marketing Dynamism & Sustainability: Things Change, Things Stay the Same… (pp. 192-195). Springer, Cham.
Utz, S., Matzat, U., & Snijders, C. (2009). On-line reputation systems: The effects of feedback comments and reactions on building and rebuilding trust in on-line auctions. International Journal of Electronic Commerce, 13(3), 95-118.

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The problem is that when we're remote, it's easy to fall into the empathy gap

“Cognitive bias - we underestimate the influences of visceral drives on our own attitudes, preferences, and behaviors”

Van Boven, L., Loewenstein, G., Dunning, D., & Nordgren, L. F. (2013). Changing places: A dual judgment model of empathy gaps in emotional perspective taking. In Advances in experimental social psychology (Vol. 48, pp. 117-171). Academic Press.

Human understanding is “state-dependent”



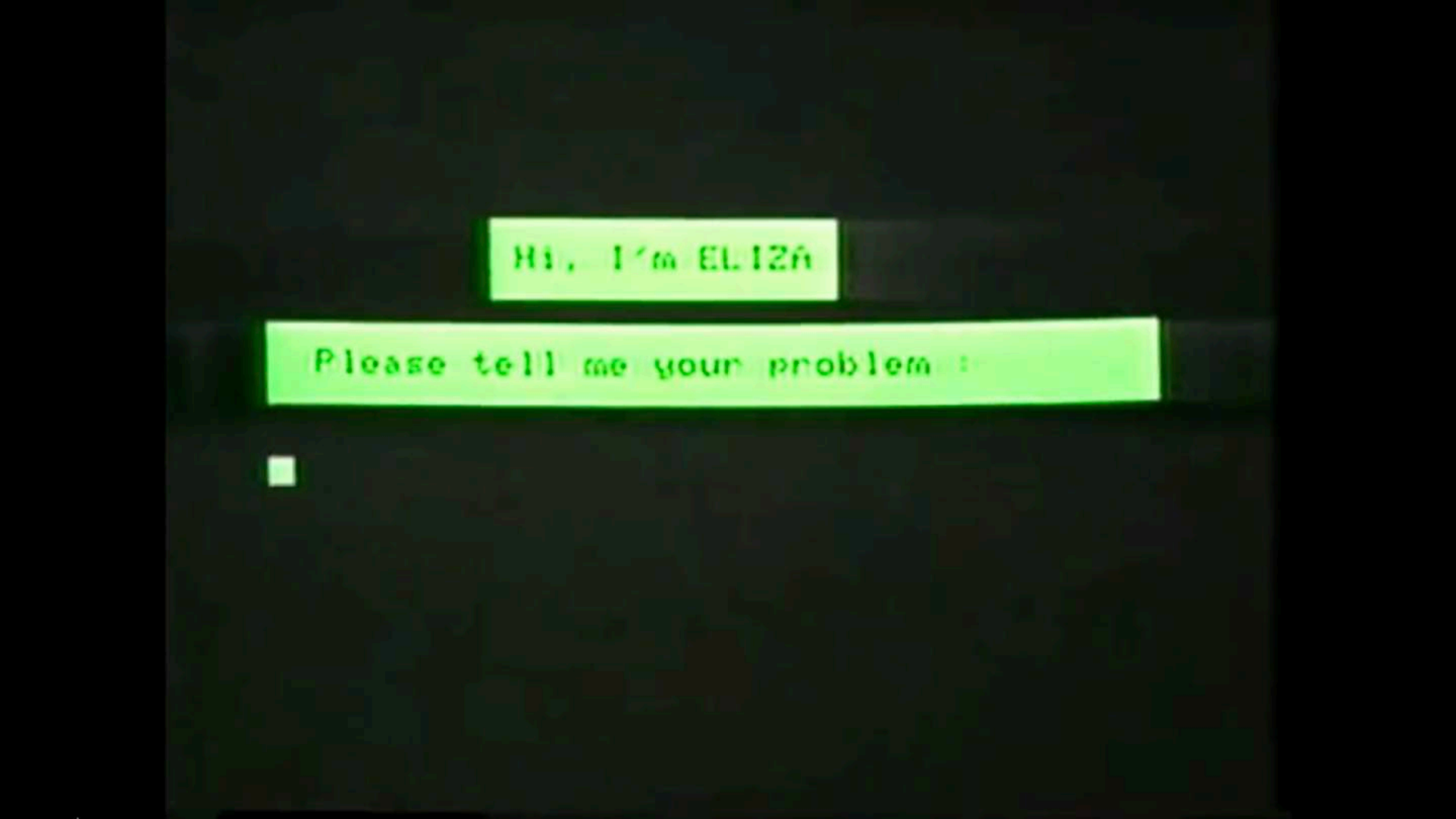


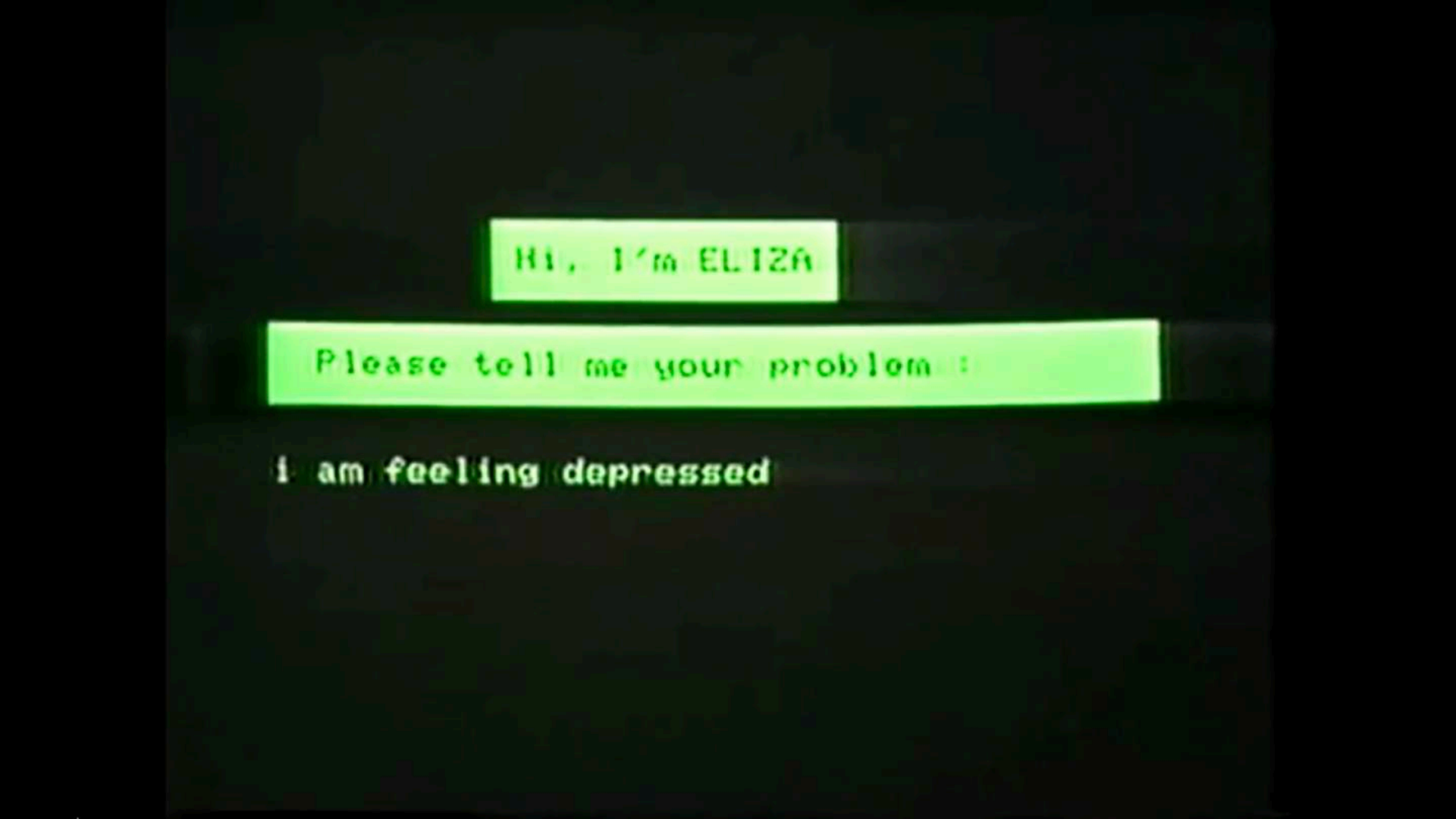


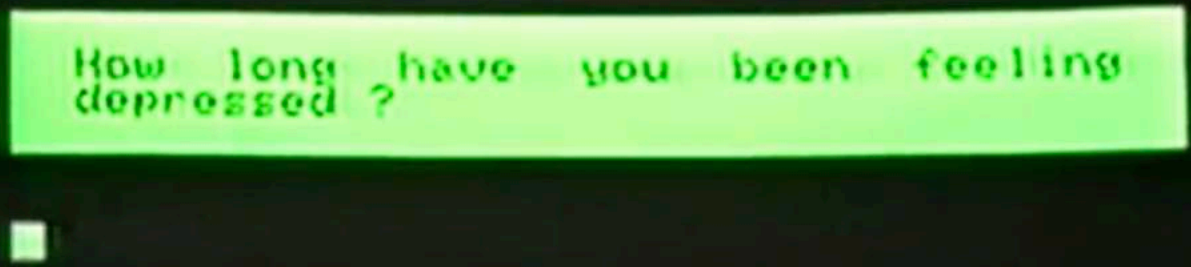
So how can we avoid falling into the gap?

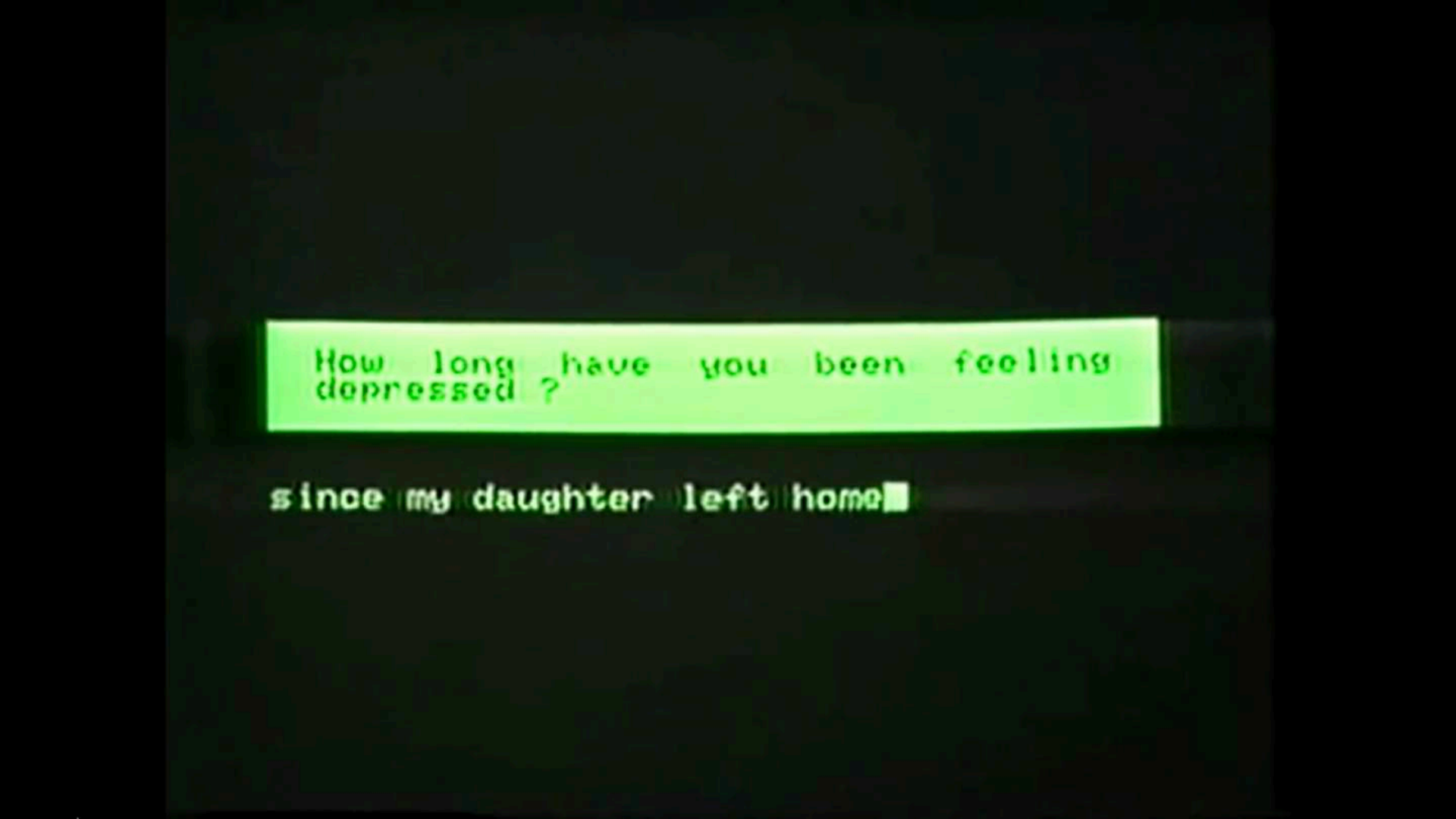
Language must foster trust & understanding

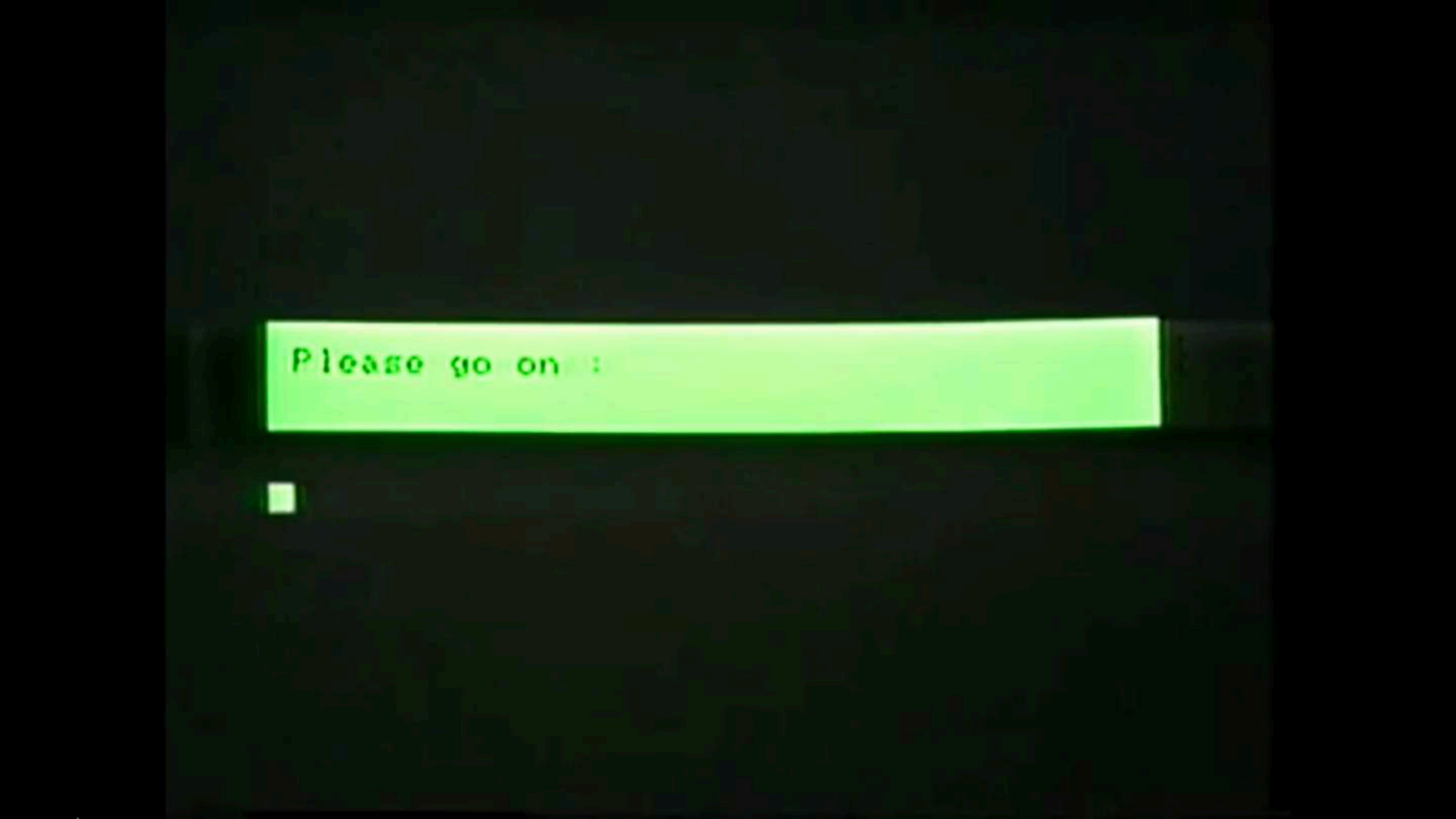


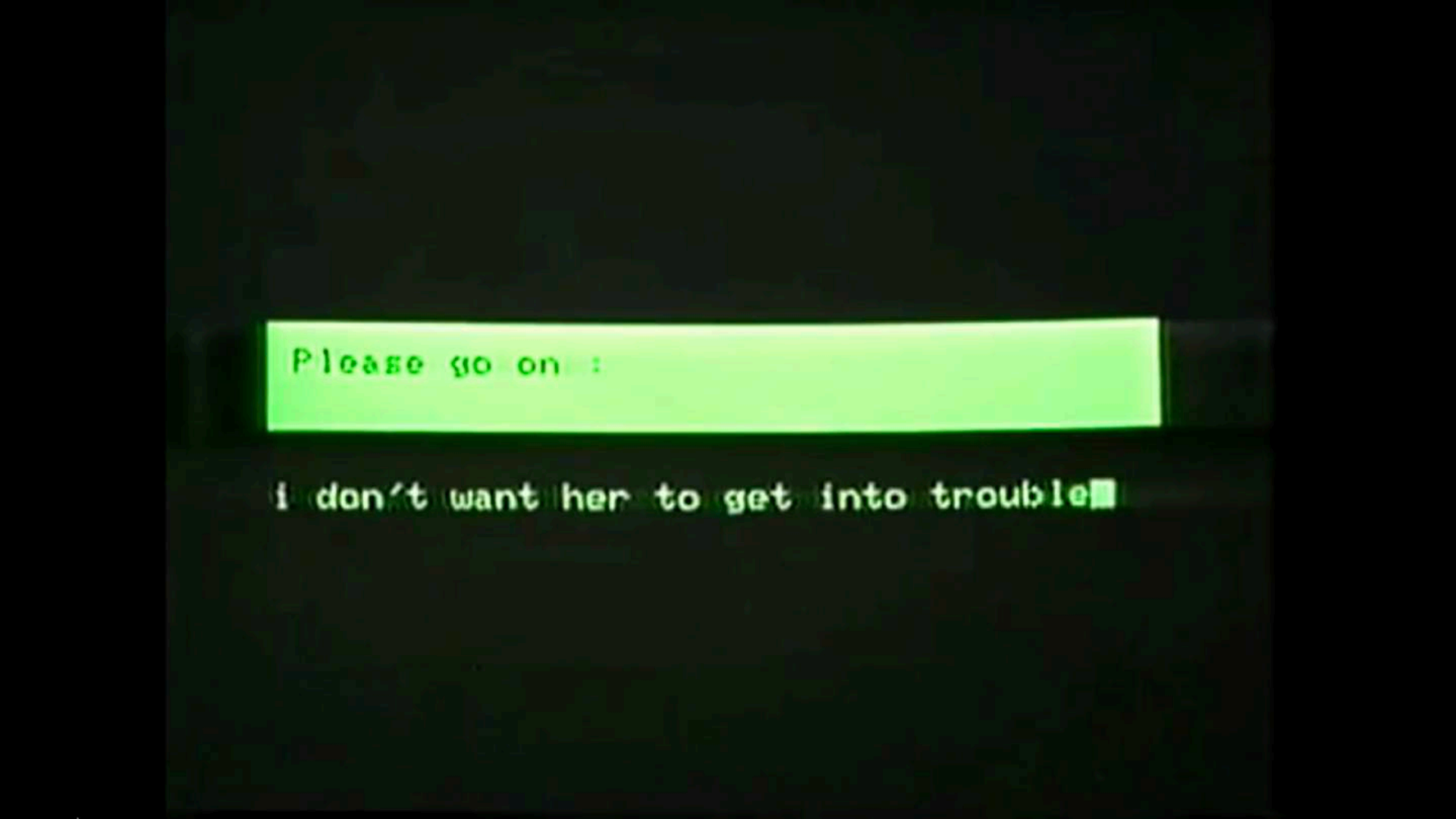

Hi, I'm ELIZA
Please tell me your problem :

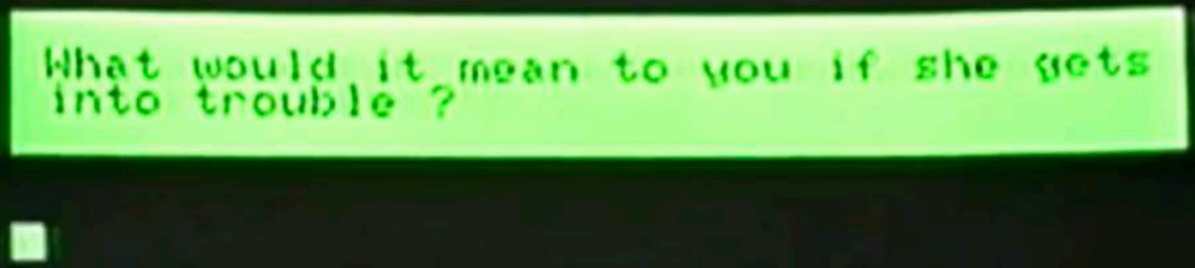

Hi, I'm ELIZA
Please tell me your problem :
i am feeling depressed

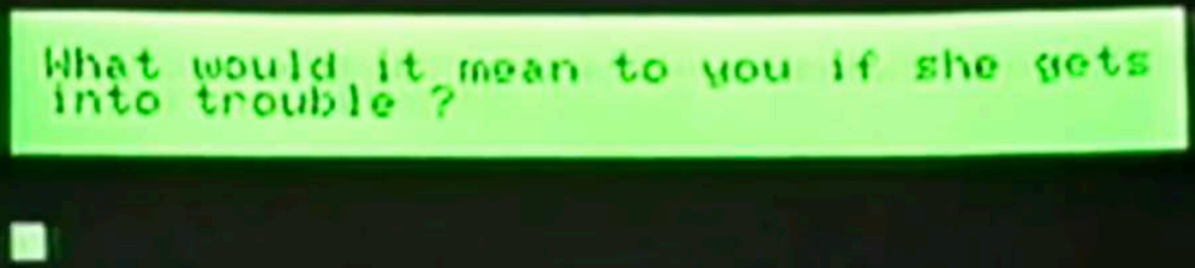

How long have you been feeling
depressed ?

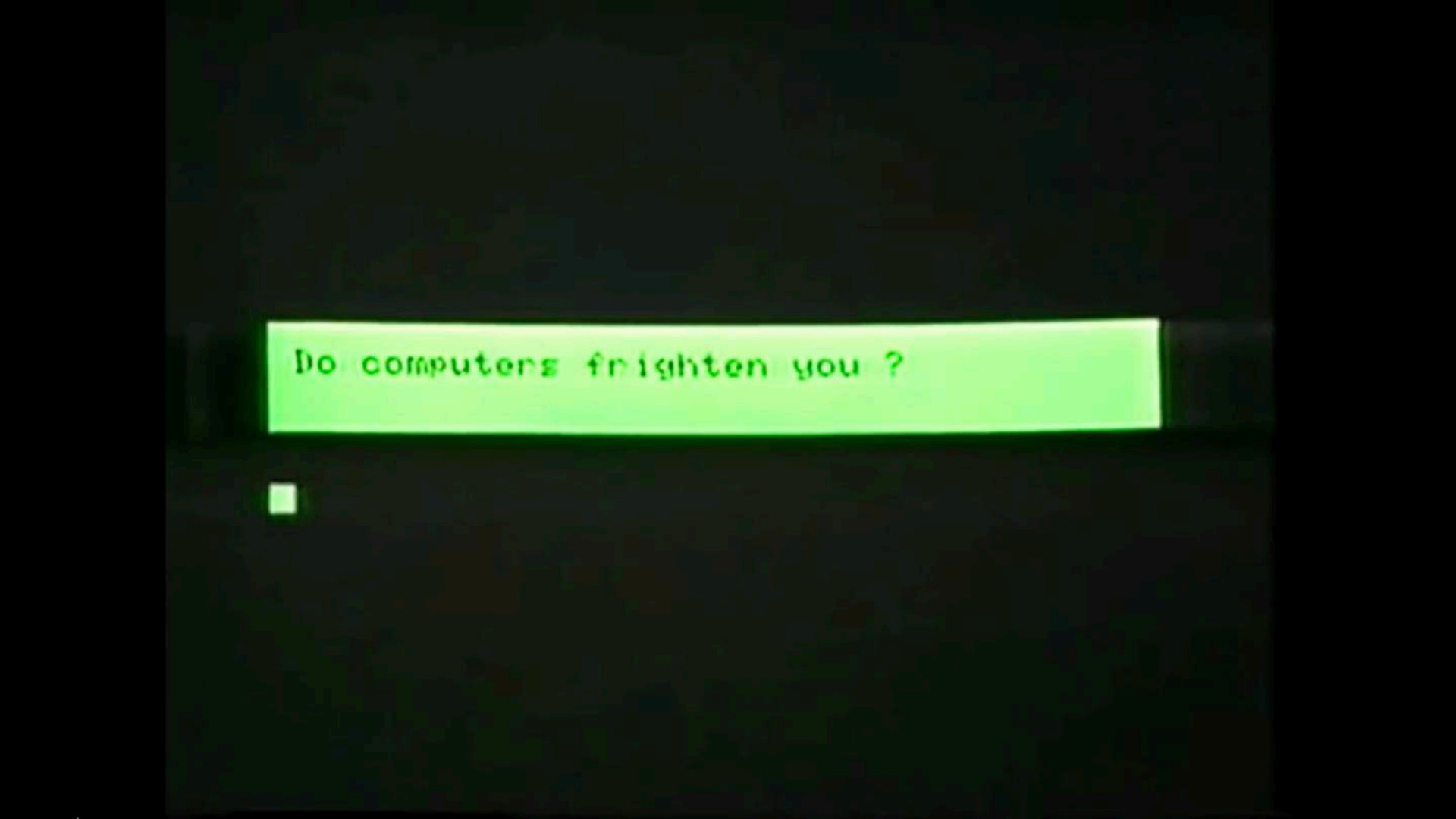

How long have you been feeling depressed ?
since my daughter left home

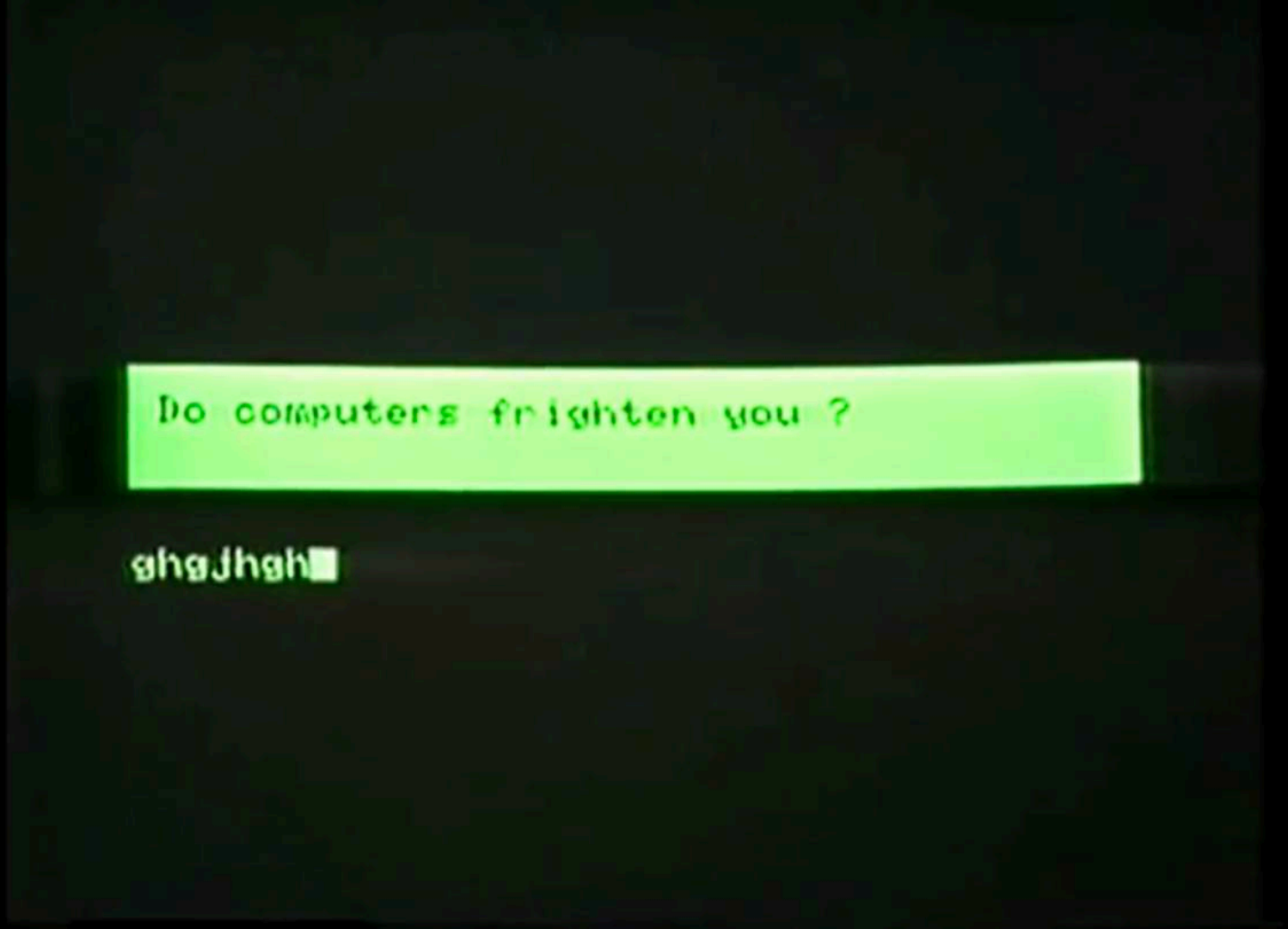

Please go on :

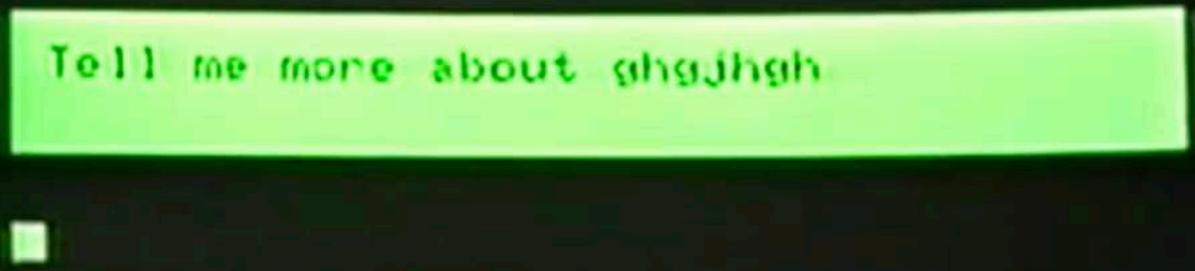

Please go on :
i don't want her to get into troubl


What would it mean to you if she gets into trouble ?


What would it mean to you if she gets into trouble ?


Do computers frighten you ?


Do computers frighten you ?
ghgJhgh


Tell me more about ghgjhgh

Understand the customer's motivations
& reflect their language use

ACTIVE LISTENING

1. Open questions
2. Non-judgmental attitude
3. Don't "top" the story
4. Supportive non-verbal feedback
5. Listen & paraphrase

Topornycky, J. and Golparian, S., 2016. Balancing openness and interpretation in active listening. *Collected Essays on Learning and Teaching, 9*, pp.175-184.

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Creating empathetic connection also has other positive impacts

THE IMPACT

1. Increases helping behaviour
2. Heightens cooperation
3. Decreases conflict
4. Better decisions
5. Greater acceptance of others

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For this to work, the customer must feel you are being authentic

“

The quality of being real, true and genuine

”

Beverland, M. B., & Farrelly, F. J. (2010). The quest for authenticity in consumption: Consumers' purposive choice of authentic cues to shape experienced outcomes. Journal of Consumer Research, 36(5), 838-856.

AUTHENTICITY

- Improve receptivity to your message
- Enhance perceived quality
- Increase purchase intention

Labrecque, L. I., Markos, E., & Milne, G. R. (2011). Online personal branding: Processes, challenges, and implications. Journal of Interactive Marketing, 25(1), 37–50.
Moulard, J. G., Raggio, R. D., & Folse, J. A. G. (2016). Brand authenticity: Testing the antecedents and outcomes of brand management's passion for its products. Psychology & Marketing, 33(6), 421–436.
Napoli, J., Dickinson, S. J., Beverland, M. B., & Farrelly, F. (2014). Measuring consumer-based brand authenticity. Journal of Business Research, 67(6), 1090–1098.

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KFC®


FCK
WE'RE SORRY
A chicken restaurant without any chicken. It's not ideal. Huge apologies to our customers, especially those who travelled out of their way to find we were closed. And endless thanks to our KFC team members and our franchise partners for working tirelessly to improve the situation. It's been a hell of a week, but we're making progress, and every day more and more fresh chicken is being delivered to our restaurants. Thank you for bearing with us.
Visit kfc.co.uk/crossed-the-road for details about your local restaurant.

Thread

Andrew Bloch @AndrewBloch · Feb 23, 2018

KFC apologises with a full page ad in today's Metro. A masterclass in PR crisis management.

#KFCCrisis



KFC UK & Ireland and 2 others

183 7.6K 13K

Andrew Bloch @AndrewBloch · Feb 23, 2018

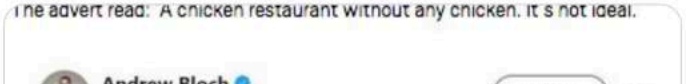
Yo @KFC how many retweets for a year of free fried chicken? #FriedChickenForFrank

12 27 145

Andrew Bloch @AndrewBloch · Feb 23, 2018

@itsjamesherring Good to hear you are in agreement with me James Herry 😂😂😂

/@MetroUK



Search Twitter

Relevant people

Andrew Bloch @AndrewBloch — Follow

Founder/NED @WelcomeToFrank. Spokesperson/PR advisor to @Lord_Sugar. Consultant in the creative and marketing services industry. Instagram.com/blochstagram

KFC UK & Ireland @KFC_UKI — Follow

For all customer services enquiries, reach out to our Care Squad - @KFC_UKI_Help

Metro @MetroUK — Follow

We give the people what they want

What's happening

US elections · Yesterday

President-elect Biden announces some senior members of his White House staff

Gaming · Trending

Oxford Circus

Gaming · Trending

PlayStation 4

CANNES LIONS

‘You Want Me to Write FCK on a Bucket?’ How KFC’s PR Crisis Became a Print Ad for the Ages

Inside the U.K. brand's brilliant response to a stressful situation



POPULAR THIS WEEK

1 Post Malone's Celebrity World Pong League Comes Exclusively to Watch Together

2 Savannah Guthrie Recalls Interrogating Trump: 'I Believe That the Viewers Expect Us to Ask the

Resonant conversations also rely on finding points of commonality

3

HOMOPHILY

HOMOPHILY

"Love of the same"
Our tendency to associate &
bond with similar others

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“A homophilous source is more likely to be perceived as credible, trustworthy, and reliable…”

Chu, S. C., & Kim, Y. (2011). Determinants of consumer engagement in electronic word-of-mouth (eWOM) in social networking sites. International journal of Advertising, 30(1), 47-75.

“… The effectiveness of communication may be greater”

Chu, S. C., & Kim, Y. (2011). Determinants of consumer engagement in electronic word-of-mouth (eWOM) in social networking sites. International journal of Advertising, 30(1), 47-75.

The messages we relate to most are those that feel authentic & reflect our experiences






L'ORÉAL
PARIS
NEW
EXCELLENCE Creme
TRIPLE CARE COLOR
100% GREY COVERAGE
4
BROWN
1 Protective Coloring Cream
Enriched with Pro-Keratin. Long-lasting color.
2 NEW Caring Gentle pH Shampoo
Delicately cleanses the scalp. Rich, natural color.
3 Lightweight Nourishing Mask
Shiny, supple, lively hair.
EXCELLENCE Creme
TRIPLE CARE HAIRCOLOR


1.
COLORING CREAM
2.
GENTLE SHAMPOO
3.
NOURISHING MASK


BEFORE
AFTER


L'ORÉAL
PARIS

There are 4 key questions you can ask to build upon homophily

MIRRORING

1. Who are they (gender, age, background)?
2. Why do they need you (what's their story)?
3. How are they feeling (excitement, anxiety, stress)?
4. What do they need now (emotional / practical)?

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To truly have impact, you have to clearly identify and express an ecosystem of...

4

VALUES

When asked to reflect on their relationship with brands…

VALUES

51% say their relationship with a brand starts when they feel the brand understands them and their desires

Sprout Social (2018) - #BrandsGetReal: What consumers want from brands in a divided society | 1013 US consumers

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VALUES

2/3 consumers equate feeling connected with trust

Sprout Social (2018) - #BrandsGetReal: What consumers want from brands in a divided society | 1013 US consumers

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VALUES

53% say they feel connected when that brand's values align with their own

Sprout Social (2018) - #BrandsGetReal: What consumers want from brands in a divided society | 1013 US consumers

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3 Cs


Commit


Coherent


Consistent

Thread

Ben & Jerry's ✓
@benandjerrys

4 years ago, in the wake of Ferguson, we felt compelled to support the #BlackLivesMatter movement. We're heartbroken those words are just as relevant today. These racist and brutal attacks against our Black brothers and sisters must end. #JusticeForFloyd



Why Black Lives Matter
Systemic racism is the most defining civil rights and social justice issue of our time. We ask you to join us in not being complicit in the face of this injustice.
benjerry.com

10:35 PM · May 27, 2020 · Twitter Web App

5.8K Retweets **19.8K** Likes

Search Twitter

Relevant people

Ben & Jerry's ✓
@benandjerrys
Peace, Love, & Ice Cream
Follow

What's happening

COVID-19 · Last night
Broadway actor Nick Cordero dies at 41 after months of COVID-19 complications



World news · 2 hours ago
A case of bubonic plague is reported in northern China's Inner Mongolia



Trending in United Kingdom
Black Death

Trending in United Kingdom
Walliams

World news · Yesterday
A man was arrested and his car window smashed on the way home from an interview about police brutality



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Want to learn more about the history of racial justice in America?

x

From Slavery to Mass Incarceration

August 23, 2019



In America we celebrate the past all the time—the Declaration of Independence, the Revolutionary War, the Bill of Rights, and so much more. It doesn't matter that these all took place long ago, before we were born, before anybody alive today was born—these historical triumphs make many of us feel good about who we

Most Popular


From Slavery to Mass Incarceration


QUIZ: The Hardest Quiz Questions We've Ever Asked

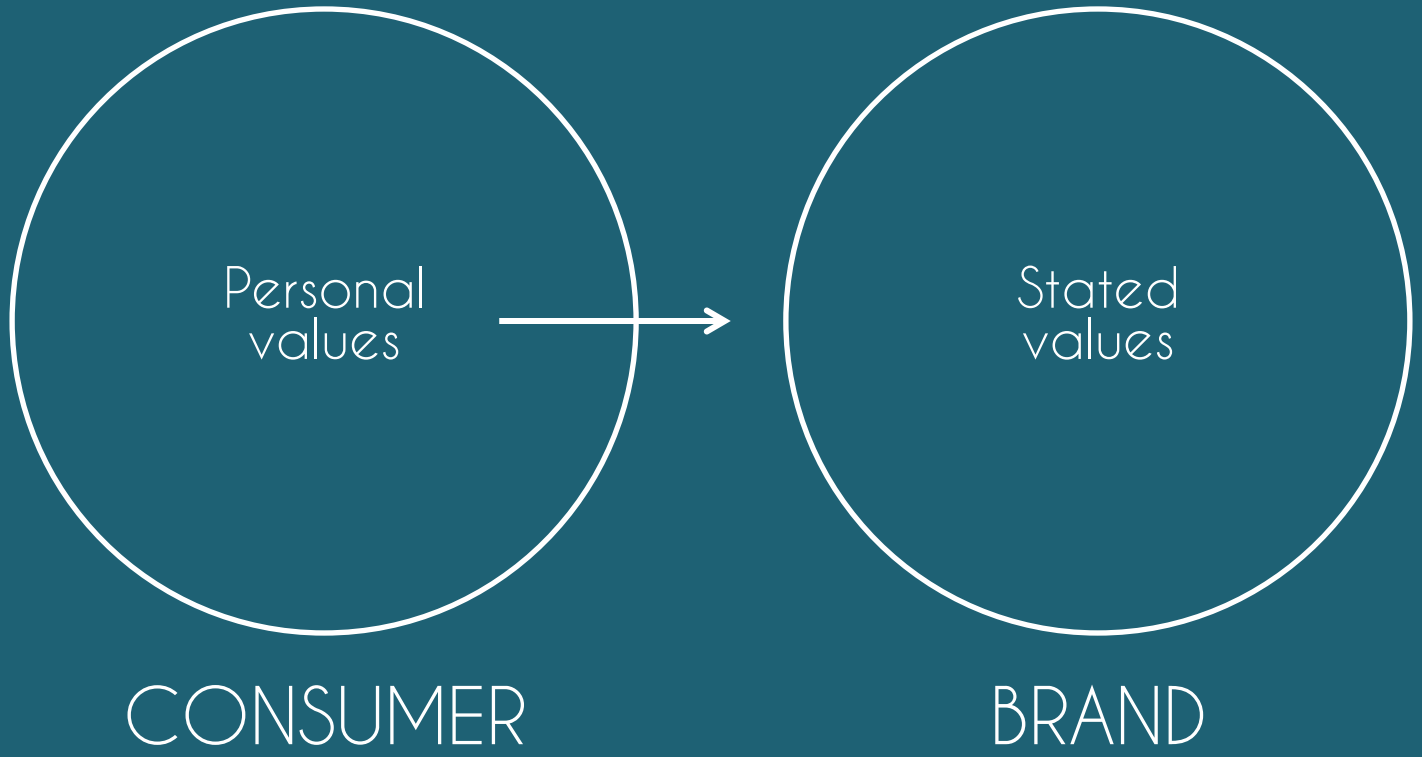

Top Ben & Jerry's Flavors of 2018

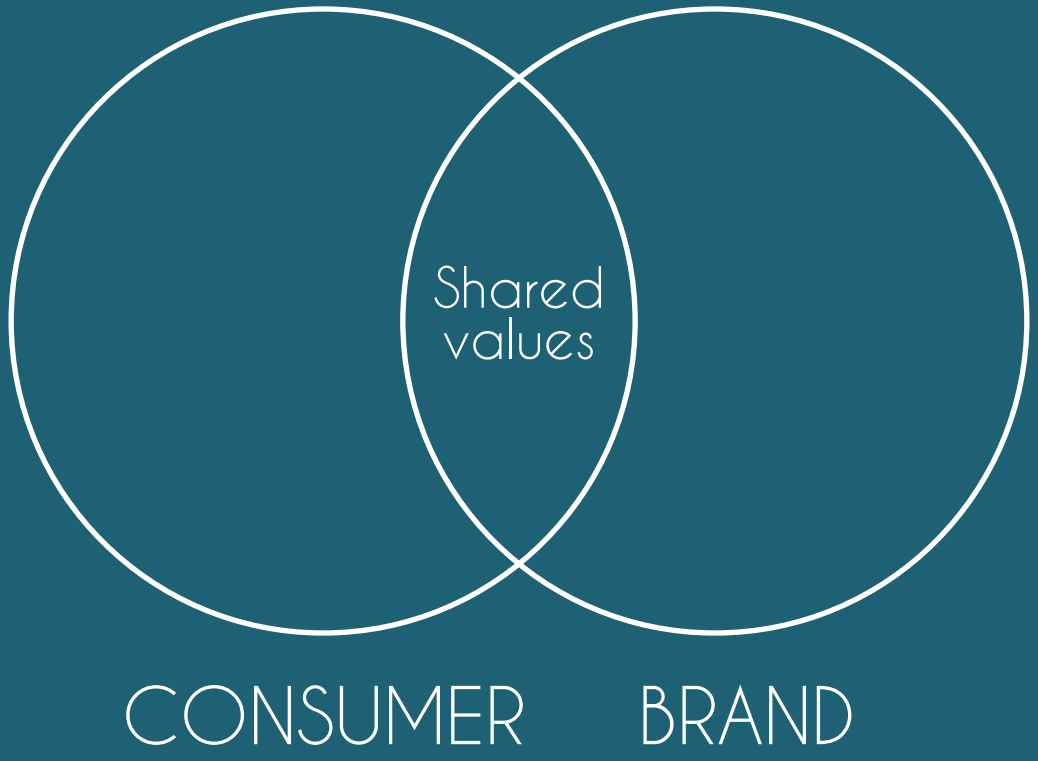

The Flavor Graveyard's Most Missed Flavors

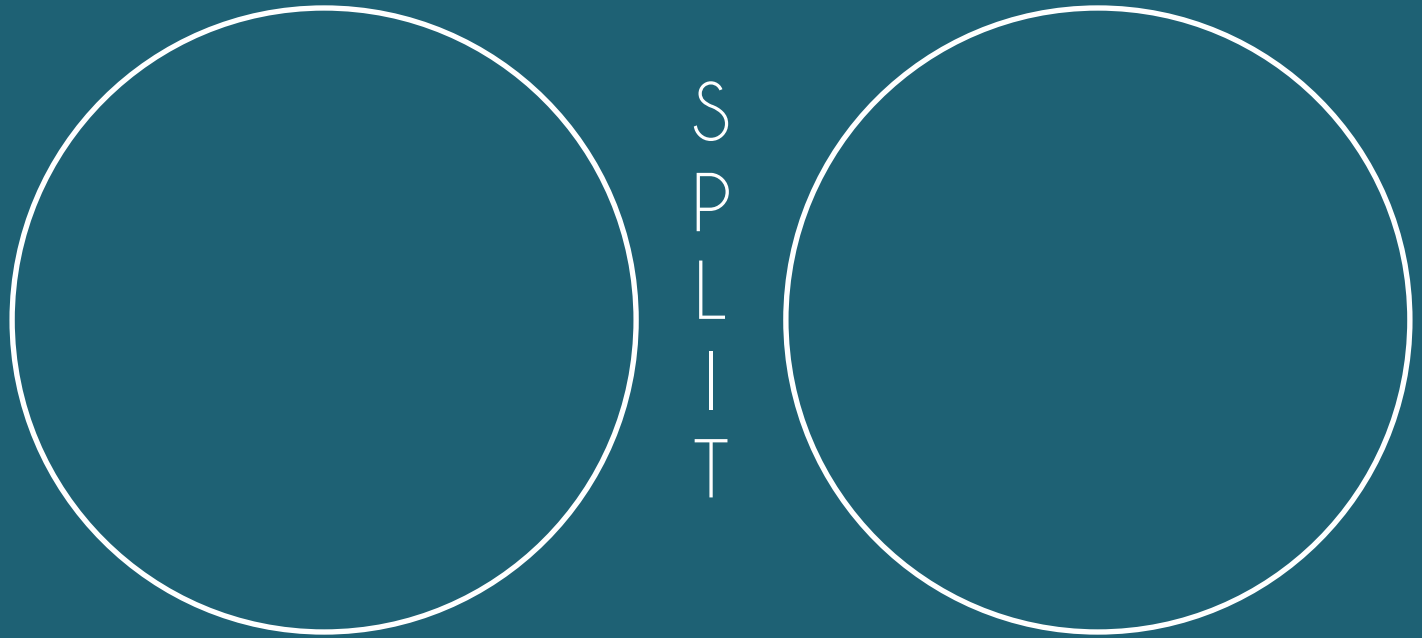
Recent Tweets

Here's why a coherent identity is key


Personal values
Stated values
CONSUMER
BRAND


Personal values
Stated values
CONSUMER
BRAND


Shared
values
CONSUMER
BRAND


SPLIT
CONSUMER
BRAND

It's a risk that some brands take intentionally

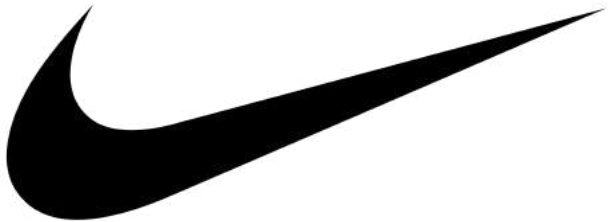
5

SOCIAL IDENTITY

SOCIAL IDENTITY THEORY

- View ourselves as belonging to a group of similar individuals
- Base part of our personal identity on our membership to group
- Opinions of group members 'worth more' than those of a different group

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Believe in something.
Even if it means sacrificing everything.
Just do it.

THE CONVERSATION
Academic rigour, journalistic flair

Search analysis, research, academics...



Nike's courageous new ad campaign mixing racial politics with sport will be vindicated

September 5, 2018 7.33am BST

NFL player Colin Kaepernick, centre, started a protest against police violence by kneeling during the US National Anthem in 2016. JOHN G MABANGLO

Email

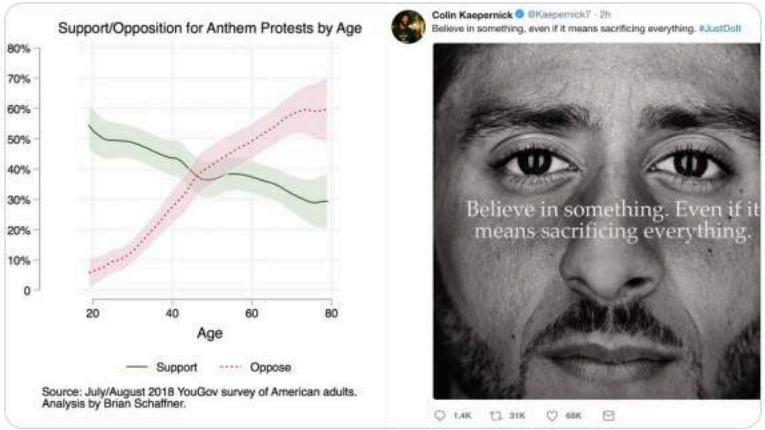
The sports apparel giant Nike stirred up controversy on Monday when it

Author

Tweet

Brian Schaffner
@b_schaffner

I suspect that @Nike has a good sense of where their target demographic is on the Anthem Protests.



4:42 PM · Sep 4, 2018 · Twitter Web Client

115 Retweets **391** Likes

Sponson @sponson · Sep 4, 2018
Replying to @b_schaffner @BrendanNyhan and @Nike
No one is protesting the National Anthem.

8

Search Twitter

Relevant people

Brian Schaffner
@b_schaffner
Follow
Political scientist ~ Newhouse Professor of Civic Studies at Tufts ~ CCES Whisperer ~ Slytherin ~ #COYS #GoDawgs

Nike
@Nike
Follow
Just Do It.

Spain trends

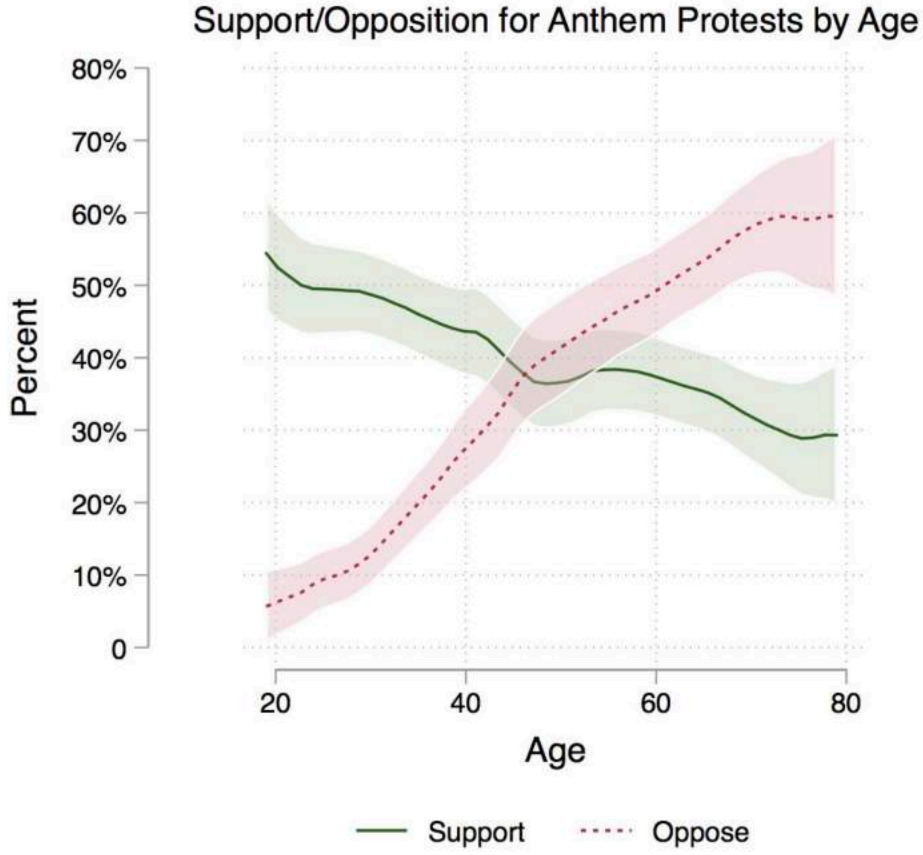
1 · Trending
Rivera
Trending with: Fran Rivera, Francisco Rivera, Con Rivera

España
Rivera ofrece la abstención de Ciudadanos con tres ...

2 · Trending
#PcComponentesAsusWeek
4,504 Tweets

3 · Trending
#ChollometroMeFlipa
6,107 Tweets

4 · Trending
#DolunayEstrenoDivinity


Support/Opposition for Anthem Protests by Age
Percent
80%
70%
60%
50%
40%
30%
20%
10%
0
20
40
60
80
Age
Support
Oppose
Source: July/August 2018 YouGov survey of American adults.
Analysis by Brian Schaffner.

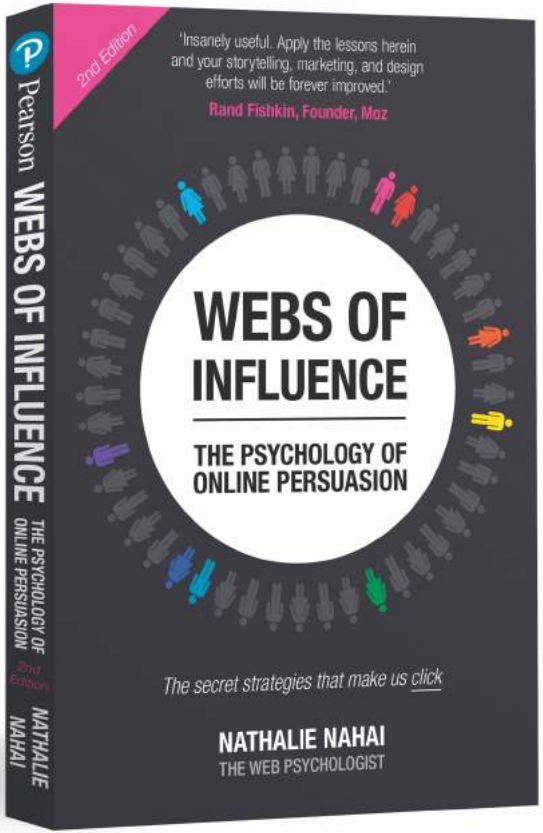
Whatever your goal,
you have to understand the
principles, biases & motivations
that drive your consumers

HERE'S YOUR CHEAT SHEET

CHEAT SHEET

1. Trust: be transparent & relational
2. Empathy: sensitive, responsive, active listening
3. Homophily: mirror your audience
4. Values: be committed, coherent, consistent
5. Social Identity: know what you stand for

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THANK YOU!

@NathalieNahai

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