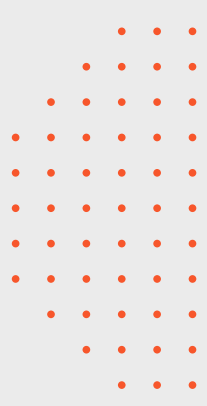
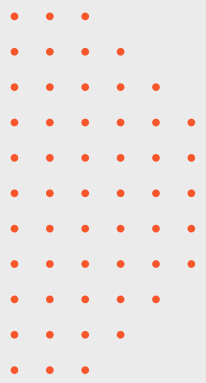
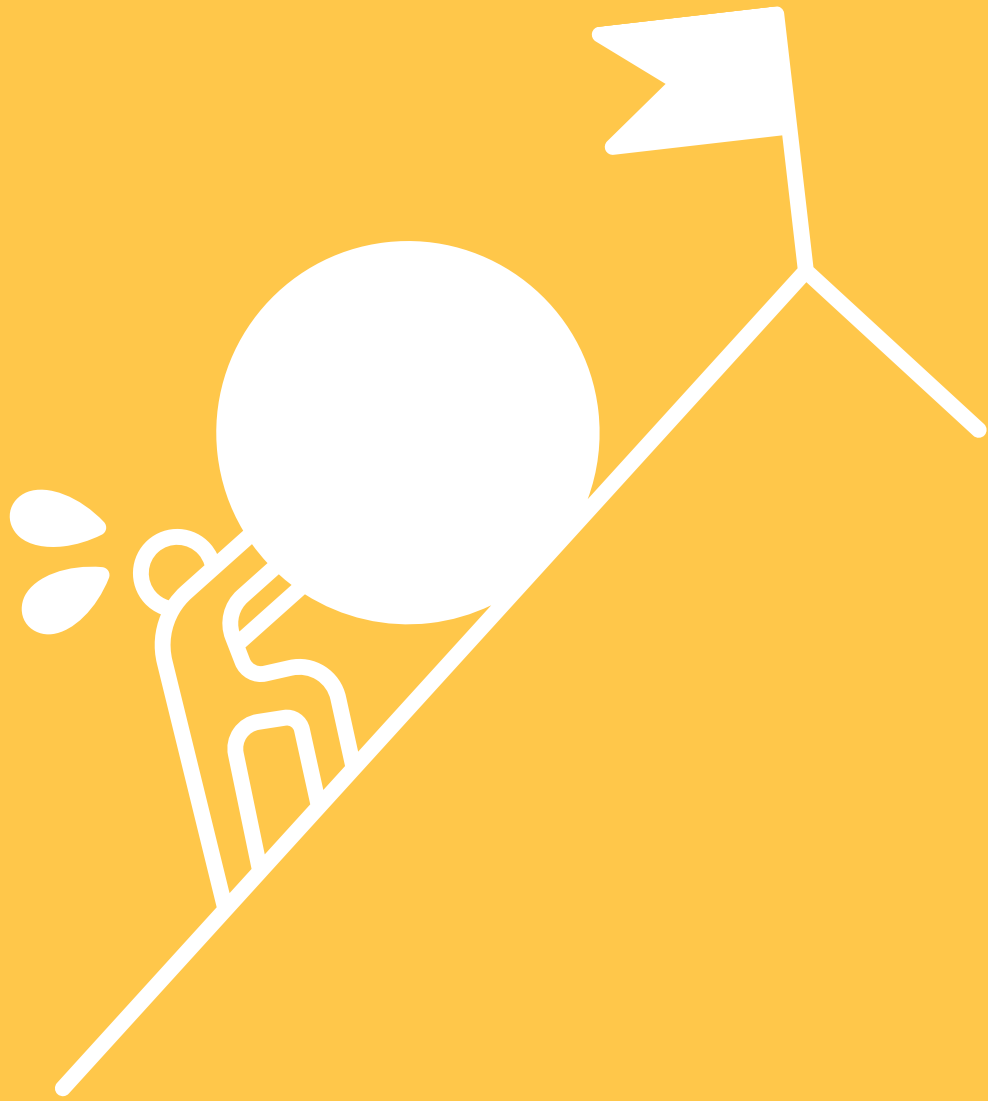


COMMUNICATION FOR STARTUPS

COMMUNICATING IN A NEW REALITY





01

**A CONTEXT OF
CHALLENGES**

WHERE WERE WE? THE SITUATION OF THE PORTUGUESE ECONOMY PRE-COVID-19

The last four years were marked by significant job creation, increased investment, budgetary balance in the public administration, along with a major effort in investing in public service capacity and professionals, and a positive external balance.

This evolution occurred alongside a significant debt reduction effort by the state, businesses, and households, in a scenario of international uncertainty that has limited growth from Portugal's main trading partners, confirming solid foundations for future economic growth.

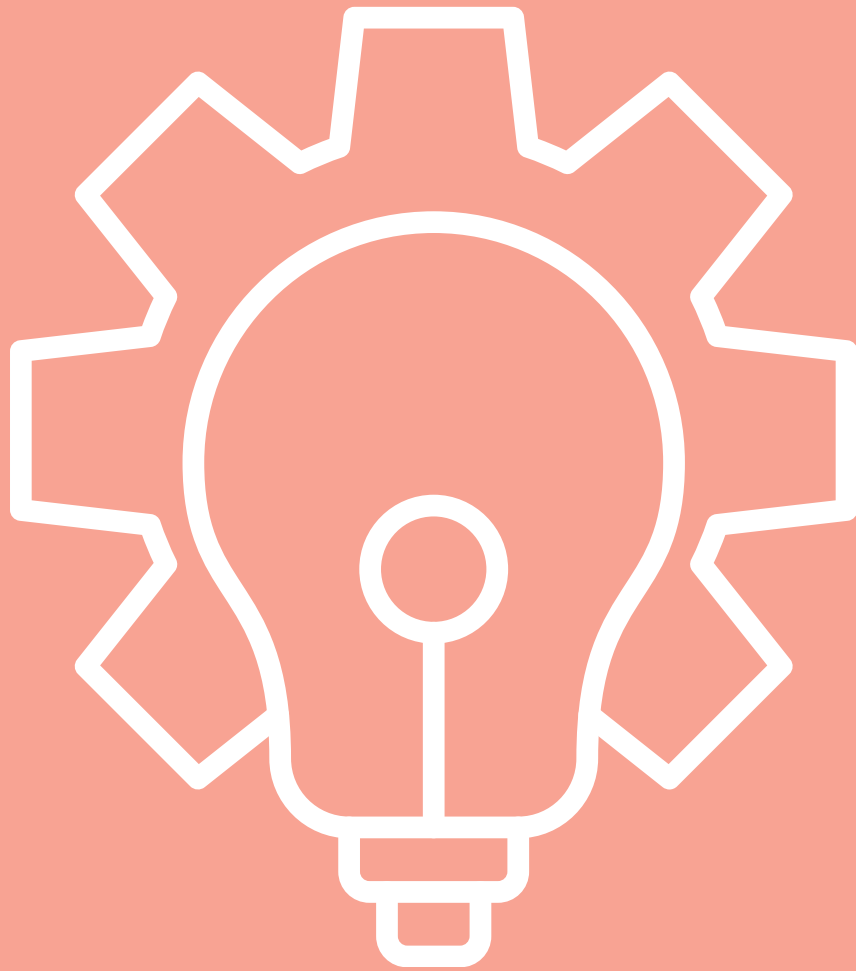
Global economic prospects highlight the immediate and short-term effects of the pandemic and the long-term damage this context caused to growth prospects: the deepest global recession in decades, reduced investments, erosion of human capital, and the fragmentation of global trade and supply ties.

WHERE ARE WE? THE NEW CHALLENGES FOR THE STARTUP ECOSYSTEM

The SARS-COV-2 pandemic declared in 2020 highlighted that the world we live in today can be described by the acronym VUCA(H), considering the traits that best characterize it, namely: volatility, uncertainty, complexity, ambiguity, and hyperconnectivity.

Companies were caught off guard by a scenario that few, if any, had considered in their strategic planning. This event forced nations, markets, organizations, families, and individuals to unexpectedly and suddenly slow down and rethink their purpose.





02

**HOW TO TELL
RELEVANT STORIES
WITH PURPOSE?**

WHAT IS THE IMPORTANCE OF BRANDING?

1. Branding forms the foundation of all marketing efforts.
2. It creates a connection with the audience that shares the same values, establishing the conditions for a long-term sustainable relationship.
3. From a business perspective, it is "the security of future results."

Today, the public seeks experiences, not just services or products that fulfil their functionality. Branding helps define the "promise and deliver an experience."

A strong brand is a valuable brand. It fosters loyalty and encourages recommendations. A loyal audience means a greater ability to achieve the proposed mission.

WHAT IS A BRAND? IT IS NOT WHAT WE DEFINE. IT IS WHAT THEY FEEL IT IS. WHAT THEY SAY IT IS.

Brands are defined by individuals/people, not by organizations or markets. People are emotional and intuitive beings. We are always talking about **relationships!**

A brand is a mix of attributes, both tangible and intangible, symbolized by a trademark, which, when managed effectively, creates **value** and influences decisions.

A brand is not a logo, a brand is not a product.

A brand is what evokes emotions in us.

In other words, it is not what "we" say it is... It is what "they" feel and say it is!

- The brand enables recognition: It is through the brand that an organization gains recognition and becomes known in the market.
- Branding leverages commercial value: A strongly established brand can increase the value of the organization and become an added factor for investment.
- Branding generates new customers: Strong brands generally mean a positive impression of the organization with the public and enhance trust through recognition. It improves pride and satisfaction among employees and partners.



WHAT IS THE DIFFERENCE BETWEEN POSITIONING AND DIFFERENTIATION?

One cannot tell a story without talking about differentiation and positioning.

Positioning: "It is concentrating on a single idea – or just one word – that defines the organization in the minds of consumers."

Differentiation: Creating or demonstrating unique characteristics in the products or brands of an organization, compared to its competitors.

"They"...

Have too many options and little time.

They tend to highlight and notice only what is different or adds value.

Most people realize that the offerings have similar qualities and attributes. It is the relationship ("difference") that leads to the choice.

To position and differentiate, it is necessary to answer the following questions simply:

- Who or what is XPTO?
- What does XPTO do?
- Why is it relevant to "them"?

WHAT'S YOUR STORY? TELLING AN ENGAGING, EXCITING, AND PERSUASIVE STORY.

Telling an engaging, exciting, and persuasive story will be as important today as it has always been. A good and well-told story still makes a difference.

The only unchanging truth is that the story behind organizations, industries, and sectors is decisive.

It is the catalyst for change, the record of progress, and the difference between participating and, in fact, running to win.



HOW TO TELL YOUR STORY?

1. Know your audience.

Who wants to hear your story? Who will benefit from it and respond to it? To create a compelling story, you need to understand your audience and who will engage with it.

2. Define your main message.

Regardless of the length of your story—whether it's one page or twenty, ten minutes or sixty—it should have a central message. Just like the foundation of a house, it needs to be established before moving forward.

3. Decide what type of story you're telling.

Not all stories are the same. To determine the type of story you're telling, figure out how you want your audience to feel or react as they engage with it.

4. Establish your call to action.

Your goal and call to action (CTA) are similar, but your CTA outlines the action you want your audience to take after hearing your message.

5. Choose the medium to tell your story.

Stories can take many forms. Some stories are read, some are watched, and others are heard. The medium you choose depends on the type of story and the resources available, such as time, capital, or your team.

6. Share your story.

Don't forget to share and promote your story! Just like with any other content, creating it is only half the battle—sharing it is the other half.

HOW TO CREATE YOUR SCRIPT?

In summary, and as a final note for telling your story, **you should be able to answer some key questions:**

1. What is the value that drives your brand?
2. What are your corporate values?
3. What are your beliefs about the sector?
4. If you could be the best at one aspect of your activity, which one would you choose?
5. What makes your organization great?
6. Where do you expect to see your organization in 5 years?
7. If you had to describe your organization in one word, what would it be? Why?
8. How would you like your organization to be known?
9. What problem does your solution solve?





03

**HOW TO GRAB THE
ATTENTION OF
JOURNALISTS AND OTHER
STAKEHOLDERS?**

WHAT IS THE RELEVANCE OF SEGMENTATION?

Just as it is important for your audience to know your brand and what it represents, it is equally important that, when communicating to a specific audience, you understand their particularities, concerns, interests, and what drives their decision-making. Only then will it be possible to create an oriented and effective communication strategy.

1. Identify communication opportunities: Segmentation helps identify opportunities for dissemination, adjusting communication actions to the media agenda at a given moment and the topics that stand out in it.

2. Plan the communication: Organizations can develop campaigns based on a clearer idea of the effort required to reach a particular audience segment and the response they may get.

3. Select channels: Segmenting the audience helps in selecting the most appropriate dissemination channels and allocating resources for an effective strategy in each.

4. Define timings: Understanding the audience allows for the definition of promotional timing, emphasizing certain actions when it is likely to get an increased response.

5. Optimize resources: By adapting the marketing plan to audience segments, it becomes possible to manage available resources—whether material or voluntary—more effectively, avoiding their dispersion in broader, less efficient actions.

HOW TO IDENTIFY THE TARGET AUDIENCE?

Market segmentation allows dividing a market into smaller, more defined categories, grouping the audience into groups that share similar characteristics, such as demographic profiles, interests, needs, or location.

Segmentation helps focus marketing efforts and resources to target the most valuable audiences and achieve the proposed business goals.

Internal stakeholders: These are usually members of the organization.

- Employees
- Management

Primary stakeholders: These are those who have an economic or contractual relationship with the organization.

- Shareholders
- Customers
- Distributors
- Suppliers
- Investors
- Resellers

External stakeholders: These are those who are not directly linked to the organization but have an interest in its activities or may be impacted by them.

- General community
- Local living forces
- Lobby groups
- Media
- Professional orders
- Public sector

HOW TO BOOST YOUR MEDIA COVERAGE?

1. **Visibility and reputation for the brand.**
2. **Collection of donations.**
3. **Foster the interest of partners.**
4. **Creation of the team – management, staff and volunteers.**

HOW TO COMMUNICATE THROUGH THE MEDIA?

The media outlets emerge as platforms par excellence for the amplification of information, reaching a wide audience. Creating communication actions targeted at the media helps reinforce the relevance of the intervention and the sharing of knowledge surrounding it.

In addition to the ability to create a message that captures the interest of its recipients, the success of a Media Relations strategy notably depends on the choice of its recipients and how it is disclosed.

1. Define a Media Agenda.

Let's start by thinking about which topics related to the organization's activity might be relevant to the media. The first step (and the biggest challenge) is to find a subject worth noting for its dissemination in this context. For new projects, this could be the launch, information related to fundraising, an important milestone in the organization's history, a major event to be held, or a new support campaign, etc.

2. Contact Individual Journalists.

It is also possible to identify and work with specific journalists to promote the story you must tell. This strategy can work particularly well if the goal is a more in-depth piece, such as an interview, or if you want to establish regular contact with journalists who may cover future moments of brand exposure.

3. Associate with Current Stories.

This is a risky move, but it can help generate increased attention for the brand. There are several distinct ways to associate with a news story currently in focus by the media, but they all share a common purpose: taking advantage of the popularity of an existing story for personal benefit. For example, you can share your organization's perspective on a specific issue or take actions aligned with or against a mentioned activity. This type of positioning can ensure you a spot in the discussion taking place.

4. Participate in High-Visibility Initiatives.

Keep an eye on initiatives that attract media attention and get your organization involved. For example, you can participate in a webinar as a speaker in your area of expertise or look to integrate your team into an existing campaign

5. Invest in a Content Strategy.

Many journalists and publications see social media as a source of material and inspiration. You are more likely to stand out if you publish content regularly as part of a content marketing strategy and approach influencers and industry professionals to increase your follower base. This can be a springboard to secure a space for commentary, as a credible and relevant source, for an organization spokesperson.



04

**HOW TO COMMUNICATE
IN THE POST-PANDEMIC
PERIOD?**

THE INITIAL RESPONSE TO THE COVID-19 CRISIS

Dealing with the shock caused by the COVID-19 pandemic has focused, in the short term, on the cancellation of promotional campaigns and communication efforts to manage the crisis. After these initial measures, strategies were directed towards staying connected with the audience during the lockdown period, with new actions aimed at being present and visible, informing about any changes in service, establishing new service protocols, and evaluating future actions.

WHAT ACTIONS TO TAKE IN THE POST-COVID-19 PERIOD?

1. Monitor the Context.

A context of uncertainty like this, data analysis is the perfect tool to detect new business dynamics caused by this new situation. It becomes important to explore what is happening inside and outside the organization with the help of control platforms. These should include, on one hand, the key KPIs associated with the business. On the other hand, it is advisable to establish a precise benchmark to monitor how the competition is responding and how the crisis is affecting the brand's positioning in its market. This information will help anticipate possible new scenarios and proactively prepare responses to the challenges that will arise in the sector during the post-COVID-19 period.

2. Analyse Audience Behaviour.

The big question many brands face is how their audience will behave in this "new normal." Any action should be planned with extreme care, as even the most advanced countries and sectors in this response process are still in the early stages of recovery. This is, therefore, a crucial moment to reassess the brand's customer and user base and consider reaching new audience segments. In many cases, this crisis is radically changing the perception of brands. According to the 2020 Edelman Trust Barometer global report, 65% of the public believes that the response to the pandemic will be a key factor when selecting a brand's offering. Similarly, one in three customers is already punishing brands that disappointed them with their response to this situation, whether through silence or by using inappropriate messages in the current context.

3. Formulate New Messages.

Brands should focus on creating useful content for their audience, adapting their message to the new reality through multiple formats: blog posts, social media profiles, video content, etc. In fact, a new focus on the types of images used in social media has been identified. A study by Pattern89 analysed the activity of 1,100 brands on social media platforms and concluded that there are 27% fewer photos and videos showing physical proximity between individuals.

WHAT ACTIONS TO TAKE IN THE POST-COVID-19 PERIOD?

4. Rethink the Channels.

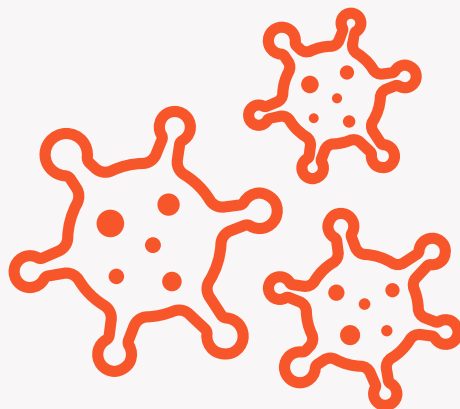
Changes in audience habits have revolutionized the marketing strategies planned for this year. According to a study by GlobalWebIndex, during the lockdown period, the activities that the audience spent the most time on included news, usually accessed via a smart TV (67%), watching audiovisual content through streaming platforms (45%), and, of course, using social media (45%). This is the time to adjust budgets, calculate estimates, and plan the implementation of communication actions, with online advertising playing a key role in reactivating sales post-COVID-19.

5. Segment the Offering.

The impact of COVID-19 led to a selective increase in demand in certain sectors. As a result, marketing strategies should be based on segmentation and the personalization of specific product and service lines. This will have a direct impact on the way communication with the audience is structured: it needs to be adapted to strengthen the more popular segments of the offering and provide the best possible shopping experience. Additionally, if it is impossible or more difficult to have direct contact with the products or physical retail spaces, the information provided becomes more important than ever to drive sales and achieve greater visibility and better market positioning.

6. Strengthen Omnichannel Strategies.

Marketing strategies need to address the reopening of physical spaces. Many factors come into play here that we must consider updated information on Google, a communication plan about the hygiene and safety measures adopted, enhancing the use of omnichannel, and planning campaigns to migrate from online platforms to physical stores and sales spaces.





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