

**Trusted  
intelligence in  
extraordinary  
times**

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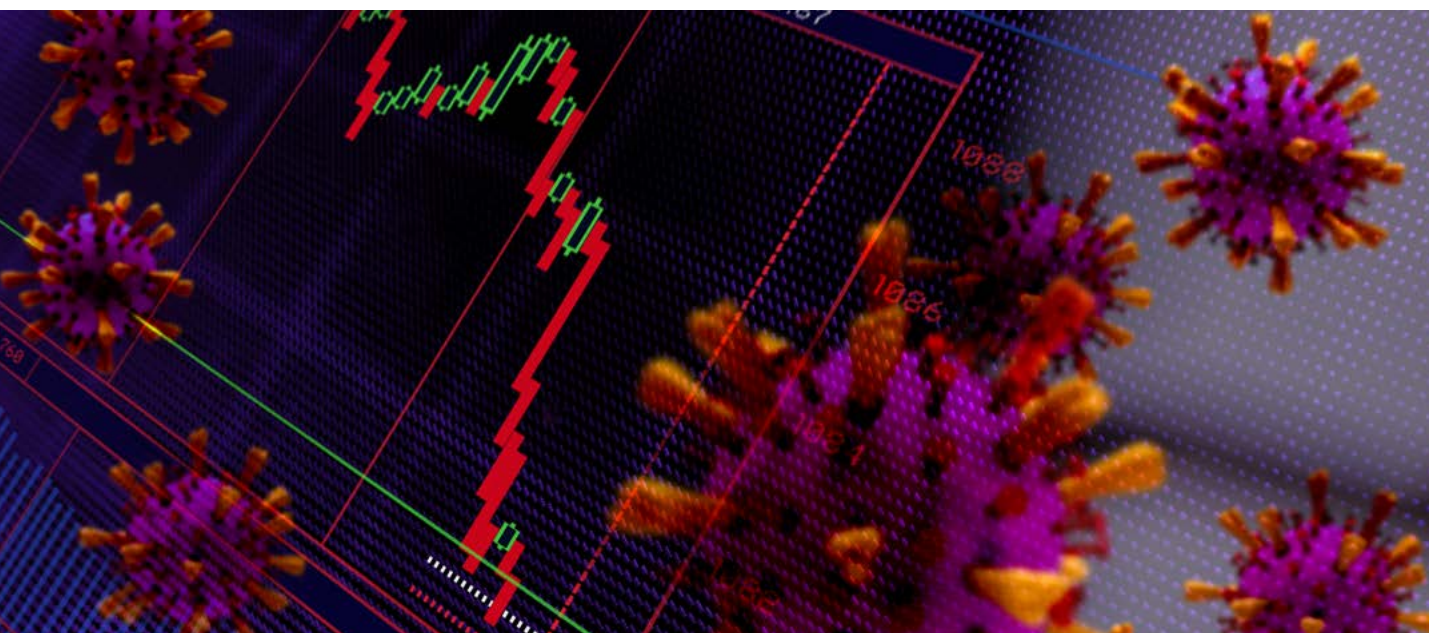
# Trusted intelligence in extraordinary times

**More facts, connected coverage, sharper analysis:  
during the coronavirus crisis, the FT helps  
businesses navigate escalating risk.**

The Covid-19 pandemic is an unprecedented threat to businesses and markets. Deemed by the IMF to be “far worse than the financial crisis”,<sup>1</sup> it is challenging every organisation’s ability to maintain business as usual – let alone anticipate the impacts on customers and supply chains.

Decision-makers are racing to mitigate risk and manage disruption as quickly as possible, but without reliable intelligence they are doing it blind.

Risk is not just elevated, it is multidimensional. Immediate priorities, such as business continuity and balance-sheet support, compete for attention with long-term strategic goals. And the sheer number of political, economic and market effects makes it profoundly difficult to identify the pandemic’s implications and work out how to respond and rebuild for the future.



Discover how the FT can help your organisation understand the impact of the crisis and navigate escalating risk **[ft.com/group](https://www.ft.com/group)**

## An existential threat

Businesses are struggling to make sense of the consequences of the crisis:

- **How can we identify and act upon new, escalating risks?**
- **How are the needs of customers changing in key markets?**
- **How quickly can we shift resources to new markets or sectors?**
- **Will the supply chain continue to function?**
- **How can we secure jobs and source alternative roles?**
- **How can we offset the shock of lost revenue?**

“The pandemic affects every industry and every function. Across finance, sales and marketing, procurement, IT and HR, the pressure on decision-makers to respond without a mis-step is huge.”

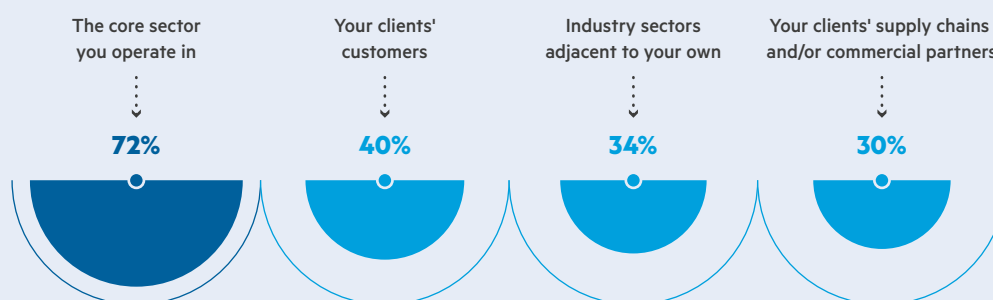
The pandemic affects every industry and every function. Across finance, sales and marketing, procurement, IT and HR, the pressure on decision-makers to respond without a mis-step is huge. And the existential threat posed by the virus to so many businesses means this pressure will only increase as the crisis continues.

They need intelligence. Information that enables them to anticipate and manage risk, and set a strategic direction. Information that provides them with the tools to overcome problems as they emerge – when demand dries up, supplies become impossible to secure, or day-to-day operations falter. Information that helps them to identify opportunities – to adapt their business models, serve their customer base in new ways, or shift into new markets.

Even before the pandemic, significant numbers of businesses felt they lacked that intelligence. The FT’s [Edge of Intelligence](#) research last year found that business leaders were frustrated by their inability to scan the horizon: only around a third were confident in their ability to exploit insight on adjacent sectors, or their clients’ supply chains and/or partners.

Understanding the impact of the pandemic on customers – and their customers – will be vital if organisations are to adapt successfully.

### Confidence in exploiting market intelligence for strategic benefit



Percentages show those who are very confident or confident  
Source: [intelligence.ft.com](https://intelligence.ft.com)





The Covid-19 crisis increases the demand for consistent and clear communication. The FT's recent reader survey found that 82% agreed it was important for business partners to communicate to them about how they plan to address the current situation.

For these businesses, the FT's reporting and insight during the pandemic can bridge the intelligence gap. Its fact-based approach to news, internationally joined-up coverage and detailed analysis provide businesses with a level of insight and scrutiny they will not get from any other single source.

Amid the noise and confusion, many see the FT as a trusted guide and they are using it more frequently to help them understand the impact of the crisis on their organisations. Three-quarters of readers say they are relying more on the FT's unbiased and accurate content and 79% value the FT's unique coverage and analysis more than any other news provider.

The FT's coverage of the Covid-19 crisis has seen a surge in traffic to the website, while reader engagement is at record levels.

### Value of FT content

NET AGREE

NET DISAGREE

...The FT is helping readers navigate through the impact the crisis will have on their lives

83%

4%

...I value the FT's unique coverage and analysis more than any other news provider

79%

5%

...I am relying more on the FT's unbiased and accurate content

75%

6%

...The FT is my most trusted guide during the crisis

70%

9%

...FT content has become even more important to me

68%

6%

Q: To what extent do you agree or disagree with the following statements? Since the start of the coronavirus outbreak...

Source: FT Coronavirus Pulse Survey | April 2020 | n=588

# Leading with facts

**Organisations want to have informed, intelligent discussions about what to do next and when. They want concise, reliable, actionable insight – not data overload. But amid the hysteria, they face a daunting mass of misinformation.**

Earlier in the crisis, the Director-General of the World Health Organization said: “We’re not just fighting an epidemic; we’re fighting an infodemic.”<sup>2</sup>

Covid-19 has been described as “the biggest challenge fact-checkers have ever faced”.<sup>3</sup> This is why the FT’s editorial rigour is so important. Reporting with breadth, depth, context and foresight, the editorial team produce work that is a counterpoint to the misleading stories that have proliferated – on social media in particular – as the pandemic has accelerated. It puts businesses in a position to manage the risks and make better decisions.

That kind of journalism is crucial when misreporting can have potentially damaging consequences. The FT can explain why efforts to discredit health experts’ modelling are flawed, and how a potential treatment promoted by a president is unproven. The FT’s reputation for accuracy and integrity (for instance, its editorial

code of conduct ensures that every story has at least two independent sources) and the quality of its reporting mean it can repudiate fake news and hold others to account.

The FT is part of the Trusted News Initiative,<sup>4</sup> which was set up in 2019 to protect audiences and users from misinformation. It is putting in place a shared alert system to ensure that inaccurate content can be dealt with promptly.

Research shows us how important these initiatives are. In March, Edelman produced a special report on how people in 10 countries were getting their information on Covid-19. It found that 70% of people were seeking out news

on the virus at least once a day, with frequency rising considerably in the countries that were worst affected at that point. But almost three-quarters were worried about fake news and false information about coronavirus, and almost half said they found it difficult to find trustworthy information.

So trusted media brands play a crucial role in cutting through the noise with reliable news and analysis. In the Edelman study, 64% of respondents said they were getting most of their information about the pandemic from major news organisations.

*“We’re not just fighting an epidemic; we’re fighting an infodemic.”*


– WORLD HEALTH ORGANIZATION

“

*The FT can explain why efforts to discredit health experts’ modelling are flawed, and how a potential treatment promoted by a president is unproven.*

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An aerial photograph of a large, open plaza paved with light-colored tiles. A complex network of dark lines is painted on the ground, forming a series of interconnected triangles and polygons of various sizes. Numerous people are walking across the plaza, their paths crisscrossing the geometric pattern. The perspective is from directly above, looking down at the scene.

A VIEW FROM EVERY ANGLE

# A view from every angle

**News is one thing; context is another. In a converged world, business leaders are seeking to understand the implications of the pandemic across markets and geographies.**

The FT's newsroom continues to publish online 24 hours a day, seven days a week. It maintains a global network of over 600 journalists, reporting from more than 50 countries. This network keeps FT readers up to date with breaking news and analysis, and ensures that market commentary on non-coronavirus topics is not neglected.

"Thanks to our unrivalled network of correspondents and reporters, we are able to cover the coronavirus crisis in all corners of the world, and examine its impact on politics, business, finance and markets with unflinching clarity and unmatched expertise," wrote editor Roula Khalaf.

The FT's specialist Covid-19 coverage includes a [live news feed](#) of the latest developments from correspondents around the world. From São Paulo to Singapore, and spanning sectors, the blog blends breaking news with a broad range of incisive short reports on business, finance and politics.

There is also the [Coronavirus Business Update](#), a regular briefing on how the virus is affecting markets, global businesses, workplaces and people's lives. It is delivered to readers' inboxes three times a week and has attracted more than 85,000 subscribers since its launch.

The aim is to connect global events related to Covid-19 with their impact on the macroeconomy, business sectors and financial markets across all asset classes. And as businesses seek bespoke news and analysis, the [myFT](#) service enables them to curate which coronavirus coverage they receive, and monitor the impact on the organisations, markets and sectors that matter most to them.

And the FT's longstanding commitment to formats beyond the written word is proving invaluable. Its data journalism, in particular, is extensive. This includes the 'coronavirus tracked' [visualisations](#) that give readers the clearest and most up-to-date picture possible of the scale of outbreaks and the number of deaths in countries around the world. It has become the [FT's most-viewed page](#) of all time.

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— ROULA KHALAF, EDITOR OF THE FINANCIAL TIMES

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# Incisive analysis and human insight

**Organisations, teams and their leaders crave a deeper understanding of what lies beneath news events and why they matter.**

So the FT explains clearly and concisely how to interpret Covid-19 data, why rates of change are accelerating or decelerating, and what that means. There is also analysis of the economic fallout of the crisis, which uses a broad range of indicators in key markets, industries and economies worldwide against different time horizons, such as China's economic activity and road use in London and Madrid. Charts and graphics give readers a continually updated snapshot of the industrial and economic disruption caused by the virus.

Elsewhere, the FT publishes significant amounts of video and audio content, including The Rachman Review, a podcast put together by chief foreign affairs columnist Gideon Rachman that now focuses on the impact of Covid-19. Additional insight includes commentaries from contributors around the world, and webinars such as Digital Dialogues that bring together FT specialists, big thinkers and well-known industry names.

One increasingly rich seam of information on the pandemic is readers' insights. The FT's live news feed includes an appeal for readers to share their own experiences, from job cuts to personal anecdotes. These contributions enrich the coverage: one recent feature on Amazon's response to Covid-19 depended heavily on crucial eyewitness testimonies from employees in its warehouses and distribution centres.

The FT's readership is well-informed, insightful and passionate, and it has its own take on the situation. So journalists are encouraging readers to ask specific questions for them to answer, which shines a light on the issues that matter most to people in the business community and beyond.

Vivid human stories from the frontline reveal how businesses are responding to the crisis, and ongoing collaboration with partner organisations tracks the unfolding impact on employment and income.



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*The FT explains clearly and concisely how to interpret Covid-19 data, why rates of change are accelerating or decelerating, and what that means.*

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# Future intelligence

**FT journalists are conscious of their broader responsibilities during this crisis. After all, their words, video, charts and podcasts are consumed by many of the policymakers who are shaping the global response to the pandemic; they can play a crucial role in informing the debate about how to counter it.**

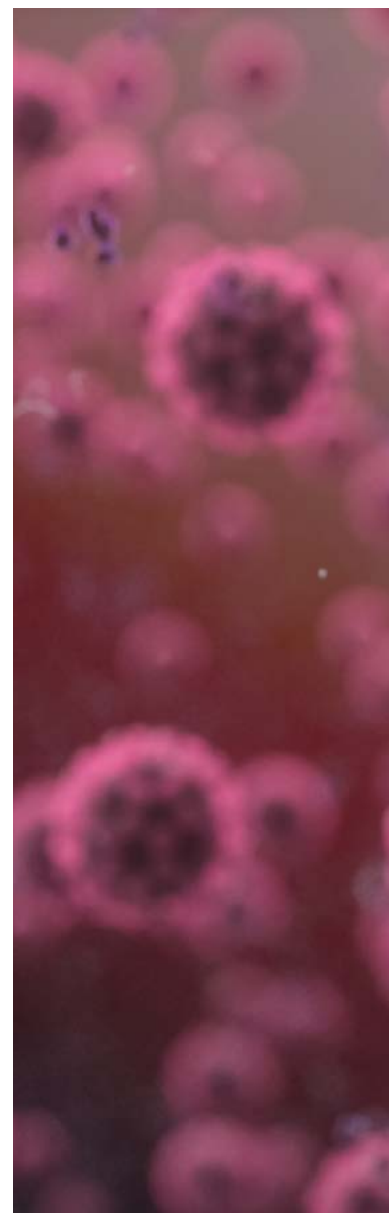
The Edelman findings confirm the instincts of senior staff: that the FT has a responsibility both to businesses and to society more broadly. That its reputation as a trusted source of information would see readers – existing and new – depend on the FT for dispassionate, dependable coverage of the pandemic: fact-based reporting to cut through the confusion, combined with nuanced analysis to provide crucial context.

That mission is a natural fit for an organisation that has pursued an impartial news agenda since its foundation in 1888, through world wars, recessions and market shocks.

“It is precisely in times of crisis and grave uncertainty that readers turn to sources they can trust,” Roula Khalaf [informed readers](#). “Sources without a political agenda, sources that strive at all times to report the news accurately and fairly, that provide sharp analysis, vivid reporting, genuine understanding and the kind of insight you cannot get anywhere else. Sources, in other words, like the FT”.

This responsibility will not diminish. When the immediate public-health crisis is over, the landscape will be unrecognisable for many businesses.

The movement to reset capitalism, for instance, is likely to gather pace, which means a shift to ‘profit with purpose’ in free enterprise and wealth creation. And the FT was leading the debate here long before anyone had heard of Covid-19. Its [Company of the Future series](#) focuses on the trade-offs made by businesses as they balance shareholder value with purpose-driven perspectives, and the [award-winning Moral Money newsletter](#) and [content hub](#) explore the international shift towards ethical, sustainable and responsible investment. It is already turning its focus to how coronavirus is reshaping ESG.



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# Get a trusted adviser

**Add it all together, and FT readers are gaining a multidimensional picture of the pandemic. Organisations in particular get the market intelligence and real-time insight that will help their employees adapt to a crisis that is disrupting countries, industries, markets and commodities at every level.**

The FT is not just helping businesses to understand this crisis, it is also preparing them for life beyond. As we reappraise so much of what we take for granted, the corporate agenda is shifting on its axis; the FT will play a vital role in helping organisations to adjust.



FINANCIAL  
TIMES

Discover how the FT can help your organisation understand  
the impact of the crisis and navigate escalating risk [ft.com/group](https://www.ft.com/group)