

Slide 1: The 2022-2023 Fluency Report: Industry Crisis



Slide 1: The 2022-2023 Fluency Report: Industry Crisis

Faculty Researchers

- Jason Davis, Ph.D.
- Regina Luttrell, Ph.D.
- Erika Schneider, Ph.D.

Student Researcher

- Nalae Hong, Media Studies

Real Chemistry Emerging Insights Lab

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Slide 2: Table of Contents



Table of Contents

1. Our approach
 - Research focus
 - Methodology
 - Definition of organizational crisis
2. Summary report
3. Types of crises in 2022
4. Fortune 100 list of companies 2022 by industry
5. Top 10 industries facing the most crisis
6. Crisis analysis by industry (21 industries)
7. In-depth Crisis Analysis Report: Impact of the Russia-Ukraine War on the Global Crisis
8. Crisis forecast for 2023
9. Appendix

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Slide 2: Table of Contents

1. Our Approach
 - Research Focus
 - Methodology
 - Definition of Organizational Crisis
2. Summary Report
3. Types Of Crises in 2022
4. Fortune 100 List of Companies 2022 by Industry
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7. In-Depth Crisis Analysis Report: Impact Of the Russia-Ukraine War On the Global Crisis
8. Crisis Forecast for 2023
9. Appendix

Slide 3: Our Approach



Slide 3: Our Approach

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Slide 4: Research Focus

Research focus

Our goal was to explore the key crises in 2022 across 21 industries. We used the Fortune 100's list of most prominent US companies to identify the most significant crises for each industry. Although some industries have more companies representing them, we set the scope to Fortune 100 companies that best represent each industry. We conducted an in-depth study on the ripple effect of the Russia-Ukraine war crisis, which is the most noteworthy crisis in 2022, and the impact of this crisis on each industry.

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Slide 5: Methodology

Methodology

We used Brandwatch, a social media listening platform driven by artificial intelligence, topic analysis to study crisis-related topics at scale. We analyzed the key topics that were most often mentioned in the news media. Our methods include:

- Crisis trend analysis
- Topic analysis
- Topic clustering

* For detailed methodology, please refer to the appendix.

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For detailed methodology, please refer to the appendix.

Slide 6: Definition of Organizational Crisis

Definition of organizational crisis

The definition of crisis can be interpreted in numerous ways, but in this report, we define it as follows:

- An organizational crisis is unpredictable and involves significant changes to a company's systems or its' parts. It can threaten the organization's existence and goals and negatively impact the relations between stakeholders and the organization. Additionally, during a crisis, companies are usually given little time to make decisions.

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Slide 7: Crisis Analysis by Industry



Slide 7: Crisis Analysis by Industry

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Slide 8: Summary

Summary

- COVID-19 has had a tremendous impact on our society since the beginning of the pandemic in 2020. Not long after the WHO announced that COVID-19 was nearing an end, our society faced a new type of crisis, the Russia-Ukraine war crisis, which again paralyzed the global economy. Thus, in 2022 and 2023, the Russian-Ukraine war was the primary cause that adversely affected the global industry landscape.
- International oil market uncertainty has been exacerbated as Russia has drastically reduced gas supplies and the Russian oil price cap. Consequently, inflation, exchange rate fluctuations, and reduced trade volume are creating stagflation.
- Following the Russia-Ukraine war crisis, disruptions in the global food supply chain and rising energy, grain, and raw material prices are expected to prolong inflationary pressures.
- Global impacts resulting from a combination of these factors identifies the Russia-Ukraine war as the most significant cause of industry crisis in 2022, with other crises occurring around it.

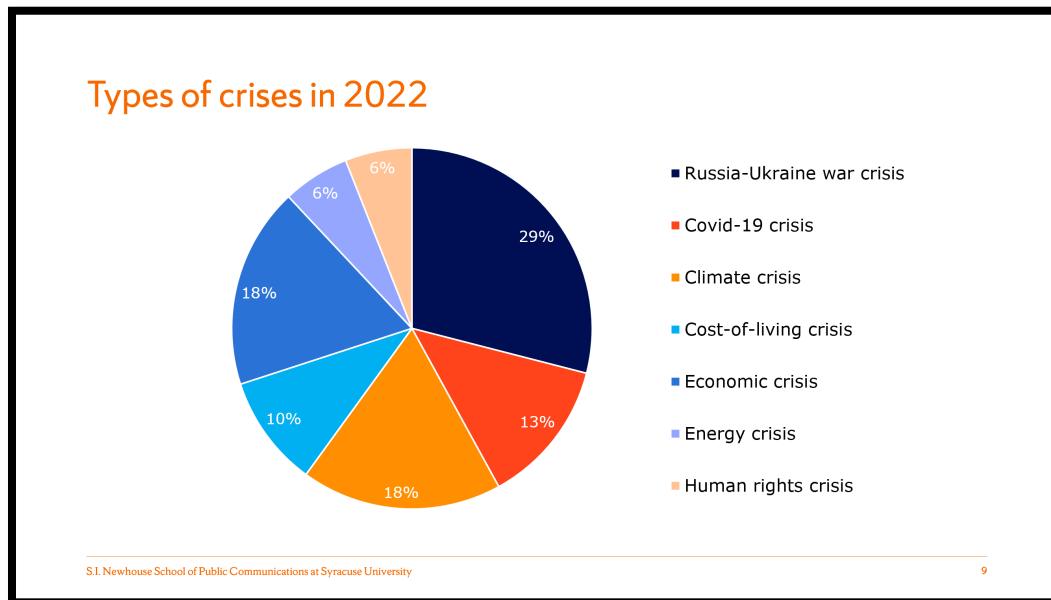
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Slide 8: Summary

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- Global impacts resulting from a combination of these factors identifies the Russia-Ukraine war as the most significant cause of industry crisis in 2022, with other crises occurring around it.

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Crisis.

Slide 9: Types of Crises in 2022



Slide 9: Types of Crises in 2022

- Russia-Ukraine war crisis: 29%
- COVID-19 crisis: 13%
- Climate crisis: 18%
- Cost-of-living crisis: 10%
- Economic crisis: 18%
- Energy crisis: 6%
- Human rights crisis: 6%

Pie chart depicting percentages of crises.

Slide 10: Fortune 100 List of Companies 2022 by Industry

Fortune 100 list of companies 2022 by industry

- While some industries only include one company on the list, the Fortune 100 ranks the highest revenue-generating companies in the United States, and is expected to provide a representative surrogate for other companies within the industries.

#	Industry	Company
1	Aerospace and Defense	Boeing, General Dynamics, Lockheed Martin, Raytheon Technologies
2	Apparel	Nike
3	Consumer Food Products (Beverages)	Coca-Cola, PepsiCo
4	Chemicals	Dow
5	Computer Software and Hardware	Apple, Dell Technologies, HP, Microsoft, Oracle
6	Construction and Farm Machinery	Caterpillar, Deere
7	Consumer Credit Card and Related Services	American Express
8	Diversified Financials	Fannie Mae, Freddie Mac, StoneX Group
9	Electric and Gas Utilities	Exelon
10	Entertainment	Comcast, Walt Disney
11	Food and Drug Stores	Albertsons, Costco Wholesale, Kroger, Publix Super Markets, Target, Walgreens Boots Alliance, Walmart
12	Health Care	Centene, Cigna, CVS Health, Elevance Health, HCA Healthcare, Humana, UnitedHealth Group
13	Industrial Machinery	General Electric

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Slide 10: Fortune 100 List of Companies 2022 by Industry

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- Aerospace and Defense: Boeing, General Dynamics, Lockheed Martin, and Raytheon Technologies
 - Apparel: Nike
 - Consumer Food Products (beverages): Coca-Cola and PepsiCo
 - Chemicals: Dow
 - Computer Software and Hardware: Apple, Dell Technologies, HP, Microsoft, and Oracle
 - Construction and Farm Machinery: Caterpillar and Deere
 - Consumer Credit Card and Related Services: American Express
 - Diversified Financials: Fannie Mae, Freddie Mac, and StoneX Group
 - Electric and Gas Utilities: Exelon

10. Entertainment: Comcast and Walt Disney
11. Food and Drug Stores: Albertsons, Costco Wholesale, Kroger, Publix Super Markets, Target, Walgreens Boots Alliance, and Walmart
12. Health Care: Centene, Cigna, CVS Health, Elevance Health, HCA Healthcare, Humana, and UnitedHealth Group
13. Industrial Machinery: General Electric

Slide 11: Fortune 100 List of Companies 2022 by Industry (continued)

Fortune 100 list of companies 2022 by industry

#	Industry	Company
14	Insurance	Allstate, American International Group, Berkshire Hathaway, Liberty Mutual Insurance Group, Massachusetts Mutual Life Insurance, MetLife, Nationwide, New York Life Insurance, Northwestern Mutual, Progressive, Prudential Financial, State Farm Insurance, TIAA, USAA
15	Internet Services and Retailing	Alphabet, Amazon.com, Meta Platforms
16	Mail, Package, and Freight Delivery	United Parcel Service, FedEx
17	Megabanks	Bank of America, Citigroup, Goldman Sachs Group, JPMorgan Chase, Morgan Stanley, Wells Fargo
18	Motor Vehicles	Ford Motor, General Motors, Tesla
19	Petroleum Refining	Chevron, Exxon Mobil, Marathon Petroleum, Phillips 66, Valero Energy
20	Pharmaceuticals	AbbVie, Bristol-Myers Squibb, Johnson & Johnson, Merck, Pfizer
21	Soaps and Cosmetics	Procter & Gamble

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Slide 11: Fortune 100 List of Companies 2022 by Industry (continued)

14. Insurance: Allstate, American International Group, Berkshire Hathaway, Liberty Mutual Insurance Group, Massachusetts Mutual Life Insurance, MetLife, Nationwide, New York Life Insurance, Northwestern Mutual, Progressive, Prudential Financial, State Farm Insurance, TIAA, and USAA
15. Internet Services and Retailing: Alphabet, Amazon.com, and Meta Platforms
16. Mail, Package, and Freight Delivery: United Parcel Service and FedEx
17. Megabanks: Bank of America, Citigroup, Goldman Sachs Group, JPMorgan Chase, Morgan Stanley, and Wells Fargo
18. Motor Vehicles: Ford Motor, General Motors, and Tesla
19. Petroleum Refining: Chevron, Exxon Mobil, Marathon Petroleum, Phillips 66, and Valero Energy
20. Pharmaceuticals: AbbVie, Bristol-Myers Squibb, Johnson & Johnson, Merck, and Pfizer
21. Soaps and Cosmetics: Procter & Gamble

Slide 12: Top 10 Industries Facing the Most Crisis

Top 10 industries facing the most crisis

Industry	Climate crisis	Cost-of-living crisis	COVID-19 crisis	Economic crisis	Energy crisis	Public health crisis	Russia-Ukraine war crisis	Supply chain crisis
Computer Software and Hardware	●	●	●	●	●		●	●
Consumer Food Products (Beverages)	●	●	●	●		●	●	●
Internet Services and Retailing	●	●		●		●	●	●
Food and Drug Stores			●	●	●	●	●	●
Mail, Package, and Freight Delivery			●	●	●	●		●
Soaps and Cosmetics	●	●	●	●				●
Motor Vehicles	●	●	●				●	
Consumer Credit Card and Related Services		●		●			●	
Aerospace and Defense			●				●	
Megabanks				●			●	

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Slide 12: Top 10 Industries Facing the Most Crisis

1. Computer Software and Hardware: climate crisis, cost-of-living crisis, COVID-19 crisis, economic crisis, energy crisis, Russia-Ukraine war crisis, and supply chain crisis
2. Consumer Food Products (beverages): climate crisis, cost-of-living crisis, COVID-19 crisis, economic crisis, public health crisis, Russia-Ukraine war crisis, and supply chain crisis
3. Internet Services and Retailing: climate crisis, cost-of-living crisis, economic crisis, public health crisis, Russia-Ukraine war crisis, and supply chain crisis
4. Food and Drug Stores: COVID-19 crisis, economic crisis, energy crisis, public health crisis, Russia-Ukraine war crisis, and supply chain crisis
5. Mail, Package, and Freight Delivery: COVID-19 crisis, economic crisis, energy crisis, public health crisis, and supply chain crisis
6. Soaps and Cosmetics: climate crisis, cost-of-living crisis, COVID-19 crisis, economic crisis, and supply chain crisis
7. Motor Vehicles: climate crisis, cost-of-living crisis, COVID-19 crisis, and Russia-Ukraine war crisis

8. Consumer Credit Card and Related Services: cost-of-living crisis, economic crisis, and Russia-Ukraine war crisis
9. Aerospace and Defense: COVID-19 crisis and Russia-Ukraine war crisis
10. Megabanks: economic crisis and Russia-Ukraine war crisis

Slide 13: Aerospace and Defense

1. Aerospace and Defense

- Crisis type: Russia-Ukraine war crisis
- Companies: Boeing, General Dynamics, Lockheed Martin, Raytheon Technologies



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13

Slide 13: Aerospace and Defense

- Crisis type: Russia-Ukraine war crisis
- Companies: Boeing, General Dynamics, Lockheed Martin, and Raytheon Technologies

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Aerospace and Defense.

Slide 14: Aerospace and Defense (continued)

1. Aerospace and Defense

- In preparation for a prolonged conflict against Russia, the Pentagon, and the Ukraine government are urging U.S. aerospace and defense companies to accelerate the production and development of weapons.
- The Pentagon seeks to increase the pace of testing and developing hypersonic weapons as China and Russia have developed hypersonic weapons the US hasn't.
- Russia has deployed its hypersonic Kinzhal missiles in Ukraine, marking perhaps the first deployment of such weapons in war. Furthermore, China test-fired a hypersonic missile in 2021 that flew around the world before hitting its target.
- Source
 - <https://www.cnn.com/2022/04/28/investing/defense-stocks-russia-ukraine/index.html>
 - <https://www.cnn.com/2022/11/20/politics/us-hypersonic-china-russia-competition/index.html>

S.I. Newhouse School of Public Communications at Syracuse University

14

Slide 14: Aerospace and Defense (continued)

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 - <https://www.cnn.com/2022/11/20/politics/us-hypersonic-china-russia-competition/index.html>

Slide 15: Apparel

2. Apparel

- Crisis type: Russia-Ukraine war crisis, supply chain crisis, COVID-19 crisis
- Companies: Nike



Slide 15: Apparel

- Crisis type: Russia-Ukraine war crisis, supply chain crisis, COVID-19 crisis
- Companies: Nike

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Apparel.

Slide 16: Apparel (continued)

2. Apparel

- Lockdowns and strict quarantines have put China's economy into recession and threaten global businesses that rely heavily on Chinese factories and consumers.
- The Russian invasion of Ukraine has increased energy prices and disrupted supply chains.
- Source: <https://www.nytimes.com/2022/07/14/business/economy/china-economy-slows.html>

Slide 16: Apparel (continued)

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Slide 17: Consumer Food Products (Beverages)

3. Consumer Food Products (Beverages)

- Crisis type: Russia-Ukraine war crisis, supply chain crisis
- Companies: Coca-Cola, PepsiCo



S.I. Newhouse School of Public Communications at Syracuse University

17

Slide 17: Consumer Food Products (Beverages)

- Crisis type: Russia-Ukraine war crisis and supply chain
- Companies: Coca-Cola and PepsiCo

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Consumer Food Products (Beverages).

Slide 18: Consumer Food Products (continued)

3. Consumer Food Products (Beverages)

- Coca-Cola and PepsiCo joined the corporate exodus of Russia after Russia invaded Ukraine.
- The Coca-Cola Company announced in a brief statement that it would cease operations in Russia effective from March 2022. Furthermore, starting in September 2022, PepsiCo, which has operated in Russia for more than 60 years, has stopped selling and producing Pepsi-Cola and other global beverage brands in Russia.
- Global beverage companies are facing bottle and can shortages, rising raw material prices, material import delays, shipping and transportation disruptions, and labor challenges.
- Source
 - <https://www.npr.org/2022/03/08/1085179372/mcdonalds-russia-companies-ukraine>
 - <https://www.themoscowtimes.com/2022/09/20/pepsico-ends-production-in-russia-reuters-a78839>
 - <https://www.washingtonpost.com/business/2021/12/08/beverage-supply-chain-shortages/>


Slide 18: Consumer Food Products (continued)

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- Source
 - <https://www.npr.org/2022/03/08/1085179372/mcdonalds-russia-companies-ukraine>
 - <https://www.themoscowtimes.com/2022/09/20/pepsico-ends-production-in-russia-reuters-a78839>
 - <https://www.washingtonpost.com/business/2021/12/08/beverage-supply-chain-shortages/>

Slide 19: Chemicals

4. Chemicals

- Crisis type: COVID-19 crisis, supply chain crisis
- Companies: Dow Chemicals



The word cloud contains the following terms: projected to value USD million, pandemic is impacting USD million by 2028, COVID-19 crisis Rest million by 2028 with a CAGR, segment is altered COVID-19 pandemic finish of the crisis, analysis period Market Analysis growing at a revised % CAGR, USD million in 2022 review period Middle East and Africa health crisis COVID-19, impact of COVID-19 forecast period 2022-2028, global market in 2021 affecting the supply chain, estimated to be worth USD.

S.I. Newhouse School of Public Communications at Syracuse University 19

Slide 19: Chemicals

- Crisis type: COVID-19 crisis and supply chain crisis
- Companies: Dow Chemicals

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Chemicals.

Slide 20: Chemicals (continued)

4. Chemicals

- The negative economic impact of China's stringent zero-Covid policy has slashed chemical prices and demand.
- With China's increasing self-sufficiency in many key chemical products, much of China's demand will be met by local production.
- Source: <https://www.icis.com/asian-chemical-connections/2022/07/chemicals-companies-face-an-unprecedented-demand-and-supply-crisis/>

Slide 20: Chemicals (continued)

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- Source
 - <https://www.icis.com/asian-chemical-connections/2022/07/chemicals-companies-face-an-unprecedented-demand-and-supply-crisis/>

Slide 21: Computer Software and Hardware

5. Computer Software and Hardware

- Crisis type: Supply chain crisis, Russia-Ukraine war crisis
- Companies: Apple, Dell Technologies, HP, Microsoft, Oracle

million by 2028 with a CAGR
global market in 2021 worth USD

COVID-19 pandemic
Ukraine crisis
market size
China
climate crisis
supply chains
economic crisis
COVID-19 impact
Europe
cost of living crisis
interest rates
projected to reach
United States
financial crisis
Ministry Fed
war in Ukraine
Russia
energy crisis
projected to value USD million
economic change by this health crisis
USD million by 2028

S.I. Newhouse School of Public Communications at Syracuse University 21

Slide 21: Computer Software and Hardware

- Crisis type: supply chain crisis and Russia-Ukraine war crisis
- Companies: Apple, Dell Technologies, HP, Microsoft, and Oracle

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Computer Software and Hardware.

Slide 22: Computer Software and Hardware (continued)

5. Computer Software and Hardware

- The global pandemic has created supply chain bottlenecks that have led to semiconductor shortages. Chip prices have risen, which has increased the cost of electronic devices.
- Russian invasion has ramifications for China and Taiwan
 - China and Russia have shaken hands on an "unlimited" aid agreement that will pave the way for Russia's invasion of Ukraine. The fear is that the alliance could pave the way for Chinese reunification with Taiwan.
 - Taiwanese semiconductors account for 51% of the global chip market, producing the most chips in the world.

- Source

- <https://www.newyorker.com/magazine/2022/11/21/a-dangerous-game-over-taiwan>

- <https://za.investing.com/analysis/chip-supply-turmoil-builds-on-geopolitics-but-us-producers-could-benefit-200507742>

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22

Slide 22: Computer Software and Hardware (continued)

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 - <https://za.investing.com/analysis/chip-supply-turmoil-builds-on-geopolitics-but-us-producers-could-benefit-200507742>

Slide 23: Construction and Farm Machinery

6. Construction and Farm Machinery

- Crisis type: Russia-Ukraine war crisis
- Companies: Caterpillar, Deere



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23

Slide 23: Construction and Farm Machinery

- Crisis type: Russia-Ukraine war crisis
- Companies: Caterpillar and Deere

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Construction and Farm Machinery.

Slide 24: Construction and Farm Machinery (continued)

6. Construction and Farm Machinery

- Following Russia's invasion of Ukraine, manufacturing operations in Russia facilities were suspended.
- Operations in Russia have become increasingly challenging due to supply chain disruptions and sanctions.
- Source: <https://illinoisnewsroom.org/caterpillar-suspends-russian-manufacturing-operations-amid-deepening-scrutiny/>

Slide 24: Construction and Farm Machinery (continued)

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- Source
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Slide 25: Consumer Credit Card and Related Services

7. Consumer Credit Card and Related Services

- Crisis type: Russia-Ukraine war crisis
- Companies: American Express



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25

Slide 25: Consumer Credit Card and Related Services

- Crisis type: Russia-Ukraine war crisis
- Companies: American Express

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Consumer Credit Card and Related Services.

Slide 26: Consumer Credit Card and Related Services (continued)

7. Consumer Credit Card and Related Services

- Global credit card companies have shut down operations in Russia after Russia invaded Ukraine to deal the latest blow to the Russian financial system.
- Russia accounted for about 4% of global credit card companies' net revenue in 2021.
- Source: <https://www.cbsnews.com/news/visa-mastercard-russia-ukraine-invasion/>

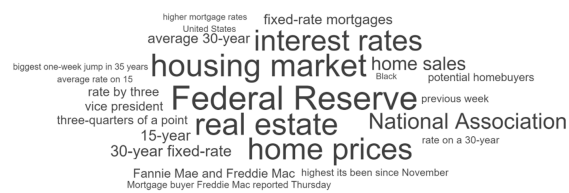
Slide 26: Consumer Credit Card and Related Services (continued)

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— <https://www.cbsnews.com/news/visa-mastercard-russia-ukraine-invasion/>

Slide 27: Diversified Financials

8. Diversified Financials

- Crisis type: Economic crisis
- Companies: Fannie Mae, Freddie Mac, StoneX Group



Slide 27: Diversified Financials

- Crisis type: economic crisis
- Companies: Fannie Mae, Freddie Mac, and StoneX Group

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Diversified Financials.

Slide 28: Diversified Financials (continued)

8. Diversified Financials

- As the Federal Reserve raised interest rates and the shadow of a recession lengthened, concerns about financial vulnerabilities naturally increased.
- As house prices fall and interest rates rise, financing for housing production will be frozen.

- Source

- <https://www.forbes.com/sites/miltonezrati/2022/11/02/more-to-worry-about-in-financial-markets/?sh=bbd0bd871b5f>
- <https://www.theamericanconservative.com/how-to-prevent-a-housing-crisis/>

Slide 28: Diversified Financials (continued)

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- <https://www.theamericanconservative.com/how-to-prevent-a-housing-crisis/>

Slide 29: Electric and Gas Utilities

9. Electric and Gas Utilities

- Crisis type: Climate crisis
- Companies: Exelon

Nuclear Power Plant market
response to the climate crisis utility companies
Exelon will continue carbon-free energy
STORE Capital **clean energy**
Constellation Health Crisis
separation from Exelon

S.I. Newhouse School of Public Communications at Syracuse University 29

Slide 29: Electric and Gas Utilities

- Crisis type: climate crisis
- Companies: Exelon

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Electric and Gas Utilities.

Slide 30: Electric and Gas Utilities (continued)

9. Electric and Gas Utilities

- Businesses are investing in the latest sustainable technologies to reduce their impact on communities, especially in resource-poor regions disproportionately affected by climate change.
- Exelon is providing clean energy solutions and technologies to combat climate change, reduce local air pollution, and promote a healthy, sustainable and equitable future.
- Source: <https://finance.yahoo.com/news/exelon-releases-2021-corporate-sustainability-180000998.html>

Slide 30: Electric and Gas Utilities (continued)

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- Source
 - <https://finance.yahoo.com/news/exelon-releases-2021-corporate-sustainability-180000998.html>

Slide 31: Entertainment

10. Entertainment

- Crisis type: Russia-Ukraine war crisis
- Companies: Comcast, Walt Disney



Slide 31: Entertainment

- Crisis type: Russia-Ukraine war crisis
- Companies: Comcast and Walt Disney

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Entertainment.

Slide 32: Entertainment (continued)

10. Entertainment

- Entertainment industries stopped releasing theatrical films in Russia after Russia invaded Ukraine.
- The Walt Disney Company was the first major entertainment company to take a hard line against Russia after the invasion of Ukraine, announcing a suspension of all film debuts in Russia.
- Source: <https://www.cnn.com/2022/02/28/disney-pauses-theatrical-releases-in-russia-condemns-invasion-of-ukraine.html>

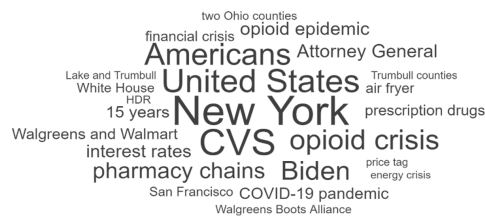
Slide 32: Entertainment (continued)

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 - <https://www.cnn.com/2022/02/28/disney-pauses-theatrical-releases-in-russia-condemns-invasion-of-ukraine.html>

Slide 33: Food and Drug Stores

11. Food and Drug Stores

- Crisis type: Russia-Ukraine war crisis, supply chain crisis, health crisis
- Companies: Albertsons, Costco Wholesale, Kroger, Publix Super Markets, Target, Walgreens Boots Alliance, Walmart



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33

Slide 33: Food and Drug Stores

- Crisis type: Russia-Ukraine war crisis, supply chain crisis, and public health crisis
- Companies: Albertsons, Costco Wholesale, Kroger, Publix Super Markets, Target, Walgreens Boots Alliance, and Walmart

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Food and Drug Stores.

Slide 34: Food and Drug Stores (continued)

11. Food and Drug Stores

- Pharmacies and pharmaceutical companies have settled lawsuits over the US opioid crisis.
- Interest rates are being pushed up, which is causing prices to rise. Some commodities are in short supply as supply lines are still blocked.
- Moreover, the supply of goods is not smooth due to the shortage of truck drivers nationwide. Vital material is also being delayed due to the conflict in Ukraine.

- Source:

- <https://www.reuters.com/business/healthcare-pharmaceuticals/pharmacies-drug-companies-settle-lawsuits-over-us-opioid-crisis-2022-11-22/>
- <https://www.forbes.com/sites/walterloeb/2022/04/24/how-the-supply-chain-crisis-is-being-solved/?sh=64746c0d1db1>

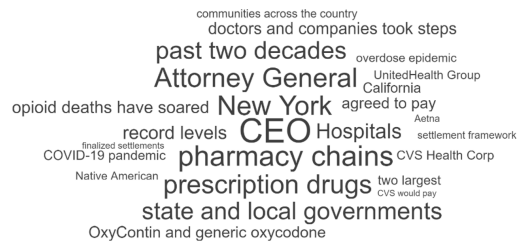
Slide 34: Food and Drug Stores (continued)

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 - <https://www.forbes.com/sites/walterloeb/2022/04/24/how-the-supply-chain-crisis-is-being-solved/?sh=64746c0d1db1>

Slide 35: Health Care

12. Health Care

- Crisis type: Public health crisis, COVID-19 crisis
- Companies: Centene, Cigna, CVS Health, Elevance Health, HCA Healthcare, Humana, UnitedHealth Group



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35

Slide 35: Health Care

- Crisis type: public health crisis and COVID-19 crisis
- Companies: Centene, Cigna, CVS Health, Elevance Health, HCA Healthcare, Humana, and UnitedHealth Group

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Health Care.

Slide 36: Health Care (continued)

12. Health Care

- Rates of mental and behavioral health problems have increased extensively among women and children nationwide in recent years.
- The first year of the COVID-19 pandemic exacerbated several socioeconomic and environmental conditions that shape health. Women experienced record-high unemployment rates, and health indicators related to children's neighborhoods and home environments declined.
- Source: https://www.americashealthrankings.org/learn/reports/2022-health-of-women-and-children-report?utm_source=newsroom&utm_medium=uhg&utm_campaign=hwc2022&utm_content=in-line_one&utm_term=news

Slide 36: Health Care (continued)

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- Source
 - https://www.americashealthrankings.org/learn/reports/2022-health-of-women-and-children-report?utm_source=newsroom&utm_medium=uhg&utm_campaign=hwc2022&utm_content=in-line_one&utm_term=news

Slide 38: Industrial Machinery (continued)

13. Industrial Machinery

- Logistics disruptions and supply chain crises have slowed delivery and increased transportation costs.
- The aftermath of the COVID-19 pandemic and associated inflation has created supply chain bottlenecks, making it more difficult to deliver products on time to its end customers.
- Source: <https://www.wsj.com/articles/ge-names-board-for-ge-healthcare-spinoff-11662983653>

Slide 38: Industrial Machinery (continued)

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- Source
 - <https://www.wsj.com/articles/ge-names-board-for-ge-healthcare-spinoff-11662983653>

Slide 39: Insurance

14. Insurance

- Crisis type: Economic crisis
- Companies: Allstate, American International Group, Berkshire Hathaway, Liberty Mutual Insurance Group, Massachusetts Mutual Life Insurance, MetLife, Nationwide, New York Life Insurance, Northwestern Mutual, Progressive, Prudential Financial, State Farm Insurance, TIAA, USAA

A word cloud visualization of social media keywords for insurance in 2022. The most prominent words are 'Berkshire Hathaway', 'Buy', 'General Insurance', 'State Farm', 'United States', 'American International Group', 'customers in North America and internationally', 'crisis management insurance products', 'stock market', 'COVID-19 pandemic', 'life insurance', 'China', 'Ratings', 'President', 'Chief', 'New York', 'Research report', 'Wellia Fargo', 'Warren Buffett', 'two years', 'Daily - Enter your email address', 'property insurance', 'offers insurance products for commercial', 'Insurance segment provides general liability', and 'Reading'.

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39

Slide 39: Insurance

- Crisis type: economic crisis
- Companies: Allstate, American International Group, Berkshire Hathaway, Liberty Mutual Insurance Group, Massachusetts Mutual Life Insurance, MetLife, Nationwide, New York Life Insurance, Northwestern Mutual, Progressive, Prudential Financial, State Farm Insurance, TIAA, and USAA

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Insurance.

Slide 40: Insurance (continued)

14. Insurance

- Buyers, sellers, and lessees are experiencing more twists and turns as soaring mortgage rates and stubborn inflation signal an economic crisis.
- Mortgage rates are skyrocketing, prices are skyrocketing, and there is no housing inventory.
- Source: <https://www.nytimes.com/2022/11/04/realestate/housing-market-interest-rates.html>

Slide 40: Insurance (continued)

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- Source
 - <https://www.nytimes.com/2022/11/04/realestate/housing-market-interest-rates.html>

Slide 41: Internet Services and Retailing

15. Internet Services and Retailing

- Crisis type: Russia-Ukraine war crisis, economic crisis, supply chain crisis
- Companies: Alphabet, Amazon.com, Meta Platforms



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41

Slide 41: Internet Services and Retailing

- Crisis type: Russia-Ukraine war crisis, economic crisis, and supply chain crisis
- Companies: Alphabet, Amazon.com, and Meta Platforms

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Internet Services and Retailing.

Slide 42: Internet Services and Retailing (continued)

15. Internet Services and Retailing

- Google (now Alphabet), Apple, Facebook (now Meta), Amazon, and Microsoft—the world's five largest technology companies—have taken steps to impose significant voluntary sanctions on Russia in response to the invasion of Ukraine.
- The tech sector is undergoing massive layoffs as its digital advertising business is experiencing a downturn. Economic conditions are not promising, and a recession looks very likely.

- Source

- <https://theconversation.com/the-power-of-tech-giants-has-made-them-as-influential-as-nations-heres-how-theyre-sanctioning-russia-178424>
- <https://www.republicworld.com/technology-news/e-commerce/explainer-why-google-amazon-meta-and-now-hp-are-firing-so-many-of-their-employees-articleshow.html>

Slide 42: Internet Services and Retailing (continued)

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— <https://www.republicworld.com/technology-news/e-commerce/explainer-why-google-amazon-meta-and-now-hp-are-firing-so-many-of-their-employees-articleshow.html>

Slide 43: Mail, Package, and Freight Delivery

16. Mail, Package, and Freight Delivery

- Crisis type: COVID-19 crisis, economic crisis
- Companies: United Parcel Service, FedEx



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43

Slide 43: Mail, Package, and Freight Delivery

- Crisis type: COVID-19 crisis and economic crisis
- Companies: United Parcel Service and FedEx

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Mail, Package, and Freight Delivery.

Slide 44: Mail, Package, and Freight Delivery (continued)

16. Mail, Package, and Freight Delivery

- Demand for packages, which skyrocketed when the world was shut down due to COVID-19, is now tumbling.
- The weak global economy, particularly in Asia and Europe, has hit the mail, package, and freight delivery industry.
- The slowdown in the economy resulted in falling short of the 2022 revenue target for the mail, package, and freight delivery industry.
- Source: <https://www.cnn.com/2022/09/16/business/fedex-warning/index.html>

Slide 44: Mail, Package, and Freight Delivery (continued)

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- Source
 - <https://www.cnn.com/2022/09/16/business/fedex-warning/index.html>

Slide 45: Megabanks

17. Megabanks

- Crisis type: Economic crisis, Russia-Ukraine war crisis
- Companies: Bank of America, Citigroup, Goldman Sachs Group, JPMorgan Chase, Morgan Stanley, Wells Fargo

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Slide 45: Megabanks

- Crisis type: economic crisis and Russia-Ukraine war crisis
- Companies: Bank of America, Citigroup, Goldman Sachs Group, JPMorgan Chase, Morgan Stanley, and Wells Fargo

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Megabanks.

Slide 46: Megabanks (continued)

17. Megabanks

- Global inflation has soared from past monetary surpluses to 40-year highs as governments unleash trillions of dollars in additional spending to stoke inflation.
- Banks are tightening lending standards and commercial customers are becoming warier of taking on more debt amid rising interest rates and economic uncertainty.
- Source
 - <https://www.barrons.com/articles/banks-fed-recession-51667859496>
 - <https://www.investing.com/analysis/inflation-wars-wars-and-more-wars-200632580>

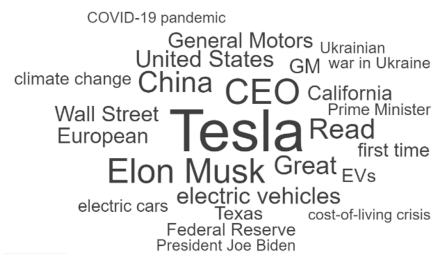
Slide 46: Megabanks (continued)

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- Source
 - <https://www.barrons.com/articles/banks-fed-recession-51667859496>
 - <https://www.investing.com/analysis/inflation-wars-wars-and-more-wars-200632580>

Slide 47: Motor Vehicles

18. Motor Vehicles

- Crisis type: Economic crisis, climate crisis
- Companies: Ford Motor, General Motors, Tesla



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47

Slide 47: Motor Vehicles

- Crisis type: economic crisis and climate crisis
- Companies: Ford Motor, General Motors, and Tesla

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Motor Vehicles.

Slide 48: Motor Vehicles (continued)

18. Motor Vehicles

- The world's dependence on oil and gas is economically unstable as unpredictable crises become frequent.
- As evidenced by the supply problems caused by the Russia-Ukraine war, the world needs to break away from reliance on fossil fuels.
- Global carbon emissions have continued to rise in 2022 and show no signs of slowing down.
- Meanwhile, electrification is progressing rapidly in the automotive industry.
- Source: <https://www.forbes.com/sites/alanohnsman/2022/11/12/biden-at-cop27-a-tesla-bull-goes-bearish-and-carbon-emissions-keep-climbing/?sh=1db5a1b96c2a>

Slide 48: Motor Vehicles (continued)

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Slide 49: Petroleum Refining

19. Petroleum Refining

- Crisis type: Russia-Ukraine war crisis, energy crisis, climate crisis
- Companies: Chevron, Exxon Mobil, Marathon Petroleum, Phillips 66, Valero Energy



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49

Slide 49: Petroleum Refining

- Crisis type: Russia-Ukraine war crisis, energy crisis, and climate crisis
- Companies: Chevron, Exxon Mobil, Marathon Petroleum, Phillips 66, and Valero Energy

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Petroleum Refining.

Slide 50: Petroleum Refining (continued)

19. Petroleum Refining

- The Russia-Ukraine war left fuel in short supply, which led to electricity shortages, causing prices to skyrocket for both. This is in large part the result of a decline in Russian exports of oil, natural gas, and coal, which have been hit hard by Western sanctions and other policy efforts to curb Russian imports that finance Ukraine's atrocities.
- The House Oversight Committee said oil companies had "greenwashed" their public image by continuing to invest in fossil fuels. It said oil companies could ruin global efforts on climate change.
- Source
 - <https://time.com/6226587/energy-crisis-next-winter/>
 - <https://www.nbcnews.com/science/environment/oil-companies-doom-global-efforts-climate-change-house-committee-finds-rcna59443>

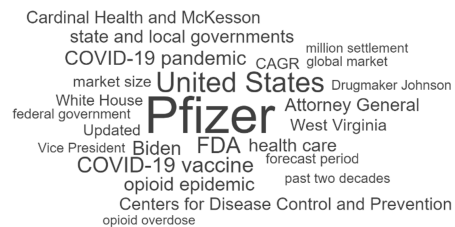
Slide 50: Petroleum Refining (continued)

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- Source
 - <https://time.com/6226587/energy-crisis-next-winter/>
 - <https://www.nbcnews.com/science/environment/oil-companies-doom-global-efforts-climate-change-house-committee-finds-rcna59443>

Slide 51: Pharmaceuticals

20. Pharmaceuticals

- Crisis type: Public health crisis, COVID-19 crisis
- Companies: AbbVie, Bristol-Myers Squibb, Johnson & Johnson, Merck, Pfizer



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51

Slide 51: Pharmaceuticals

- Crisis type: public health crisis and COVID-19 crisis
- Companies: AbbVie, Bristol-Myers Squibb, Johnson & Johnson, Merck, and Pfizer

Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Pharmaceuticals.

Slide 54: Soaps and Cosmetics (continued)

21. Soaps and Cosmetics

- Transport and labor markets remain tight, material availability remains limited in some categories, and inflationary pressures in some markets are broad with little sign of easing in the near term.
- Soaring raw material prices are a problem. Across product lines, prices rose 44%, and prices for certain chemicals surged, a 60% increase over what the companies spent in 2021. These issues are all related to the supply chain crisis.
- Source: <https://www.strategicsourceror.com/2022/02/costs-of-production-to-raise-prices-for.html>

Slide 54: Soaps and Cosmetics (continued)

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- Source
 - <https://www.strategicsourceror.com/2022/02/costs-of-production-to-raise-prices-for.html>

Slide 55: In-Depth Crisis Analysis Report



Slide 55: In-Depth Crisis Analysis Report

Title: Impact of the Russia-Ukraine War on the Global Crisis

Photo of the Dick Clark Studios at S.I. Newhouse School Of Public Communications at Syracuse University.

Slide 56: The Ripple Effect of Russia-Ukraine War

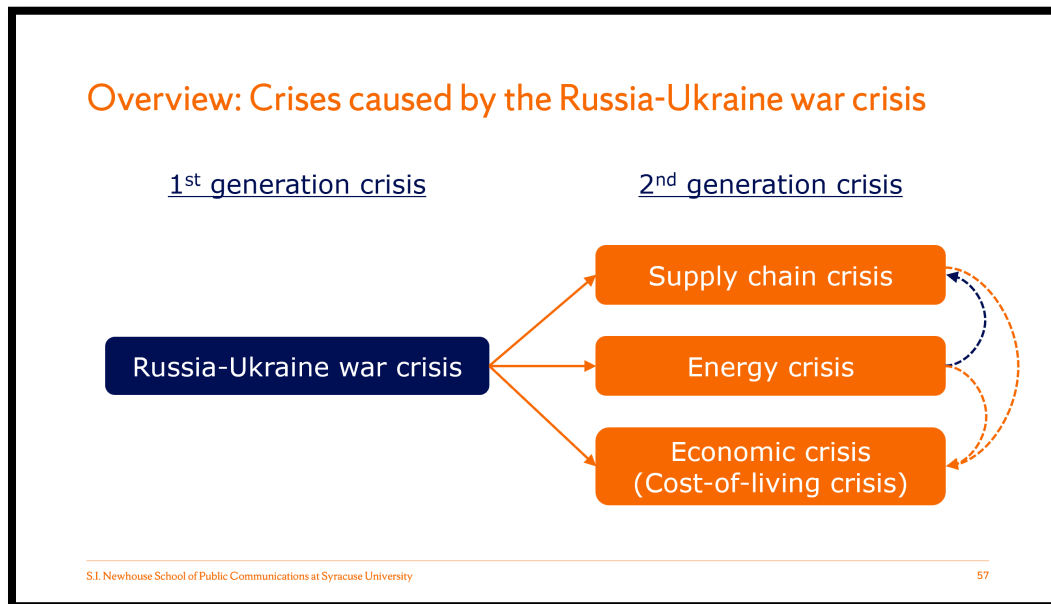
Summary: The ripple effect of Russia-Ukraine war

- In 2022, the Russia-Ukraine war has been the most significant crisis affecting Fortune 100 companies in the US.
- Based on Brand Watch's "topic analysis," 12 out of 21 industries were directly affected by the Russia-Ukraine war, with the other industries also finding it hard to avoid the impacts.
- The manufacturing, transport, and energy industry were the top 3 industries mentioned most often concerning the Russia-Ukraine war crisis.
- The ripple effect of the Russia-Ukraine war resulted in a supply chain crisis, energy crisis, cost-of-living crisis, and economic crisis.

Slide 56: The Ripple Effect of Russia-Ukraine War

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- The ripple effect of the Russia-Ukraine war resulted in a supply chain crisis, energy crisis, cost-of-living crisis, and economic crisis.

Slide 57: Crises Caused by the Russia-Ukraine War Crisis



Slide 57: Crises Caused by the Russia-Ukraine War Crisis

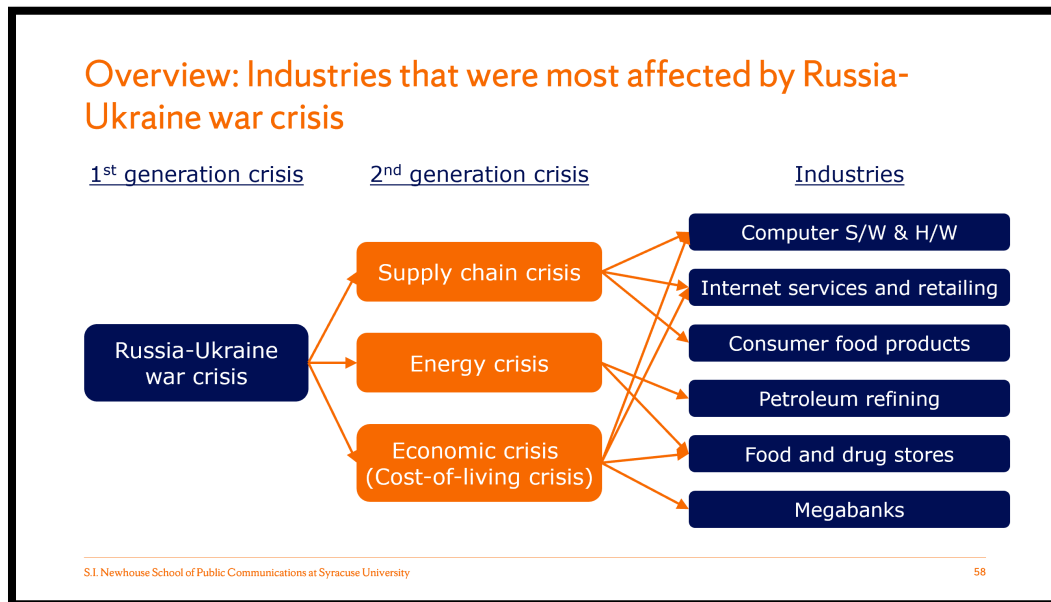
1st Generation Crisis

- Russia-Ukraine war crisis

2nd Generation Crisis

- Supply chain crisis
- Energy crisis
- Economic crisis (cost-of-living crisis)

Slide 58: Industries that Were Most Affected by Russia-Ukraine War Crisis



Slide 58: Industries that Were Most Affected by Russia-Ukraine War Crisis

1st Generation Crisis

- Russia-Ukraine war crisis

2nd Generation Crisis

- Supply chain crisis
- Energy crisis
- Economic crisis (cost-of-living crisis)

Industries

- Computer S/W & H/W
- Internet services and retailing
- Consumer food products
- Petroleum refining
- Food and drug stores
- Megabanks

Slide 59: Supply Chain Crisis

1. Supply chain crisis

- Russian invasion of Ukraine, combined with the COVID-19 pandemic, has delayed mobility of goods and people and created shortages of materials worldwide.
- Fuel prices have increased as many countries have restricted their energy imports from Russia, the world's largest producer and exporter of oil and gas. Additionally, the impact of reduced labor and border closures caused by COVID-19 has not yet fully recovered.
- Top 3 industries that were most affected by the supply chain crisis are computer software and hardware, internet services and retailing, and the consumer food products industry.

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Slide 59: Supply Chain Crisis

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Word cloud visualization of most popular hashtags and keywords on social media for 2022 for Supply Chain Crisis.

Slide 60: Supply Chain Crisis in the Computer S/W and H/W Industry

Supply chain crisis in the computer s/w and h/w industry

- Companies: Apple, Dell Technologies, HP, Microsoft, Oracle.
- The Russian-Ukraine war triggered severe disruptions to global markets for critical raw materials: neon and palladium.
- Chip shortages caused by raw material shortages contributed to supply chain problems, particularly in the automobile and electronics industries.
- Ukraine produces about half of the global neon, a noble gas needed for lasers in chip manufacture. Ukraine supplies 90% of U.S. semiconductor-grade neon.
- Russia exports about 40% of the global supply of the metal palladium, used in certain chip components.

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Slide 60: Supply Chain Crisis in the Computer S/W and H/W Industry

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Word cloud visualization of most popular hashtags and keywords on social media for 2022 Supply Chain Crisis in the Computer S/W and H/W Industry.

Slide 61: Supply Chain Crisis in the Internet Services and Retailing Industry

Supply chain crisis in internet services and retailing industry



- Companies: Alphabet, Amazon.com, Meta Platforms.
- A lingering effect of the COVID-19 pandemic and the ongoing Russian invasion of Ukraine has caused damage to the global transportation network.
- In 2019 before COVID-19, the global container freight rate was an average of USD 1,405, but in December 2020 after the outbreak of COVID-19, the freight rate was USD 4,359, a 152% increase from the previous year.
- Container freight rates reached a high of USD 10,361 in September 2021 and have been decreasing since then. However, due to the aftermath of COVID-19 and the impact of the Russia-Ukraine war, logistics costs have not yet stabilized and are burdening the internet services and retailing industry.

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Slide 61: Supply Chain Crisis in the Internet Services and Retailing Industry

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Word cloud visualization of most popular hashtags and keywords on social media for 2022 Supply Chain Crisis in the Internet Services and Retailing Industry.

Slide 62: Supply Chain Crisis in the Food Products Industry

Supply chain crisis in the food products industry

sanctions Western governments levelled at Russia
Netflix stopped streaming
supply chain issues
operations in Russia
Starbucks consumer spending
halted production
economy and global trade
input costs
Sanctions have already taken a toll
Citi group said Wednesday
announced today
Hollywood studios
ceased releasing films
comply with the sanctions Western governments
cybersecurity risks
Russian studios
ceased releasing films
comply with the sanctions Western governments
credit and asset write-down
toll on Russia's economy
Europe
UBIO Materials
horrific attacks on Ukraine by Russia

- Companies: Coca-Cola, PepsiCo.
- Since the start of the Russia-Ukraine war, the Russian army has blocked Ukrainian grain exports, affecting the world's food supply.
- Ukraine accounts for 10% of the world wheat market, 15% of the corn market, and 13% of the barley market. Ukraine also dominates the sunflower oil market, with over 50% of world trade.
- The average wheat price in 2022 was USD 435/mt, up 38% from pre-war, and the average maize price was USD 320/mt, up 23% from 2021.
- The rise in international grain prices is burdening the food products industry.

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Slide 62: Supply Chain Crisis in the Food Products Industry

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Word cloud visualization of most popular hashtags and keywords on social media for 2022 Supply Chain Crisis in the Food Products Industry.

Slide 65: Energy Crisis in the Food and Drug Stores Industry

Energy crisis in food and drug stores industry



- Companies: Albertsons, Costco Wholesale, Kroger, Publix Super Markets, Target, Walgreens Boots Alliance, Walmart.
- A record high global price for food commodities like grain and vegetable oils was recorded in 2022. The Russian-Ukrainian war, drought, and other factors contributed to inflation which is worsening the crisis.
- The food and energy crises are Sourceed. The rising cost of natural gas has caused the industry to halt fertilizer production.
- In addition, electricity and gas prices are rising sharply in the logistics sector due to a serious energy crisis.

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Slide 65: Energy Crisis and the Food and Drug Stores Industry

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- The rising cost of natural gas has caused the industry to halt fertilizer production.
- In addition, electricity and gas prices are rising sharply in the logistics sector due to a serious energy crisis.

Word cloud visualization of most popular hashtags and keywords on social media for 2022 Energy Crisis and the Food and Drug Stores Industry.

Slide 68: Economic Crisis in the Computer S/W and H/W Industry

Economic crisis in computer s/w and h/w industry

- Companies: Apple, Dell Technologies, HP, Microsoft, Oracle.
- In 2022, global IT spending approximately increased by 3% to \$4.5 trillion. However, consumer spending on IT devices shrank by 5%.
- Tech companies have invested heavily during the pandemic to keep up with consumer demand but are now adjusting as spending slows down.
- Price hikes and delivery uncertainty exacerbated by the Russia-Ukraine war are accelerating the situation.
- Since the cost of living is rising along with inflation, more labor costs are being spent on retaining and attracting qualified personnel.

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Word cloud visualization of most popular hashtags and keywords on social media for 2022 Economic Crisis in the Computer S/W and H/W Industry.

Slide 69: Economic Crisis in the Internet Services and Retailing Industry

Economic crisis in internet services and retailing industry

- Companies: Alphabet, Amazon.com, Meta Platforms.
- Governments provided stimulus packages to prevent the global economy from sinking into a deep recession during the COVID-19 pandemic, pumping money into consumers and stimulating consumption. But inflation, which hit a 40-year high, now threatens to send the economy into recession. To make matters worse, the Russia-Ukraine war broke out, which triggered an energy crisis.
- As consumers assess their purchasing power and organizations assess their technology and advertising budgets, widespread inflation, rising fuel prices, and increasing energy costs are affecting the company's revenue growth.
- The internet services and retailing companies are facing a pullback in spending by some advertisers in certain areas and search ads such as financial services.

S.I. Newhouse School of Public Communications at Syracuse University 69

Slide 69: Economic Crisis in the Internet Services and Retailing Industry

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Word cloud visualization of most popular hashtags and keywords on social media for 2022 Economic Crisis in the Internet Services and Retailing Industry.

Slide 70: Economic Crisis in the Food and Drug Stores Industry

Economic crisis in food and drug stores industry



- Companies: Albertsons, Costco Wholesale, Kroger, Publix Super Markets, Target, Walgreens Boots Alliance, Walmart.
- Economic demand is declining in the United States and globally. As the cost of living rises and wages fail to keep pace with inflation, many people are slowly cutting back on spending.
- At the same time, many companies face rising input costs as energy (transport) and other raw materials become more expensive. This trend is exacerbated by rising interest rates, which lowers the borrowing capacity of businesses and households and increase interest expenses.
- According to the US Bureau of Labor Statistics said, inflation ended 2022 with a 6.5% annual reading, as measured by the Consumer Price Index.

S.I. Newhouse School of Public Communications at Syracuse University

70

Slide 70: Economic Crisis in the Food and Drug Stores Industry

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Word cloud visualization of most popular hashtags and keywords on social media for 2022 Economic Crisis in the Food and Drug Stores Industry.

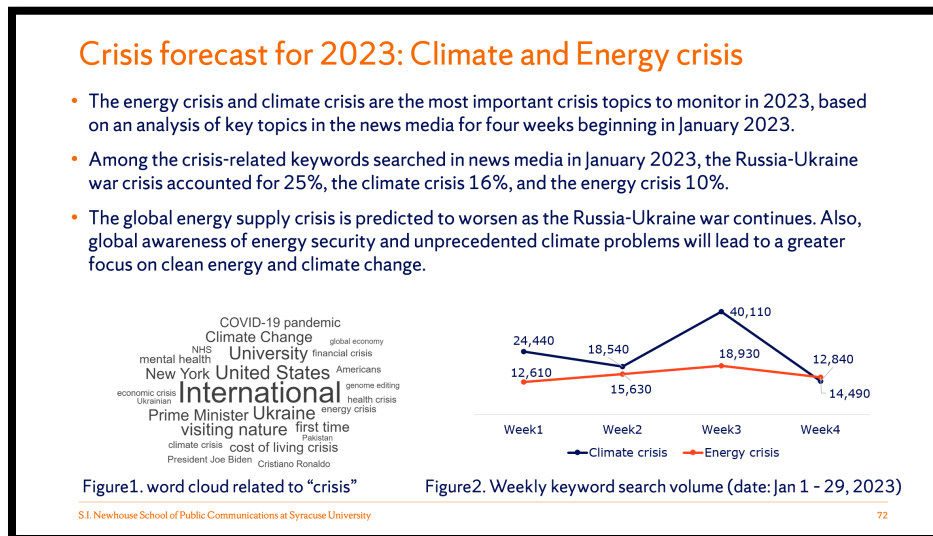
Slide 71: Crisis Forecast for 2023



Slide 71: Crisis Forecast for 2023

Photo of the Dick Clark Studios at S.I. Newhouse School Of Public Communications at Syracuse University.

Slide 72: Crisis Forecast for 2023- Climate and Energy Crisis



Slide 71: Crisis Forecast for 2023- Climate and Energy Crisis

- The energy crisis and climate crisis are the most important crisis topics to monitor in 2023, based on an analysis of key topics in the news media for four weeks beginning in January 2023.
- Among the crisis-related keywords searched in news media in January 2023, the Russia-Ukraine war crisis accounted for 25%, the climate crisis 16%, and the energy crisis 10%.
- The global energy supply crisis is predicted to worsen as the Russia-Ukraine war continues. Also, global awareness of energy security and unprecedented climate problems will lead to a greater focus on clean energy and climate change.

Figure 1: Word cloud related to "crisis".

Figure 2: Line graph showing weekly keyword search volume for "climate crisis" and "energy crisis" for January 1-29, 2023.

Slide 73: Appendix



Slide 73: Appendix

Photo of the Dick Clark Studios at S.I. Newhouse School Of Public Communications at Syracuse University.

Slide 74: Methodology- Brandwatch Search and Cleaning Criteria

Methodology: Brandwatch search and cleaning criteria

- Search criteria
 - Date: January 1st 2022 - December 31st 2022.
 - Language: English only.
 - Content source: News media.
- Keyword selection criteria and data cleaning process
 - 1st step: To find what kind of crisis has occurred in the industry, search company name with “crisis” (e.g. CRIS* AND(company1 OR company2 OR company3)).
 - 2nd step: Among all keywords searched include (1) keywords that include “crisis” (e.g. COVID-19 crisis) and (2) keyword itself is a crisis (e.g. Supply chain).
 - 3rd step: Of all filtered keywords, include crisis keywords that account for 3% or more of the total keyword volume (e.g. Supply chain crisis: 8% - include, Mental health: 1.7% - remove).
 - 4th step: To select the industry that is most related to the crisis we included industries that account for 3% or more of the total keyword volume (e.g. Supply chain crisis total keyword volume: 34,230 keywords → Computer S/W and H/W: 14,070 keywords, 41% - include).

S.I. Newhouse School of Public Communications at Syracuse University 74

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Slide 75: Citations (Main Report)

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Slide 76: Sources (In-Depth Crisis Analysis Report)

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S.I. Newhouse School of Public Communications at Syracuse University 76

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