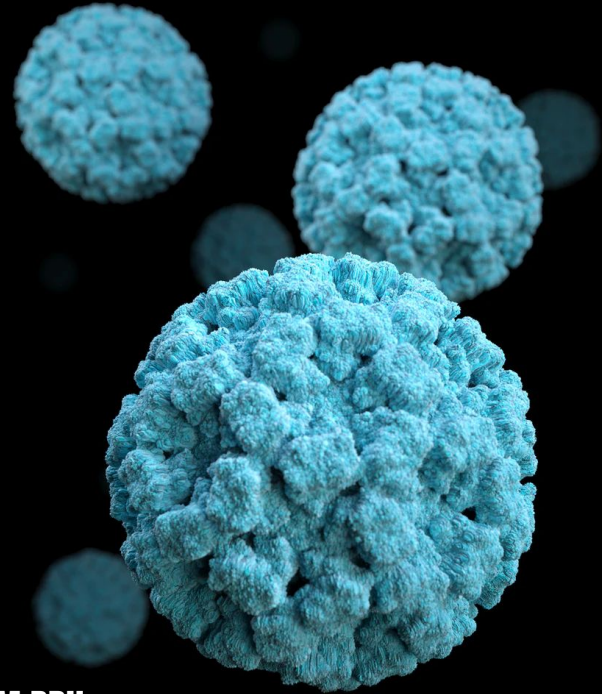




BRANDS & COVID

HOW TO PROTECT YOUR BRAND: A BRIEFING FOR MARKETING LEADERS FROM BBH



HOW MARKETING CAN HELP

COVID-19 represents a humanitarian challenge that is unprecedented in recent times. Nations, economies, supply chains, workforces, relationships, sanity and spirits are being tested. Brands have the power to help - both the public and themselves - through this crisis. This briefing is intended to share instructive examples and data to guide marketing discussions; specifically in how marketing can help, the ways it can't, what your teams can be mobilised to do in the coming months, how to overcome production challenges and how to vaccinate your brand to emerge well on the other side.



01

WHERE WE ARE

The situation now, what is being affected and the implication for brands

02

WHERE WE COULD BE

How the situation might develop and the scenarios for brands

03

IMMEDIATE ACTION

What brands can do now and in the coming weeks to stay trading and help people

04

HOW TO PRODUCE

Some alternatives ways to produce your marketing assets without shoots.

05

THE OTHER SIDE

How to plan for resilience and recovery based on previous economic shocks



01

WHERE WE ARE



A RAPIDLY CHANGING SITUATION

As different countries are at different stages of the curve and governments execute different strategies, each territory has its unique features. However, as of 23rd March the global spread appears to be accelerating 354k cases and 15k deaths. Many countries are now closing borders, self-isolating, closing schools and seeking domestic military support. This situation is expected to last many months.



WHAT THIS MEANS FOR BRANDS

Most immediately, this is a matter of **tone and behaviour** for brands. You will lose if you appear opportunistic and crass. Of course brands will want to continue trading but marketing leaders may like to ask themselves these questions:

1. Is any marketing live right now no longer appropriate? Are automated marketing systems wasting media and annoying consumers?
2. Is any marketing about to go out no longer appropriate? Or are you making opportunistic decisions now (e.g. price increases) that you will later be judged on?
3. Are you listening to your customers explicitly in social and through larger trends in the data to make sure any communications and actions are not tone deaf?
4. Are any immediate actions you are taking couched in the benefit of people and their new needs? Not because you want to shift product.
5. Have you turned off outdoor media and pivoted to in home media?
6. Do you have a 'Brains Trust' to double check your marketing is appropriate as your team may be too close to matters? Assemble an unrelated team to put all major decisions by for a second opinion.



02

**WHERE WE
COULD BE**



GLOBAL, MASS ISOLATION & RECESSION

Epidemiological modelling currently suggests two broad outcomes.

1. **Delayed Recovery.** In this situation the US and Europe experience rapidly rising cases through April and recovery takes until late 2020 or early 2021. China and East Asian countries continue their current recovery by estimated Q2 2020. As of 19th March, China is reporting no new cases.
2. **Prolonged Contraction,** where China and East Asian countries experience a second surge of the virus as they attempt to restart economic activity. The virus may not be seasonal and mutate in late 2020. It is likely all countries will severely limit travel, social contact, whole categories of business will be muted and much of the population will operate from their homes.

Economically, quarantines, travel restrictions and lower consumer spending radically reduce demand, creating recessions throughout 2020 and potentially into 2021 with profound impacts on brands.



WHAT THIS MEANS FOR BRANDS

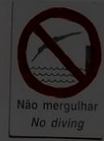
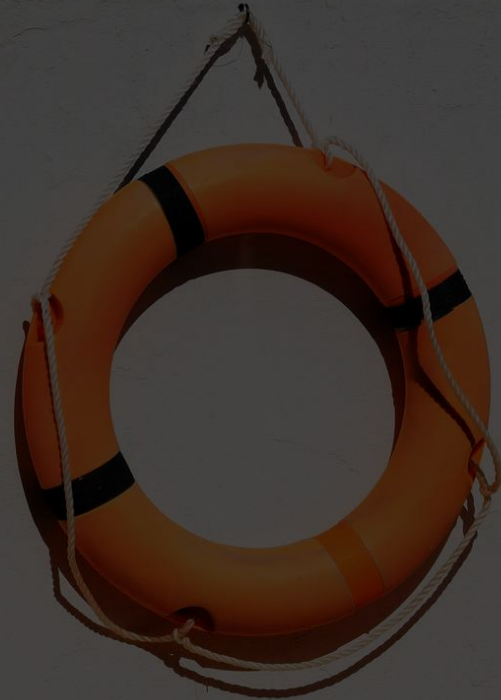
The most immediate tasks for businesses are clearly the more important tasks of caring for staff and ensuring critical supply chains remain unimpaired. [McKinsey's Covid-19 Briefing](#) document suggests actions for business leaders here. The scope of this briefing is to look at the marketing tasks that can be executed in the following months to ensure maximum trading possibilities. We see the following questions being useful:

1. What are you hearing? Rapidly develop a new view of your customer, their new needs and new attitudes.
2. What are the implications on your product and service offering likely to be in the coming months?
3. What reassurance can you offer customers immediately through marketing that these will remain unaffected or improved?
4. Is your marketing on the side of the people, playing into their new needs or assuaging their anxieties? Or are you flogging something?
5. Have you updated your media plan to reflect people's new media consumption?



03

**IMMEDIATE
ACTIONS**



WHAT CAN BE DONE RIGHT NOW?

In this section we post a series of recommendations for immediate action, crowdsourced from BBH's global staff, including case studies from brands in the past days. As with all good marketing a bridge should be built between the needs of the customer and your brand's offering. We strongly advise against 'cashing in' on a crisis but instead wrap your services and products in ways that help. Therefore, we share stimulus to help make better COVID-19 marketing including 1) a 'Needs Framework' and principles for 2) Communications and 3) Acts.



“

**IN THE PAST, WE'VE SEEN LOTS OF COMPANIES
THAT HAVE HAD THE BEST, BRILLIANT INTENTIONS
BUT THE INTENTIONS WERE POORLY EXECUTED. THIS
IS NOT THE TIME TO BE BEATING YOUR OWN CHEST.
THIS IS THE TIME TO BE A GOOD CORPORATE CITIZEN
TO CONTRIBUTE TO THE PUBLIC GOOD, AND NOT TO
BE 'SEEN' AS 'A SUPER GOOD COMPANY'**

”

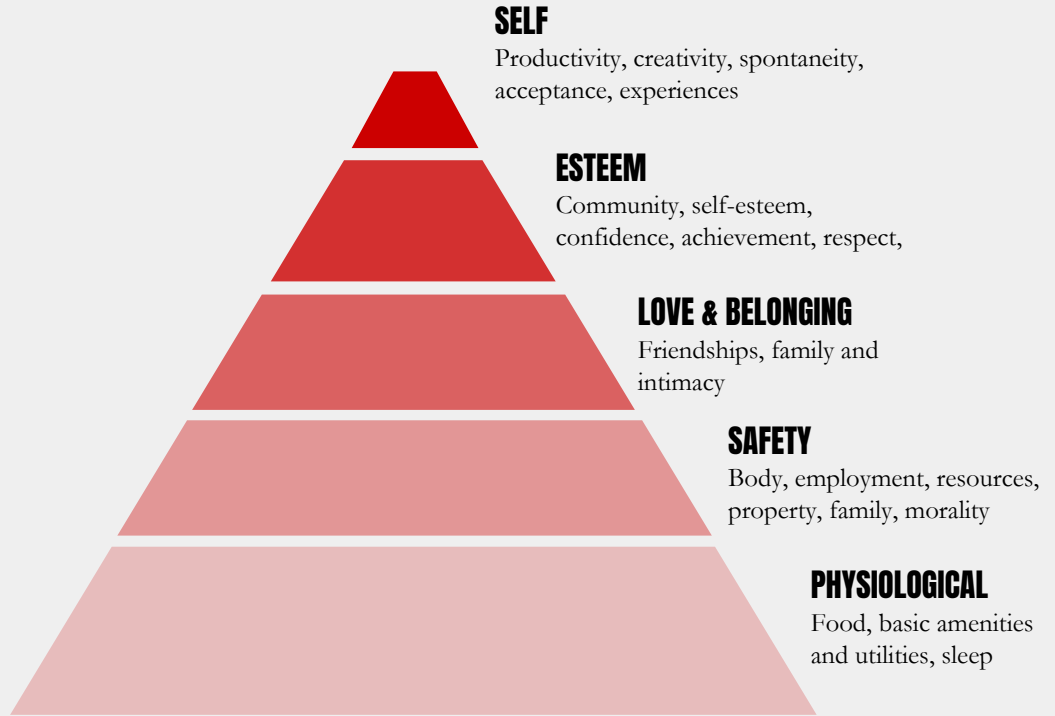
Jay Milliken, Prophet senior partner and Asia regional lead



- 1. 'NEEDS' FRAMEWORK**
- 2. COMMUNICATIONS**
- 3. ACTS**

PEOPLE'S NEEDS - A GENERAL MODEL

Marketing that is emotionally resonant and speaks to needs is more effective. We recommend starting your marketing planning process for COVID-19 by thinking about your customers' new needs, perhaps mapped against a hierarchy (right). Brands that can address the bottom and middle of the pyramid should go first and boldly, brands towards the top may like to enter more carefully.



THEN ORGANISE YOUR MARKETING AROUND NEW NEEDS

Step 1. Establish new needs

Connection	Productivity	Learning	Exercise & Wellbeing	Entertainment	Food and food ideas	Home maintenance/improvement
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Step 2. How your products or services could address those

E.g. Phones & Tablets	E.g. Monitors, Earbuds, Chargers	E.g. Phones, Tablets, Monitors, VR	E.g. Watch, Tablet, TV	E.g. TV, VR, board games	E.g. new cooking equipment	E.g. furniture and interior design
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Step 3. The value you can add through highlighting certain benefits, introducing deals, utility or reassurance

E.g. Getting the elderly set up with tech support	E.g. Working from home kit	E.g. Downtime being learning time, partnership with Masterclass	E.g. Connecting to personal trainer and yoga teachers	E.g. Bundling Netflix free	E.g. 10 minute recipes	E.g. VR room planners or curated 'cleaning influencers'
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Step 4. Create the marketing assets to shine a light on these

Content
Adverts
Acts



THOUGHT STARTERS ON COVID-19 NEEDS AND MINDSETS

COVID-19 customer needs and mindsets

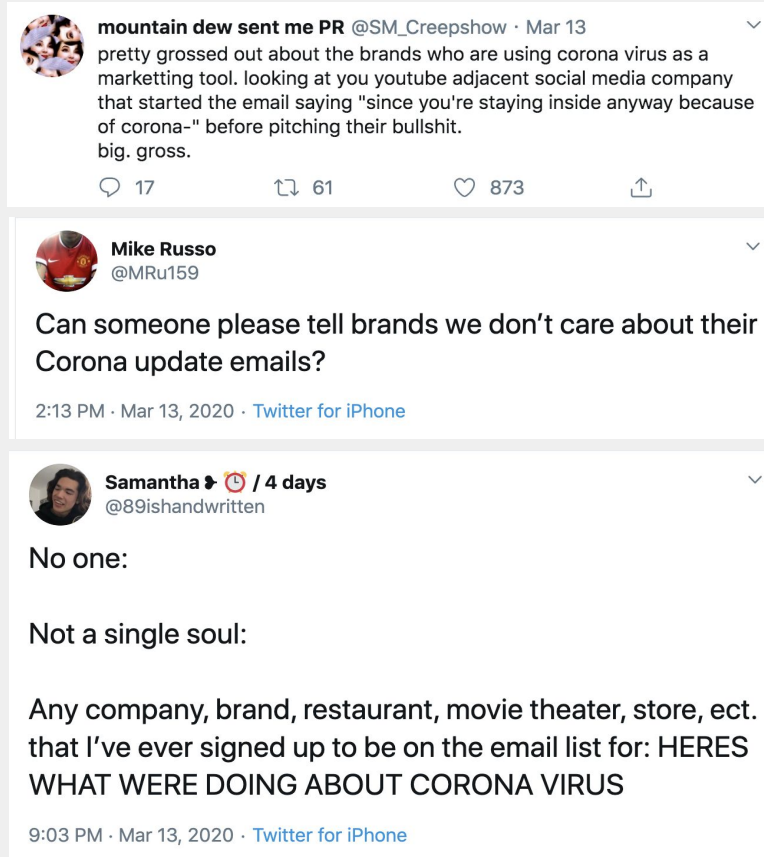
Survival	Anxiety	Autonomy	Tech as saviour	Cabin fever	Direct to my door	Virtual adventures
Treating the planet better	Sustainability	Isolation	Loneliness	Small mercies	Time well spent	Slow living
Communities	Giving back	Family time	Local	Digital activism	Burn out	Boredom
Personal growth	Home office/home balance	Finances	Mental health	Digital activism	Fitness	Home improvement



- 1. 'NEEDS' FRAMEWORK**
- 2. COMMUNICATIONS**
- 3. ACTS**

KNOW YOUR ROLE

Brands can play a role in general, but not all your comms have to relate to the crisis itself. Avoid the pitfalls of piling into the conversation without value.



The image shows a vertical stack of three tweets from Twitter. The first tweet is from 'mountain dew sent me PR @SM_Creepshow' dated Mar 13, with 17 replies, 61 retweets, and 873 likes. The second tweet is from 'Mike Russo @MRu159' dated Mar 13, 2020, asking for help with Corona update emails. The third tweet is from 'Samantha @89ishandwritten' dated Mar 13, 2020, expressing frustration about brands not caring about their Corona update emails.

mountain dew sent me PR @SM_Creepshow · Mar 13
pretty grossed out about the brands who are using corona virus as a marketing tool. looking at you youtube adjacent social media company that started the email saying "since you're staying inside anyway because of corona-" before pitching their bullshit.
big. gross.

17 61 873

Mike Russo @MRu159
Can someone please tell brands we don't care about their Corona update emails?

2:13 PM · Mar 13, 2020 · [Twitter for iPhone](#)

Samantha @89ishandwritten / 4 days
No one:
Not a single soul:
Any company, brand, restaurant, movie theater, store, ect. that I've ever signed up to be on the email list for: HERES WHAT WERE DOING ABOUT CORONA VIRUS

9:03 PM · Mar 13, 2020 · [Twitter for iPhone](#)



LISTEN UP

You need to be radically in tune with what people are saying about your brand - stay in touch with public opinion. Consumers have changed massively.

Increase £30 Contactless limit to reduce the spread of Coronavirus




24 have signed. Let's get to 100!

 Alexandra Dorobantu United Kingdom 

I'm signing because... (optional)

Do not display my name and comment on this petition

 Sign this petition

 Ed Tucker started this petition to UK Parliament and 2 others

In the UK we have a "contactless" payment system using card readers for transactions under £30. We are told that the Coronavirus can live on surfaces, and that we are to limit contact

 Anuj Tyagi
@AnujTya01512588

In this critical time of lock down, we are facing network issues which is impacting tasks also. @vodafone @Airtel_Presence @airtelindia @TRAI please look into this and resolve asap

6:22 PM · Mar 23, 2020 · [Twitter for Android](#)



ALWAYS BE REACHABLE

Your website, your lines, your social media. Make sure customers feel you're ready and available to help them.



6,472 complaints on Twitter only since beginning of March



BE CALM

How can you reassure and diffuse the panic - either in your own offer or generally in your tone.



Our technicians are providing an extraordinary maintenance of the systems, with the aim of making our site perform as well as possible to manage the exceptional demand of recent days.

Currently, we expect this intervention to end by 01:00 on Saturday March 14 at the latest.

Reassuring, but not apologetic

Providing an exact time for when the site will be available again

Carrefour looks after you!

Our stores are always open.



With us, your shopping is safe!

We have followed all precautions to minimize the risks to your health

1 metro



At least one metre away
We recommend staying a distance of one metre away from other people



We are always open

We are close to you and open in some Carrefours even 24 hours a day

Reassuring RTBs and advice that position Carrefour as a public service



KEEP IT REAL

There are more than enough megaphone-style proclamations from brands. In moments like these, personal messages can work when public announcements fail. Admit vulnerability and ask for understanding.



Dear Mr Madden,

I'm very sorry our service isn't running as smoothly as you're used to at the moment. Like all supermarkets, we are working round the clock to keep up with high demand and make sure everyone gets what they need. We may not always get it perfectly right but we are trying our best. Thank you for bearing with us.

I'd also like to take this chance to thank our amazing drivers and warehouse staff who are working tirelessly to deliver groceries to as many people as possible in these uncertain times. Their dedication and hard work is truly amazing.



SET ASIDE YOUR DIFFERENCES

Stand with your competitors to show you're tackling this together. (At the same time: keep an eye on the category to see if you can learn from others.)

Working to feed the nation

To our customers,

We know that many of you are worried about the spread of coronavirus (Covid-19). We want to let you know that we are doing everything we can so that you and your families have the food and essentials you need.

We are working closely with the Government and our suppliers to keep food moving quickly through the system and making more deliveries to our stores to ensure our shelves are stocked. Those of us with online delivery and click-and-collect services are running them at full capacity to help you get the products you need when you need them.

We thank all our colleagues in stores and supply chains who are working day and night to keep the nation fed.

But we need your help too.

We would ask everyone to be considerate in the way they shop. We understand your concerns but buying more than is needed can sometimes mean that others will be left without. There is enough for everyone if we all work together.

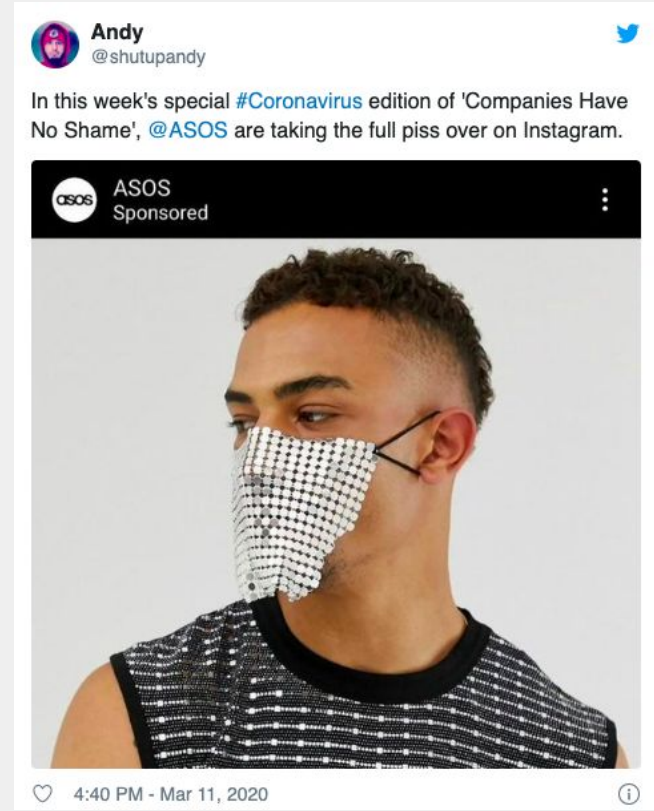
Together we can make sure we are looking out for family, friends, neighbours. Together we will care for those around us and those who are elderly, vulnerable or choosing to remain at home.

We are doing all we can to rise to this challenge. Serving you and keeping you and everyone who works with us safe will always be our priority.



DON'T BE OPPORTUNISTIC

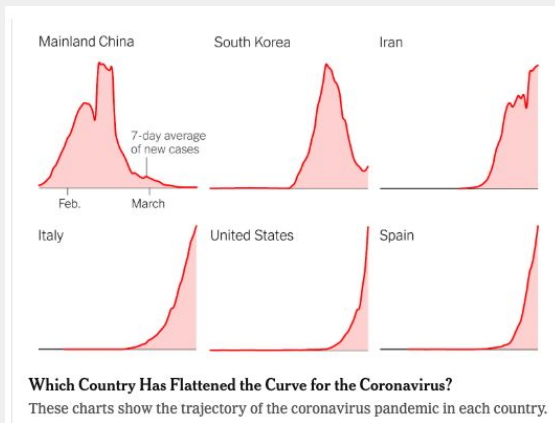
The worst thing we can do now is look like we are cashing in on the crisis.



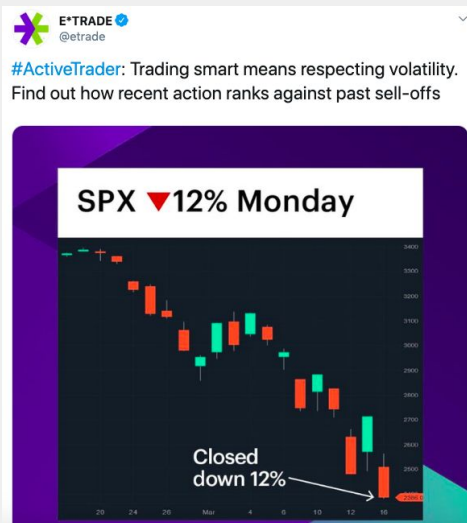
ADD CLARITY

Ambiguity and unpredictability in a rapidly changing situation are huge sources of anxiety and “plague dread.”

ONLY if relevant (e.g. financial, medical, or news publisher brands), consider clarifying comms that help explain what’s happening and what’s likely to happen in the near future. Partner with experts to create, and make it open access.



Source: New York Times



LIGHTEN THE MOOD

ONLY if your brand has credibility to be lighthearted should you explore this. But people will be looking for smile amid the sadness. In fact, 'COVID-19 related Tweets only represent 1% of total Tweets now.



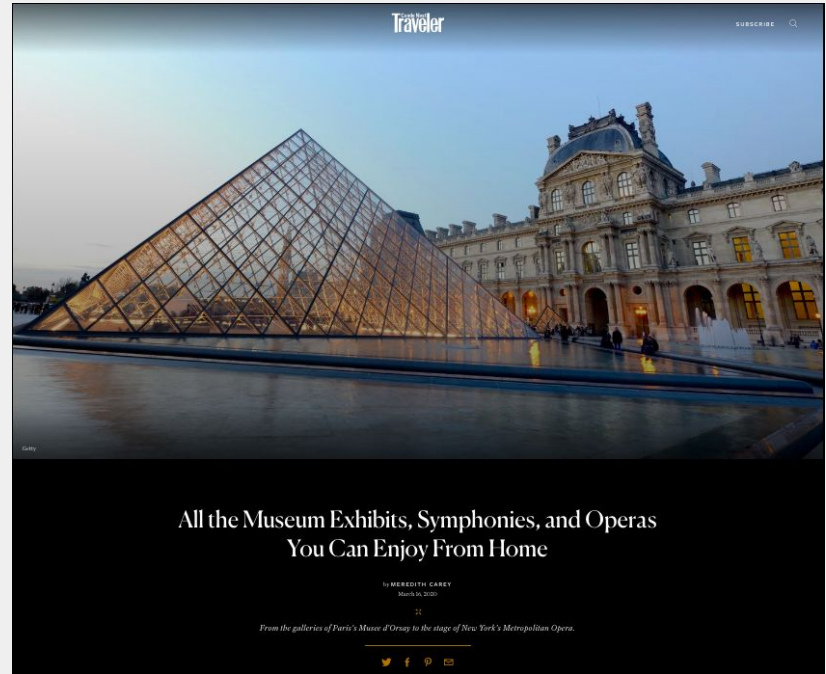
BENEFITS, NOT FLEXES

Knowing parents are stuck inside with their kids, Disney gifted them with the early release of Frozen 2. But in their announcement of it on social, they did not acknowledge the motivation behind it (COVID-19 quarantine), just the benefit.



SHIFT YOUR MEDIA

Remove Out of Home from your plan and focus on personal at home media instead. Think online, mobile, streaming. Negotiate shorter contracts as Cost Per Mille (CPM) and available inventory will fluctuate quickly. Be ready to adjust to new habits.



- 1. 'NEEDS' FRAMEWORK**
- 2. COMMUNICATIONS**
- 3. ACTS**



ACTIONS SPEAK LOUDER

LVMH, the French holding company of brands such as Louis Vuitton, have repurposed all of their perfume factories into sanitizer production lines. This beats pure talk.



BE HELPFUL

If you have products or services that can actually help people, then actually help people.



Food delivery companies Just Eat and Deliveroo are holding talks with the government about providing food to elderly and vulnerable people if they are forced to self-isolate as a result of coronavirus.



Give children their free school meals if/when schools close due to coronavirus

1,850 have signed. Let's get to 2,500!

Rebecca Norris signed 29 minutes ago

Joanna Langthorne signed 30 minutes ago

Alexandra Dorobanta United Kingdom

I'm signing because... (optional)

Do not display my name and comment on this petition

Sign this petition

Free school meals during coronavirus closures

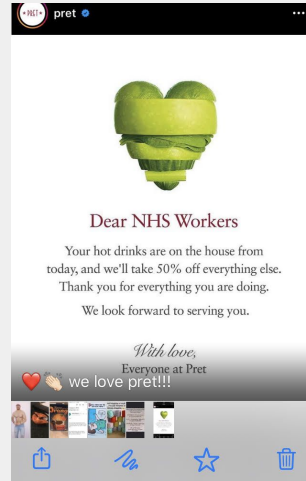
Kerry Lynne Pyke started this petition to UK Parliament and 3 others

Schools across England, Scotland and Wales could soon shut their doors due to Coronavirus - they have already been closed in Northern Ireland. And this could have a devastating impact on children who rely on a free school meal.



BE GENEROUS

Give away your margins
and be supportive to keep
up morale up.



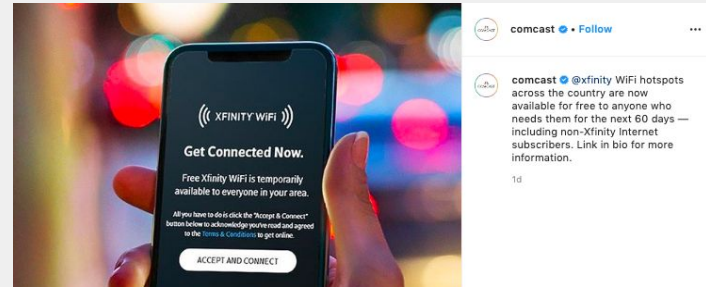
Zara Owner Inditex Will Donate Masks for Coronavirus Patients and Health Workers in Spain

"Delivery in the UK is currently free. We have also improved options for gifting, personalised messaging and international shipment, to allow you to send gifts to those you may not be able to visit at this time" Department store Liberty's adds a lovely touch



STAY IN YOUR LANE

This goes back to your brand, to your core competence, to your cultural authority. Step up and use the power you have for good or consumers are not going to forgive you.



— PANDEMIC RESPONSE —

Comcast and T-Mobile upgrade everyone to unlimited data for next 60 days

Home > News

Adobe gives students free home Creative Cloud access – here's how to get it

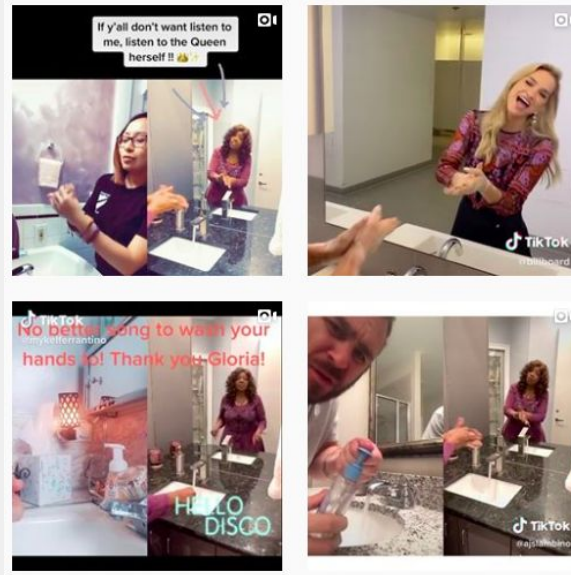
By Mark Wilson 2 days ago

Free temporary licenses available during Covid-19 outbreak



CURATE UTILITY

It probably already exists. Avoid the need to build new utility if your value can be gathering it together for people.



Hand-washing technique with soap and water



Create your own
<https://washyourlyrics.com>

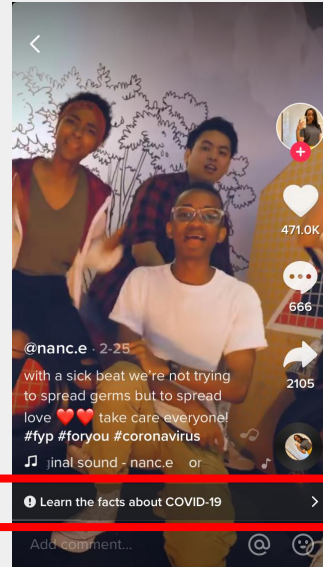
I Will Survive
 Gloria Gaynor

Adapted from National Health Service, who adapted from the World Health Organization Guidelines on Hand Hygiene in Health Care.
 Created under the Open Government License. See <http://www.nationalarchives.gov.uk/doc/open-government-licence/version/3/> for details

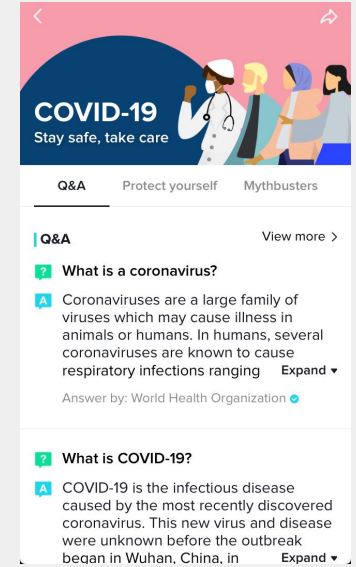


EMPOWER THE EXPERTS

Stop the spread of misinformation by making verified facts easily accessible.



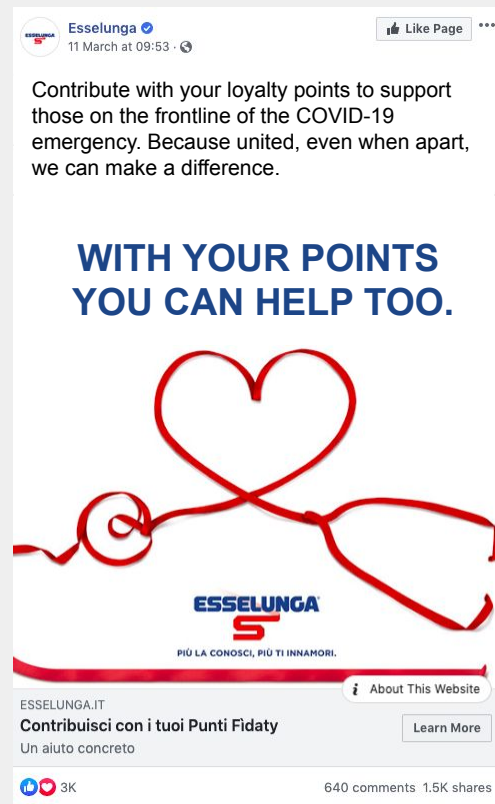
TikTok videos with Covid-19-related keywords...



Link to WHO-sanctioned advice & information.

HELP PEOPLE HELP OTHERS


We all want to help at this time of crisis - but it's hard to know how. Let's make it easy for customers to help.



Esselunga 11 March at 09:53 Like Page

Contribute with your loyalty points to support those on the frontline of the COVID-19 emergency. Because united, even when apart, we can make a difference.

**WITH YOUR POINTS
YOU CAN HELP TOO.**



ESSELUNGA
S
PIÙ LA CONOSCI, PIÙ TI INNAMORI.

[About This Website](#)

ESSELUNGA.IT
Contribuisci con i tuoi Punti Fidaty
Un aiuto concreto Learn More

3K 640 comments 1.5K shares



INSIDE OUT

Looking after your own people is as important and PR-able as looking after your consumers. Especially if you're a large entity.



VS.

Coronavirus: Virgin Atlantic asks staff to take eight weeks of unpaid leave

MICROSOFT | GOOGLE | SCIENCE

Tech giants will keep paying hourly staff even if they are asked to stay home due to coronavirus

Amazon, Apple, Google, Facebook, Microsoft, and Twitter all pledged to do so

A screenshot of a web browser showing the BBDO YOUR HOME website. The browser's address bar displays "bbdayourhome.com". The website has a green-to-blue gradient background. At the top, the text "BBDO IS OPENING HUNDREDS OF NEW OFFICES." is displayed in white. Below this, the "BBDO YOUR HOME" logo is prominently featured, with "BBDO" in a bold, white, sans-serif font and "YOUR HOME" in a white, rounded rectangular button. To the right of the button is a small white circle containing the text "GO". At the bottom of the page, there is a line of smaller white text: "TYPE YOUR ADDRESS HERE, GENERATE THE LOGO OF YOUR OWN BBDO AND ADD IT TO YOUR EMAIL SIGNATURE."



GO LOCAL

Work collectively with your suppliers to help channel and communicate support where it is most needed.



RE PURPOSE

Can you help the 'war effort' and contribute to the people on the ground. Do you have outlets that can be repurposed? (But be careful to be clear: people thought Brewdog were selling it)



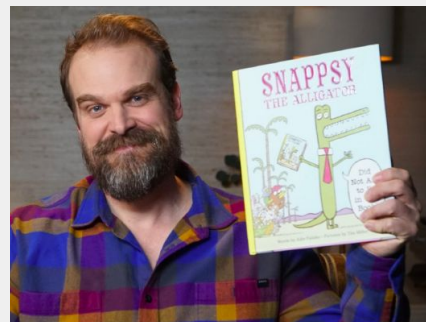
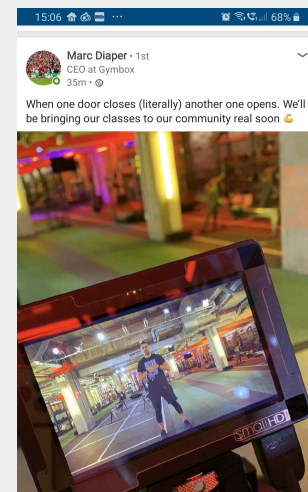
BE THANKFUL

The majority of us are holed up inside whilst for a brave minority it's business as usual, risking their health every day. A little appreciation can go a long way.



FIND THE PAIN POINTS

Home life is going to be painful, boring, lonely, unproductive, no exercise, etc. How do your products or services help?



DAVID HARBOUR
READS
**SNAPPY
THE ALLIGATOR**
(DID NOT ASK TO BE IN THIS BOOK)
FOR
[STORYLINEONLINE.NET](https://storylineonline.net)



MAKE LEMONADE

When life gives you self-isolation, what's the upside? Downtime can be growth time. Education, entertainment, productivity, connectivity - a new normal will develop and people may look for more positive outlets.

COURSE
Working Remotely
By: Mike Gutman · Released Oct 30, 2018
Learn best practices for working remotely. Use today's cloud-based tools to stay pro with your team—anywhere there is internet.
47,284 viewers

COURSE
Time Management: Working from Home
By: Dave Crenshaw · Released Feb 7, 2018
Get time management tips to stay productive and balanced when working from home.
47,389 viewers

COURSE
Productivity Tips: Finding Your Productive Mindset
By: Dave Crenshaw · Released 2 months ago
Boost your productivity by shifting your perspective. Get actionable tips for managing experiences, adding meaning to your workday, and more.
9,363 viewers

APPS / TECH

Peloton offers free 90-day subscription trial for its at-home workout app

Operation get ripped in quarantine

By Ashley Carman | @ashleycarman | Mar 16, 2020, 4:21pm EDT

f t SHARE

Students, redeem 2 months free and together we can learn from home.

Skillsshare is an online learning community for the curious and creative, with thousands of classes in design, photography, video, writing, and more.

In the wake of school closures due to COVID-19, we're offering high school and college students 2 free months of Premium Membership to make it easy to learn new skills in the comfort of home.

Just enter your .edu or .k12 email below (no payment info required) to get started.

franzinatrattoria • Following
Brixton

franzinatrattoria Special delivery menu! Coming soon 🍕 Franzina at home!
13h

+

paolo_sabbadin_psao Non mollate ragazzi
13h 1 like Reply

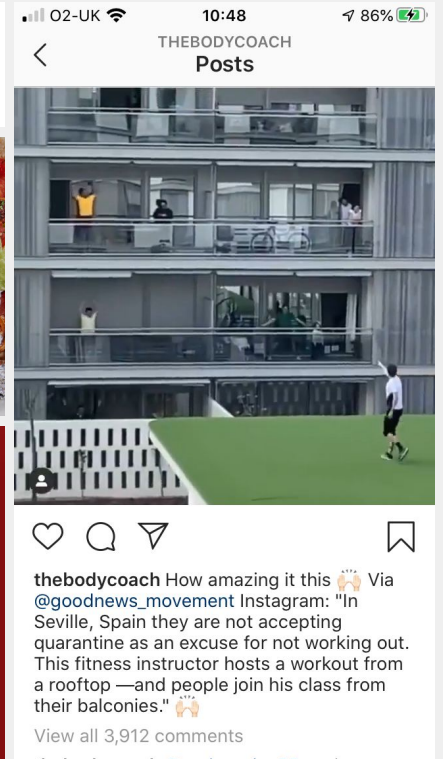
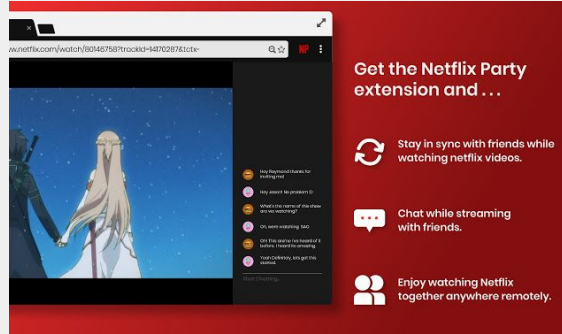
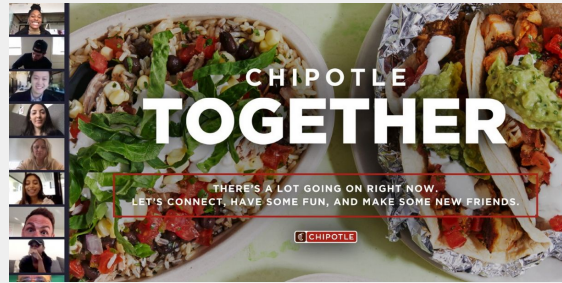
joseph.w.m @brunapsg can't wait for this!
12h 2 likes Reply



INVENT NEW TRADITIONS

What does a dinner look like with Hangouts? What does a new house exercise routine look like? Invent new traditions. Build community. Make it easy.

Chipotle Is Hosting Virtual Lunch Parties With Celebs & Giving Away Free Burritos



A top-down view of a messy paint studio floor. The floor is covered with various paint containers, brushes, and splatters. There are several paint cans, some open and some closed, in various colors like purple, yellow, red, and blue. There are also several brushes, some with paint on them, and a yellow tray with paint on it. The floor is white and has many splatters of paint on it. The overall scene is one of a busy, creative workspace.

04

**PRODUCTION
WITHOUT SHOOTS**



HOW TO MAKE YOUR MARKETING

Brands may worry without the ability to shoot in the real world, they will be unable to produce marketing assets. This is not true. We are ready to go with alternative ways of executing marketing assets through animation, illustration, CGI, VFX, motion graphics, compositing, stock footage, user generated footage and more - with no loss of quality. We share some recent examples from 1) Film and 2) Stills.



- 1. FILM**
- 2. STILLS**



ANIMATION

Animation can be extremely creative and great for brands that want to create multiple social edits with a running theme.



Skittles, Pride 2018



ANIMATION

It can also be great for longer length edits, like we did here for Western Union.

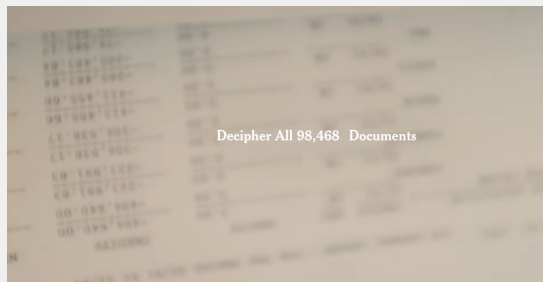
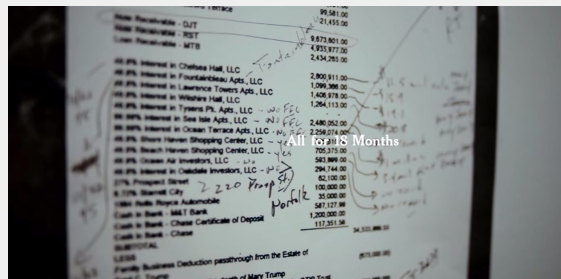
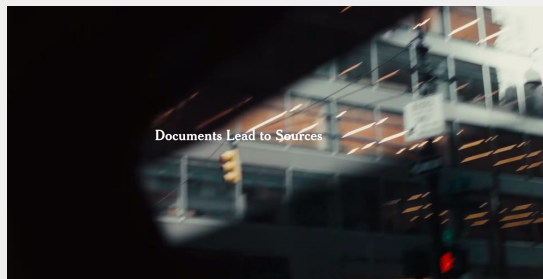


Western Union, '3 Ways To Send Your Money'



TITLES/ SOUND DESIGN

Using stock doesn't have to feel small. Brilliant editing, use of titles and sound design can make a campaign feel powerful, relevant and urgent.

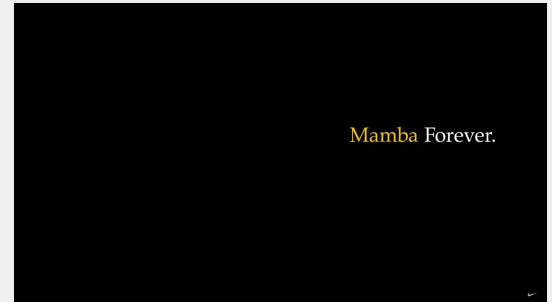
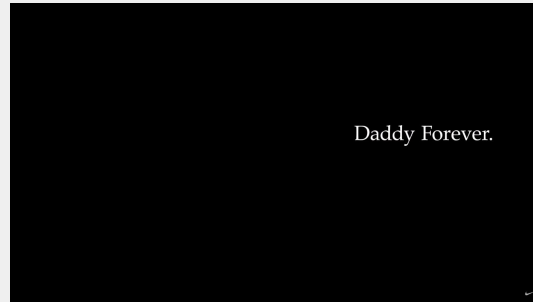
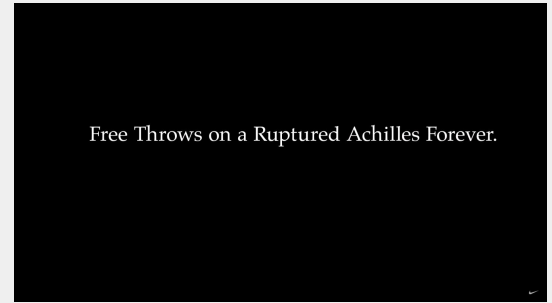
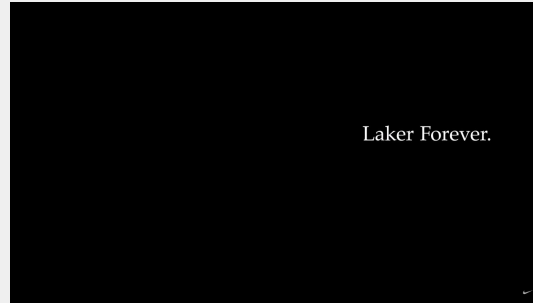


The New York Times, 'Rigor'



TITLES/ SOUND DESIGN

Sometimes all you need is a brilliant (timely) script, effective use of titles and excellent sound design to be really effective.



Nike, 'Mamba Forever'

CGI/SOUND DESIGN

CGI can be
stunningly beautiful.

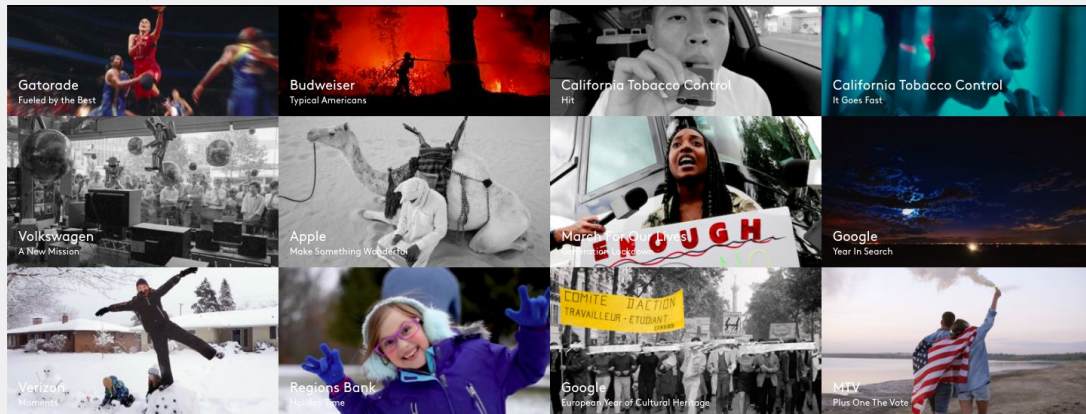


Westworld Opening Title Sequence

STOCK

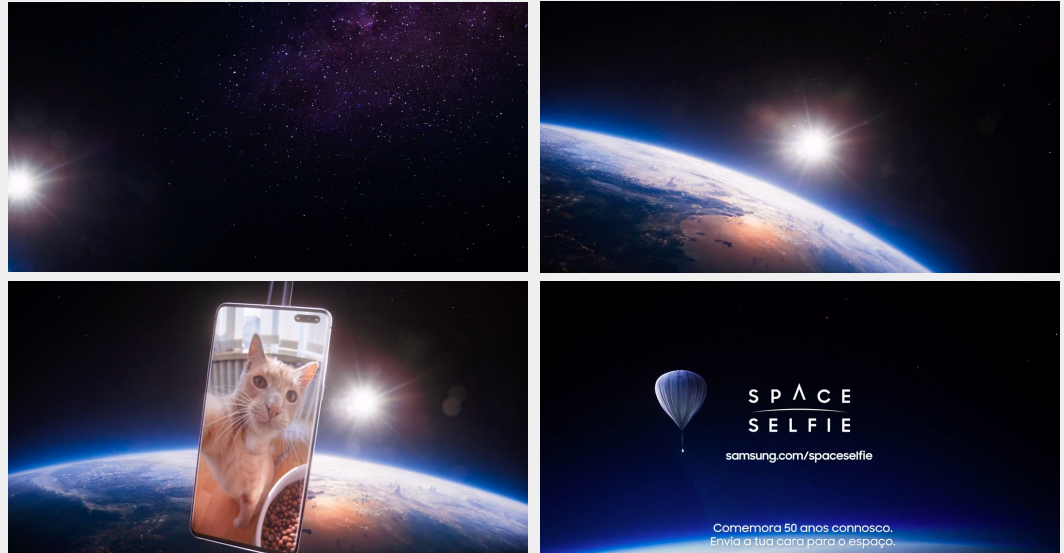
STALKR has emerged as the industry's premier digital partner for sourcing and licensing custom content for commercials and films. STALKR sources material from independent filmmakers and rights holders of all kinds. User-generated platforms, film studios, footage archives, sports leagues, home movies, influencers, celebrities – whatever it takes.

<http://stalkr.com/work/>



CGI

BBH's Space Selfie Campaign for Samsung's 50th year anniversary launched with an epic film created entirely in CGI with stock imagery

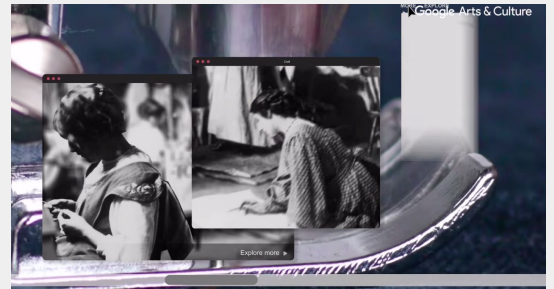


Samsung Galaxy S10, Space Launch



STOCK, MOTION GRAPHICS, DESIGN, COMPOSITING

Black Sheep Studios created this beautiful film for Google without any live action shoot elements



Google, Find Your Connections



- 1. FILM**
- 2. STILLS**



STILL LIFE, TYPOGRAPHY, DESIGN

Simple still life photography requiring a minimal set up and crew producing an award-winning print campaign for the Guardian.



One woman, a nation divided
*See Posy Simmonds' take on Thatcher's life
this Saturday with the Guardian*



TYPOGRAPHY/ ANIMATION

Typography and animation combining to produce a powerful campaign for the National Domestic Abuse Hotline for Refuge.



Refuge



DESIGN / EXISTING IMAGERY

Created using existing still life
imagery shot and typography

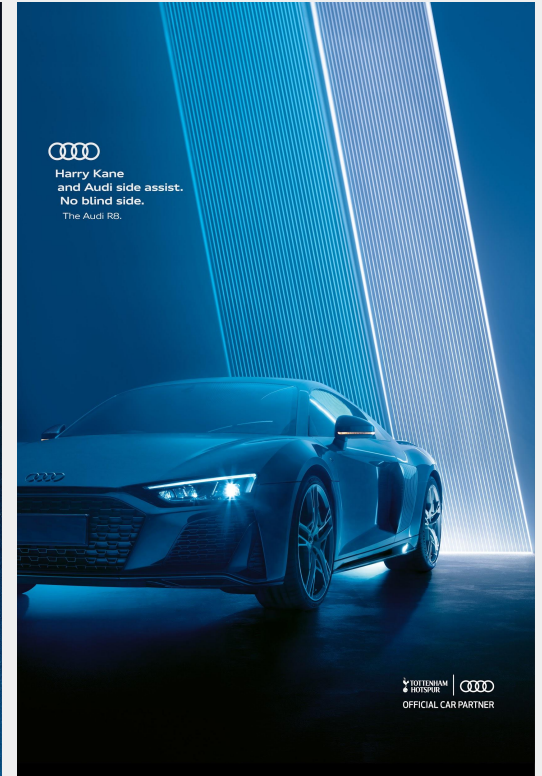


Burger King



CGI / CAD

The campaign for the Audi X
Tottenham partnership created
using a combination of CGI, CAD
(for the Audi cars) and retouching



Audi



CGI

BBH created this CGI
campaign with [Additive](#)



Cuprinol



ILLUSTRATION, TYPOGRAPHY, DESIGN

All imagery was a combination of licenced stock images and commissioned illustration, set in a unique design template to mirror the architecture of the Coal Drops Yard buildings.



Coal Drops Yard, Kings Cross



ILLUSTRATION, TYPOGRAPHY, DESIGN

All imagery was created by
illustrator Noma Bar for this
innovative piece of DM for
mortgage provider Habito



Habito



TYPOGRAPHY

A typography and design lead campaign for The Guardian featuring photography by Giles Revell

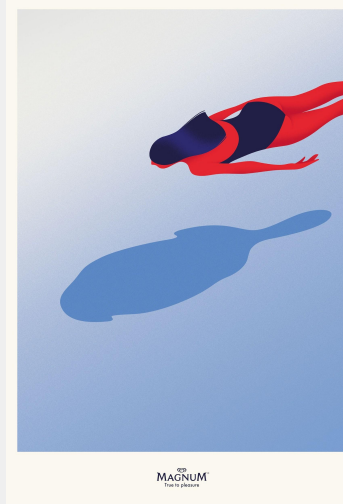


The Guardian



ILLUSTRATION

Concept illustrations for Magnum



05

**THE OTHER
SIDE**



HOW TO PREPARE FOR POST-COVID

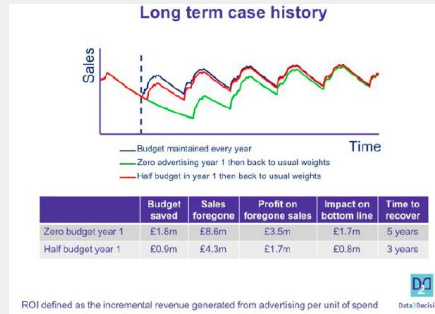
Right now, marketing activity will be being paused, budgets raided and business leaders may be de-prioritizing its importance in the coming months. Of course, attention must turn to critical business operations; however, our role as brand experts is to remind marketing leaders of the lessons from history. Brands that keep going - and keep going in specific ways - emerge from economic shocks ahead of their competitors. Here are some of those lessons.



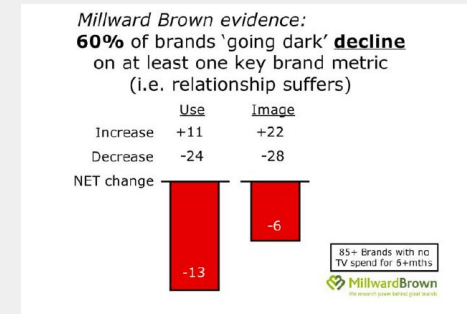
PROTECT BUDGETS

Brands that reduce their spends during times of recession often come out the other end weaker. Every business will have its own unique features but history tells us on average marketing budgets should be protected, not raided for recovery.

Brands that cut advertising budgets most aggressively took 5 years to recover

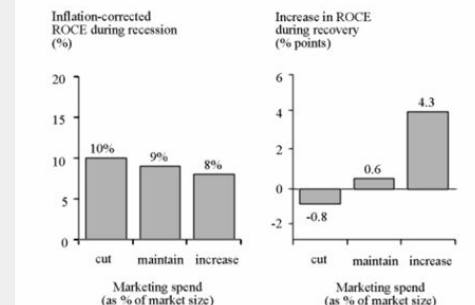


Brands that go dark during recessions suffer significant brand metrics declines



Reductions in marketing spend create short-term returns but significant long-term loss

FIGURE 2: MARKETING SPEND AND ROCE DURING RECESSION AND RECOVERY



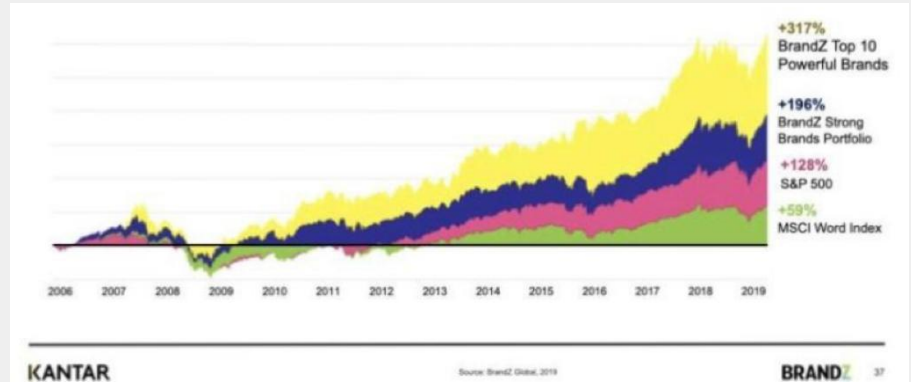
ROCE = return on capital employed



PROTECT BRAND

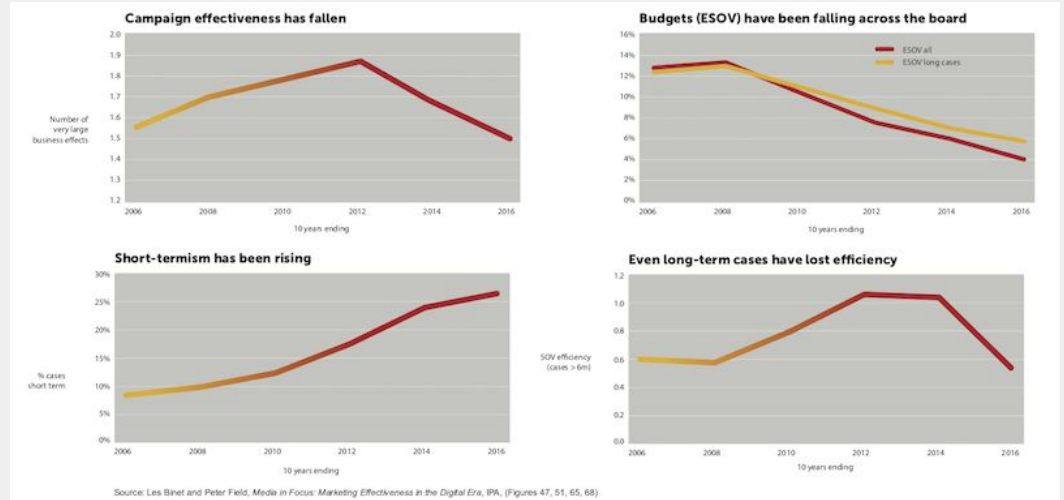
Strong brands recovered 9x faster than weaker brands following the financial crash of 2008. Don't forget about your brand! Protect it. Fuel it. It's going to help you come back.

Strong brands recovered **nine times faster** following the financial crash of 2008



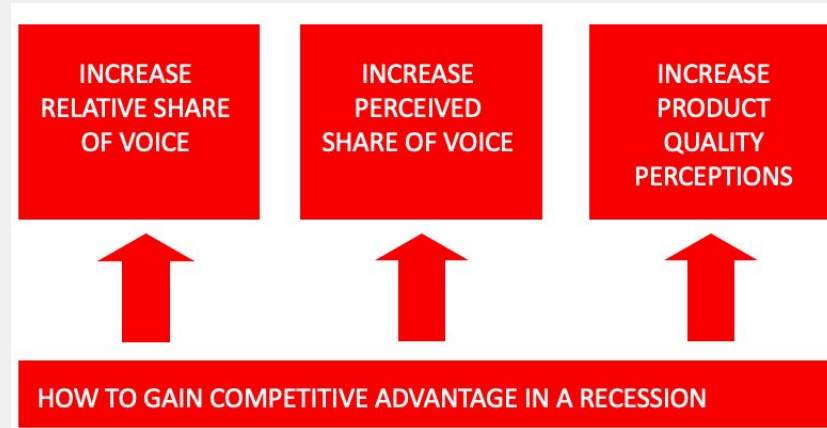
GO LONG

The dual impacts of short-termism in marketing and lower investment behind creativity have halved the success of creativity over a period of just four years. By reducing investment in the long-term now brands face the very real risk of reducing their commercial power down the line. Hold the line as much as is possible.



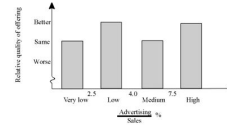
SPEND ON THE RIGHT PARTS

Brands that focus on increasing relative share of voice, perceived share of voice and product quality perceptions are more successful. It happened in the 90s. In the 2000s. And 2008. It should happen again.

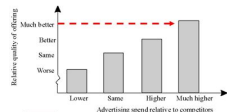


CONSUMERS PERCEIVE HIGHER QUALITY WHEN RELATIVE S.O.V IS HIGHER

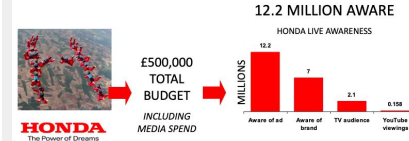
LITTLE CORRELATION BETWEEN PERCEPTIONS AND DISCRETE ADVERTISING SPEND



STRONG POSITIVE CORRELATION BETWEEN PERCEPTIONS AND ADVERTISING SPEND RELATIVE TO COMPETITORS



INCREASE PERCEIVED S.O.V: EXPLOIT GREAT CREATIVE CONTENT

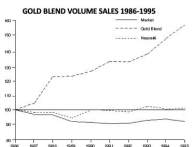


BROADEN TARGET AND ENGAGE EMOTIONALLY

NESTLE GOLD BLEND
1986: RATIONAL PRODUCT MESSAGE WAS LIMITING APPEAL TO UP-MARKET COFFEE CONNOISSEURS
1987: NEW "SOPHISTICATED ROMANCE" POSITIONING.

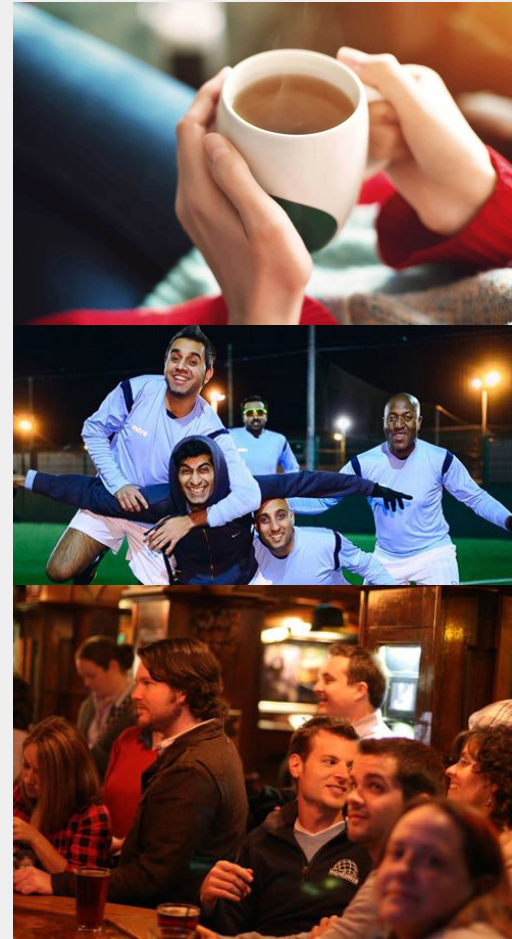


IQAD: OPERA CREATIVE VEHICLE SOLD OPTIMISM, CONTINUITY AND ROMANCE WHEN CONSUMERS FACED FINANCIAL UPHEAVAL AND UNCERTAINTY.



CELEBRATE EMOTIONAL MILESTONES

In post COVID-19 world there will be lots of small moments that gain a new emotional resonance: the first pint back at the pub, the first cup of tea with your gran in two months, getting back to your yoga/pottery class/5-a-side league or Eastenders back to 4 nights a week. Brands can make them feel even more special and elevate these moments.



BIG AND TRUSTED

As we are seeing a massive expansion of the state and the role of large brands in delivering key services, big will be back and trusted more. Who will you want to bank with after this is all done? A startup or an established critical player?



PREPARE FOR A NEW-NORMAL

Things are unlikely to return to just the way they were before the pandemic - so make sure you're listening to your customers so you are prepared for the new normal. What could the pandemic mean for customers long-term? A re-evaluation of work/life priorities? A stronger commitment to family? Increased anxieties? Tightening budgets? Don't presume that things will revert back to the status quo once this appears to be coming to a close. Prepare to check in with the market.

WE GRADUATE!

ISOLATED BY CORONAVIRUS, SCHOOLKIDS HOLD GRADUATION IN MINECRAFT

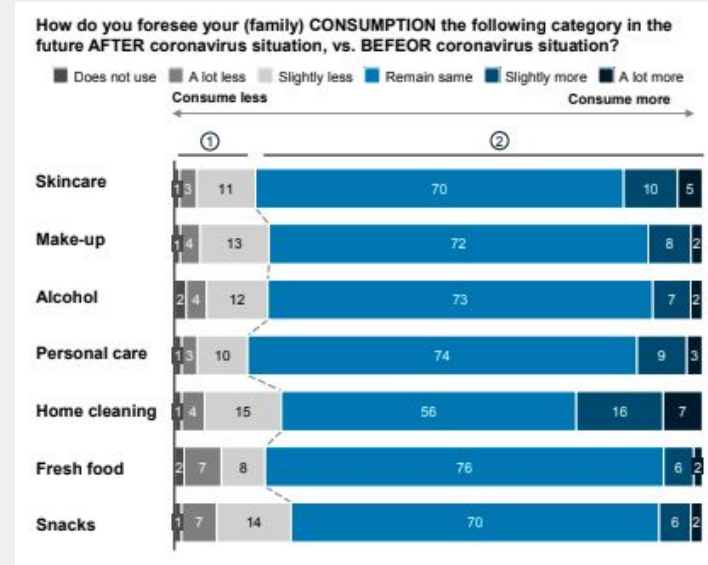


©BACKYENNEW VIA TWITTER

RETHINK DIRECT

Is going to the store still the optimum for people? Will people go back to the purchase behaviours of pre-Covid or will it have massively accelerated the direct-to-consumer trend. As highstreet players may unfortunately fall as a result of this, strengthening your DTC proposition will help adapt to new behaviours and the new reality.

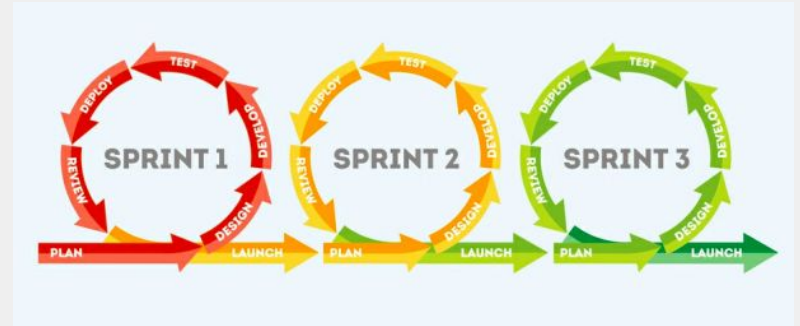
Early indicators suggest needs will change



Source: McKinsey China

LEAVE ROOM FOR MANEUVERING

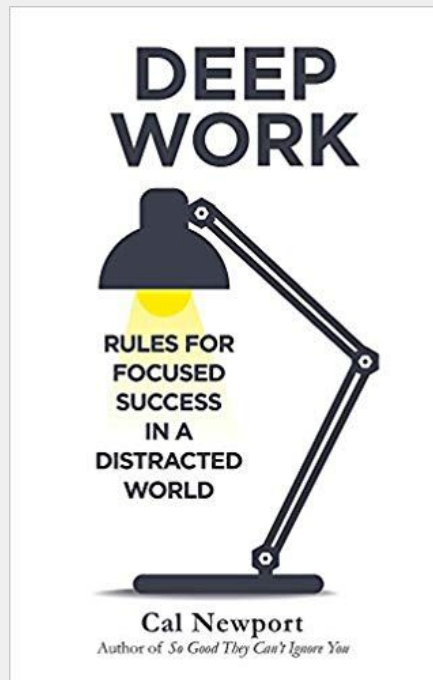
Resist developing an exact plan.
Give yourself and your team a
chance to adapt as weeks go by.
Section quarters up, map things out.
Move to iterative delivery cycles.
Be agile in your management.



Source: WARC

EMBRACE DEEP WORK

What are the seeds that you can plant now and will have impact in the future? Think of it as a hibernation phase: now is the time to focus on the side of your business that helps people grow, learn, improve, without the pressure of reaching instant gratification. The next big thing could be conceived WFH.



**“SHALLOW WORK
STOPS YOU FROM
GETTING FIRED –
BUT DEEP WORK IS
WHAT GETS YOU
PROMOTED.”**

Source: Cal Newport

SUMMARY

WHERE WE ARE

A rapidly unfolding situation that means brands need to be listening and responding carefully.

WHERE WE COULD BE

Isolated in our houses for months and facing severe hits to bottom lines, economies and spirits.

IMMEDIATE ACTIONS

Find the bridge between your products and services and people's new needs and mindsets. Sell to help, not to move product.

PRODUCING MARKETING

Many options remain open that do not require physical shoots. You can keep making powerful marketing happen.

THE OTHER SIDE

Learn from history. Brands that keep marketing come out stronger. Prepare for the other side now.



BBH is a global marketing agency with clients including Samsung, Nike, Tesco, Audi, Google, Absolut, American Express, Burger King and many more. This briefing is intended to share instructive examples and data to guide marketing discussions. For more specific strategic consulting on COVID-19 please do get in touch with your local office.

www.bartleboglehegarty.com



