

BRAND & CORPORATE RENEWAL IN A POST-COVID WORLD

**Ipsos Webinar
18 May 2020**



This webinar compiles our POV based on three time online surveys

1. Japan Opinion Poll

April 17-18, 2020

2,000 adults aged 20-74, nationwide

2. Japan Opinion Poll

April 20-21, 2020

1,000 adults aged 20-74 nationwide

3. Global Advisor online survey

April 16-19, 2020

28,000 adults aged 18-74 across 14 countries* (2,000 responses per country)

* Australia, Brazil, Canada, China, France, Germany, Italy, Spain, India, Japan, Mexico, Russia, the United States, and the United Kingdom

Our survey questions sought to:

- Understand behavior change during the time of Covid19
- Anticipate which behavior changes are likely to continue beyond the current crisis
- Understand what is expected from companies and brands in response to the crisis

Q. As a result of the Covid-19 pandemic, do plan to continue the following behaviors in the long-term? *Choices: "continue to do it", "don't continue to do it", "doing it regardless of the pandemic", or "never do it".*

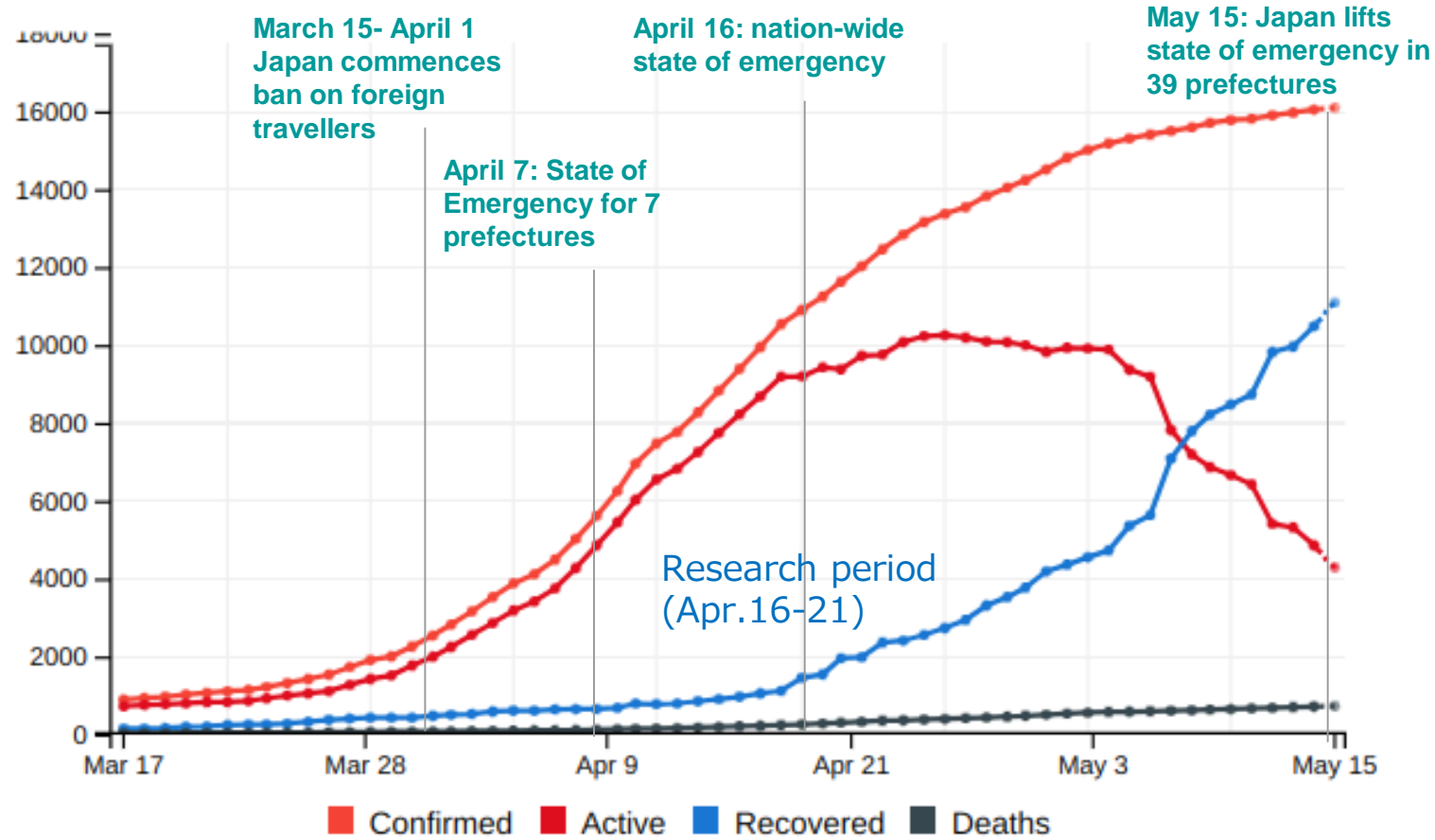
Q. After the pandemic is contained, how will you change your behavior around the following (currently restricted) activities ? *Choices: "continue to reduce", "return to normal", "don't reduce during pandemic" or "never do it".*

Q. How do you feel that the pandemic will greatly change your life in the long run? (open-ended answer)

Q. What do you think about the response of corporations to the pandemic? (open-ended answer)

Though Japan has been one of the countries spared the worst of COVID-19, the long, gradual ramping up helps to explain current attitudes

First Confirmed Case in Early January
 (3 months)

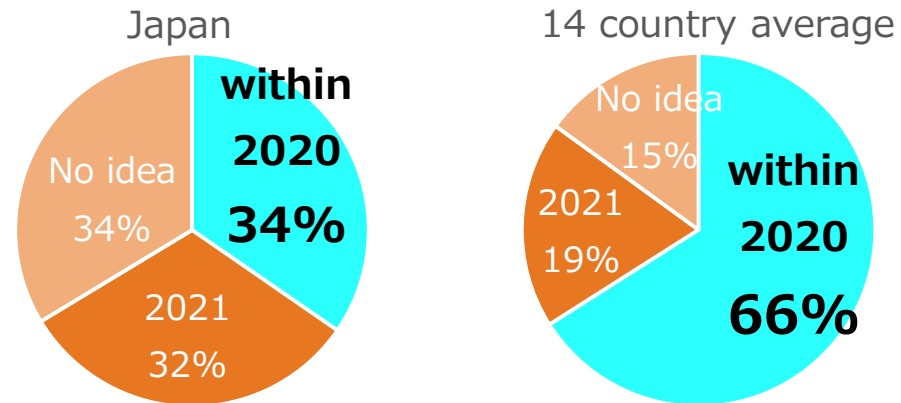


	Infections	Fatalities
United States	1,389,935	84,106
Russia	241,932	2,208
Britain	229,705	33,186
Spain	228,691	27,104
Italy	222,104	31,106
Brazil	188,974	13,240
Germany	174,098	7,861
Turkey	143,114	3,952
France	140,734	27,074
Iran	112,725	6,783
China	82,929	4,633
Peru	76,306	2,169
India	74,281	2,415
Canada	71,486	5,209
Belgium	53,981	8,843
Japan	16,079	687
South Korea	10,991	260

Sense of pessimism

The relatively more pessimistic view of Japanese people about **when life will return to normal** can be understood within the context

When do you think the Covid pandemic will be contained and life will return to normal?



Crisis fatigue

The proximity to China and large number of inbound Chinese tourists mean that Japanese have been on high alert since the virus first became known in Wuhan

Lack of confidence in government response

A slow government response that has gradually increased restrictions while the virus has continued to spread, continually increasing the rate of cases and deaths



Life at home under pressure

The sudden shift to “Stay at Home” is causing a major rebalancing within the home of space, roles and responsibilities that is bringing underlying tensions into stark relief

Too little space

93% of Japanese live in urban places where homes can be very small and especially felt with the entire family suddenly forced together

Traditional gender expectations vs. new realities

- ✓ Previously absent working fathers must find a place within the daily life of the family, upsetting balance
- ✓ No school means no childcare for working women
- ✓ As Japanese women continue to pick up the burden of childcare and domestic chores, resentment can fester and relationships fray (#coronarikon* is trending...)

“I can't send my child to preschool or kindergarten, so I'm going to have a nervous breakdown from the fatigue of raising a child.”

“保育園や幼稚園に子供を通わせることができなくなるので育児疲れでノイローゼになりそう”



Not so happy at home

Japanese are less likely to agree that they're happy to spend time with their family than those in other countries surveyed, though all countries aren't very happy either to do so under restriction

	AU	CA	FR	DE	IT	JP	RU	UK	US	CH	IN	BR	MX	ES
Happy to have time to spend time with family	28%	27%	27%	36%	21%	16%	25%	30%	29%	43%	52%	28%	41%	27%

IDEALIZED FAMILY LIFE



REAL LIFE



Economic anxieties

As businesses close and employees take pay cuts or become unemployed, worries about the economy and individual job security and finances intensifies

“Economy declines, companies lose profit, incomes decrease. Our lives will change”

“Income will decrease. I will have to go out less and spend less on hobbies and travel...I will lose my passion in life. My anxiety about the future will just increase.”

“If I lose my job and still have a mortgage to pay, I can't help but think about dying.”



A shock to the system

Even if deaths remain low, Coronavirus is a national 'shock' that will shift Japanese perceptions and behaviours across all areas of life - economic, social and physical.

With Covid, which shifts are temporary and which signal fundamental changes?



Understanding these shifts and which will endure can inform thinking around...

- How should companies respond?
- How will industries change?
- Where are the opportunities?

Our survey responses reveal six key areas of lasting change in the behaviours and attitudes of Japanese in a Post-Covid world



PROTECTING THE
SELF



DISCOVERING
INNER LIFE



ENDURING
CONNECTION



RETHINKING LIFE
AT WORK



EXPECTING MORE
FROM
COMPANIES



ENVIRONMENTAL
SENSITIVITY

1 PROTECTING THE SELF

Across those surveyed, COVID-19 is perceived as an immediate threat in terms of both the **physical self** and the **economic self**

Although cases continue to decline, the deep economic impact continues to take its toll

“As a result of the sharp decline in job opportunities, incomes are plummeting. I feel anxious about an uncertain future.”

“I feel stressed from enduring this situation and fear of getting sick. I’m afraid I won’t be able to endure if this doesn’t end soon.”



Hyper awareness of health & hygiene

The inundation of information, warnings and advice provided by the Japanese media and government is likely to change the way that people approach their own health and hygiene over the long-term



3 C's to avoid

Confined places
Crowded Spaces
Close Contact with People



More clean and careful

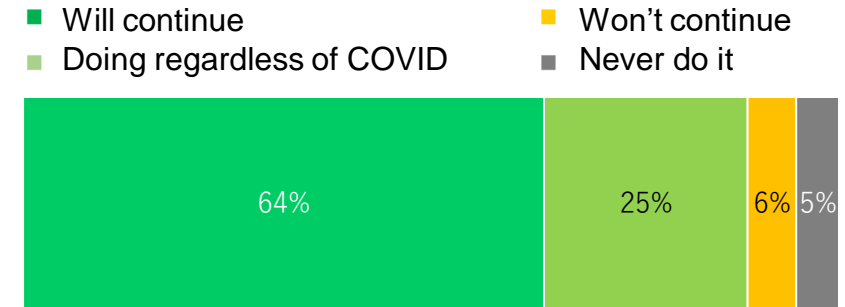
COVID19 is likely to push Japanese individual to be ever more hygiene-focused in their daily habits

Having increased hygiene habits, many plan to continue post-Covid

- ✓ **64%** will handwash and gargle more
- ✓ **55%** will avoid touching things while shopping more
- ✓ **34%** plan to avoid using cash as much as possible



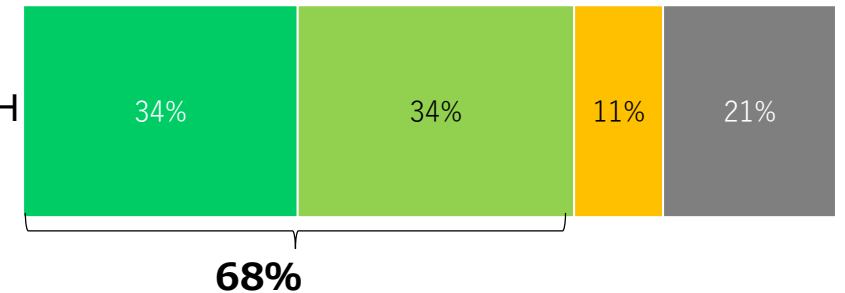
HANDWASHING & GARGLING



AVOIDING TOUCHING MANY THINGS WHILE SHOPPING

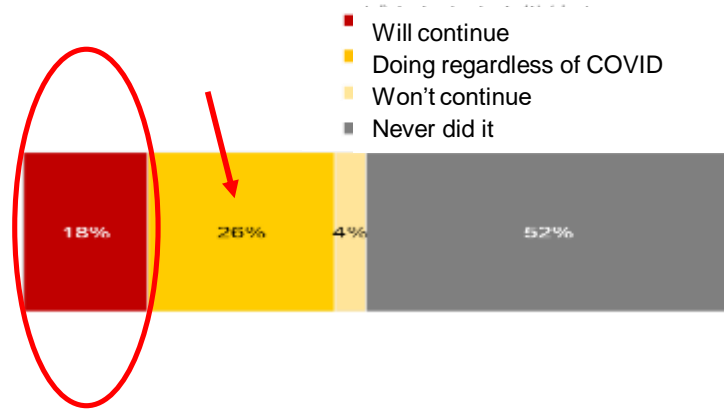


AVOID USING CASH AS MUCH AS POSSIBLE

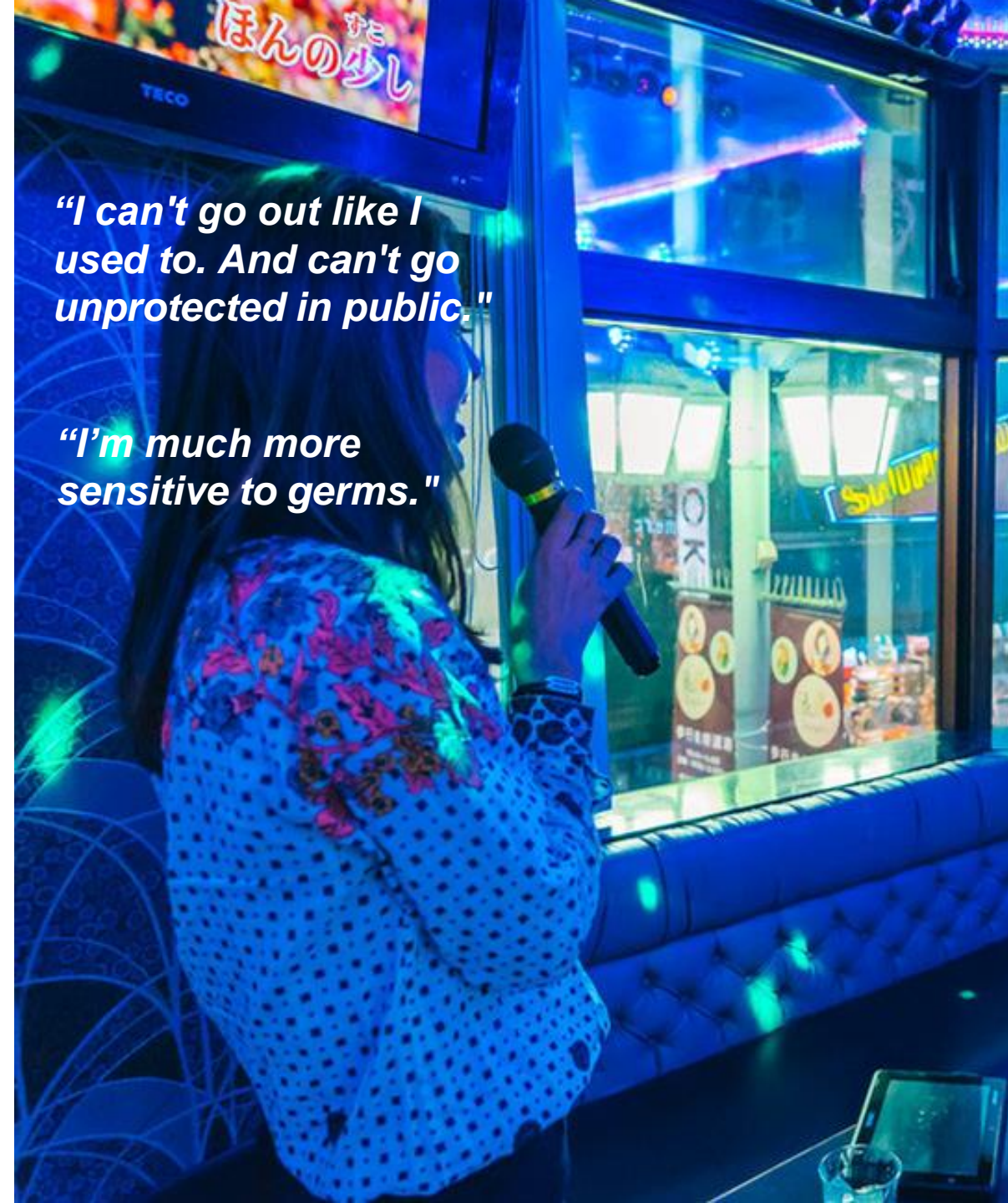
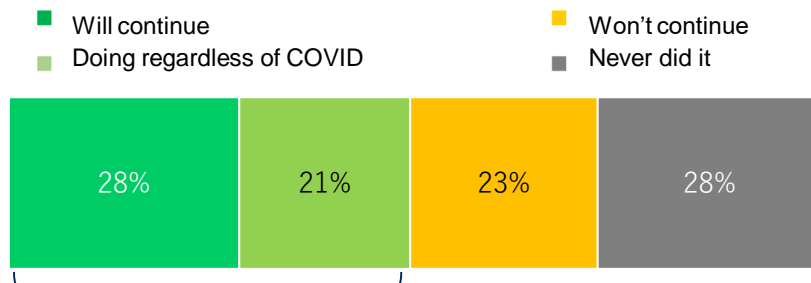


Continued fear of crowded places

Though 26% plan to return to attending crowded events and entertainment venues, 18% plan to continue to reduce their attendance at such crowded venues



Try not to take elevators as much as possible



"I can't go out like I used to. And can't go unprotected in public."

"I'm much more sensitive to germs."

Protecting the Economic Self

As small businesses are forced to close and companies respond to the crisis, many Japanese have already lost their jobs, while others are asked by their employers to reduce hours and take pay cuts

The economic impact of Covid19 is a chief concern amongst survey respondents

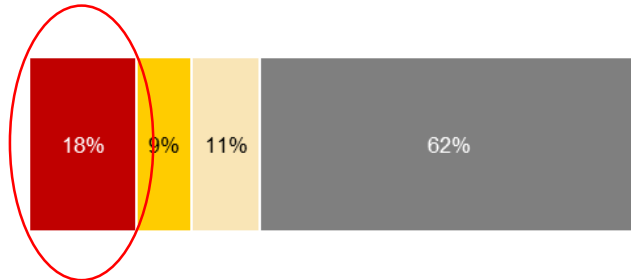


Continued reduction in spending

Though 24% of those surveyed plan to resume their normal spending on cosmetics and fashion, 24% plan to continue to reduce spending

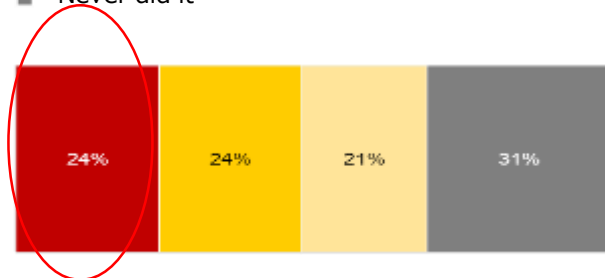
✓ **18%** will continue reducing luxury spending

AVOID LUXURY PURCHASES, E.G. CARS AND HOUSES



- Continue to reduce
- Return to normal
- Not reducing during pandemic
- Never did it

LIMIT SPENDING ON COSMETICS AND FASHION



✓ **24%** will continue to limit cosmetics/fashion spending

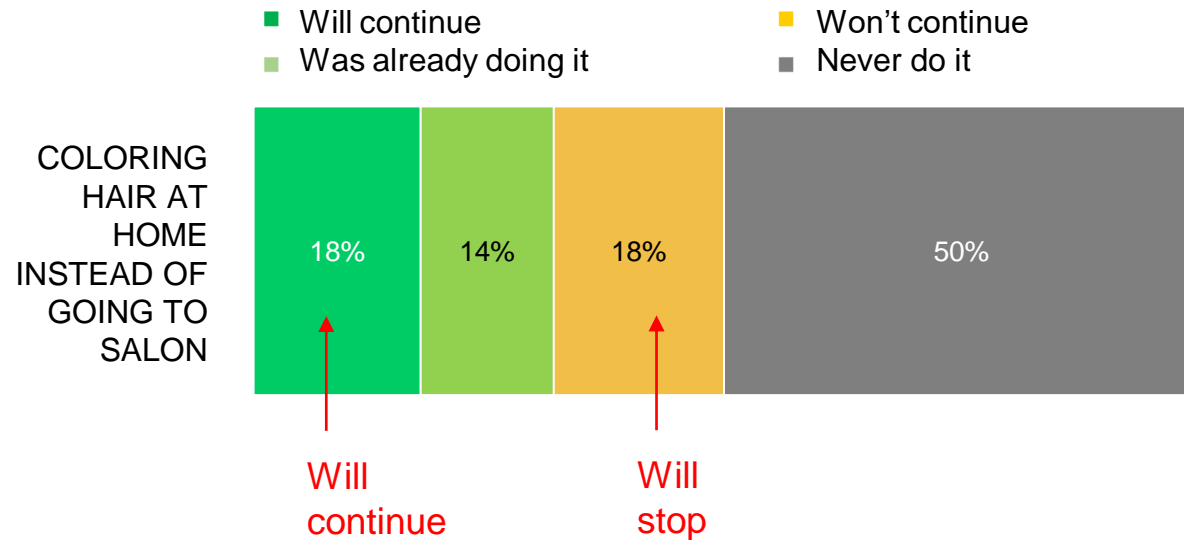


"I'll try to reduce unnecessary outings, and be pragmatic."

"I'll try to spend less and save more."

New DIY habits may endure

18% of those surveyed plan to continue their new habit of coloring hair at home, but 18% will stop

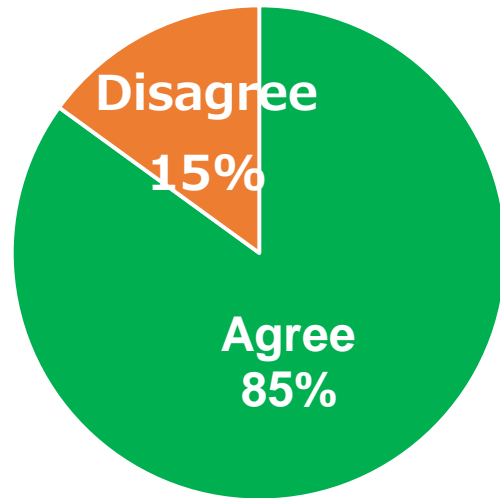


Do without buying - reuse



85% of those surveyed **plan to re-use** instead of buying new each time

Q; Do you agree with the statement, "I have come to realise that I can do with less and will reuse rather than buy new each time"



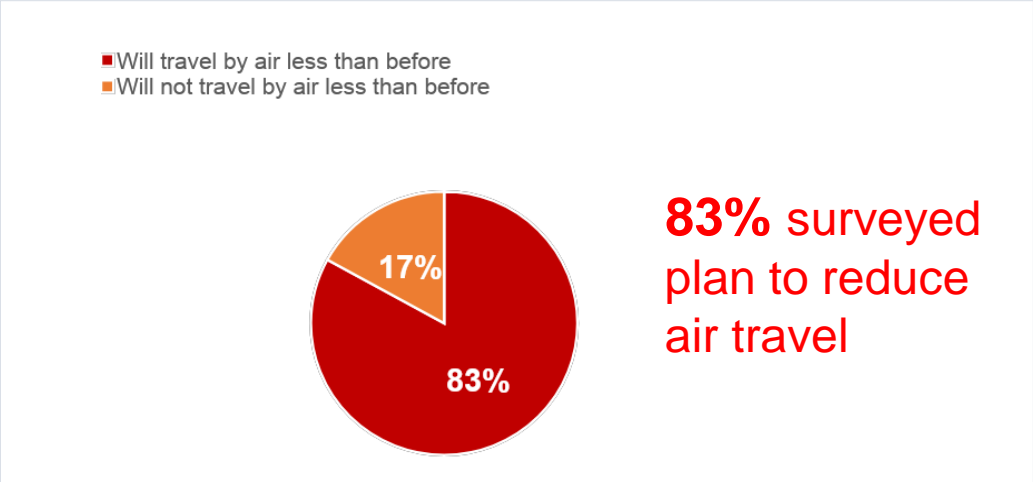
Global Advisor April 2nd to 4th



Continued reduction in travel, especially by air

While 68% of those surveyed are currently reducing **domestic** travel, 24% plan to continue to do so post-Covid

Of the 30% of those surveyed who reduced their **overseas** travel, 12% intend to continue their reduction

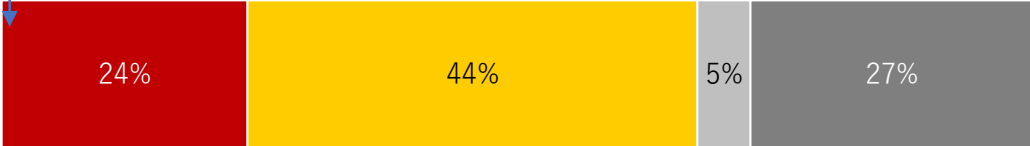


24% will continue to reduce domestic travel

How do your daily activities change after the pandemic is contained?

- continue to reduce
- resume once reduced habit
- haven't reduced during pandemic..
- I don't do it in the first place.

DOMESTIC TRAVEL



OVERSEAS TRAVEL

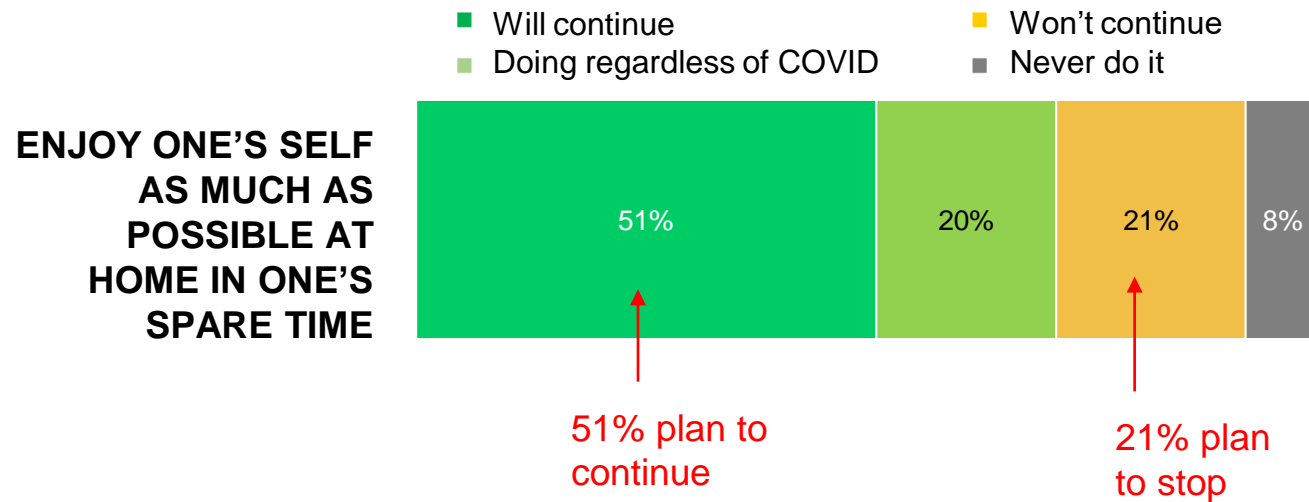


12% will continue to reduce overseas travel

"I've learned that this kind of virus can spread very quickly around the world, so I won't travel abroad from now on."

2 DISCOVERING INNER LIFE

As the spread of the coronavirus forces people indoors, it is also helping people discover leisure and self-sufficiency at home

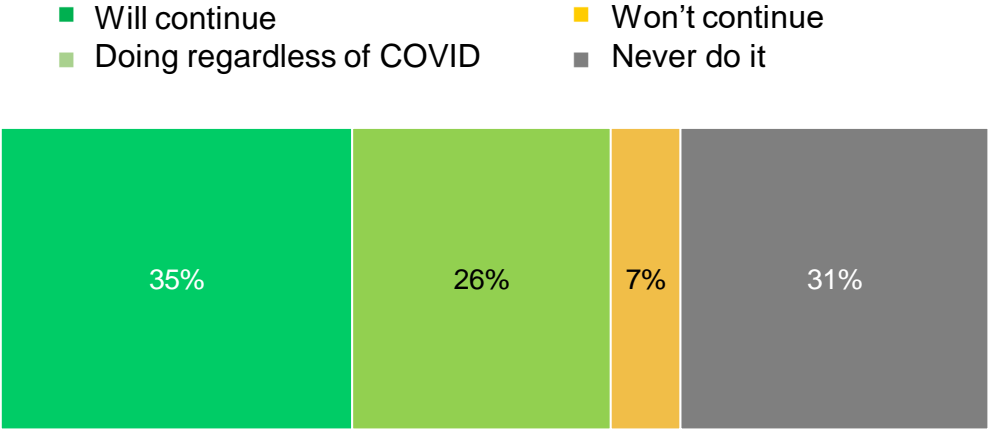


Discovering self

New behaviours to do with self-growth and improvement show signs of continuing beyond the end of the pandemic

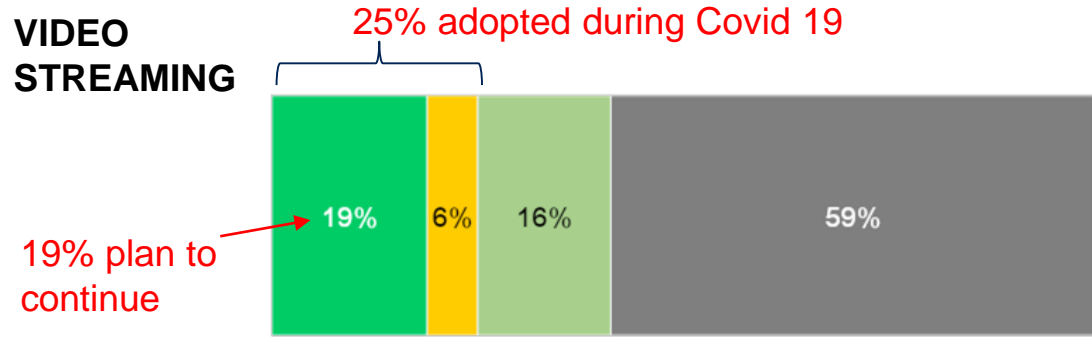


**SELF-
IMPROVEMENT/
LEARNING NEW
THINGS**

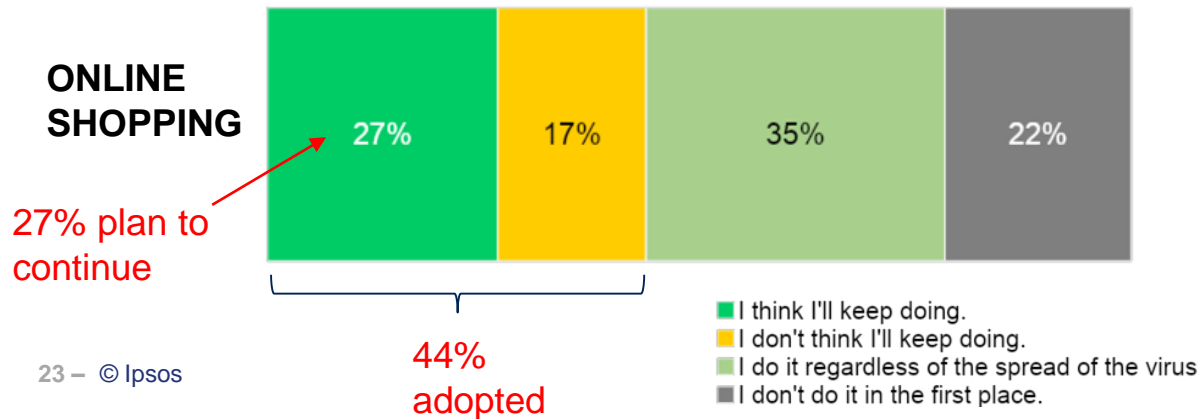


Discovering online conveniences

The majority of those who adopted video streaming services and online shopping during Covid19 plan to continue



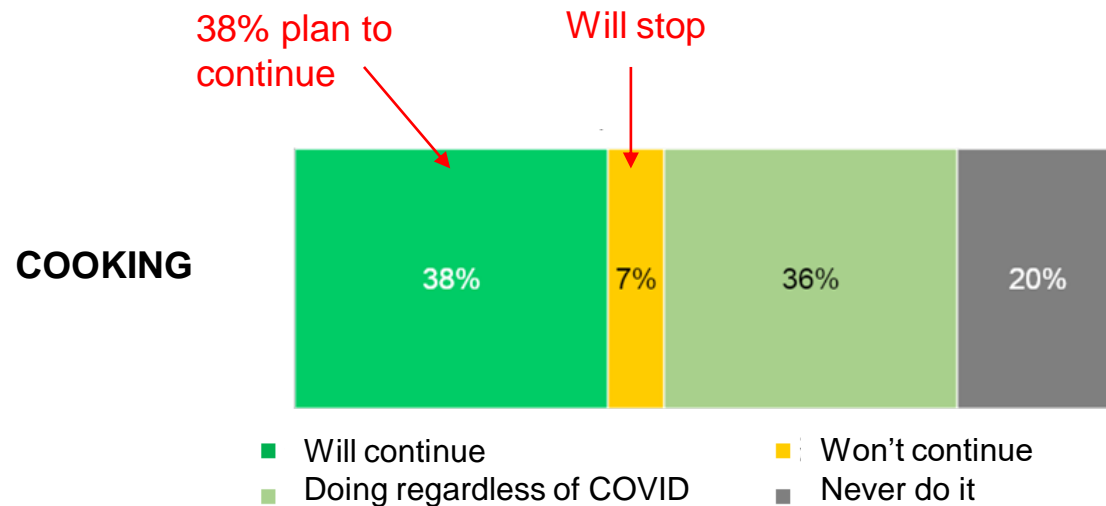
27% of those who have started online shopping also intend to continue



Discovering the joy of cooking

45% of those surveyed are cooking more for themselves and **38%** plan to continue to do so

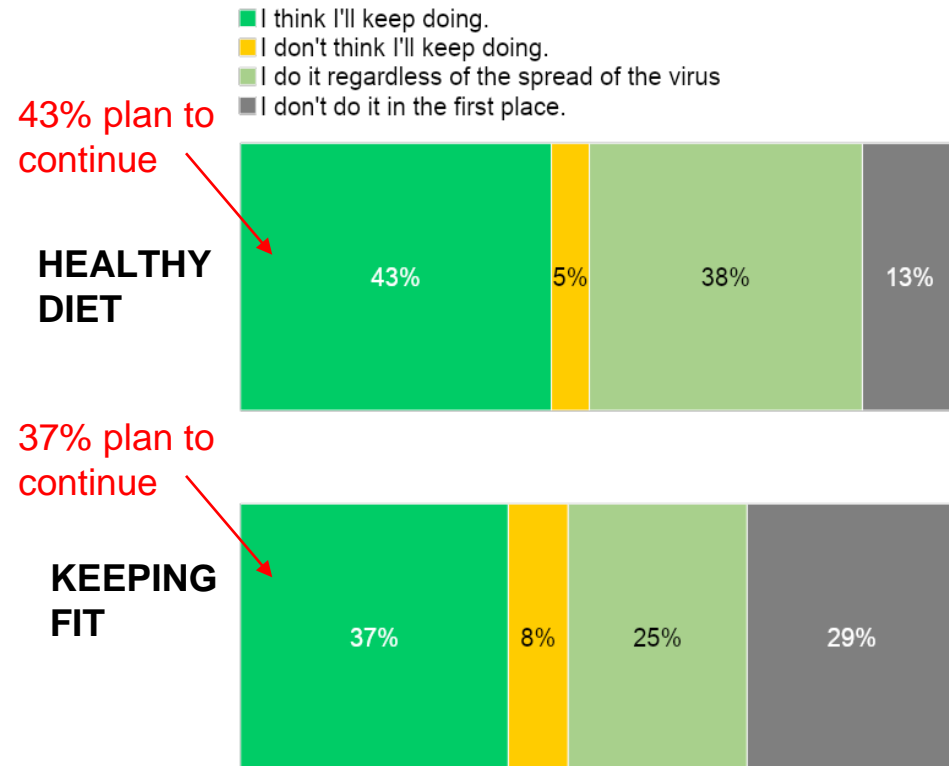
While this intention may be economically motivated, it may also point to increased motivation and newly-discovered interest and sense of self-sufficiency



Discovering self-care

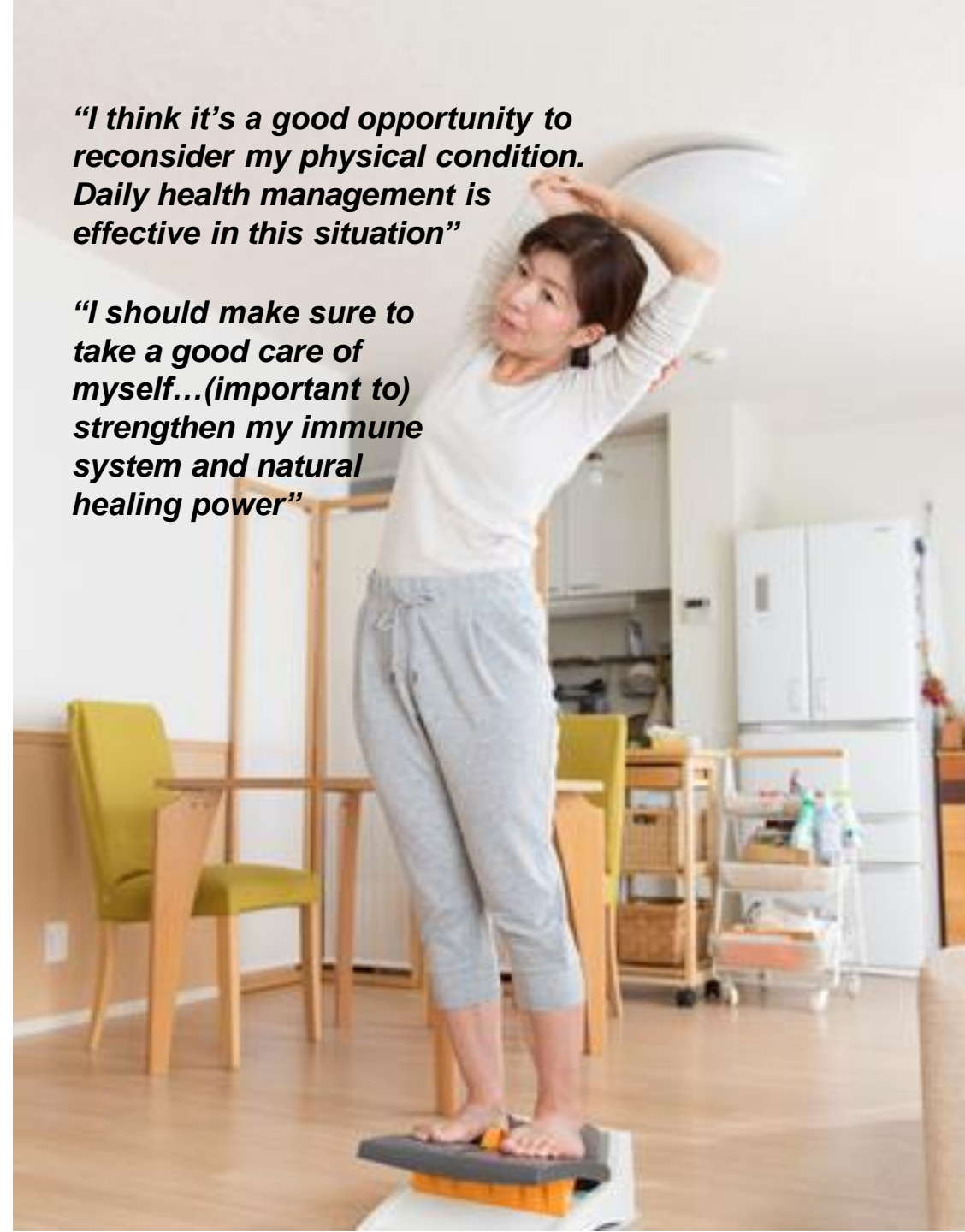
COVID is showing people the reality that their body is vulnerable and has to be strengthened to defend against sickness.

Of those who've made deliberate changes to their lifestyles - adopting a healthy diet and doing activities to keep fit, a large majority plan to continue these behaviours.



"I think it's a good opportunity to reconsider my physical condition. Daily health management is effective in this situation"

"I should make sure to take a good care of myself...(important to) strengthen my immune system and natural healing power"



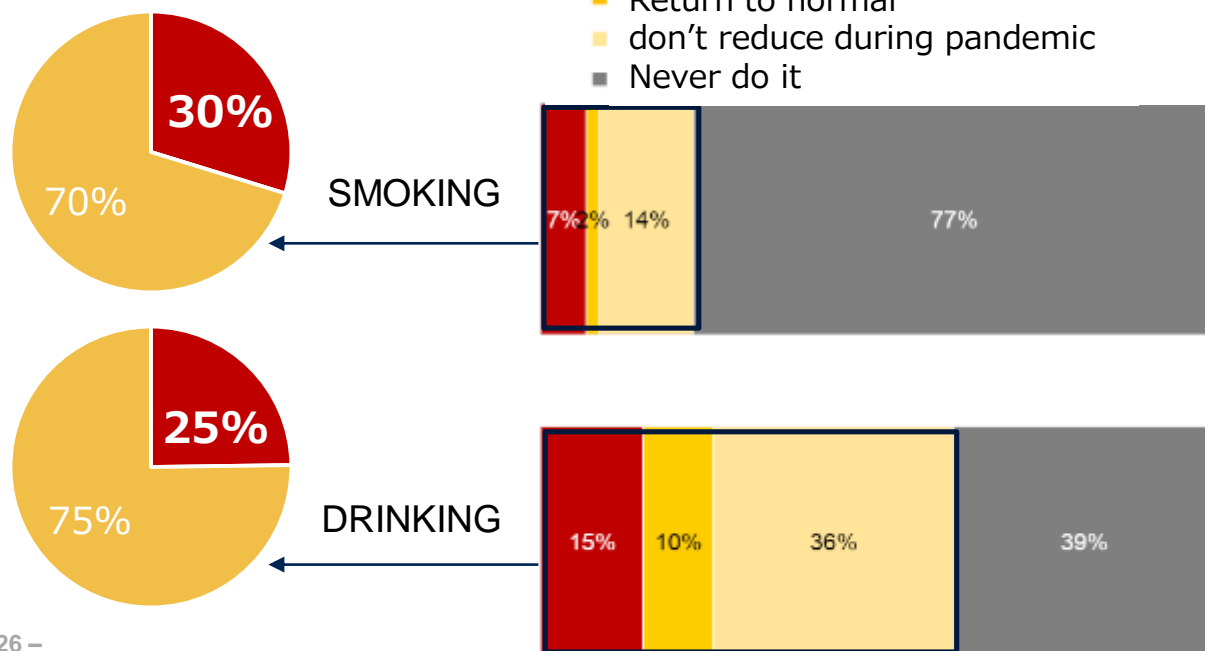
Continuing change for the better

30% of smokers and 25% of those who drink alcohol have reduced their consumption and plan to continue reducing post-Covid

Category user total

- Continue to reduce
- Return to normal, or don't reduce during pandemic

- Continue to reduce
- Return to normal
- don't reduce during pandemic
- Never do it



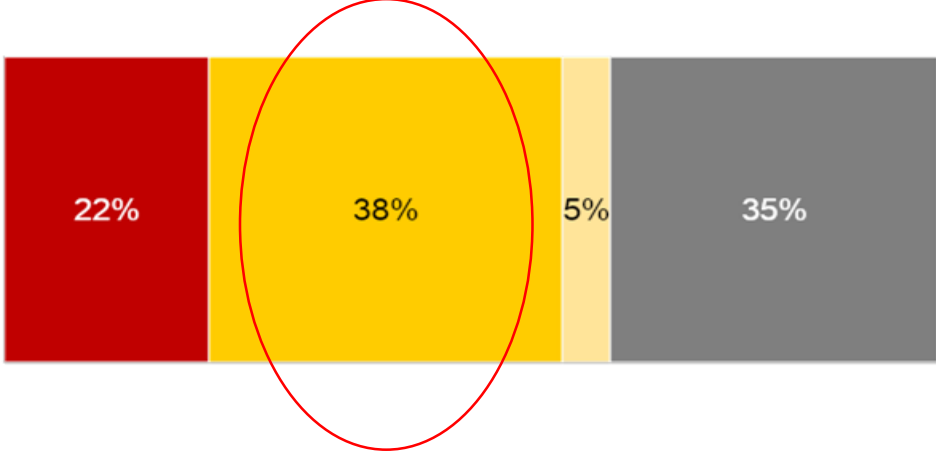
3 ENDURING CONNECTION

The need for human connection is so fundamental to human nature that connecting with others face-to-face will continue to be of great value, perhaps more than ever.

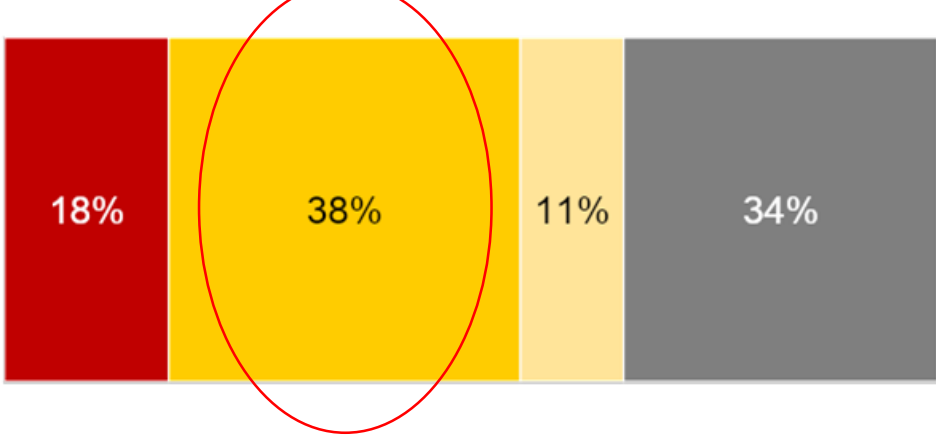
A large proportion, however, intend to continue to reduce face-to-face gatherings, partly due to fear of continued dangers of infection



38% surveyed intend to return to **gathering at eating and drinking places**, while **22%** plan to continue to reduce



38% surveyed plan to resume **the time to talk and meet with their family**, while **18%** plan to continue to reduce



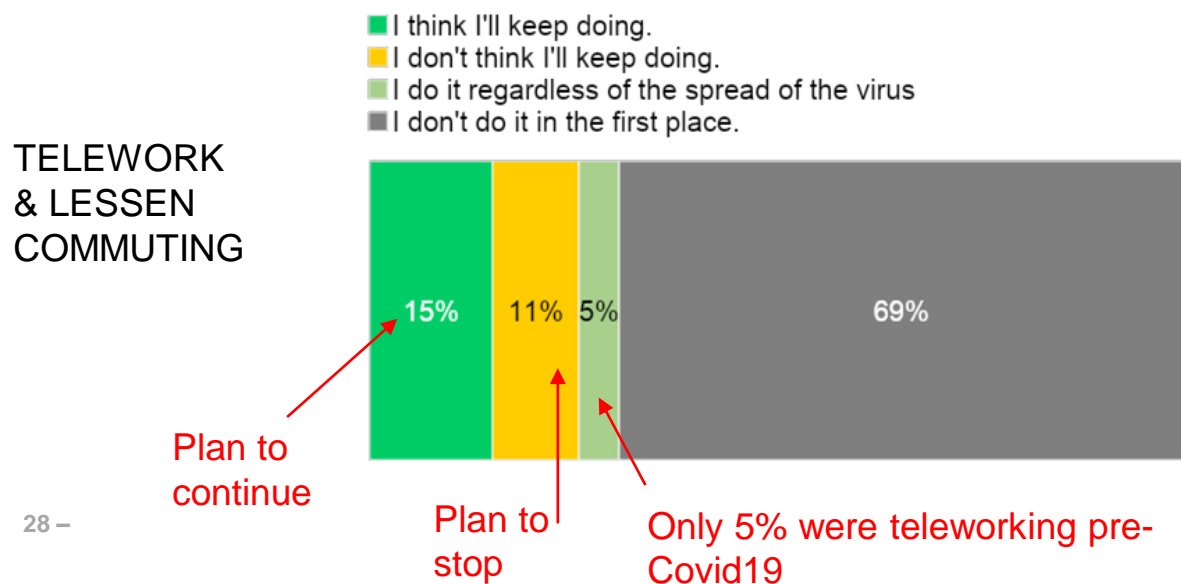
- continue to reduce
- resume once reduced habit
- haven't reduced during pandemic..
- I don't do it in the first place.

3 RETHINKING LIFE AT WORK

Though **26%** of those surveyed have reduced commuting and been teleworking instead, only **15%** plan to continue post-Covid

Survey verbatims imply that this lack of intention may be due to:

- ✓ Lack of acceptance by employers of teleworking
- ✓ Lack of employer support for teleworking (e.g. inadequate technology or work systems)



“There are many jobs where teleworking is feasible, but employers will not offer the opportunity to telework due to lack of know-how, budget and experience.”

Frustration at employer responses

A shared sense that employers are overly focused on making money and not looking out for the well-being of employees, physically and economically

'Companies are busy seeking profit rather than caring about the health of citizens.'

'The balance between life and sales is wrong'

'I want to see companies protect employees, rather than abandoning them.'

Intention to have more control going forward

Respondents express a desire for greater control over their work lives and futures, envisioning a more flexible work environment and entrepreneurial intentions

' I think that the telework environment will be more organized in the future, and the choice of ways to work will expand.'

'If my life changes, I would start a business using my smartphone or PC'

5 EXPECTING MORE FROM COMPANIES

In the context of the pandemic, many are wondering why corporations aren't demonstrating greater flexibility and resourcefulness

They want companies to do more to protect employees and the public

'[Companies should] reform work styles such as telework and improve the treatment of non-regular employees.'

'You can tell that companies are not actively working to change the way they work despite the spread of infection because the number of workers going out has not decreased.'



Companies need to show they care

A strong desire to see that companies are both caring employers as well as good corporate citizens in times of crisis

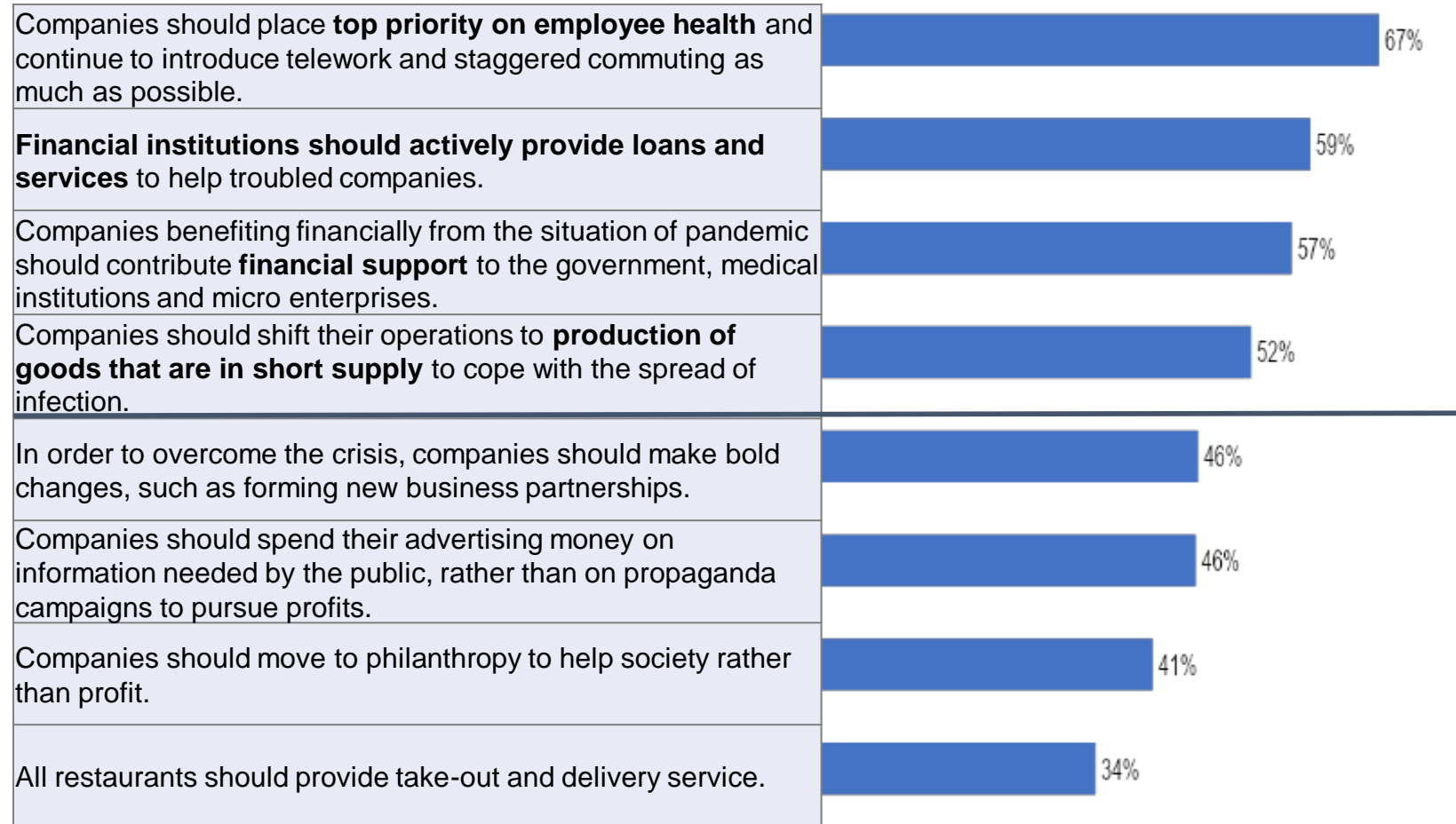
As employers:

- ✓ Prioritize employee well-being
- ✓ Flexibly adapt to circumstances

As corporate citizens:

- ✓ Financially support the government and institutions
- ✓ Shift production to meet critical needs
- ✓ **Shift advertising to public awareness campaigns**

% Top2 Box (Agree very much/Agree somewhat)



6 ENVIRONMENTAL SENSITIVITY

Decreased economic activity and decreased movement of people and goods has resulted in a much cleaner environment

Japanese are amongst those least likely to prioritize sustainable consumption across industrialized countries

However, the current crisis may shift attitudes and spur meaningful change



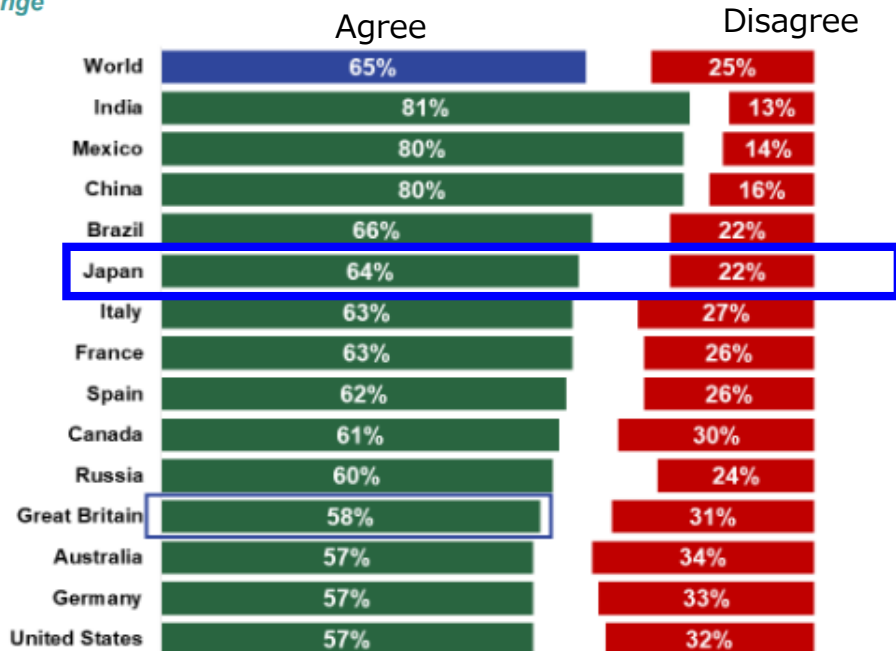
Seeing blue sky in Shanghai

Increasing prioritization of the environment

An increasing expectation for governments to consider climate change during economic recovery, and increasingly aware of the trade-off between economy and environment

Q. To what extent do you agree or disagree with the following:

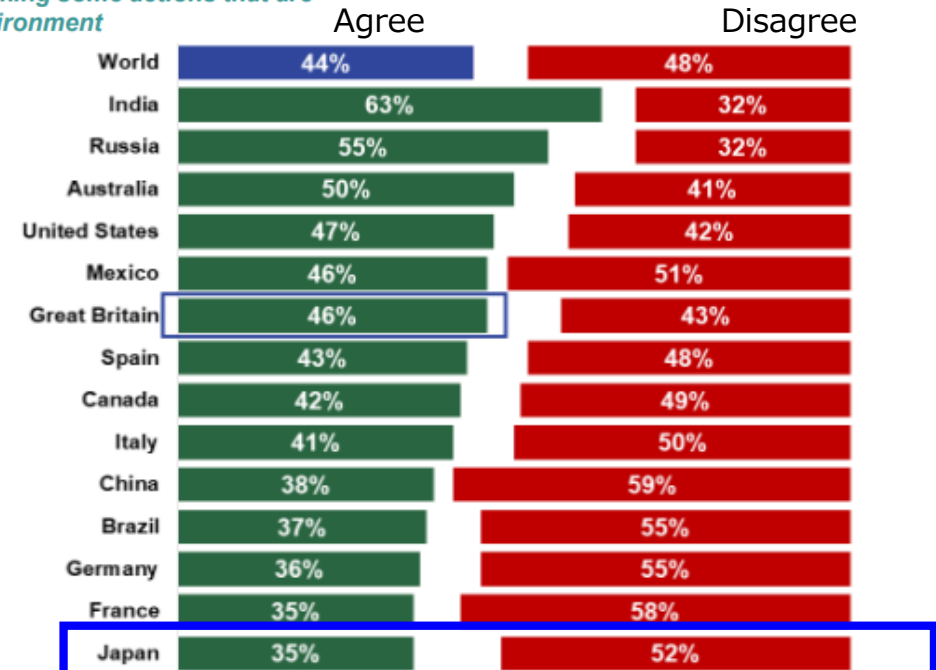
In the economic recovery after Covid-19, it's important that government actions prioritize climate change



- ✓ **64%** of Japanese surveyed agree that the **government should prioritize climate change** in the post-Covid economic recovery
- ✓ Japanese were **the least likely to agree** with the idea that the government should prioritize economic recovery “first and foremost” over the environment in the post-Covid economic recovery, with **52%** disagreeing

Q. To what extent do you agree or disagree with the following:

Government should focus on helping the economy to recover first and foremost, even if that means taking some actions that are bad for the environment





WHAT DOES IT MEAN FOR YOUR BRAND?

Boundaries are blurring

The current crisis has resulted in a blurring of boundaries between things that are very clearly separated and distinct in Japanese society – work vs. private life, personal health vs. health of others...

The twin concepts of *honne* (one's true feelings) and *tatemae* (one's public self) reflect the division.

However, in this situation, things are blurring...



As the division between public and private is hard to maintain, new modes of behavior are emerging

- ✓ Discovering their own self-sufficiency and the need for it
- ✓ Seeking convenience through technology in life and at work
- ✓ Demanding increased flexibility
- ✓ More demanding and vocal about expectations of employers and government

These expectations indicate opportunities for Japanese organizations to adapt and improve in areas that include:

Corporate Culture

Technology and Flexible Working

Increased Digitisation

Focusing on Mental Health

Protecting Families

Thought-starters

PROTECTING THE SELF

The value Japanese consumers place on health and hygiene is increased, as is a wariness of physical contact

How to create hygiene safety in confined spaces?

⇒ Retail stores, services, offices, transportation, schools...

Japanese consumers likely to remain frugal and avoid non-essential big purchases

How can we deliver on consumer needs in an economical way?

⇒ Fashion, luxury, travel, tourism...

DISCOVERING INNER LIFE

Acclimated to life-at-home and having discovered new skills and self-sufficiency, people intend to continue doing more things “from scratch” and for themselves

How do we support consumers who increasingly value the satisfaction of self-sufficiency?

⇒ FMCG, home goods, services...

ENDURING CONNECTION

Regardless of how much the pandemic has forcibly distanced people, they want to be together and connect

How can brands help create a sense of community and connection regardless of physical distance?

How can 'physical' brands create the same satisfaction at a distance?

⇒ Online Communication, online education, virtual experiences...

Thought-starters

RETHINKING LIFE AT WORK

Japanese consumers are feeling more acutely a need for flexibility and care from employers

How can employers support the physical and mental well-being of employees?

⇒ Workplace culture, policies, systems...

CHALLENGING THE ROLE OF THE COMPANY

In crises, companies are expected to be good corporate citizens by balancing the drive for profit with concern for and contribution towards societal well-being

How can companies and brands meaningfully contribute to improving society?

⇒ CSR programs, philanthropic partnerships...

ENVIRONMENTAL SENSITIVITY

The positive impact on the environment of the Covid19 economic slowdown has increased awareness of the trade-off between the environment and economic growth

How can companies and brands continue to grow while minimizing environmental impact?

⇒ Sustainable packaging, sourcing, production...

An opportunity to reconsider your corporate and brand purpose



Authenticity

- ✓ Utilize business know-how to drive change
- ✓ Activities and communications in-line with company mission and brand



Credibility

- ✓ Boost impact through partnerships
- ✓ Be a leader



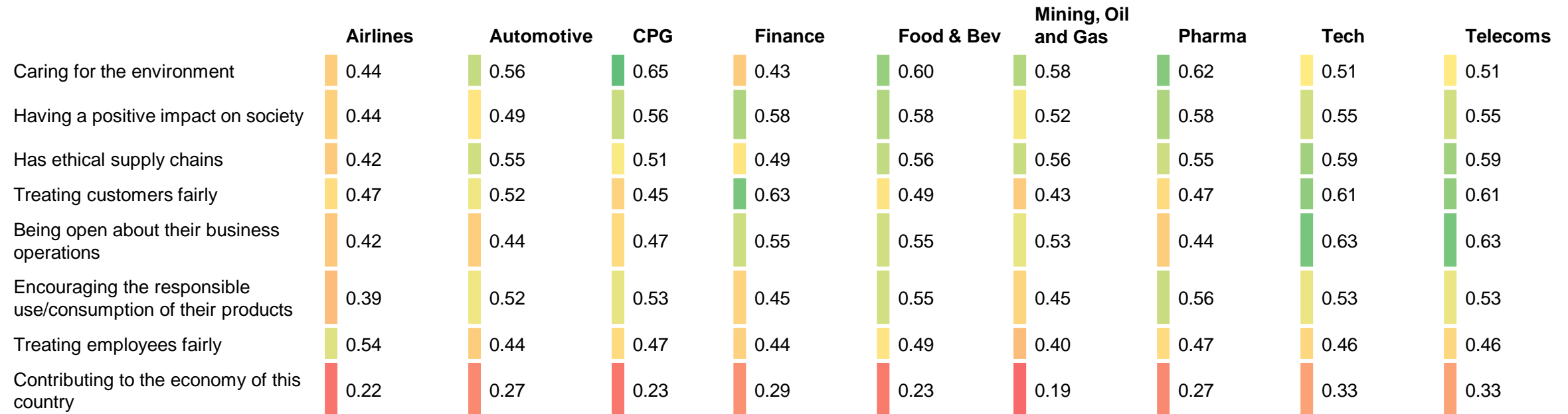
Effectiveness

- ✓ Generate goodwill amongst consumers, employees, and public
- ✓ Contribute to positive social change
- ✓ Drive business sustainability

Perceptions of Corporate Responsibility

Drivers of corporate responsibility vary considerably by industry

In addition to responding to citizens' needs to protect environment, each company and brand must know what's the basic expectation to the category.



Ipsos Global Reputation Monitor 2019, ratings of 150+ companies, across 25 countries, more than 20,000 respondents



HOW OTHER COMPANIES ARE RESPONDING

品川駅からのおねがい
NOTICE
朝の混雑時は
通路左端を
ご通
KEEP RIGHT
dur

品川駅からのおねがい
NOTICE
朝の混雑時は
通路右端を
ご通
Please
KEEP RIGHT
during rush hour
→

Starting points

1 PROTECTING THE SELF

BE RESOURCEFUL

Understand which of your resources, capabilities and assets could be **redirected towards offering basic hygiene necessities** like face masks and hand sanitisers.

BE READY

Use the current situation as a challenge to accelerate **next-generation innovation efforts that curb the spread of the virus** – e.g. contactless systems

ADAPT OFFERINGS

Consider new ways to optimise current offerings for the COVID era – for example, easy to read packaging on FMCG that can be studied at a distance or understanding how social distancing can be implemented in your service experience

BE HUMAN

Discover and address emerging healthcare needs such as mental wellness, as well as understand how you might provide empathy and support in your brand's interactions

Food for thought: what can we learn from other brands?



Fashion and Cosmetics brands like **Shiseido**, **Louis Vuitton**, **Chanel** and **Balenciaga** have moved swiftly to harness production facilities and materials to produce face masks and hand sanitisers

What resources do you have to contribute to the fight against the virus?



Yandex Russia's self driving trucks, cars and delivery machines are rolling out into American streets to deliver much needed groceries, meals and medical supplies.

How can you improve your delivery and supply mechanisms to reach those who might need you?

Food for thought: what can we learn from other brands?



You're here for them,
we're here for you.

We're offering all US healthcare professionals, who work in public health settings, free access to Headspace Plus through 2020.



Bord for en is a Swedish pop up restaurant that gives solo diners a unique, socially-distanced restaurant experience. A basket comes with your meal as you enjoy the tranquillity of the woods

How can you offer unique, buzz-worthy products and services in this limited time?

Headspace is an app that provides guided meditation sessions – it has moved to provide the service for free in 2020 for US Healthcare professionals

How might you assure customers that you're there for them at this difficult time?

Contactless payments like **Zelle**, **Google Pay** and **Apple Pay** are being accepted at more and more establishments in order to curb the spread of the virus

How might you use this as an opportunity to transition your services into a seamless and digital world?

Starting points

2 DISCOVERING INNER-LIFE

EMPOWER

Empower people to be more self-sufficient when it comes to everyday tasks and boost their sense of self via education and training

CONNECT

Leverage new technologies like virtual and augmented reality to take physical distance out of the equation

SHOW

Assist people in discovering new hobbies and routines and add to their sense of accomplishment and identity

ENABLE

Provide people with a means to reconnect with themselves in this period of isolation

Food for thought: what can we learn from other brands?



The **British Museum** has begun to offer virtual tours of their exhibits to keep people stimulated

How can you leverage technology to extend reach and create new products and services?



Home exercise is now the thing! - **Trainer Joe Wicks** says he plans to donate \$100,000 raised from his YouTube exercise videos to the UK's National Health Service

How might you become part of people's self-improvement projects?



Streaming services from **Netflix to Hulu and Disney Plus** are extending free trial periods as people spend more and more time at home.

How can you demonstrate solidarity by offering your products or services at a discounted or complimentary basis?



Online platforms like **Masterclass** are offering free Q&A sessions with experts in their respective fields to inspire people to build new skills

How can you continually inspire people with new ideas?

Starting points

3 ENDURING NEED TO CONNECT

HELP ME CONNECT

Provide new products and services that can **sustain relationships while adhering to social distancing requirements**

HELP ME CARE

Create ways to **monitor the health and wellbeing of loved ones** in this time of isolation

HELP ME FIND

Create and strengthen communities by connecting people with similar hobbies regardless of geographic location

HELP INSPIRE ME

Enable people to **continually connect with role models, influencers and celebrities** through virtual means

Food for thought: what can we learn from other brands?



Instagram has now enabled '**Co-Watching**' of posts so you can enjoy watching posts together while you video-chat

How might you turn your online service into a collective experience?



Medtronic and other medical equipment manufacturers are offering new tools to monitor patient conditions at a distance, leveraging patients' own mobile devices

How might you serve the needs of your most vulnerable customers in a convenient way?



The world's top tennis players will compete with each other virtually on **Mutua Madrid Open** for their fans to see.

How do you keep people connected to your brand's ambassadors?

Starting points

4 RETHINKING LIFE AT WORK

THINK FLEXIBLE

Redesign company processes and IT systems to enable **greater flexibility and personalisation to individual working styles**

VALUE EFFICIENCY

Implement agile ways of working **that boost productivity without direct management supervision**— less bureaucracy and flatter structures

5 EXPECTING MORE FROM COMPANIES

EQUIP YOUR TEAM

Provide greater training and education opportunities to employees so that they can future-proof themselves in a harsher economic environment

FOCUS ON THE HUMAN

Play a role in cultivating wellbeing, not just profit – counselling and support services for employees and increasing CSR activities

Food for thought: what can we learn from other brands?



New Balance Foundation has set aside \$2m dollars in grants to support community efforts to combat COVID.

How can you demonstrate your company's commitment to social well-being through targeted donations?



Slack is offering free usage of its productivity platform for 3 months as companies look for an online substitute for group check-ins and huddles to check on progress

How can you adopt digital measures to improve productivity and reduce the number of face-to-face meetings?



General Assembly offers classes and certificates for tomorrow's skills – from UX to Data Science. On Fridays they offer a suite of free workshops.

How might you provide employees with cost-effective means to continue to upskill?

Starting points

6 ENVIRONMENTAL SENSITIVITY

GET SUSTAINABLE

Strike the balance between convenience and environmental impact – e.g. looking at sustainable packaging

REDUCE & REUSE

Find ways to improve the supply chain to use recycled/up-cycled materials as well as reduce the environmental footprint of operations

WORK CLEAN

Accelerate the transition to environmentally positive working practices - reducing greenhouse emissions by reducing travel and implementing a paperless environment

Food for thought: what can we learn from other brands?



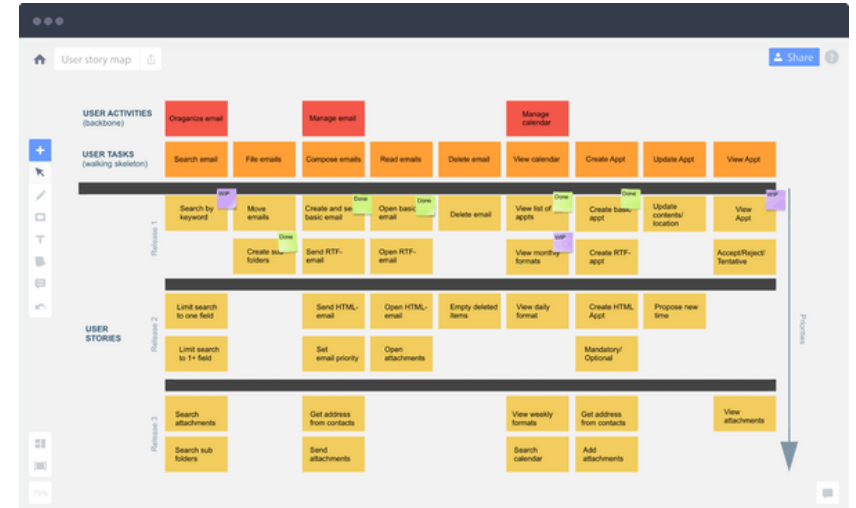
Adidas has begun using ocean recycled plastic in its Primeblue line of apparel, enhancing its collaboration with Parley for the Oceans, a collaboration dedicated to partnering with companies to protect our marine waters

How can you partner with other organisations to enhance your green credentials?



The **Good Pencil Company** makes pencils out of wood sourced from responsibly managed forests. It also donates a pencil for each pencil you buy to students in need and includes a spruce tree seed in each package so that you can plant your own tree at home

How might you approach CSR in a holistic way, sourcing ethically, donating and providing customer satisfaction at the same time?



COVID is changing people's expectations of what can be accomplished virtually. Platforms like **Miro**, **Mentimeter**, **Teams** and **Zoom** when used together are beginning to be seen as credible substitutes for face to face work sessions.

How might you reduce the need to travel through comprehensive use of collaboration software?

**Don't be a
laggard!**

Get busy now!





Thank you!

Thank you!

