

COVID-19



RECALCULANDO...

Distancia Social vs Cercanía de Marca

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GAME CHANGERS



CONTENIDO

1. EI COVID HOY – Una mirada global y local

2. “Distancia Social vs Cercanía de Marca“

- “Brand Strategy and rituals in a fluid low touch world”
- “Creative Fightback to ensure adequate brand proximity”
- Cómo se aplica en nuestro país

3. La perspectiva desde el Perú.

GAME CHANGERS



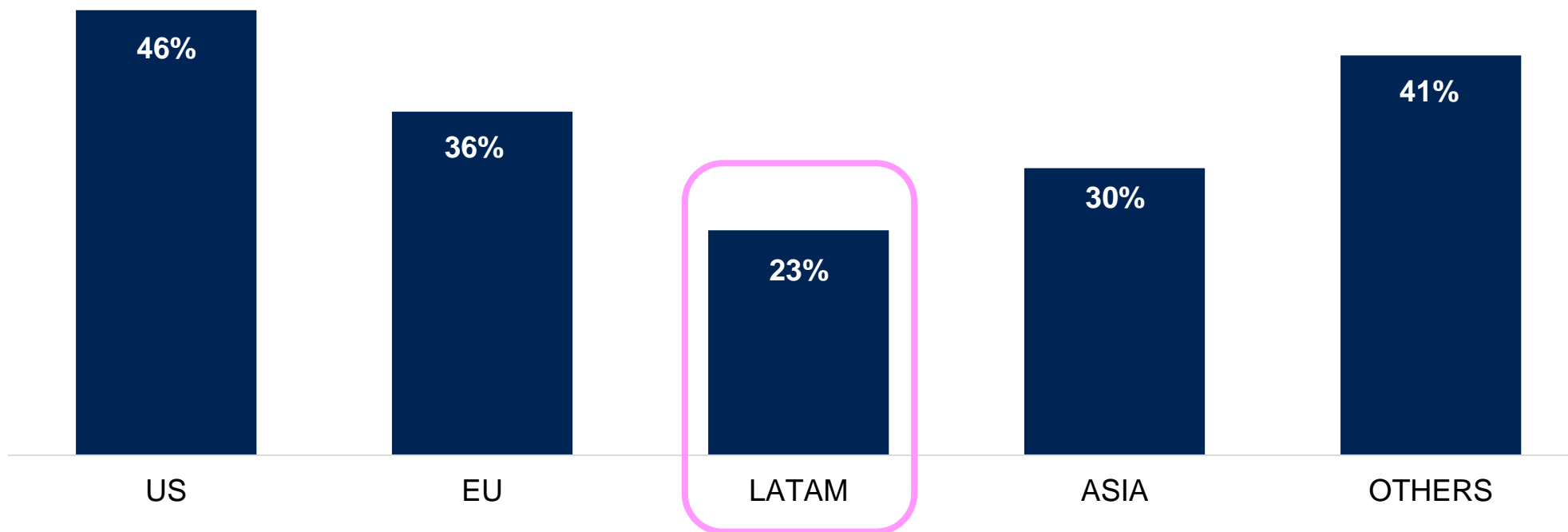
El COVID hoy – Una mirada global

Sin una vacuna o una “seguridad médica” de cómo actuar, la Distancia Social es la medida que se está tomando globalmente.

El avance de la pandemia en América Latina se expresa en la incomodidad de volver a la “normalidad” por desconfianza.

COVID-19
RECALCULANDO...

Comer en un restaurante



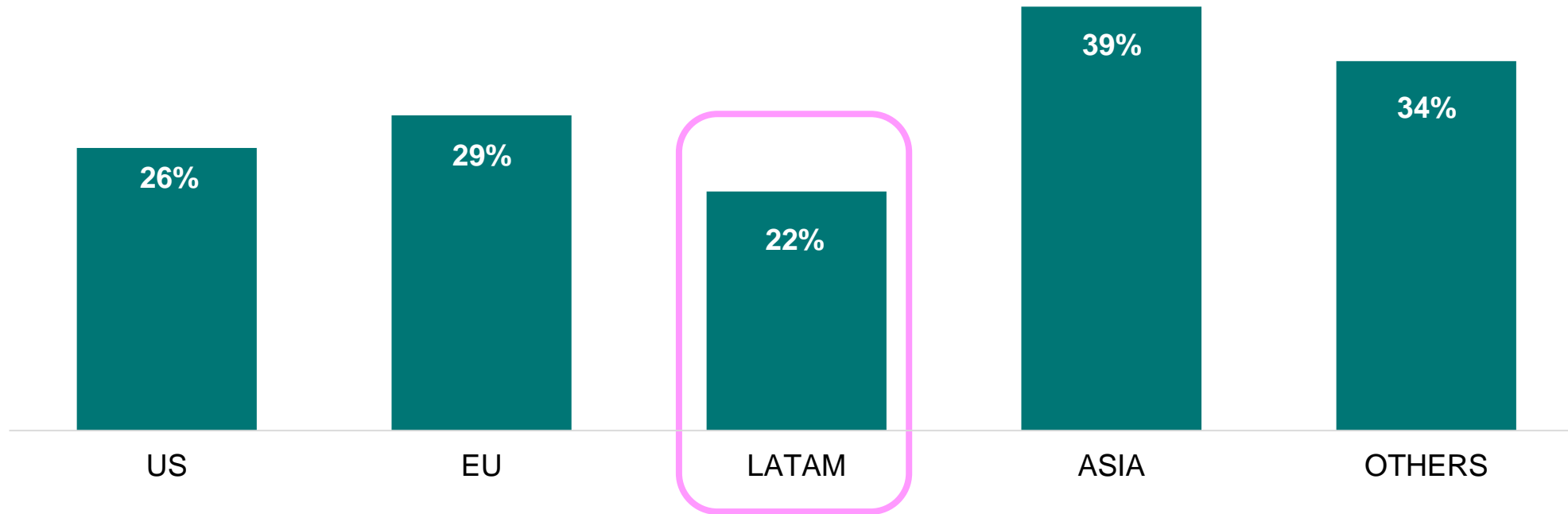
Thinking longer-term, how comfortable would you be doing each of the following at some point in 2020?



Y en un estado de incomodidad con rutinas que solían ser habituales, se activarán comportamientos para disminuir los riesgos.

COVID-19
RECALCULANDO...

Permitir a los niños volver al colegio

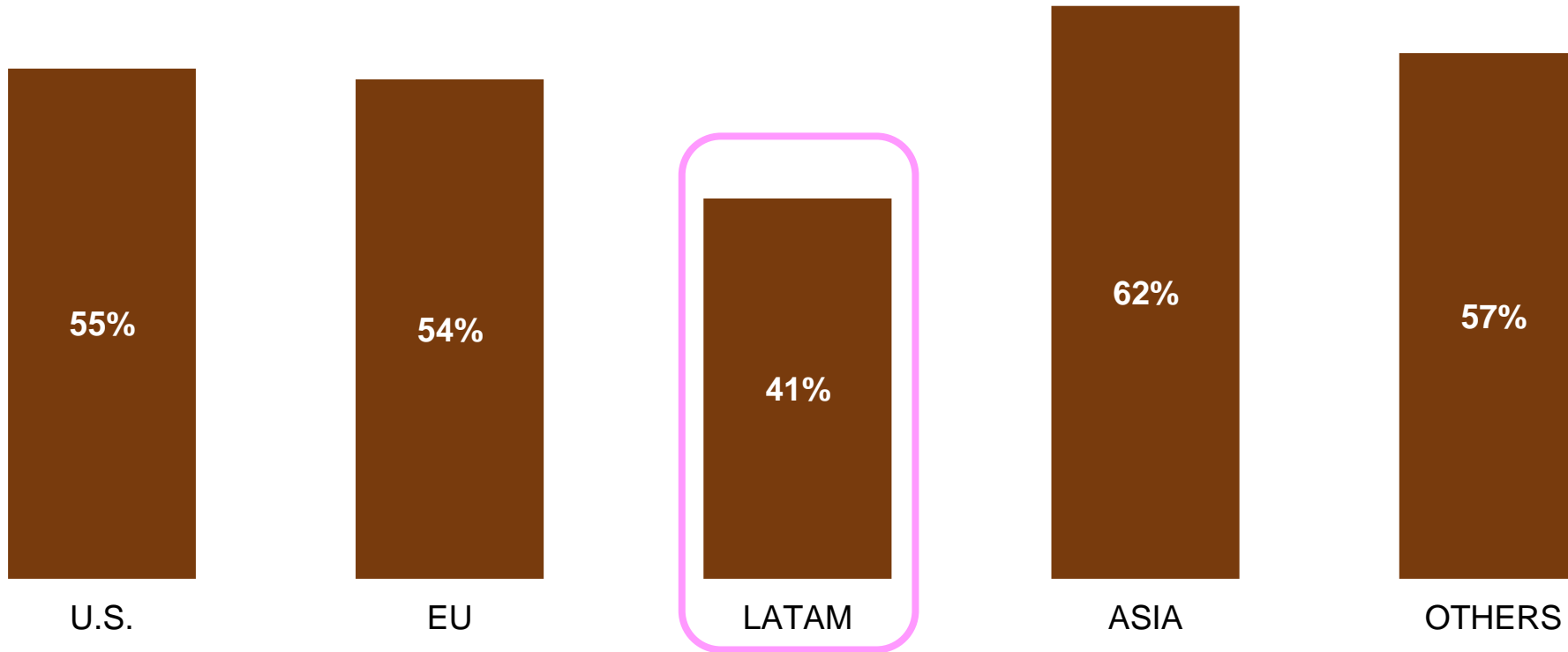


Q: How comfortable would you feel doing each of the following in the coming weeks?

Incluso ir a trabajar genera más inquietud en América Latina, quizá por la deficiencia del transporte urbano.

COVID-19
RECALCULANDO...

Ir a tu lugar de trabajo

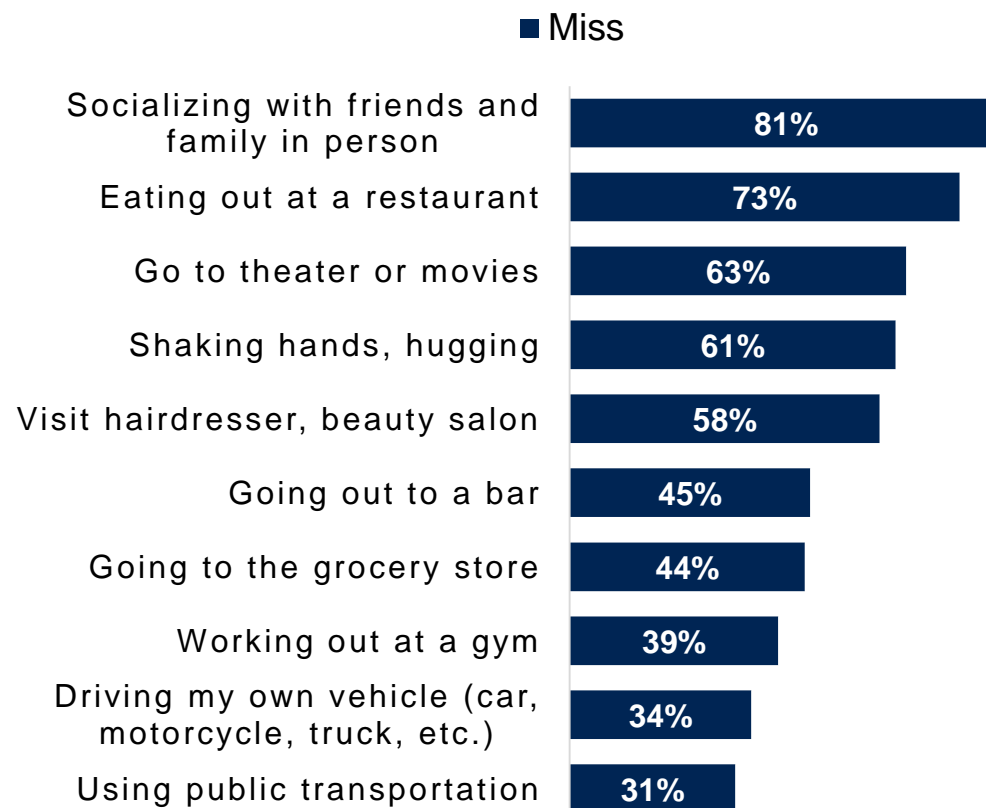
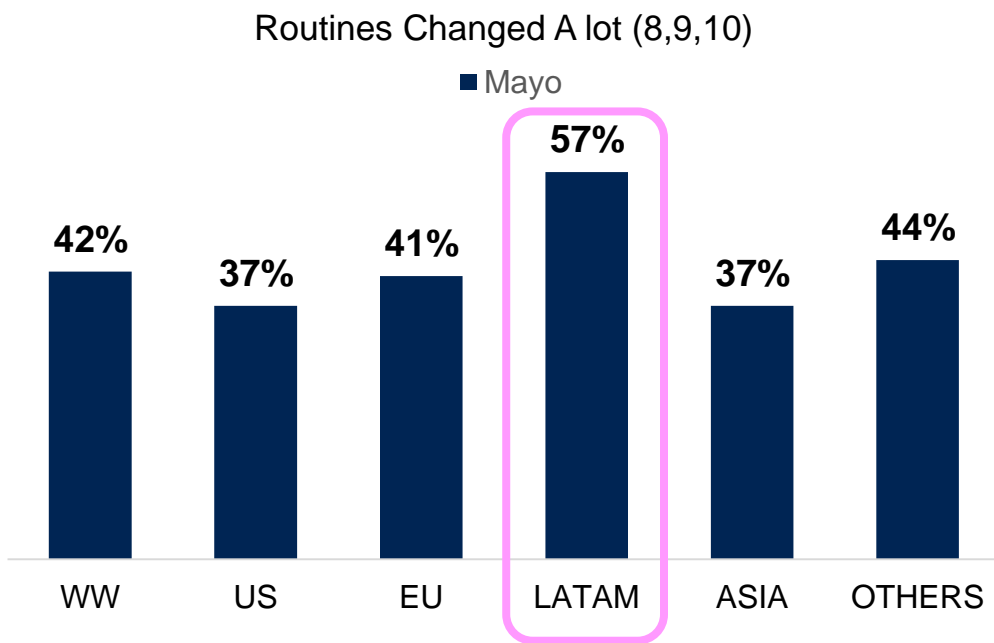


Q: How comfortable would you feel doing each of the following in the coming weeks?

Los latinoamericanos son los que más han cambiado sus rutinas básicas. La población extraña socializar y acudir a espacios públicos.

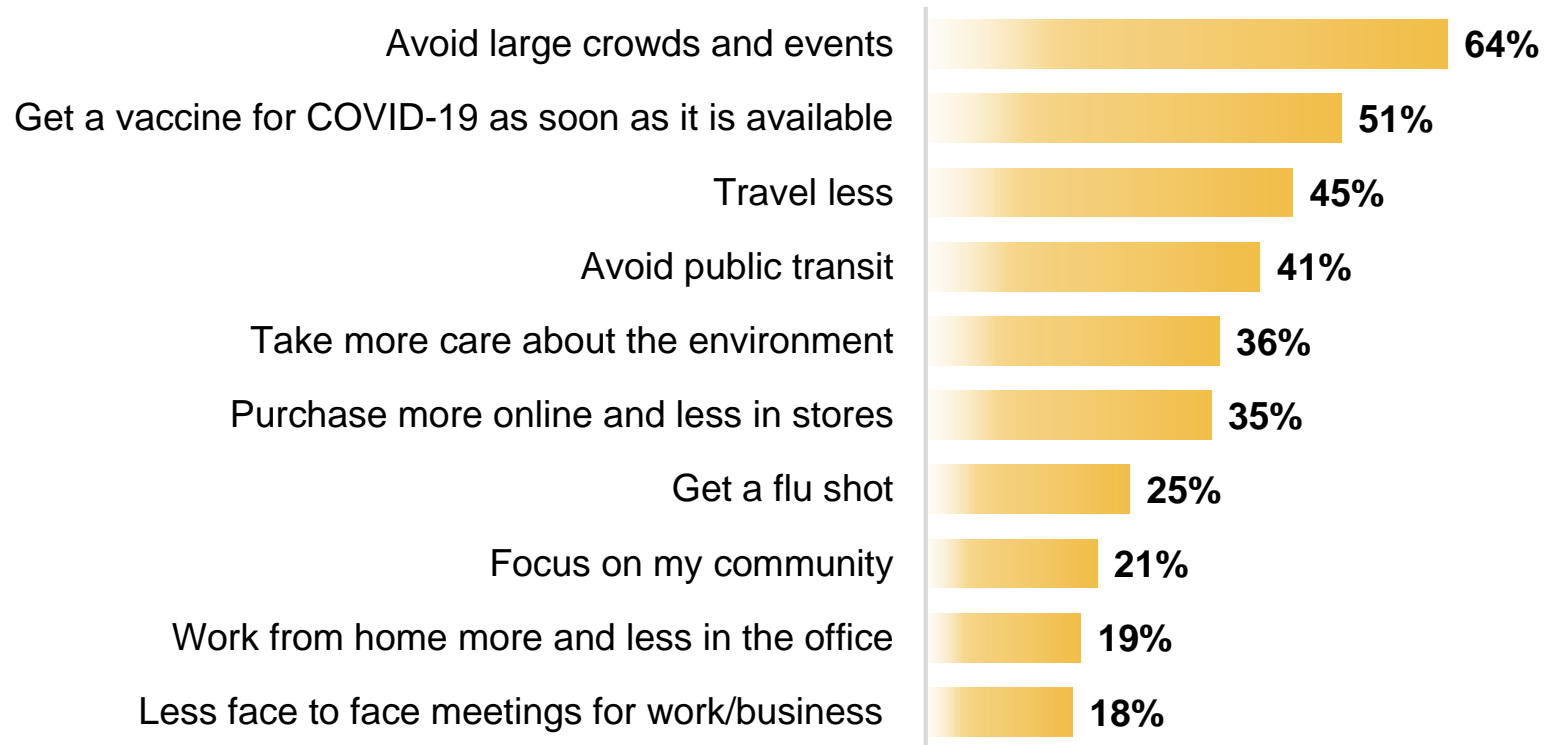
COVID-19
RECALCULANDO...

To what extent have you changed your daily routine as a result of the coronavirus pandemic?



Como resultado de la pandemia, muchos hábitos cambiarán.

Specifically, how likely are you to do each of the following specifically as a result of the COVID-19 pandemic?



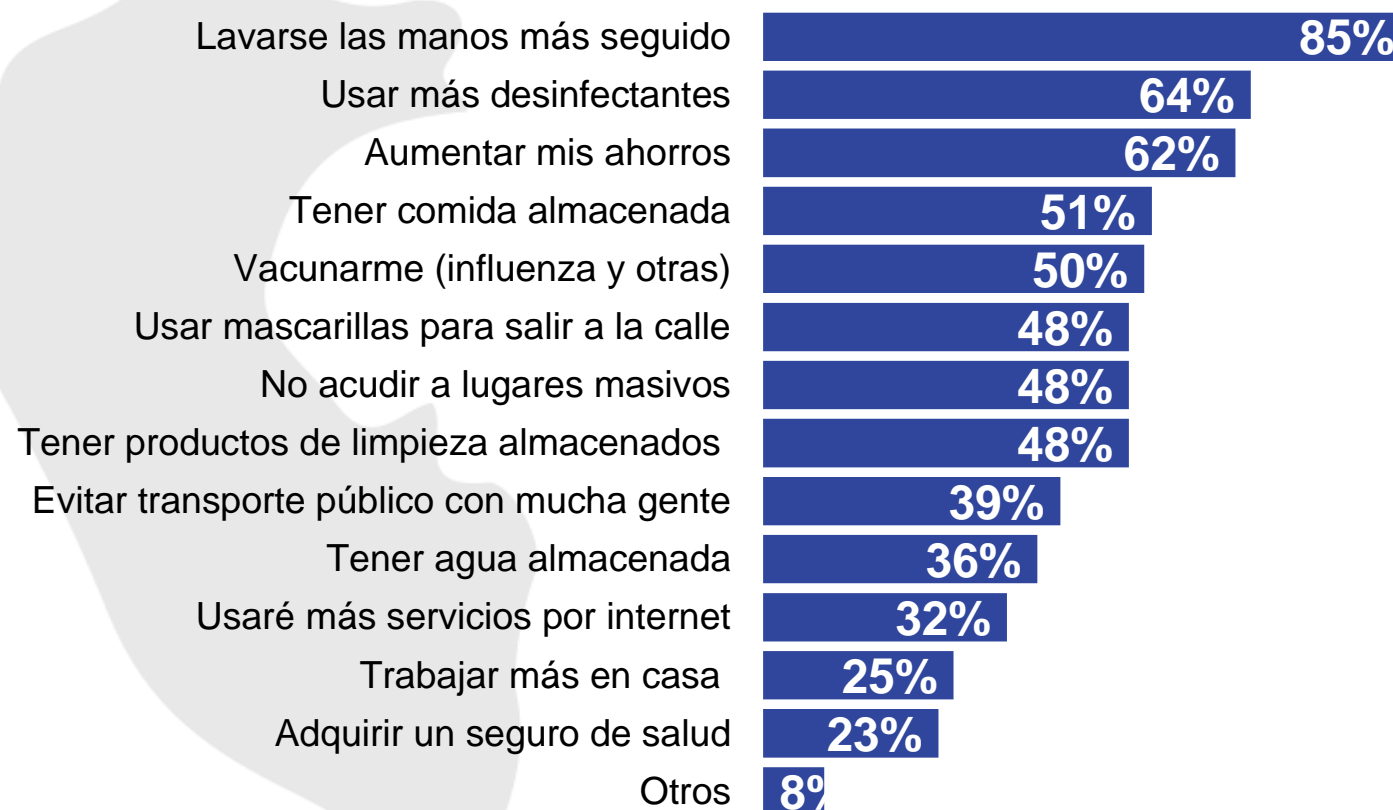
COVID-19
RECALCULANDO...



En el Perú, los cambios de hábitos refuerzan más la higiene personal.

COVID-19
RECALCULANDO...

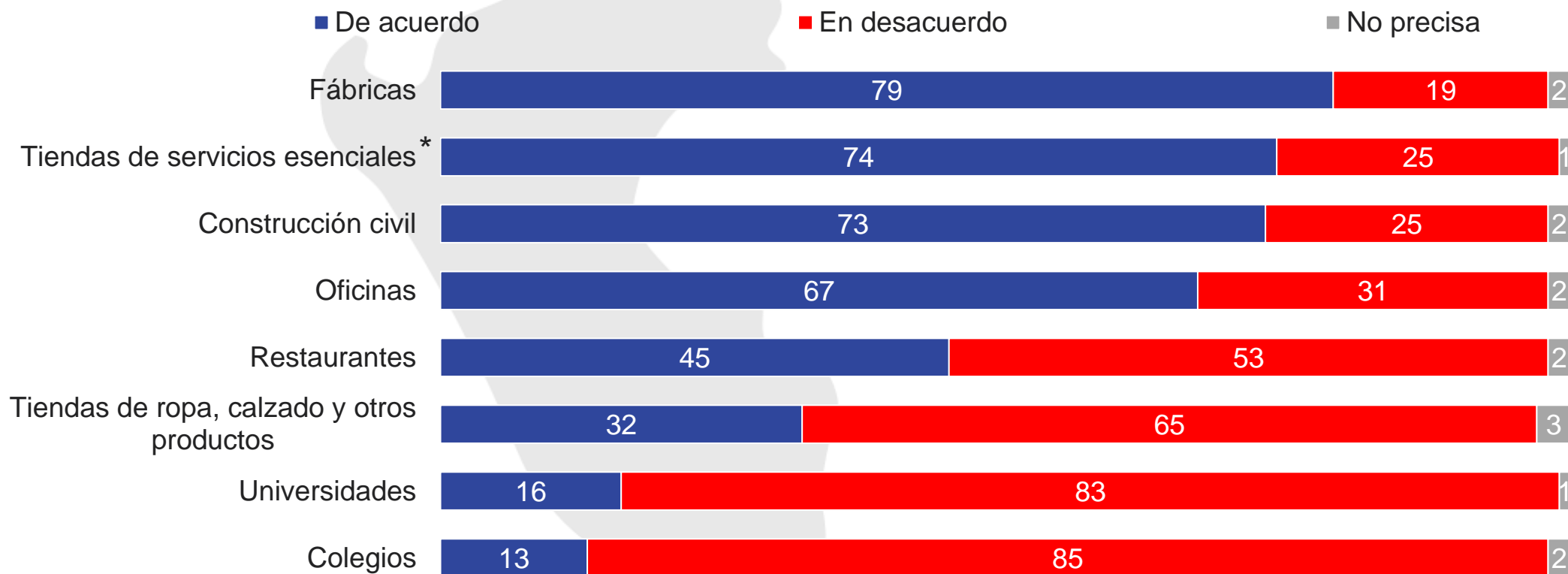
¿Qué hábitos cambiará en comparación con antes de la cuarentena?



En Perú se demanda reactivación económica, pero no en actividades donde puede reunirse mucha gente como centros de estudios.

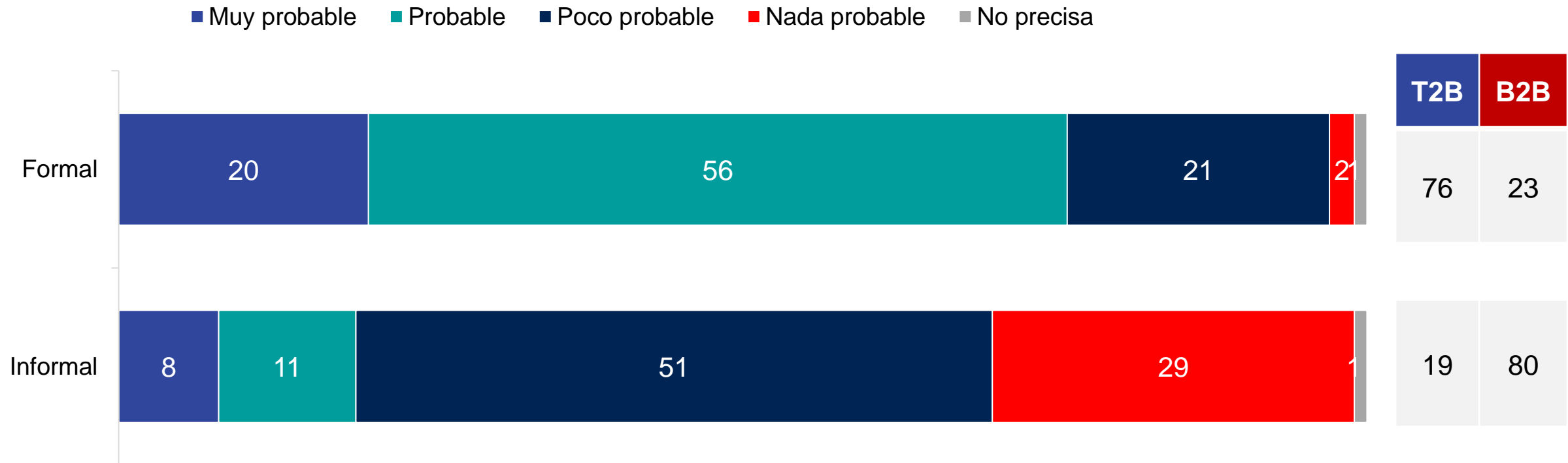
¿Estaría de acuerdo o en desacuerdo con que a partir del 24 de mayo se permitan operar las siguientes actividades económicas, siempre que cumplan con los protocolos de cuidado de la salud, aforo y distancia social? (%)

COVID-19
RECALCULANDO...



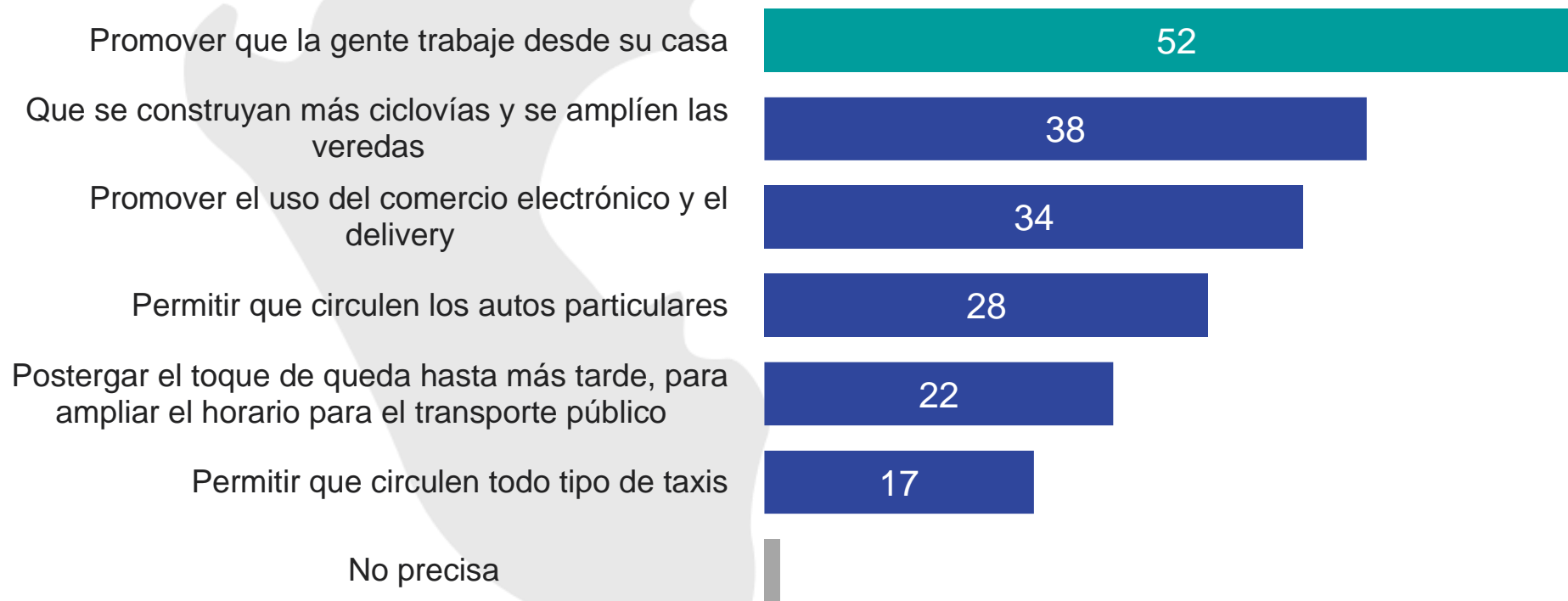
Una oportunidad para las empresas formales es que la ciudadanía reconoce que estas son mucho más confiables para el cuidado de la salud de sus clientes

¿Qué tan probable es que una empresa ... cumpla con los requerimientos y protocolos sanitarios frente al COVID-19 ? Diría que es...(%)



La ciudadanía preferiría poder trabajar desde casa, evitar el transporte público y usar más servicios de delivery

Conforme se reinicien las actividades económicas, habrá más congestión en el transporte público, ¿qué medidas le parecerían más efectivas para reducir esa congestión? (Con tarjeta) (%)



COVID-19
RECALCULANDO...

EN RESUMEN:

- El distanciamiento social ha hecho que se hayan afectado “rituales” culturales muy importantes, que ante la imposibilidad de realizarlos se necesitará desarrollar nuevos para que la gente se sienta más segura y acompañada.
- En la tensión entre cuidar la salud y recuperarse económicamente, la mayoría preferiría trabajar desde casa y evitar el transporte público. Hay oportunidades para las empresas formales en destacar por su cumplimiento de protocolos de salud y el delivery.
- Es importante que las marcas acompañen a las personas en la reapertura de las economías donde los sentimientos negativos se incrementan como resultado de la incertidumbre.





**BEHAVIOR CHANGE:
BRAND STRATEGY & RITUALS
IN A FLUID, LOW TOUCH WORLD**

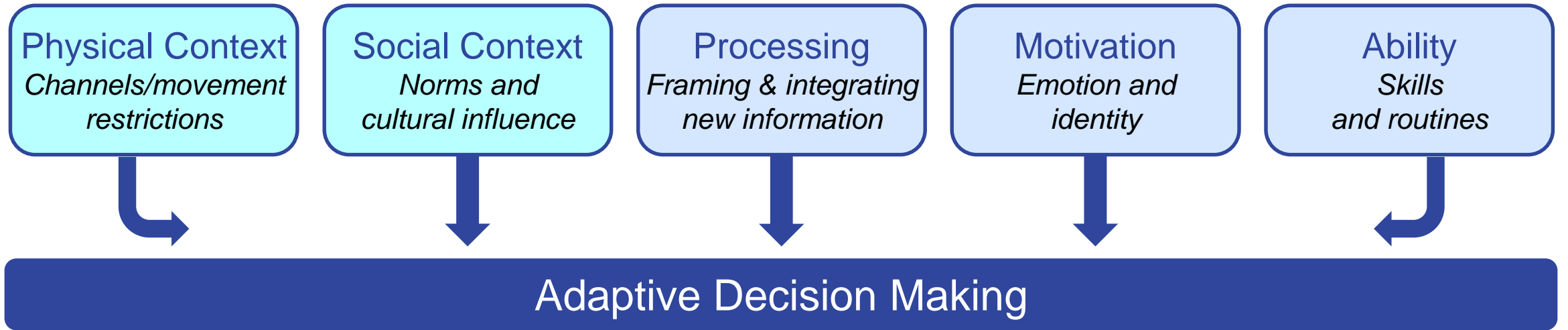
GAME CHANGERS



SHAKEN CONTEXT & FLUID TIMES

Consumer decision-making and brand selection adapts based on **individual** and **contextual** characteristics.

In a fluid, 'low touch' time, it is hard to depend on automatic behaviors that reflect mastery of a past that no longer exists.



CONSUMERS EXPECT BRANDS TO PLAY A ROLE
DURING THE CRISIS
...AND GOING DARK IS A POOR STRATEGIC CHOICE

72%

COMPANIES HAVE A
SOCIAL RESPONSIBILITY
TO OFFER AID DURING
CORONAVIRUS

71%

I AM INTERESTED IN
HEARING FROM BRANDS
THAT CAN HELP ME
NAVIGATE THE CRISIS

70%

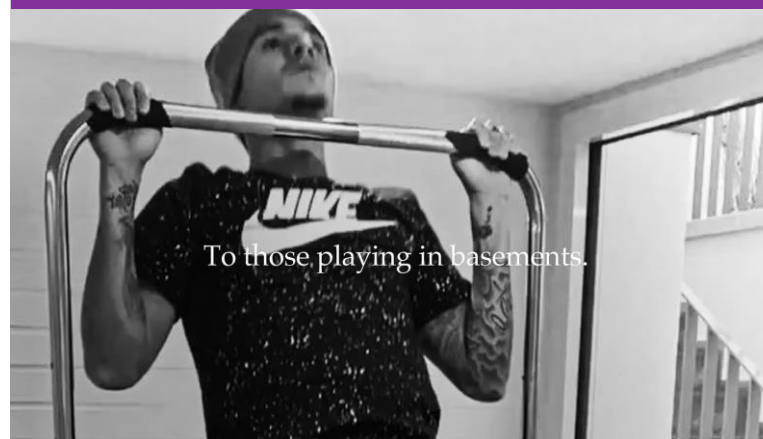
I WANT TO CONTINUE TO
HEAR FROM BRANDS AND
COMPANIES ON WHAT
THEY HAVE TO OFFER

HOW BRANDS RISE TO THE OCCASION

SHOW EMPATHY AND
GIVE COMFORT



RECOGNIZE AND
AFFIRM NEW SOCIAL NORMS



HELP PEOPLE BUILD
NEW RITUALS AT HOME



MARCH

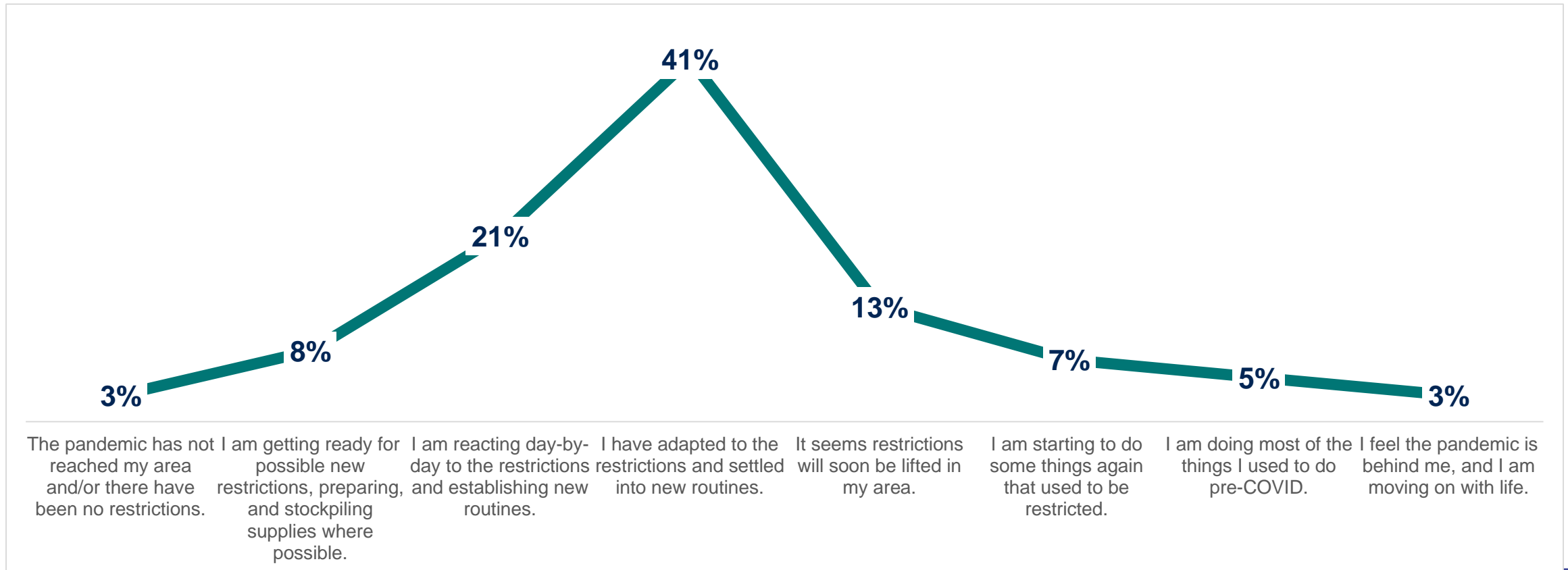
APRIL

NOW

TAKING A STEP BACK WHERE DO WE STAND AND HOW DO WE FEEL?

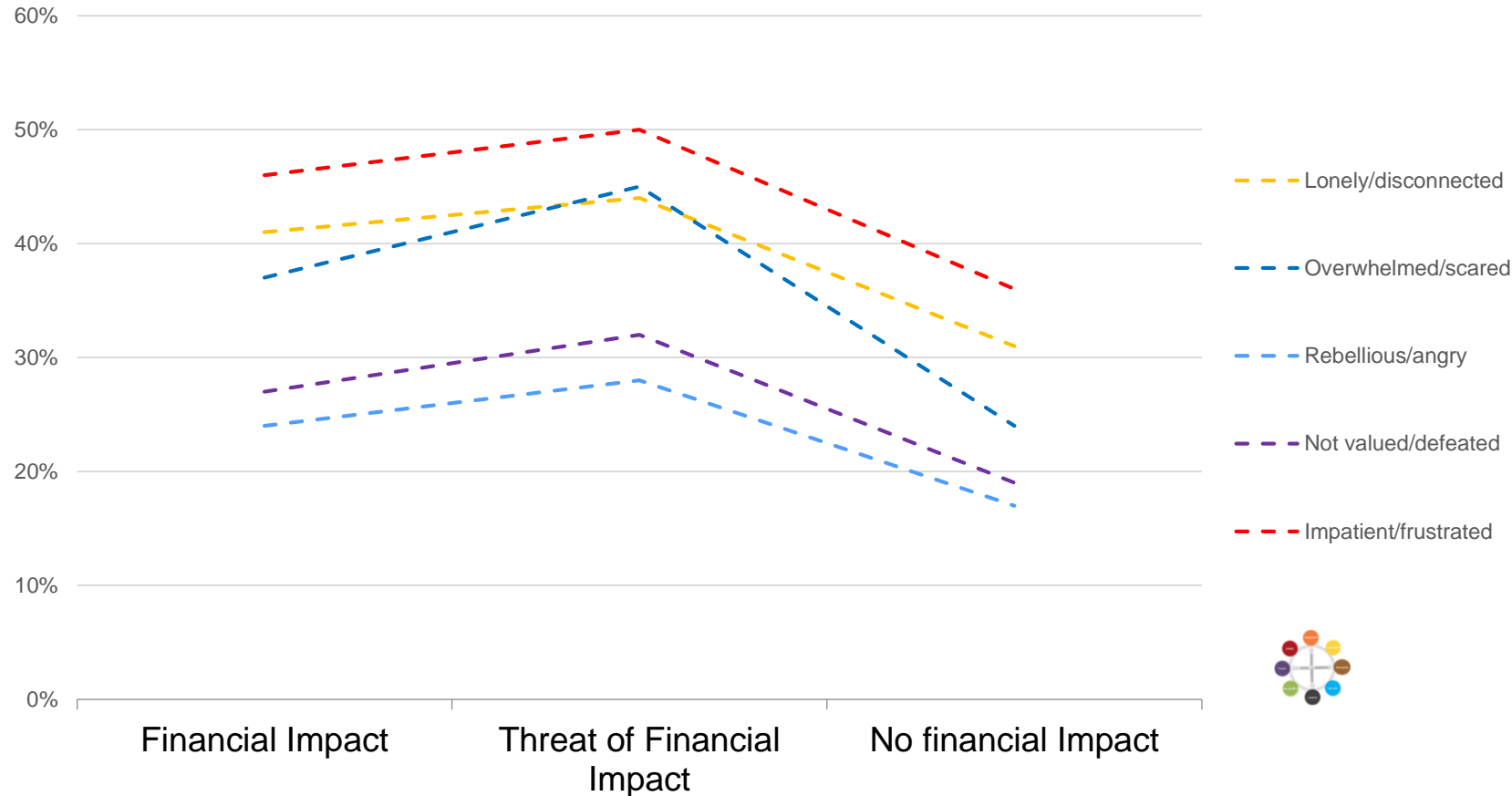
Across all countries, the majority are in the early stages of reaction and adaptation – with most either establishing or having established new routines.

There are often several phases or stages that people go through when times are hard. Which one of the following phases do you feel best describes your current situation



NEW ROUTINES DON'T ALWAYS EQUATE TO COMFORT STATE OF MIND IS LINKED TO PERSONAL FINANCIAL IMPACT

A financial setback – or the threat of financial hardship - has a serious effect on how people feel. They are more likely to say they feel **scared/overwhelmed**, angry, frustrated and not-valued.



Financial impact: Those that lost their job permanently or temporarily, or had their salary reduced for other reasons.

Threat of Financial Impact: Those that fear they will not be able to pay their bills in the near future

No Financial Impact: Those that don't meet either of the above requirements

For the next several screens you will see 4 sets of words that could represent your current state of mind. Please choose one set that most describes how you feel today and one that least describes how you feel today.



A WORD ON ROUTINE & RITUAL



Rituals..

- Emerge when ordinary gestures are imbued with meaning and undertaken consistently
- Reflect a core set of shared beliefs
- Fulfill a need while being easy to perform/replicate
- Are reinforced with each repeat performance

Terror Management Theory

A heightened sense of mortality strengthens the desire to reinforce cultural membership, gain control, and feel a sense of normalcy.

We can deduce a greater need for rituals due to COVID-19.

IN THIS NEW LOW TOUCH CONTEXT, THERE IS AN OPPORTUNITY TO CONNECT BRAND-ASSOCIATED MEANING WITH NEW BEHAVIORS

HOW CAN BRANDS BECOME PART OF A RITUAL EXPERIENCE?

SEEK UNTAPPED RITUALS



Identify new, potentially durable routines that are not yet ritualized.

HELP INTERNALIZE NEW HABITS



Build benefit associations and affirm the behavior, building confidence in its mastery.

CULTIVATE A SENSE OF SHARED EXPERIENCE



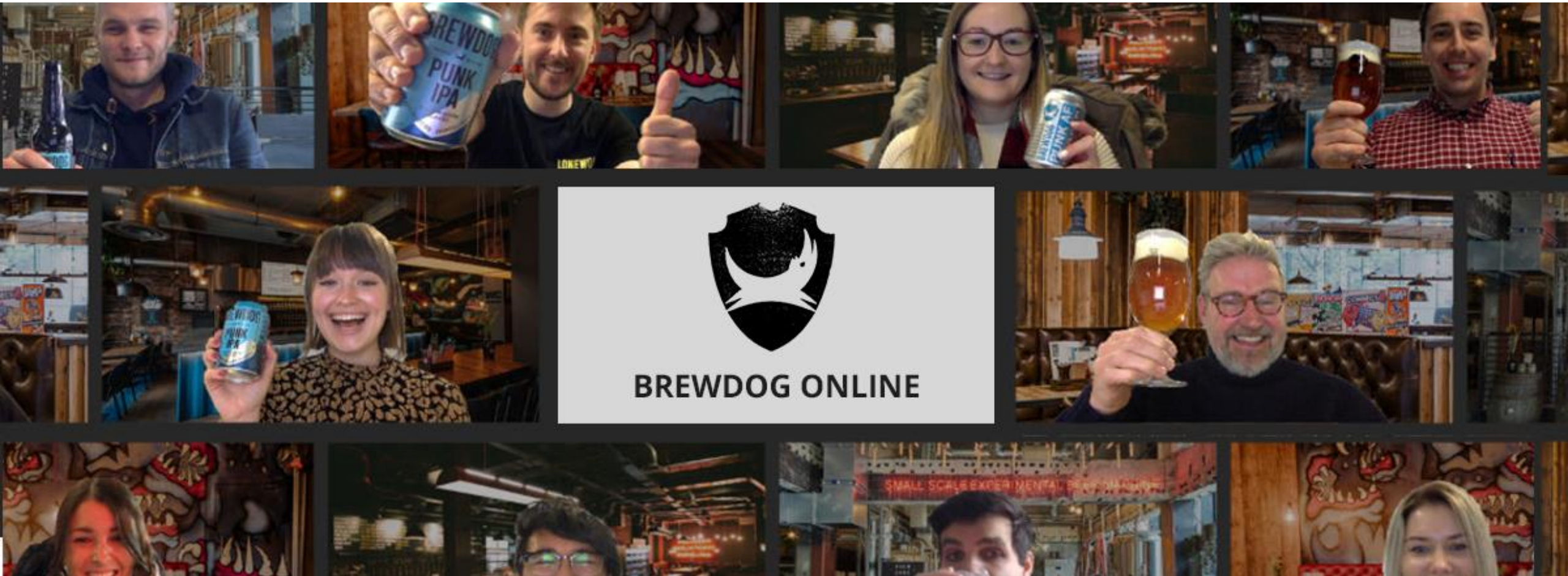
When trying new behaviors, people often feel self-consciously alone. Show them others are doing it too, so they will be more likely to repeat it.

DELIVER AN ALIGNED BRAND EXPERIENCE



Develop positioning and delivery that provide mutual reinforcement – laying the groundwork for repetition.

BREWDOG: ON THE PATH TO DRIVING RITUAL BEHAVIOR



“Brands that have people’s backs with companionship and solidarity during crisis get standing ovations.”

KEY TAKEAWAYS

1 Brands play an important **role in the economy** – and the public are eager for its recovery.

2 Brands have a **unique opportunity** to deeply connect in today's disrupted, fluid and low touch context.

3 An understanding of rituals provides insight into how routines can be developed to be durable, repeatable and associated with **brand meaning**

4 As automatic brand selection and behaviours are disrupted, now is the time for brands to become **central figures** in consumers' new rituals.



THE CREATIVE **FIGHTBACK**

Shaun Dix

Global Service Line Leader

CREATIVE EXCELLENCE

GAME CHANGERS



A photograph of two men walking on a city street. Both men are wearing face masks and casual clothing. The man on the left is wearing a dark hoodie, grey pants, and a dark baseball cap with a white logo. The man on the right is wearing a dark jacket, dark pants, and a blue baseball cap. They are walking past a green decorative post in the foreground. In the background, there are buildings with balconies and air conditioning units. A sign on the right side of the image reads "車房門口請勿泊車" (No parking in front of the car garage).

still **DOES CREATIVITY
MATTER NOW?**

GOING DARK IS NOT THE ANSWER



Procter & Gamble believes the Covid-19 pandemic is a time for the FMCG company to “**remind**” consumers of its brands and their benefits rather than cutting back on marketing spend.

CFO Jon Moeller said: **P&G is “doubling down”**.

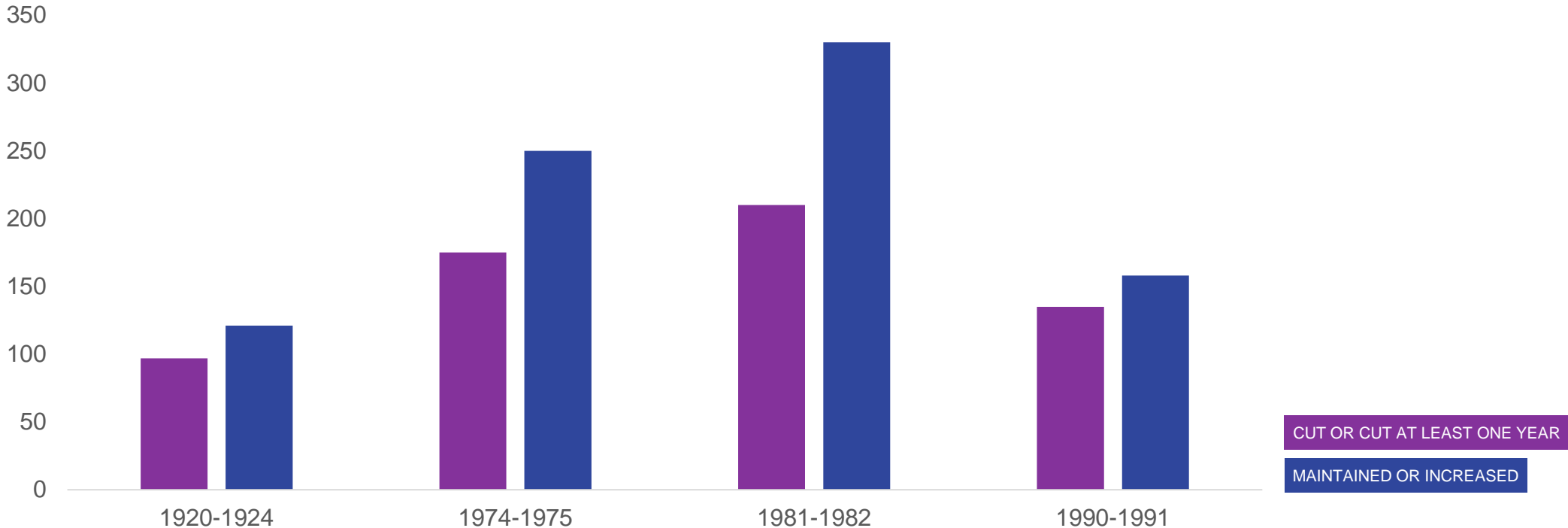
P&G has **increased marketing spend** in categories including beauty, healthcare and baby. Overall, its marketing investment was **up 190 basis points** in the quarter.

Sales of Bounty paper towels, Tampax tampons, Charmin toilet paper and Pampers diapers – rose by between 6% and 8%.

P&G confirms having learnt from previous recessions, which is improving their hand.

COMPANIES THAT MAINTAIN OR INCREASE ADVERTISING SPEND DURING RECESSIONS TEND TO SEE HIGHER SALES

Across all major recessions, advertisers who maintain or **increase their advertising spend see higher sales increases in the last year of the period** than those that do not

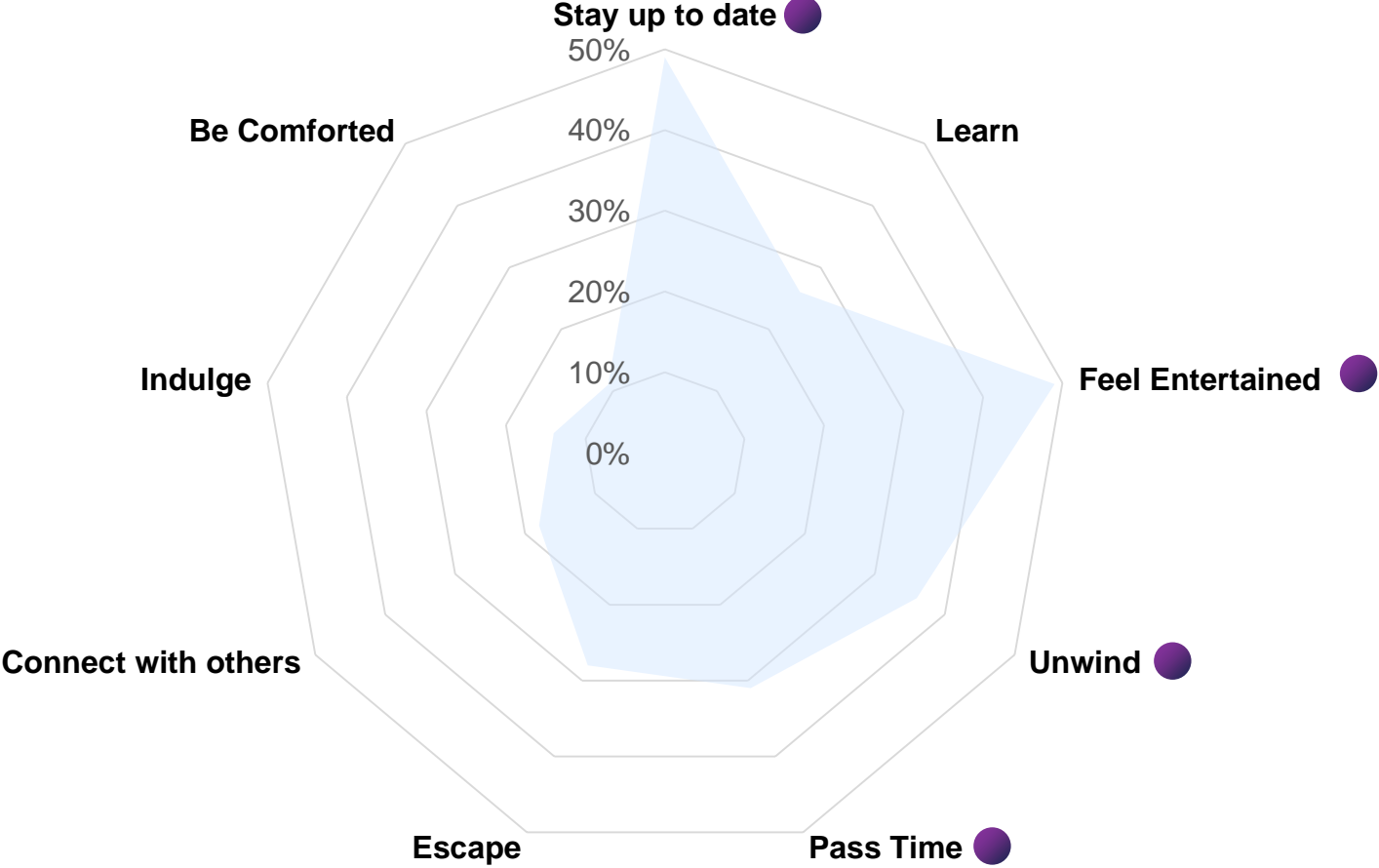


Sources: Vaile, Roland S (1929), "The Use of Advertising During Depression." *Harvard Business Review*; Meldrum and Fewsmith (1979), "How Advertising in Recession Periods Affects Sales.", American Business Press; McGraw-Hill Research (1985), Kamber, Thomas (2002), "The Brand Manager's Dilemma: Understanding How Advertising Expenditures Affect Sales Growth During a Recession." *Journal of Brand Management*, London Vol 10 Iss. 2, Nov, pg 106 -121.



PEOPLE WANT ENTERTAINMENT AND ESCAPISM DURING THE CRISIS, AS WELL AS UP-TO-DATE INFORMATION

● What people want to fulfil MORE during the outbreak



Base: Total Sample of 3,000 adults 18-65. n=750 in each of: USA; UK; France; Germany
Q: What's your mindset when choosing something to watch, read or consume (whether on TV, social media, streaming, etc.) these days? Please select up to three.

PEOPLE WANT BRANDS TO TALK TO THEM



Completely/somewhat agree (T2B)

I appreciate that the brands continue to communicate in today's climate



67%



68%



61%

THEY WANT TO FEEL OPTIMISTIC AND SECURE FROM ADVERTISING



Security - 37%

People want to feel safe and secure again. They want to be reassured that things will return to normal. There is no need to be afraid or to panic.



Positivity - 30%

They want to feel good again and improve their well-being. They want to feel calm, comforted, relaxed, hopeful, positive and optimistic.

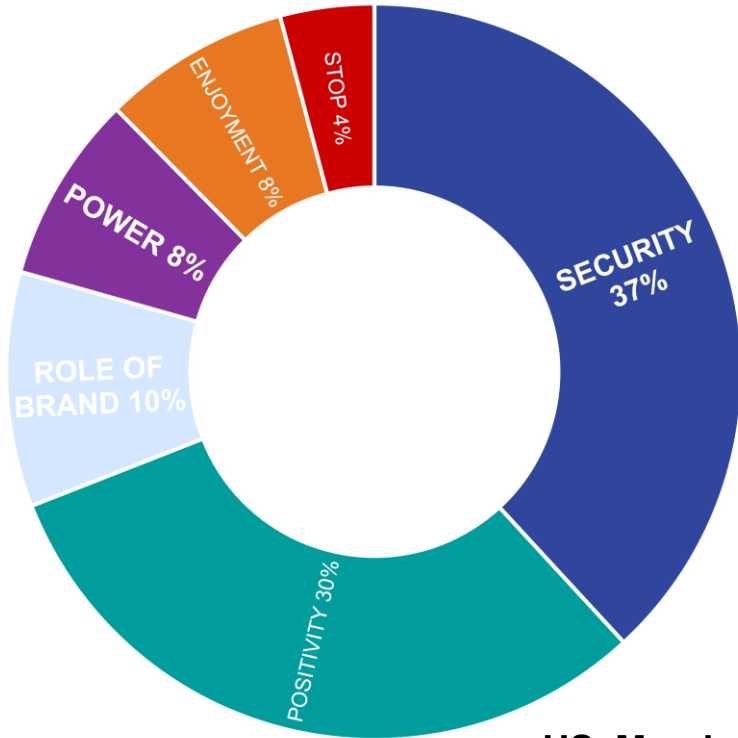


Given the current situation, how would you like advertising to make you feel?
Ipsos Poll, March 20, amongst 999 Adults in the USA

FROM SECURITY TO POSITIVITY & ENJOYMENT

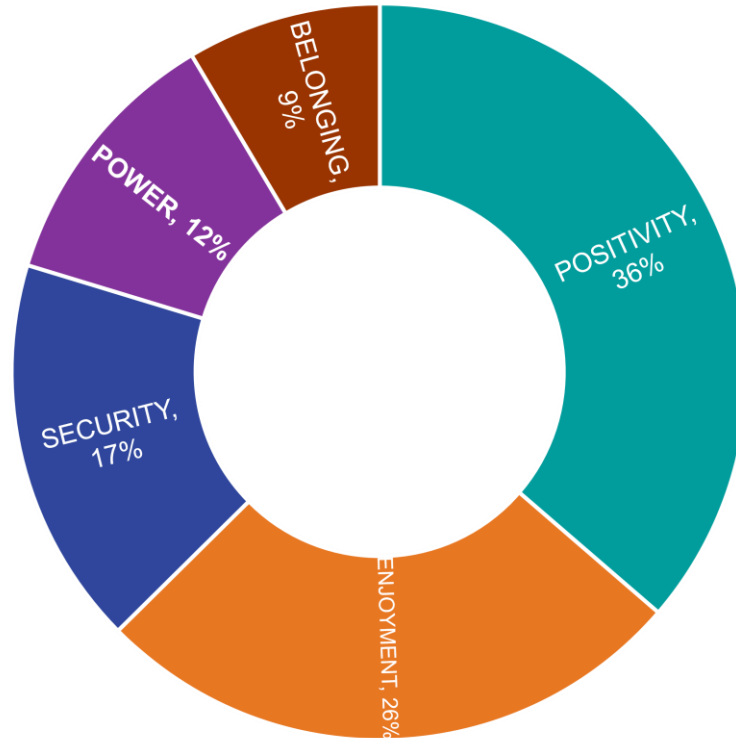


Security - 37%
Positivity - 30%
Enjoyment - 8%



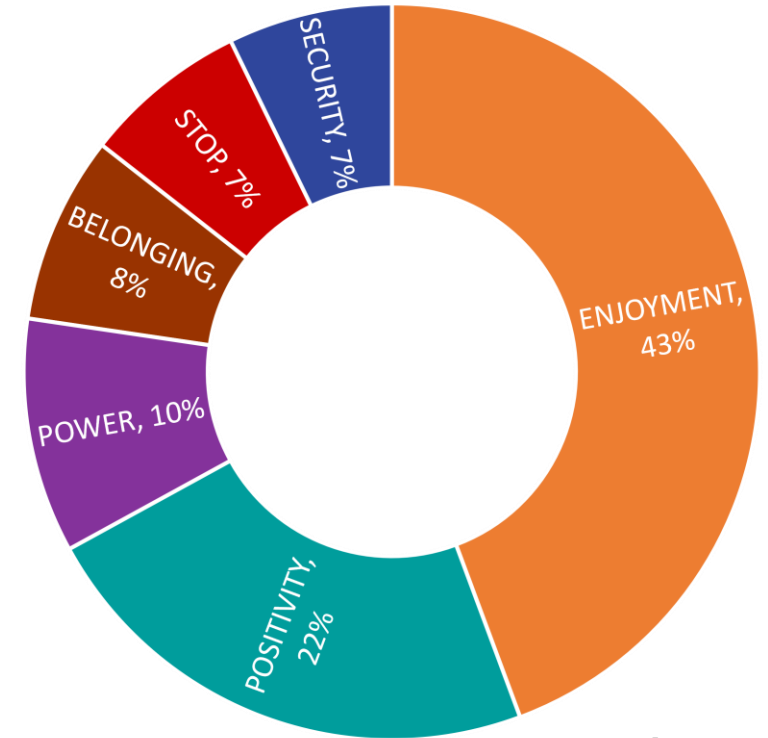
US, March 20th

Security - 17%
Positivity - 36%
Enjoyment - 26%



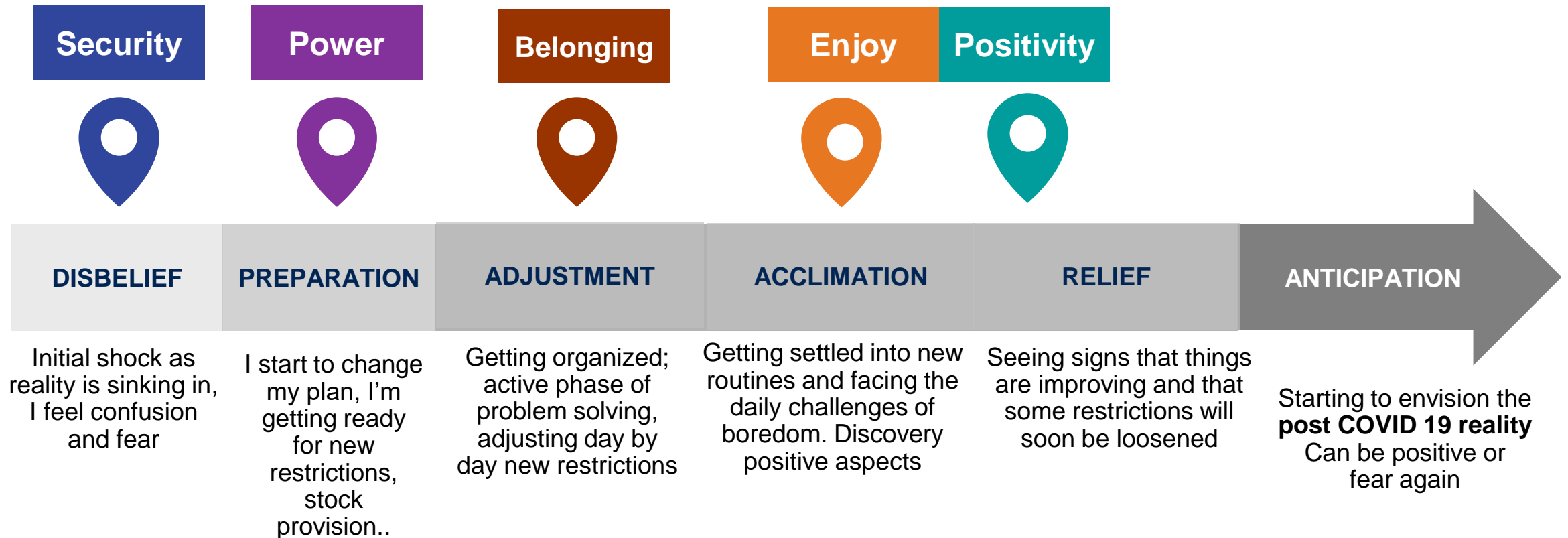
Italy, April 6th

Security - 7%
Positivity - 22%
Enjoyment - 43%



France, April 18th

THINKING ABOUT WHERE WE ARE TODAY: ADVERTISING SHOULD CAPTURE THE RIGHT MOTIVATION



BUT IT IS IMPORTANT TO NOT GET CAUGHT IN THE SEA OF SAMENESS



65%

have seen
Coronavirus
related advertising

<20%

Connect this to a
specific company
or brand



Frankly, I'm tired of the sad-sac music playing along each ad. Tired of desperate looking people waving from dark windows. **Stop the "we're here for you" lies...**

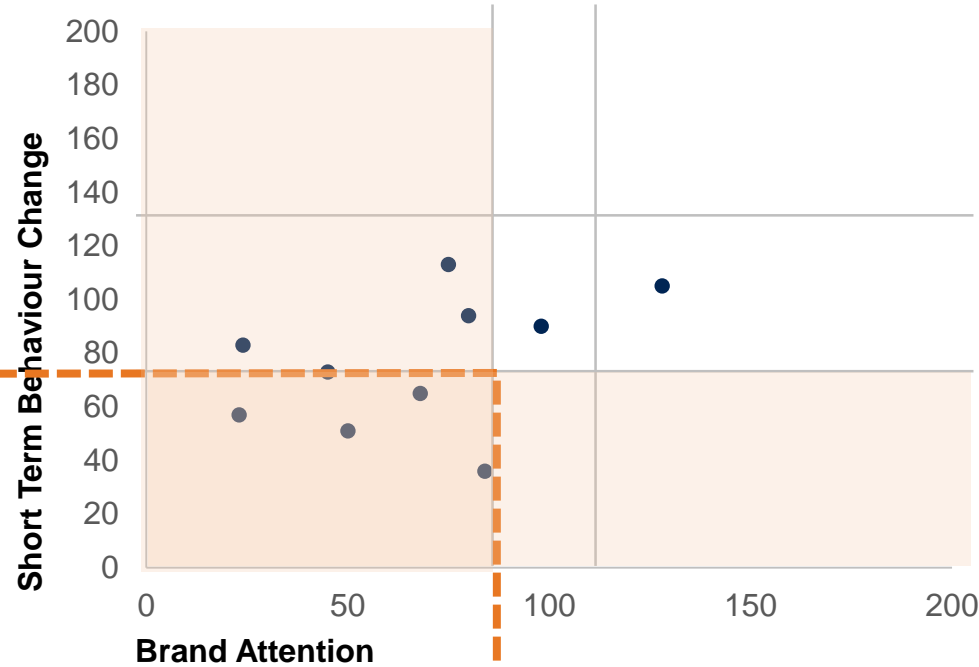


I need a break from the 24/7 COVID – advertising brings some normalcy to my life – well, it did....



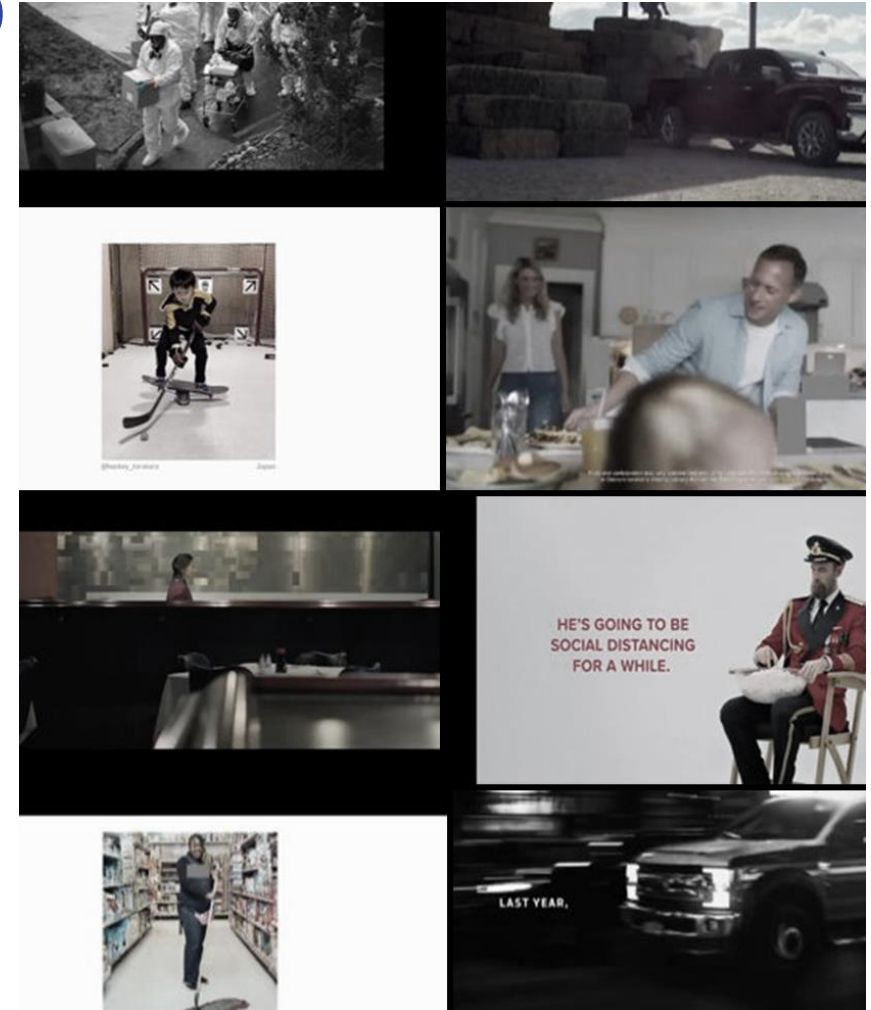
I need to know where we are going – not that we are in unprecedented times, we all know

THE BRAND IS NOT STRONGLY ENCODED IN MEMORY IN THE MAJORITY OF CASES EVALUATED



Weak ability to impact behaviour

Weak ability to be memorized for the brand



An overdose of COVID communication: these evaluated ads do not help add brand value

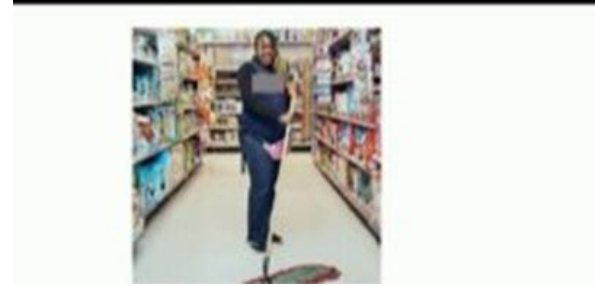
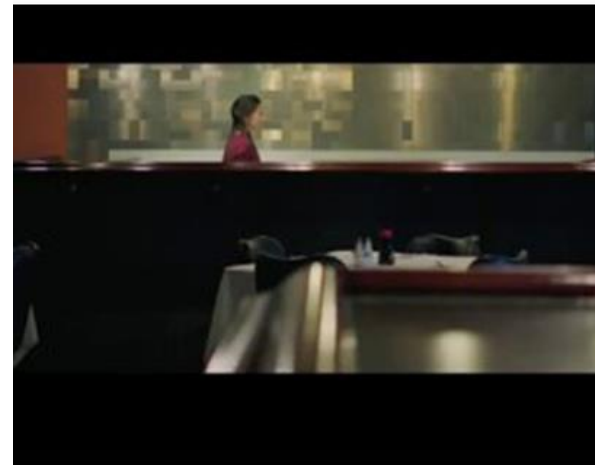
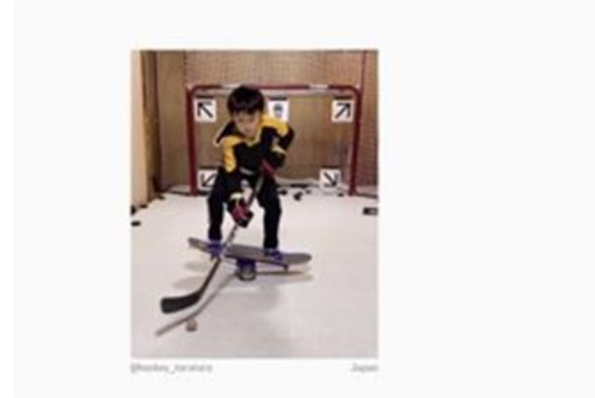
WE ARE SEEING EXTREMELY MIXED RESULTS

Is this that surprising?

Extraordinary efforts are resulting in ads being developed in days, using existing footage, minimal time for review, breaking all conventions, scrambling to air as soon as possible.

Times have changed for all of us, but
**CREATIVE QUALITY
STILL MATTERS**

*Ipsos tested 10 newly aired ads during March among broad, representative samples of 'general category users' using the new Creative|Spark methodology.
Categories include Automotive, Restaurant, Travel & Leisure, Retail, Finance, Food & Beverage, Telecoms*



REFRESHINGLY GOOD



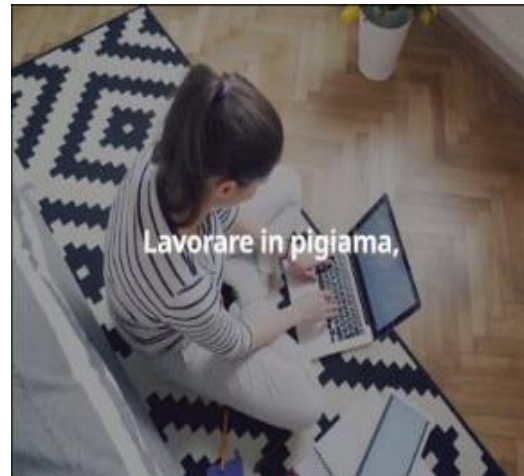
AUTHENTIC & CONSISTENT



Ikea France: 'the purpose
#MyHometkea" faithful with
the brand DNA'



Ikea Italy: 'this brand
understands the
Moment we are experiencing'

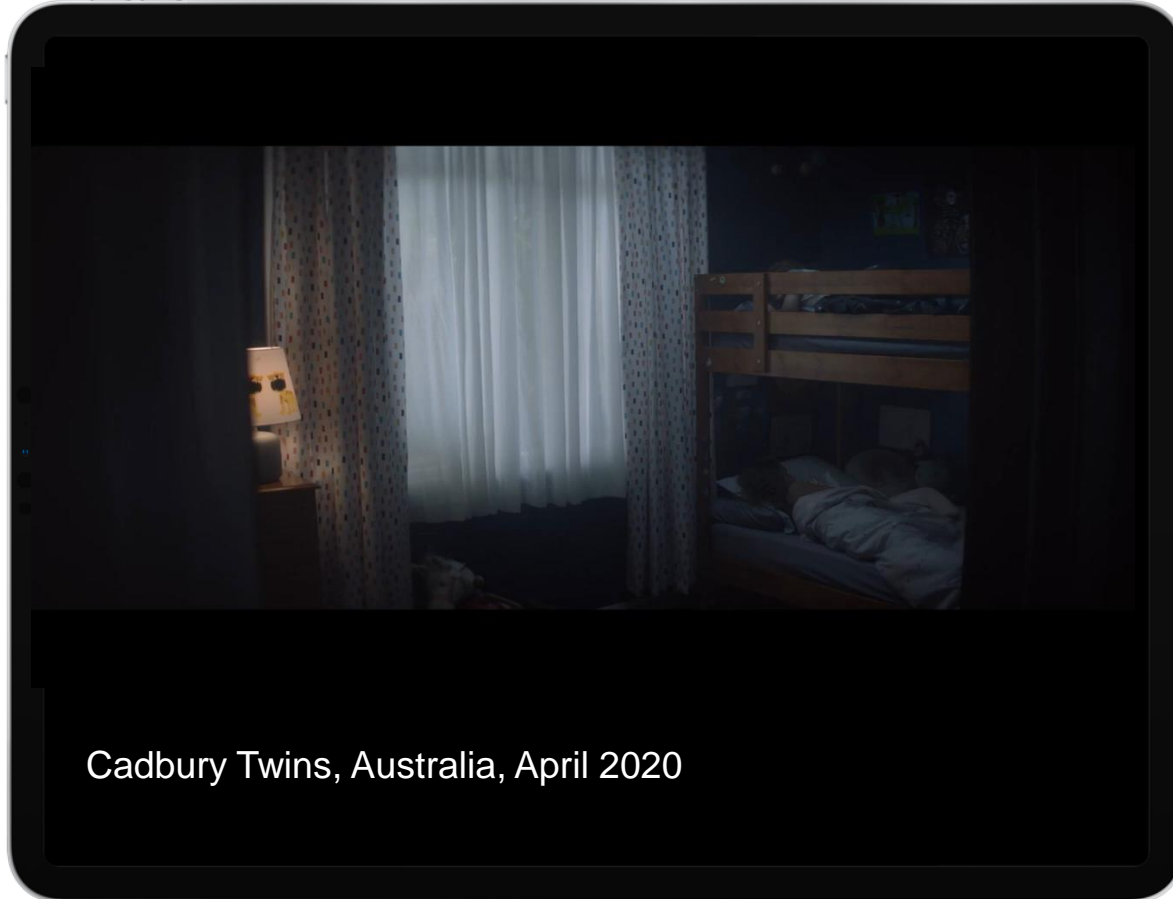


<https://www.facebook.com/IKEAItalia/videos/241079393722306/>

Ikea China: "My parents had
never seen how I look at
work. Now they do! "



BE AUTHENTIC AND FAITHFUL



Cadbury Twins, Australia, April 2020

<https://www.youtube.com/watch?v=OeAR1T65jVc>

THE POWER OF YOU



In these challenging times, people expect brands to communicate first of all about **what they do best**, what they are, what they offer and how they can help with.



MAKE SURE YOU ACT AND DO

as much as or before telling

TV : “Home made” VIDEO TO KEEP THE CONNECTION



PING PONG



FITNESS



SWIMMING

112

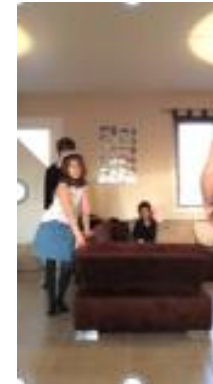
This ad is entertaining



A SERVICE OFFER ADAPTED TO THE CONTEXT

- New service “sport at home”
- Strong increase for “Decathlon coaching” application and traffic on “Decathlon sport advises”

VIRALITY & RETRANSMISSION



HOME BOBSLEIGH



HOME POLE VAULT

157

**I want to share with my
friends**

3 KEY PRINCIPLES TO SUCCEED IN THE CREATIVE FIGHTBACK

1

BE AUTHENTIC AND FAITHFUL
about what your brand stands for

2

MAKE SURE YOU ACT AND DO
as much as or before telling

3

**FIND THE RIGHT STORY AND
STRIKE THE RIGHT TONE**



OUR CHALLENGE IS...



CHOOSE THE RIGHT MOTIVATION YOU WANT TO PLAY ON to be relevant

CHOOSE THE RIGHT MESSAGE AND TONE to engage

BE AUTHENTIC AND FAITHFUL TO YOUR BRAND to be credible.

IT HAS NEVER BEEN SO IMPORTANT TO BE CONSISTENT TO WHO YOU ARE

Distancia Social vs Cercanía de Marca

Cómo se aplica en nuestro país

Milagros Salgado

Service Line Leader

CREATIVE EXCELLENCE

GAME CHANGERS



HACE UN POCO MÁS DE 2 MESES



NUESTRAS MARCAS TENÍAN UN....

P
3

L
1

A
7

N
1



Pero la
pandemia
nos hizo
frenar y
recalcular

COVID-19
RECALCULANDO...



A SU VEZ NOS HACE SENTIR...

Miedo

Incertidumbre

Angustia

Falta de control -
agencia

Vulnerables...



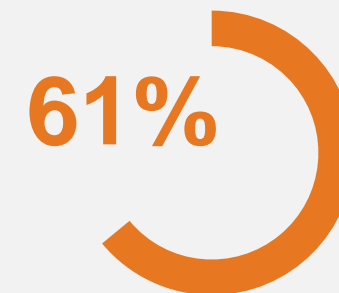
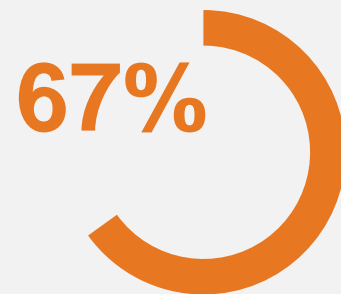
**...A LO CUAL RESPONDEMOS CON
NUEVOS HÁBITOS Y RITOS**





COVID-19
RECALCULANDO...

Sabemos que
no podemos
quedarnos
esperando que
todo vuelva a
la normalidad



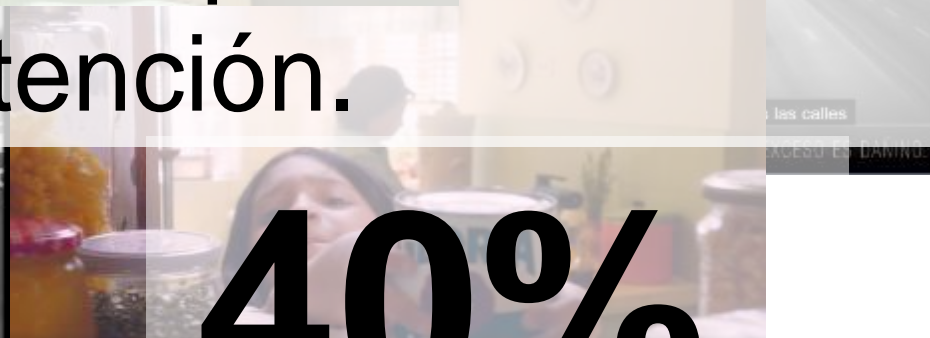
**** LAS MARCAS SÍ DEBERÍAN
SEGUIR HACIENDO
PUBLICIDAD**

**Source: Mindshare Perú – Encuesta en Lima entre el 18 y 19 de Marzo





Muchas marcas salieron a hablar, pero no todas lograron llamar la atención.



40%





Resulta clave entender que etapas tenemos por delante...

Y definir cuál es la mejor forma de acompañar a los consumidores en su nueva normalidad.

LAS MARCAS ¿SE ESTÁN ADAPTANDO A LA NUEVA REALIDAD QUE VIVEN LAS PERSONAS?

• **Ajuste:** En esta fase, lo más importante es acompañar, apoyar al consumidor. Muchas Marcas están ya comunicando este apoyo incondicional. Aquí es el momento de **ganarse el corazón** del consumidor.

• **Aclimatación:** Esta fase es un buen momento para que las marcas exploren si los nuevos hábitos que se están instaurando les favorecen: **¿Nos hemos quedado dentro o fuera de las nuevas rutinas?**

• **Resistencia:** Esta fase se caracteriza por un alto negativismo, **hay que conocer muy bien al consumidor** para no generar rechazo.

• **Alivio:** Esta fase **las marcas serán agradecidas, reencontradas o juzgadas.** ¿Cómo daremos la bienvenida a la Nueva Normalidad?



CONFINAMIENTO

UNA OFERTA DE SERVICIOS ADAPTADA AL CONTEXTO

- Nuevo servicio “Deporte en casa”
- Fuerte incremento de “Decathlon coaching”
- App de entrenamientos
- Entrenamientos online



PREVIO A LA FLEXIBILIZACIÓN:

“¡Volveremos!, con más ganas que nunca.
#CalientaQueSales”

ETAPA DE FLEXIBILIZACIÓN: salidas para hacer deporte

NUEVA CAMPAÑA:

“EL DEPORTE SALE DE CASA”



<https://www.youtube.com/watch?v=IIY-HsZ5ICs>

<https://youtu.be/76KKwFNy-Fs>





Nunca perdamos de vista que la **marca** tiene que tener un **claro rol** en la historia.

No perdamos la oportunidad de construir o fortalecer relaciones con el consumidor.

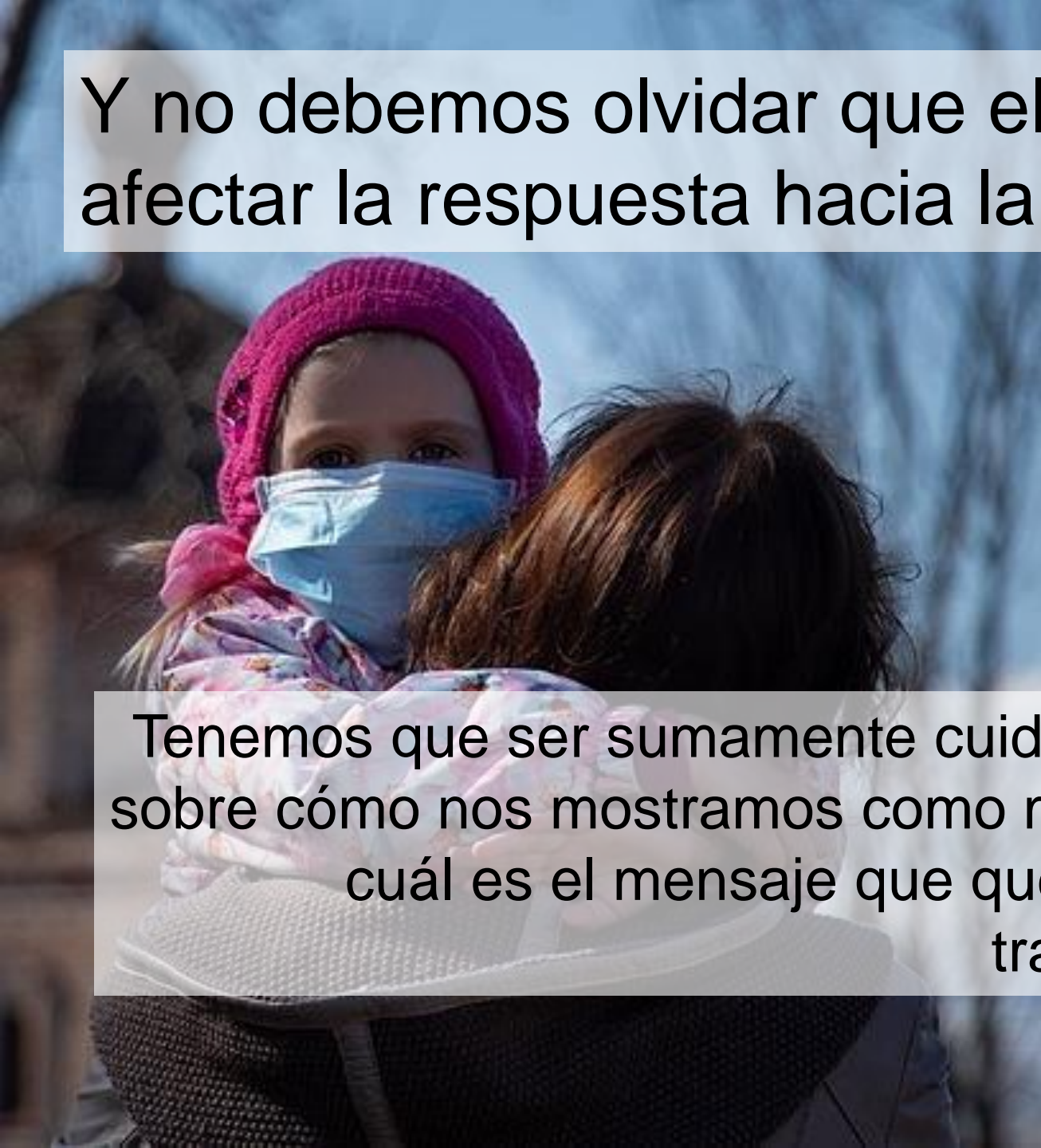


Que estemos todos en nuestras casas viendo más tele y en las redes, es una oportunidad para las marcas... lo que **no** implica que nuestra campaña destaque.

La creatividad aún importa!

Y no debemos olvidar que el contexto influye y puede afectar la respuesta hacia la marca

Tenemos que ser sumamente cuidadosos sobre cómo nos mostramos como marca y cuál es el mensaje que queremos transmitir





¿Tenemos que seguir hablando del Covid-19?

- Sino tenemos un claro rol que cumplir, deberíamos evitarlo, para no ser parte del montón.
- También es importante, que después de más de 70 días de confinamiento, el consumidor espera que lo acompañemos con otro tipo de mensajes, que entretengan y nos proyecten a una nueva normalidad.

KEY TAKEAWAYS

1

Mantener la comunicación activa.

2

Actuar, hacer y comunicar

3

Contar la historia correcta, con el tono correcto

4

Apertura al cambio y a la innovación



**THANK
YOU**

¿PREGUNTAS?

GAME CHANGERS

