

Conversations That Matter:

# The Return to Growth in Turbulent Times

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# Welcome



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# Tell us where you are dialing in from



What's the weather like in your city?



A screenshot of a Zoom meeting control bar. The top row contains three icons: 'Join Audio' (headphones with a green arrow), 'Share Screen' (a window with a yellow graph), and 'Invite Others' (a person icon with a plus sign). Below the 'Join Audio' icon, the text 'Computer Audio Connected' is visible. The bottom row contains two icons: 'Chat' (speech bubbles) and 'Raise Hand' (a hand icon). A red box highlights the 'Chat' icon. To the right of the control bar, a chat window is open with the text: 'To: All panelists' and 'Hello! London nice and'. A red arrow points from the 'Chat' icon to the chat window.

# Do you want this deck?

Global Ogilvy Website

<https://www.ogilvy.com/ideas>



Conversations That Matter:

# The Return to Growth in Turbulent Times

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# In our last session...

**MATTER LONG TERM**  
*(Next Normal)*



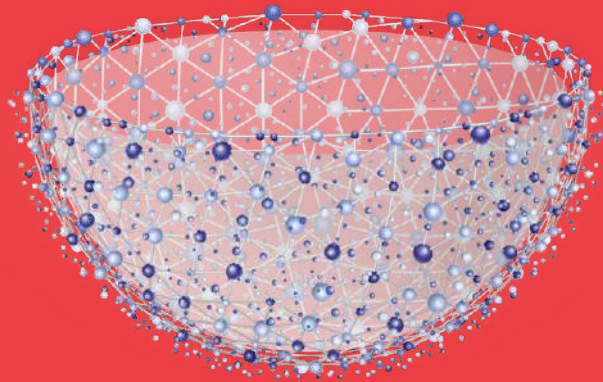
How do we get on the front foot  
in a changed landscape?  
*transform & be fit-for-purpose*

**MATTER MEDIUM TERM**  
*(Recovery phase)*



How do we make up for lost ground?  
*leverage shifts & drive momentum and  
competitive edge*

**MATTER RIGHT NOW**  
*(Acute outbreak phase)*  
*Where we were then*



How should we respond in an  
unfolding situation?  
*be agile and optimise*

## Part One

# Taking stock

Where we are on day 174\*  
of these Turbulent Times

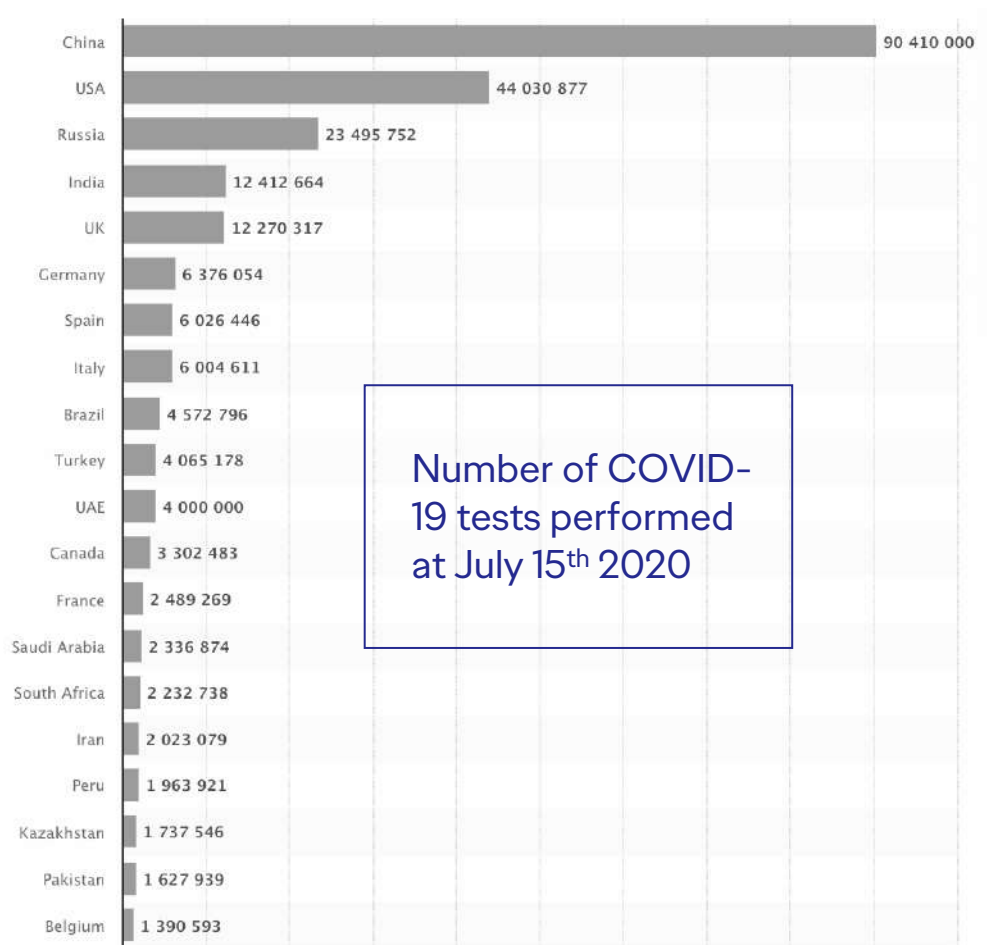
\* Days since the World Health Organization declared a COVID-19 a Public Health Emergency of International Concern



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# A global problem with a global response

We've collectively risen to the challenge of COVID-19



**Sanofi says its first coronavirus vaccine will enter human trials as early as SEPTEMBER - and it expects approval by the first half of 2021**





# For the time being, we live in a world of hotspots

On 26 June, **Texas** became the first state to reimpose a lockdown as it faced a surge of COVID-19 cases following its attempted reopening.

On 29 June, the **UK** set out local action being taken in Leicester following a surge in coronavirus cases in the area.

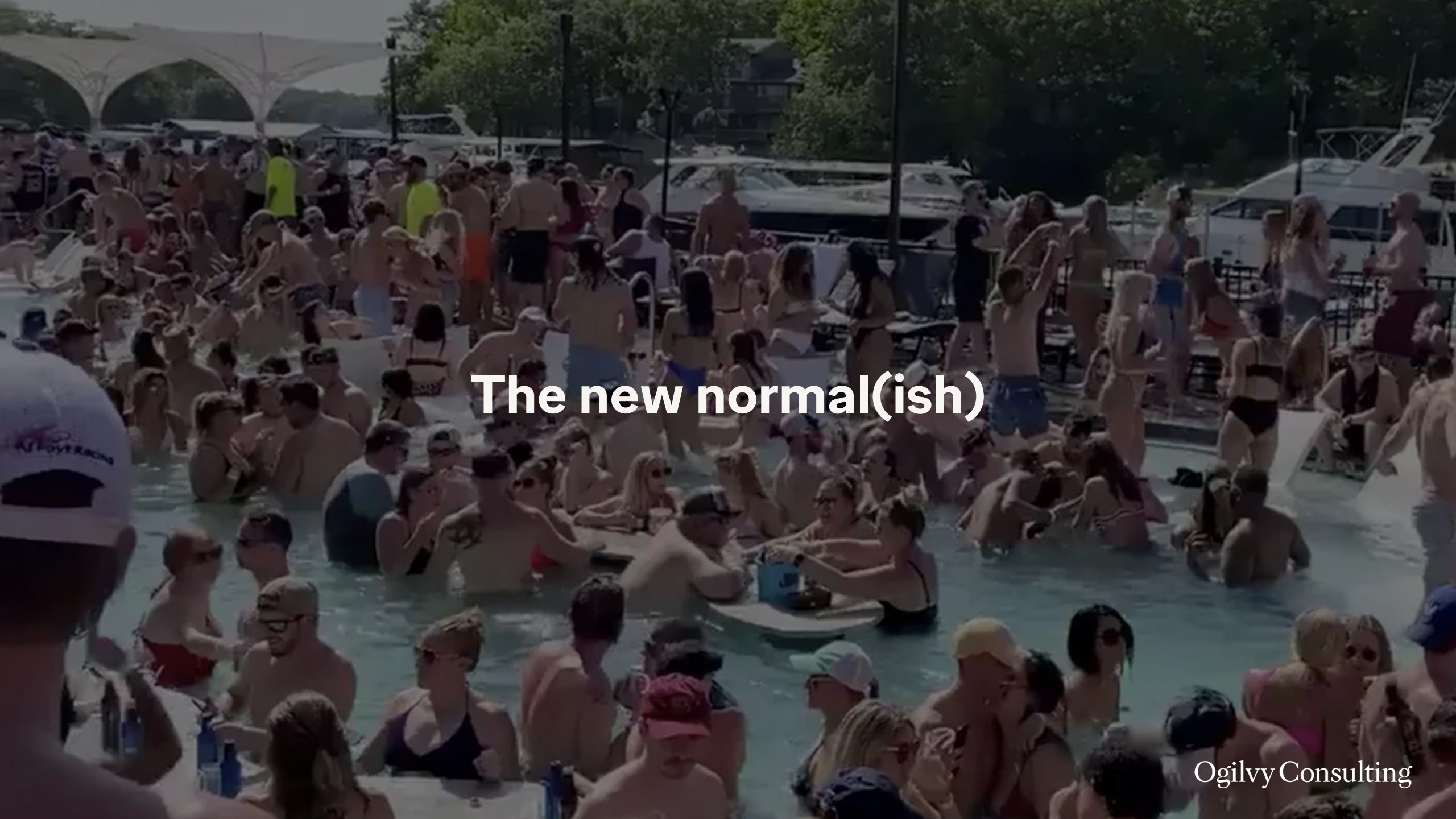
On 18 July, **Catalonia's** regional government asked millions of people to "stay at home" as the area experienced a resurgence in coronavirus cases.

On 17 July, **Israel** re-imposed some lockdown measures following a vigorous second surge in the number of coronavirus infections.

China reinstated a strict lockdown near **Beijing**, affecting around 400,000 people, on 29 June.

On 4 June, **Mexico** paused its easing of lockdown due to a new spike in COVID-19 cases.

Lockdown measures were re-imposed in Australia's second biggest city on 7 July, confining **Melbourne** residents to their homes.



**The new normal(ish)**



But the pandemic that started it all is now just one of several crises to which we are all adapting

A large, diverse crowd of people is gathered for a Black Lives Matter protest. The crowd is dense, filling a wide street lined with trees. Many participants are wearing face masks and holding signs. Visible signs include "BLACK LIVES MATTER", "BLM", "JUSTICE FOR GEORGE FLOYD", and "BLACK & CRIMINALS". Some individuals are raising their fists in a gesture of solidarity. The scene is set outdoors during the day, with a city skyline visible in the background under a clear sky.

**For the first time there are no side lines  
in the fight for social justice. Black Lives  
Matter isn't a moment but a movement**

The background features a dark blue and black color scheme. On the left, a large, semi-transparent candlestick chart is visible, showing price fluctuations. On the right, a data table is partially visible, containing columns of numbers and percentages. The text is centered in the middle of the image.

**Many world economies have met  
the technical criteria for recession**

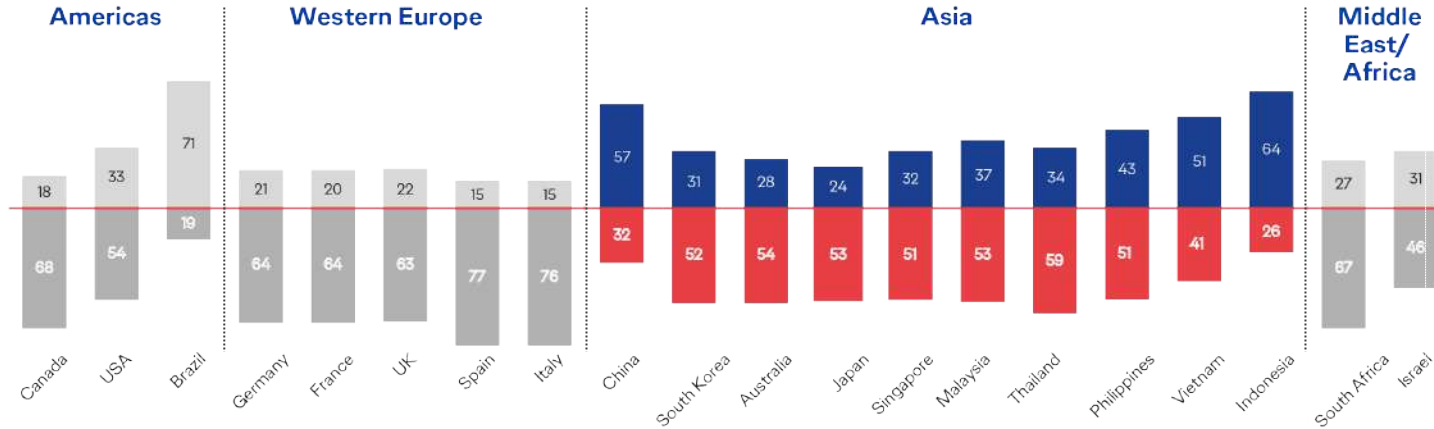
# Confidence in a swift recovery is mixed, higher in Asia

But others (including marketers) are less optimistic

## View on COVID-19s impact on the economy

*I believe the economy will recover quickly once coronavirus situation has died down (4&5)*

*It will take a long time for the economy to recover and will have a long term impact in terms of job losses and businesses struggling (1&2)*



# 85%

of marketers are less optimistic about the overall economy (vs. more optimistic)

Source: Kantar; The CMO Survey, 2020

A large bronze bull sculpture, known as the Charging Bull, is the central focus of the image. It is positioned in a city street, with a multi-story building on the left and a modern skyscraper in the background. The building on the left has banners that read "NEW YORK FILM ACADEMY" and "SCHOOL OF FILM AND ACTING". The overall scene is dimly lit, suggesting an overcast day or a shaded area. The text "Despite these economic realities, it appears the market has already moved on" is overlaid in white, bold font across the center of the image.

**Despite these economic realities, it  
appears the market has already moved on**

The background of the slide is a close-up, slightly blurred image of the United States flag, showing the stars and stripes. The text is overlaid on the flag.

**Never has so much turned on one US election. November 4th 2020 will define the next global chapter**





A complex and developing situation in Hong Kong is becoming a real-time test of diplomacy in a pandemic-distracted world

A woman in a brown coat and glasses holds a large flag that is a combination of the European Union flag (blue with yellow stars) and the United Kingdom flag (Union Jack). The background shows a city square at night with buildings illuminated in purple and red lights. Other people are visible in the background.

**And while Brexit has been in the background,  
December 31st 2020 marks the end of  
the transition period and much  
negotiation is still to be done**

# The Telegraph

As Boohoo's fall shows, there is no longer space in fashion for brands that don't do the right thing

Alexis Ohanian steps down from Reddit board, asks for his seat to go to a black board member



Café Rouge and Bella Italia owner falls into administration



CrossFit CEO Steps Down After His Racial Remarks Led Reebok, Others To Cut Ties

## FINANCIAL TIMES

Brooks Brothers files for bankruptcy in 'work from home' era

# The near future is characterized

Volkswagen withdraws Golf car ad that sparked racism row

Macy's posts nearly \$4 billion in losses, doesn't expect another shutdown

# by uncertainty

## Kontoor Brands

Q1 revenues hit by Covid-19

Fashion chain J Crew files for bankruptcy protection in US

John Lewis shuts eight stores with expected loss of 1,300 jobs

## Forbes

Farewell Aunt Jemima And Uncle Ben — Brand Symbols

Neiman Marcus executives seek \$10 million in bonuses during bankruptcy

## de zeen

Swoon Editions apologies to freelance designer after producing her work without paying her

## FINANCIAL TIMES

Virgin Atlantic secures £1.2bn rescue package to keep flying

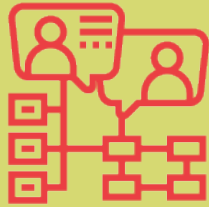
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*In times of crisis:*

“More is lost by indecision  
than a wrong decision”

# Brand owners need to balance a complex agenda

While crisis management and BAU present challenges



## Crisis management

Addressing the ad hoc shocks of health, social and economic crises and often fighting for survival.



## Business as usual-ish

Continuing to run the day-to-day business operations in a more complex social and economic environment.



## Accelerated transformation

Hastened deployment of a transformation programme in response to rapidly shifting consumer behaviours.

Part Two

# Return to Growth:

Pathways to Growth for Brands  
and Businesses

# The last few months have raised a new set of questions

*“How do you ensure what your **brand** “says” and “does” is appropriate for this moment in time?”*

*“How do you high-grade your **spending** to prepare for either growth or retrenchment?”*

*“How do you build a moat to protect customer **loyalty** while breaching the moat of competitors?”*

*“What is the new normal reshaping the **experience** your customers are expecting?”*

*“How do you make sure you are **selling** in all the new ways customers are buying?”*

*“Where is **innovation** needed to quickly close the gaps and get you ready for what’s next?”*

# The last few months have raised a new set of questions

*Brand Relevance*

*Spending Optimization*

*Retention & Acquisition*

*Customer Experience*

*Commerce*

*Innovation*



## 1. Brand Relevance

How do you ensure what your **brand**  
“says” and “does” is appropriate for  
this unique moment in time?

## 1. Brand Relevance

Black Lives Matter has put pressure on brands and exposed inappropriateness

*Famous names and iconography are no longer acceptable and are hastily being changed*

**Nascar** has banned the display of the Confederate flag at its events, a common sight at Nascar circuits, particularly in the sport's southern US heartland.



**Quaker Oats** will rebrand its Aunt Jemima products due to its racial stereotyping



**Uncle Ben's** is to scrap the image of a black farmer and could change its name



**The Washington Redskins** American football team has confirmed it will retire its name



Hindustan Unilever renamed its flagship skin care brand Fair & Lovely as **Glow & Lovely**

## 1. Brand Relevance

Even the largest brands that fail to respond appropriately face reckoning  
*Large corporations are joining hands to stand against hate speech and misinformation*

For the first time in its history, **Facebook** is facing an organized boycott from advertisers – several large corporations including Hershey, Honda, and Verizon have stopped their spending.

## What would you do with \$70 billion?

### We know what Facebook did.

They allowed incitement to violence against protesters fighting for racial justice in America in the wake of George Floyd, Breonna Taylor, Tony McDade, Ahmaud Arbery, Rayshard Brooks and so many others.

They amplified white nationalists by including news sources with known extremist ties in their "fact checking" program.

They turned a blind eye to blatant voter suppression on their platform.

Could they protect and support Black users? Could they call out Holocaust denial as hate? Could they help get out the vote?

They absolutely could. But they are actively choosing not to do so.

99% of Facebook's \$70 billion is made through advertising.

Who will advertisers stand with?

Today, we are asking all businesses to stand in solidarity with our most deeply held American values of freedom, equality and justice and not advertise on Facebook's services in July.

Let's send Facebook a powerful message: Your profits will never be worth promoting hate, bigotry, racism, antisemitism and violence. Please join us.

#stophateforprofit  
[stophateforprofit.org](https://stophateforprofit.org)



NAACP

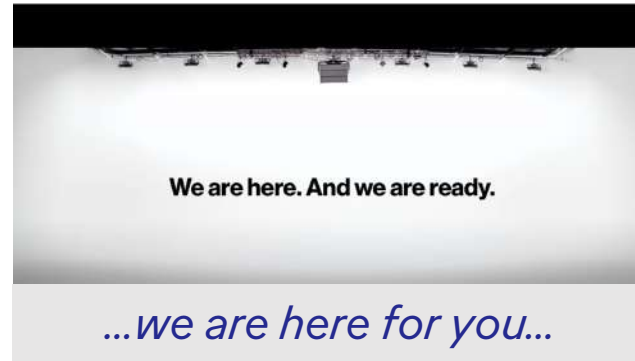
ADL



## 1. Brand Relevance

COVID-19 responses have often fallen short too  
*In effort to show empathy, brands have succumbed to sameness*

Pandemic tropes



Recovery themes



# 1. Brand Relevance

In the last few months the hierarchy of needs has shifted  
*Physiological, Safety and Love & Belonging are the priority*

*Self-actualization*

Desire to become the most that one can be

*Esteem*

Respect, self-esteem, status, recognition, strength, freedom

*Love & Belonging*

Friendship, intimacy, family, sense of connection

*Safety Needs*

Personal security, employment, resources, health, property

*Physiological needs*

Air, water, food, shelter, sleep, clothing, reproduction

## EMPLOYMENT



## COMMUNITY



## COMFORT



## FOOD



## SAFETY



## 1. Brand Relevance

The functional has taken on a new, emotional power  
*Brands are touting health, safety and a new take on comfort*

FROM



TO



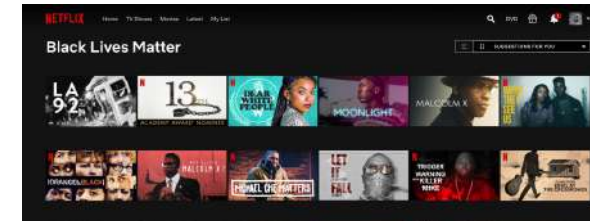
Considering Filipinos now spend more time at home, consume more digital/social and look for healthier options, Tang pivoted its communication from refreshment and snacking **towards health protection (highlighting on Vitamin C).**

## 1. Brand Relevance

Brands are being defined by their Purpose  
*Authentic and appropriate words and actions shine*



**Dove** has demonstrated the ability of its well-developed Purpose-led brand strategy to flex across health and social crises



Netflix's commitment to content creators extends to all races and ethnicities. The platform has added a Black Lives Matter section to its genre tab permanently and signed a deal with John Boyega (Star Wars) to develop films that focus on West and East Africa.



TD Bank responded rapidly to growing employee concerns over the economy and job security, pledging no job losses in 2020 that will impact underrepresented groups or minority communities affected by COVID-19.

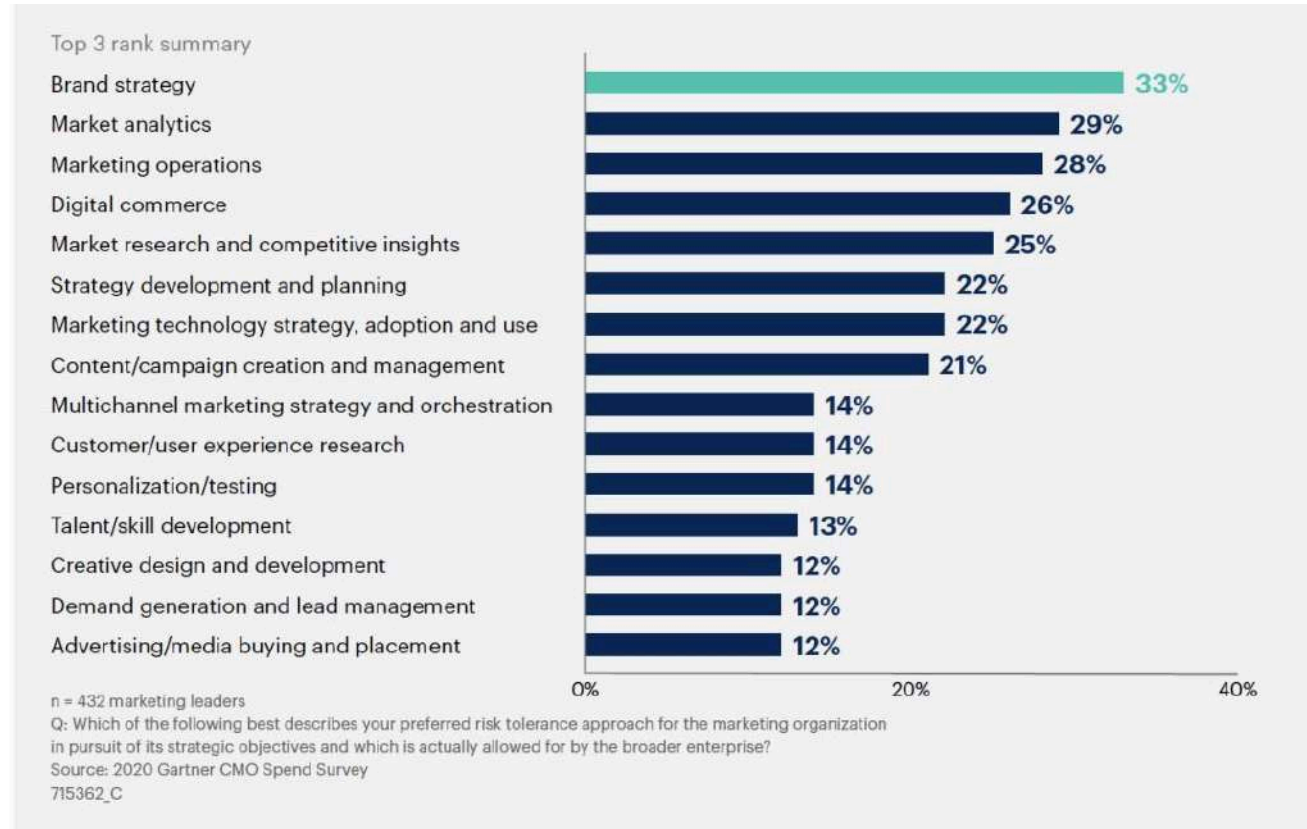
## 1. Brand Relevance

# A Path Forward for maintaining Brand Relevance

*Re-examine your brand's Purpose to connect with consumers today*

# 33%

of CMOs cite brand strategy as their most vital strategic capability, surpassing analytics in importance.





How do you build a moat to protect customer **loyalty** while breaching the moat of competitors?

## 2. Retention & Acquisition

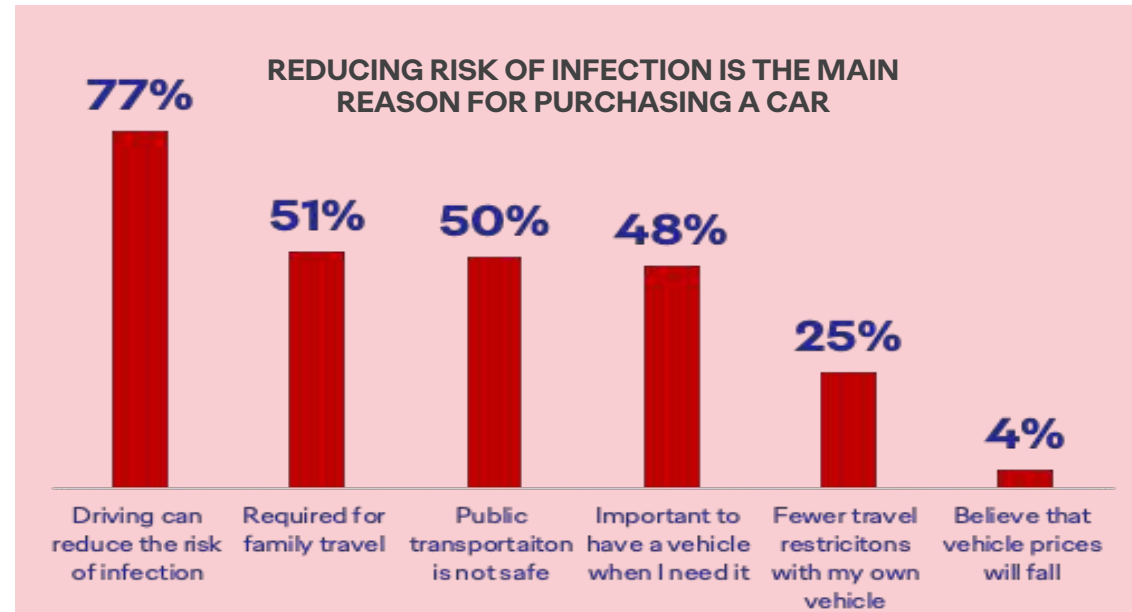
The 'Next Normal' does not mean blanket behaviour.  
*There will be different responses that impact brands and products.*

### *Shock Wave*



Hermès reopened its flagship store in Guangzhou's Taikoo Hui mall and took \$2.7 million **in one day**.

### *Shifting*



Post-COVID Volvo focused on its product innovation air con feature with germ filters. 20% YOY sales increase in China

## 2. Retention & Acquisition

### Consumers have explored new brands while in lockdown

**54%**

of those surveyed in the U.S. reported they had made purchases from “brands that were new to them” and that new brands accounted for more than half of their shopping carts at checkout”

**84%**

of those surveyed in China said they bought a new product or service when in lockdown

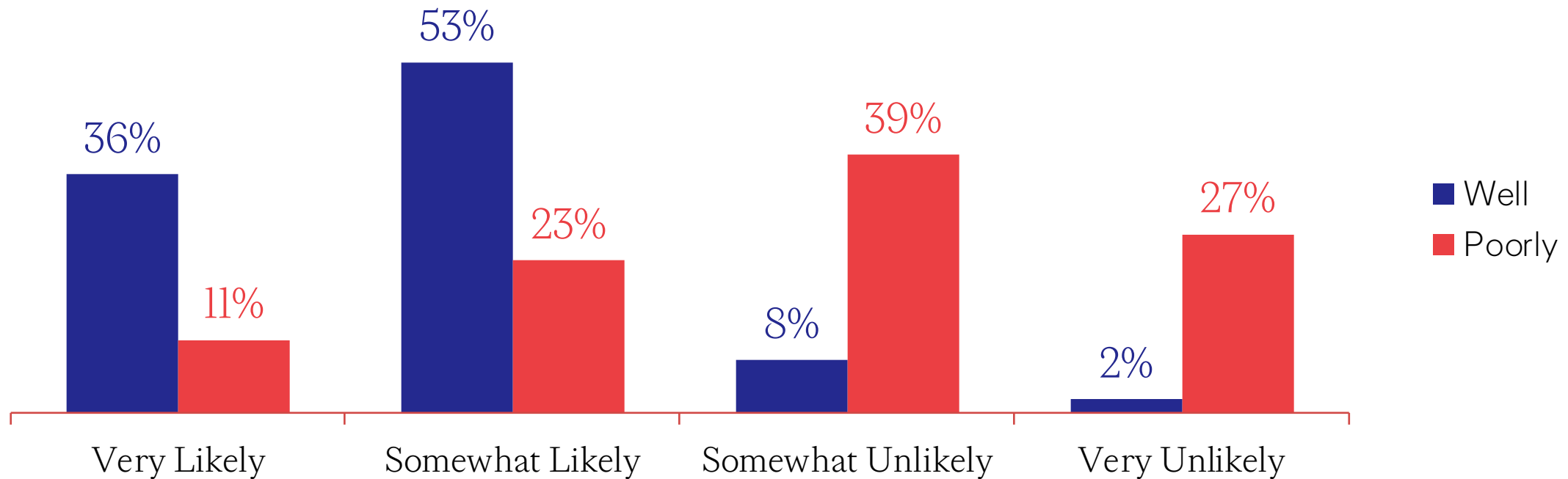
**31%**

of shoppers globally will continue to buy new products and services that they started to buy during the crisis

## 2. Retention & Acquisition

# Consumer loyalty can be buoyed by a well-handled crisis response

Consumer loyalty based on brands' crisis response:  
“How likely are you to shop with a company after it experiences a crisis and responds well/poorly to that crisis?”



## 2. Retention & Acquisition

Short term free offers to acquire valuable consumers segments for the future

**Eurotunnel** is offering refundable tickets to give reassurance to holidaymakers, who can go from home to holiday without ever leaving their car. The company has seen record bookings as restrictions begin to lift.



**US car insurers** refunding millions of dollars to customers stuck at home during coronavirus lockdowns.



**Broadband and wireless companies** are signing a "Keep Americans Connected Pledge" to ensure customers in the US aren't cut off from communications services.



**UK's mortgage payment holiday** extended by three months

## 2. Retention & Acquisition

Providing flexible solutions when dealing with financial challenges is a necessity to retain customers



**Headspace** is offering those unemployed due to COVID-19 free access to their entire library.



**Nike** will be making its fitness app free for customers year-round, and not just during the COVID-19 pandemic.



**Cisco's Webex** are assisting schools and universities by offering free tools for teachers, parents, and students to support the development of online-learning plans.



**Burger King** gives away two free kids meals to help families that rely on school lunches.

## 2. Retention & Acquisition

Brand expanding offering to retain current customers and grow new use base on an entirely new channel



**Hamilton** the musical is available to watch on Disney+ as an alternative to live events.



Travis Scott performed a live set inside the online game **Fortnite** in which more than 12m players took part in, as well as outside viewers who watched the spectacle via streaming platforms such as Twitch and YouTube.

## 2. Retention & Acquisition

# A Path Forward for Retention & Acquisition

*Consider building new models for retention and acquisition*



### **Develop strategies and programs**

to re-activate loyal but dormant customers through existing and new propositions



### **Identify future valuable customers**

in the 'new normal' context and develop multi-channel acquisition programs to attract and convert



### 3. Commerce

How do you make sure you are **selling**  
in all the new ways customers are buying?

### 3. Commerce

# New types of shopping are booming as marketers get to grips with new commerce platforms, tactics and initiatives

Consumers who are currently spending more than before the coronavirus, by category (%)



Example merchants in China	Closest comparable model in the US
Taobao, JD.com	Amazon
7FRESH	Amazon Prime Now, Instacart
WeChat, Pinduoduo	Groupon
Jaishou, TikTok, Taobao Live	Facebook Live
TikTok	YouTube, Instagram
WeChat	SMS consumer engagement
WeChat	Facebook
YUNJI	Amway
JD.ID X-Mart	Amazon Go

Source: BCG COVID-19 Consumer Sentiment Survey, May 22-25, 2020 (N = 2,963), unweighted, representative within +3% of China national demographics.

Note: Question text: "In the past three months during the virus outbreak how did your spending at each of the following compare vs. before the coronavirus?" and "For each of the below types of online shopping, do you expect to spend more, the same, or less over the next 6 months?"

### 3. Commerce

## The pandemic has accelerated long-term DTC trends

**+50%**

increase in DTC advertising spend in 2019. Even before the pandemic, DTC stood as one of the top-rising retail trends.

Media Radar, 2019

**+24 %**

growth forecast in DTC sales in the US in 2020. In a market of disrupted channels and intensified competition, this uplift is unprecedented.

Source: EMarketer, 2020

**-35%**

market cap fall in physical retail space. More than 60 U.S. retailers representing \$370 Billion in annual sales have closed temporarily.

Source: McKinsey, 2020

### 3. Commerce

Established DTC companies have weathered the storm, while others have shifted focus to capitalize on the opportunity

**Nike** showed resilience amid the pandemic in its third-quarter results, with sales increasing by 5% from last year. Sales were boosted by a 36% spike in digital growth during the period



**Heinz** launched a new website called Heinz To Home where customers can buy all their essential favourite Heinz canned foods and get them delivered direct for free.



**Pepsico** launches direct-to-consumer website Snacks.com and pantryshop.com in less than 30 days amid COVID-19 pandemic

### 3. Commerce

Big commerce players are doubling down on long-term eCommerce plays

**618 SHOPPING FEAST** in numbers



As China's largest sales event since the coronavirus outbreak, **618** offered an opportunity for e-commerce platforms and brands to reconnect with customers and generate growth.

M&S

**M&S** has partnered with Deliveroo to offer same-day delivery, and is integrating its grocery into Ocado in September.



**Carrefour** has launched its Food & Beverage Marketplace to meet the new expectations of its eCommerce customers in France.

Walmart 

**Walmart** has launched a membership program, called Walmart+, that closely resembles Amazon Prime. The Company has also partnered with Shopify to expand its online marketplace

### 3. Commerce

## A Path Forward for Commerce

*Post-pandemic expectations won't wait for your long-term Commerce roadmap – find the “right-now” workarounds*

**Nascent**

Are you enabling customer acquisition through CRM and media? Are your social channels working hard enough?

**Capable**

What are your full commerce capabilities and where is the opportunity for growth? Are you prioritizing DTC?

**Mature**

What is your plan to accelerate ecommerce growth?

## 4. Spending Optimization

How do you high-grade your **spending** to prepare for either growth or retrenchment?

## 4. Spending Optimization

No consensus on how the crises will affect spending  
*But YoY H1'20 ad spend data is sobering for some categories*

**Marketers Think COVID-19 Will Be Worse For Advertising Than The 2008 Financial Crisis**

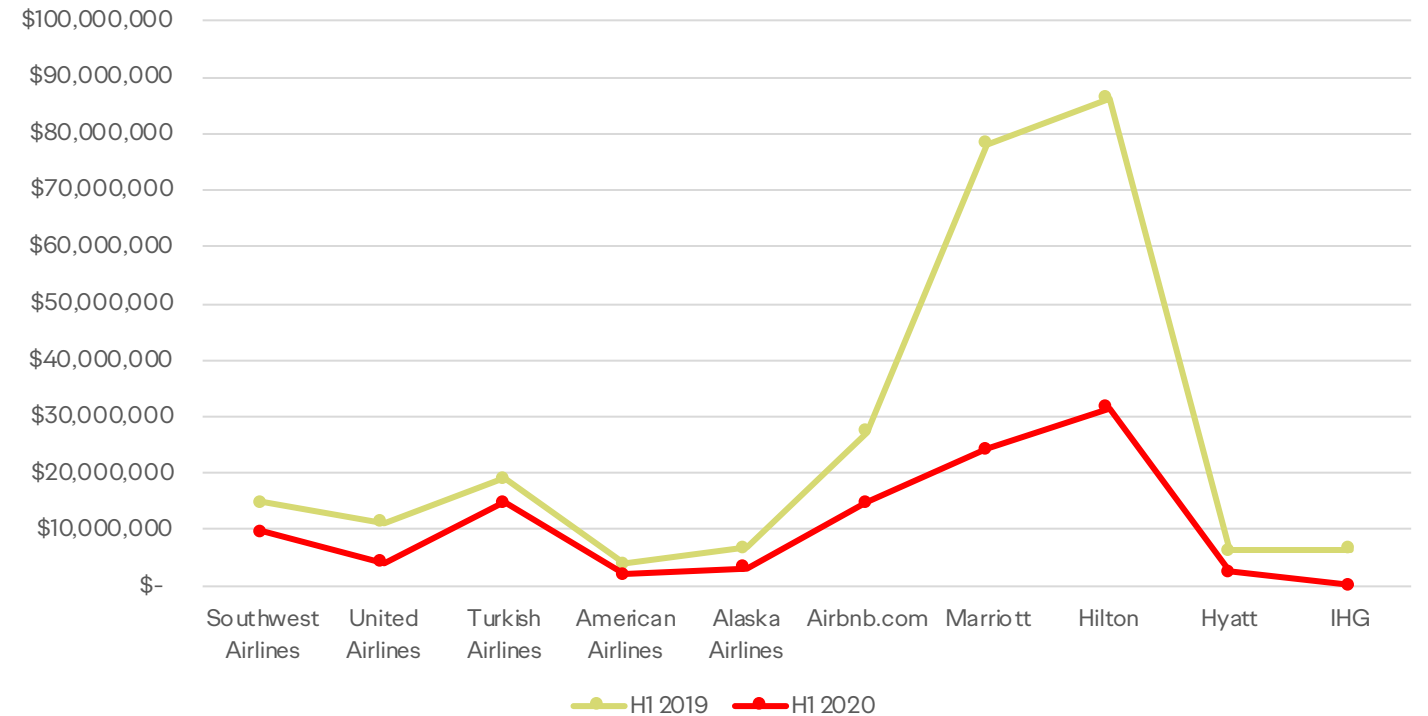
BUSINESS | MEDIA & MARKETING

**Ad Spending Will Drop 13% This Year, Ad-Buying Giant Says**

Decline isn't expected to be as bad as after 2008-09 financial crisis

Decline isn't expected to be as bad as after 2008-09 financial crisis

Ad spend across H1 2019 and H1 2020 (to date) in travel category





## 4. Spending Optimization

Whatever the recession looks like, brands need a plan  
*Because 'pause' isn't really a strategy*

'V'  
Shape



Rapid growth slowdown in the first half of 2020, followed by an equally rapid recovery from the middle of 2020, as the virus spread is contained, allowing annual growth rates to fully absorb the shock

'W'  
Shape



A second wave of the COVID-19 outbreak flares up globally, with quarantine measures extended to more regions and for longer

'U'  
Shape



Disrupted global supply chains are only restored subsequent to the peak in COVID-19 fatalities in the third quarter of 2020, resulting in an economic recovery only taking hold from late 2020 and extending into 2021.

'L'  
Shape



Recovery in growth would be like the Great Depression, where the nature of a deeper recession in economic activity results in several credit events, such as a significant rise in corporate defaults and corporate bankruptcies, and a material increase global unemployment

**Relatively quick  
return to Growth**

**Protracted Recession**

## 4. Spending Optimization

Cut spending, invest for growth or pause activity  
*How do you decide which path to take?*

*Some brands are cutting spending*

**28.4 %**

of marketers cut spending during the pandemic

*Others are investing to capture growth*

**41.3%**

of marketers reported an increase in marketing budgets due to the crisis

*Many have just pressed “pause”*

**30.3%**

of marketers have reported no change in their overall marketing budgets during the pandemic

#### 4. Spending Optimization

Some brand are optimizing well  
*Making smarter trade-offs with spend*

HOME IS GOOD



Comfort

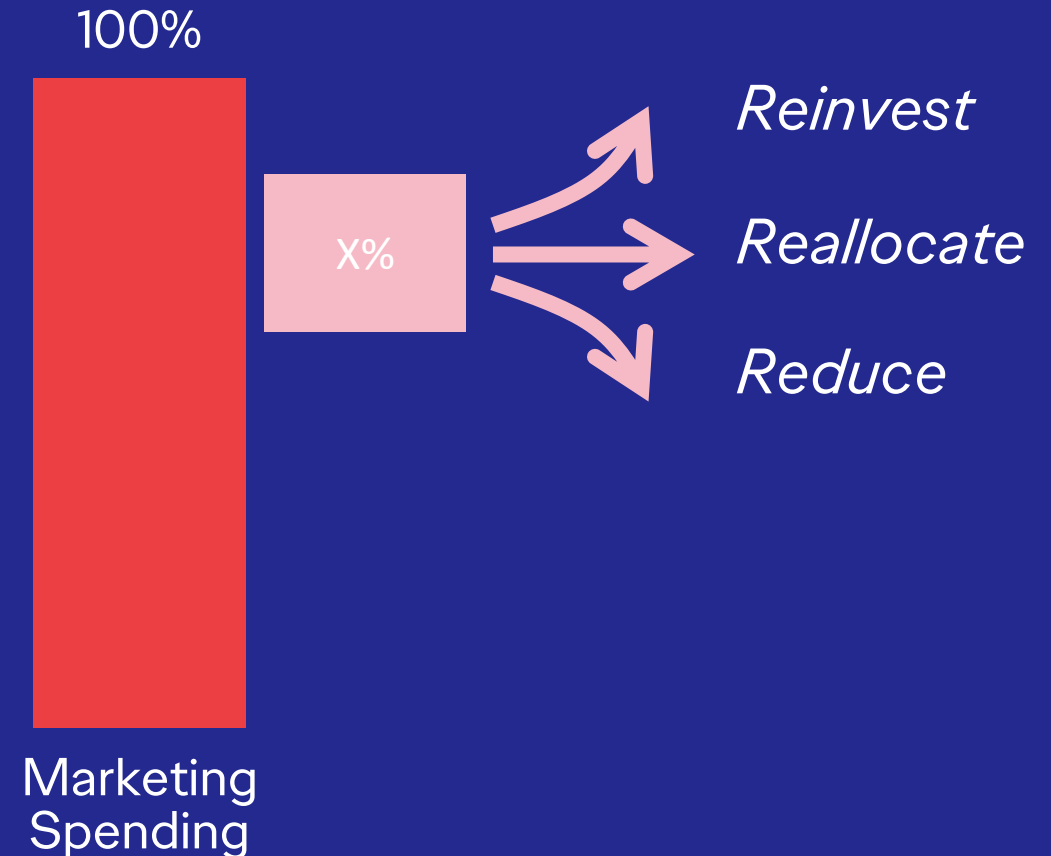
**Unilever** has maintained its marketing spend but reviewed its priorities. The company is dialling up areas with the highest ROI, such as its home and hygiene brands.

## 4. Spending Optimization

### A Path Forward for Spending *A spending triage will prepare you for any future scenario*

A marketing spending triage quickly assesses which spending is critical based on:

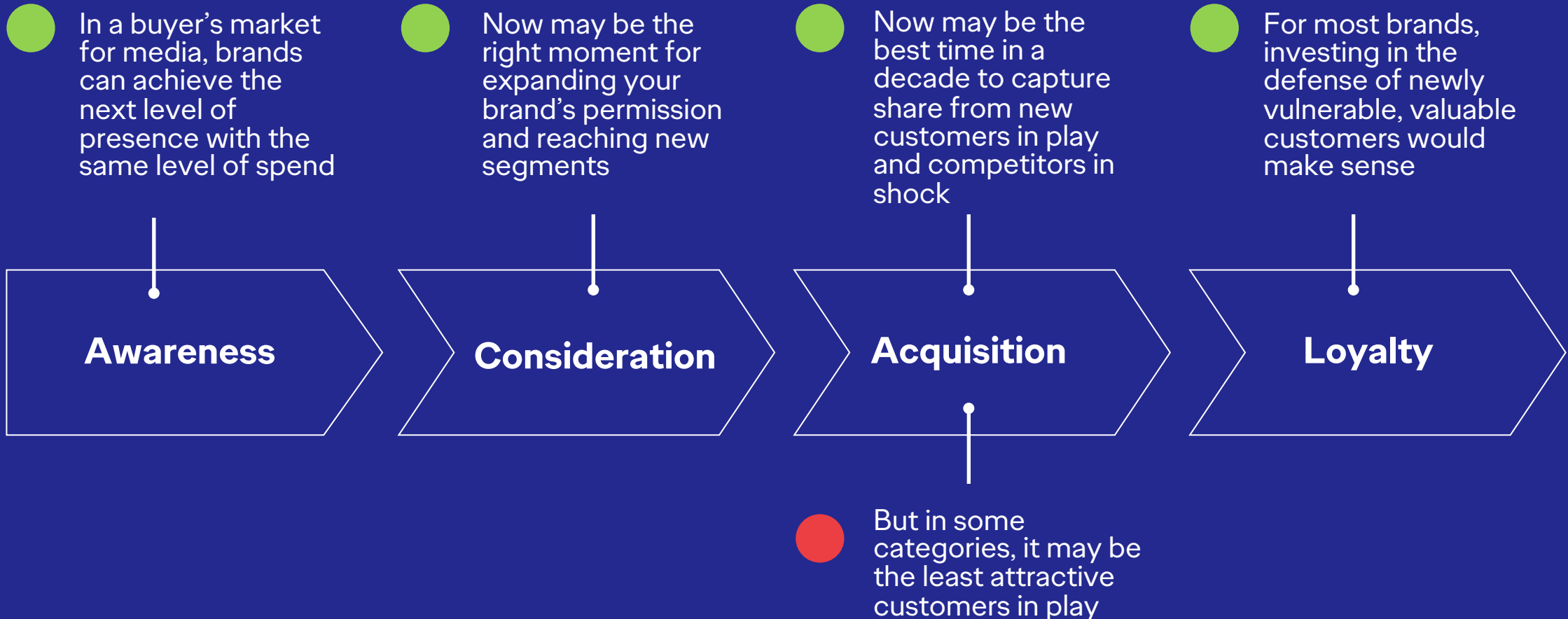
1. What it is trying to achieve
2. Its performance
3. The opportunity to apply those funds elsewhere.



## 4. Spending Optimization

# A Path Forward for Spending

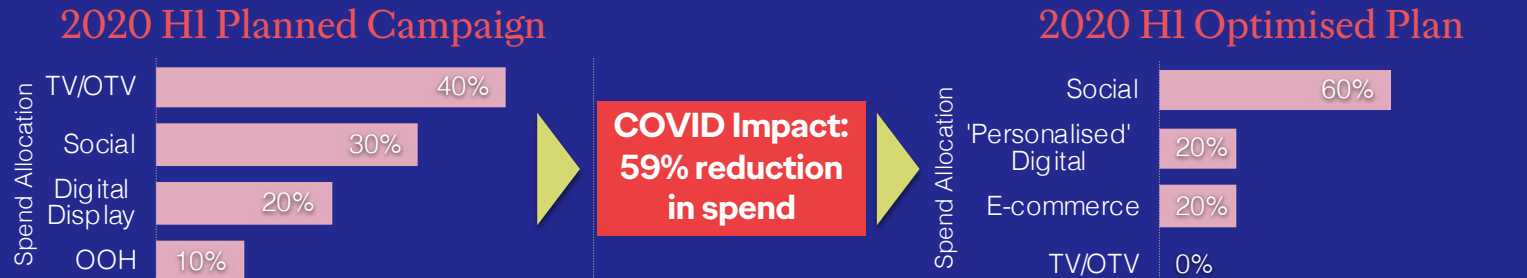
*Priorities across the funnel have changed in recent months*



## 4. Spending Optimization

Conduct a marketing spending optimization audit to focus on critical messages and do more with less

Example: **Brand A/Mass CPG in China**



Results

	Past 7 Days			Awareness		
	Mar	Apr	May	Mar	Apr	May
Brand A	+0.2%	+1.5%	+2.9%	+0.4%	+1.8%	+1.0%
Market Leader	-1.9%	-1.5%	3.7%	-3.5%	-1.3%	1.3%
Main Competitor	-1.5%	-2.7%	-0.1%	-2.4%	-1.5%	-0.2%

### Existing Assets

- Un-produced TV footage
- Past years TVC footage
  - Celeb photo shoot
- Recorded brand anthem song

One Exclusive Platform Partnership to optimise spends



Recut/Repurpose assets to create platform content and focused consumer engagement

- 12X Short Video Content of 7sec to 15 sec recut from existing footage
- 4X Long Video Content/Repurposed anthem to music video, recut of existing footage
- 40X 'personalised'/Occasion & moments driven messages using photo assets. Used as static and dynamic posts as well as downloadable
  - Linked all content to pack and coupons
- Big data with platform to serve/rotate the library of content to the right audience at right moments with right messages

## 5. Customer Experience

What is the new normal reshaping the **experience** your customers are expecting?

## 5. Customer Experience

Changed for now  
*Physical protection and hygiene are paramount in the immediate term*

95%

Of consumers want companies to implement physical protection and distancing measures to help keep them safe

80%

Of all orders at KFC in China chose contactless delivery in Q1'20, a **40%** increase in orders from delivery for KFC vs. Q1'19

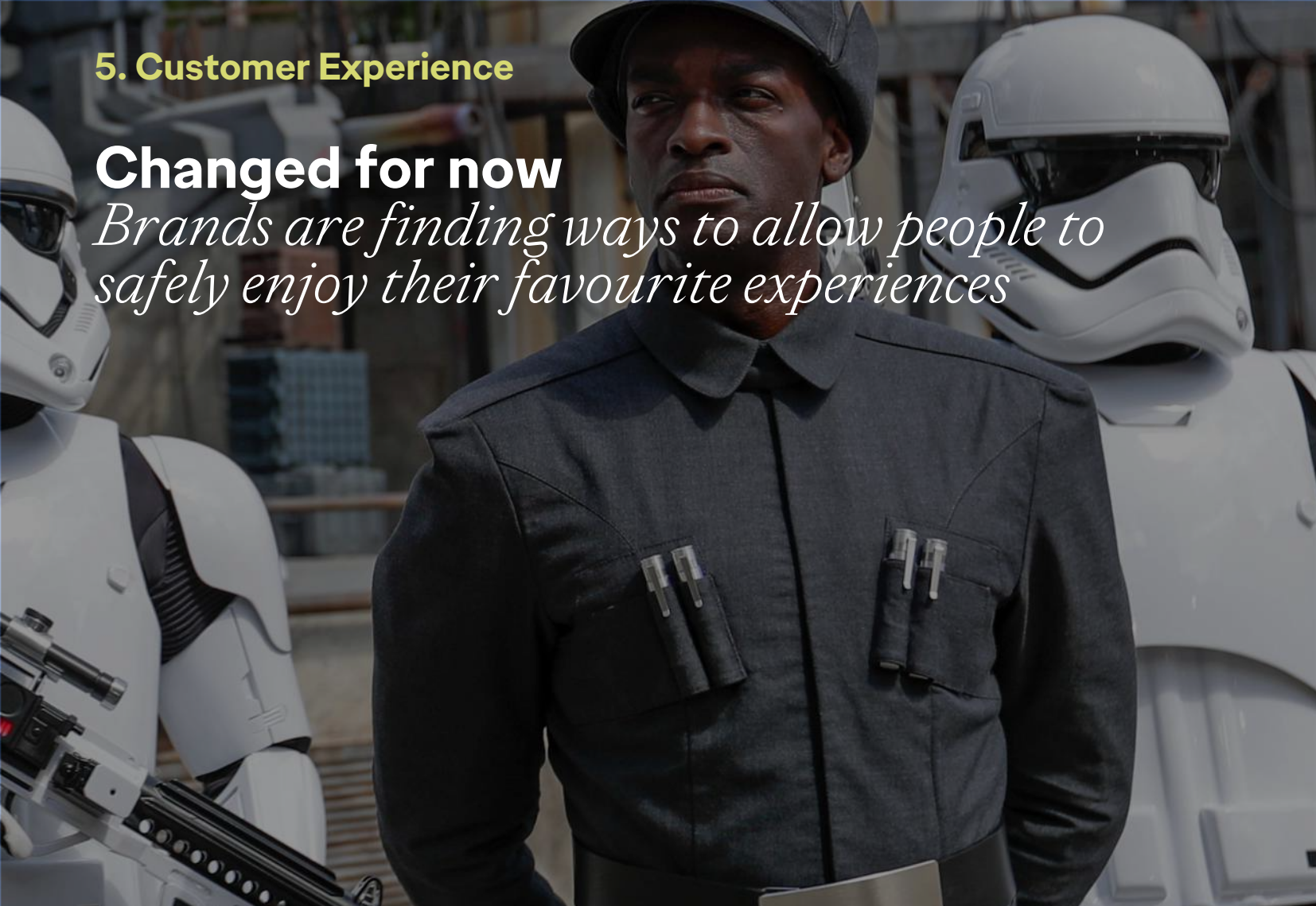




## 5. Customer Experience

### Changed for now

*Brands are finding ways to allow people to safely enjoy their favourite experiences*



**Stormtroopers** are enforcing pandemic protection measures at Disney World, such as wearing masks and keeping distance.



**Tmall and Taobao** have seen a spike in the sale of massage chairs and neck massagers as people replicate experiences at home



**Bangkok** opened a new drive-in cinema with a novel cooling system to help combat the discomfort of being confined to cars on a hot night.

## 5. Customer Experience

**Changed for the next 1-2 years**  
*Industries facing prolonged impact due to COVID-19 are having to adapt the experience*

**Changi Airport** installed proximity sensors on its automated kiosks to eliminate the need for travellers to touch the electronic screens when they check in or drop off their bags.



**Meituan's** 'Safe Trip' hotel initiative championed cleanliness and saw a 1.6x increase in bookings



**Restaurants**, such as Patty & Bun in London, offer DIY kits of their popular menu items as an alternative to dining out

## 5. Customer Experience

akiniko  
was live · 5h ago

### Changed forever

*Some brands are successfully trialing their service models in digital format for a longer-term shift*



mollykatemoore  
Yes Soph! I see you killing it! 🍌

bakarihollier  
Lets Go Akin and Jaws 🍌🍌🍌🍌🍌



- joyfeline  
Whoo Baby!!
- thekristinagirod  
@rightupyourallee Let's get this church, baby!!
- berkleymcfarlin  
❤️❤️❤️
- dillanostrom  
Yes yes yes!
- kristindossantos  
Hi @christinaramirez!! Saw you too 😊😊

Send message

## Fitness

companies have shifted to a new model, virtualising their class experiences with live or recorded video. It's likely that customers who have converted to digital services will stick to them after the immediate health crisis is over.

## 5. Customer Experience

### A Path Forward for Customer Experience

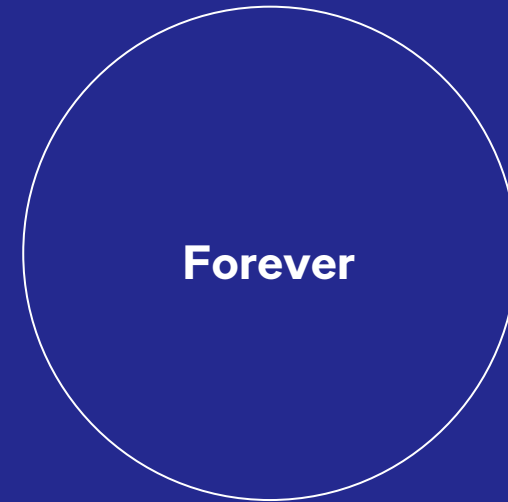
*Prepare for different scenarios of the future by creating the journeys today*



What do consumers need right now and how have their behaviours temporarily shifted?  
e.g. mitigating risk of infection



Is your industry likely to see changes over the next couple of years that require a rethink of the related customer experience?



What are the long-term shifts impacting your brand and business that will fundamentally reshape CX?

## 5. Customer Experience

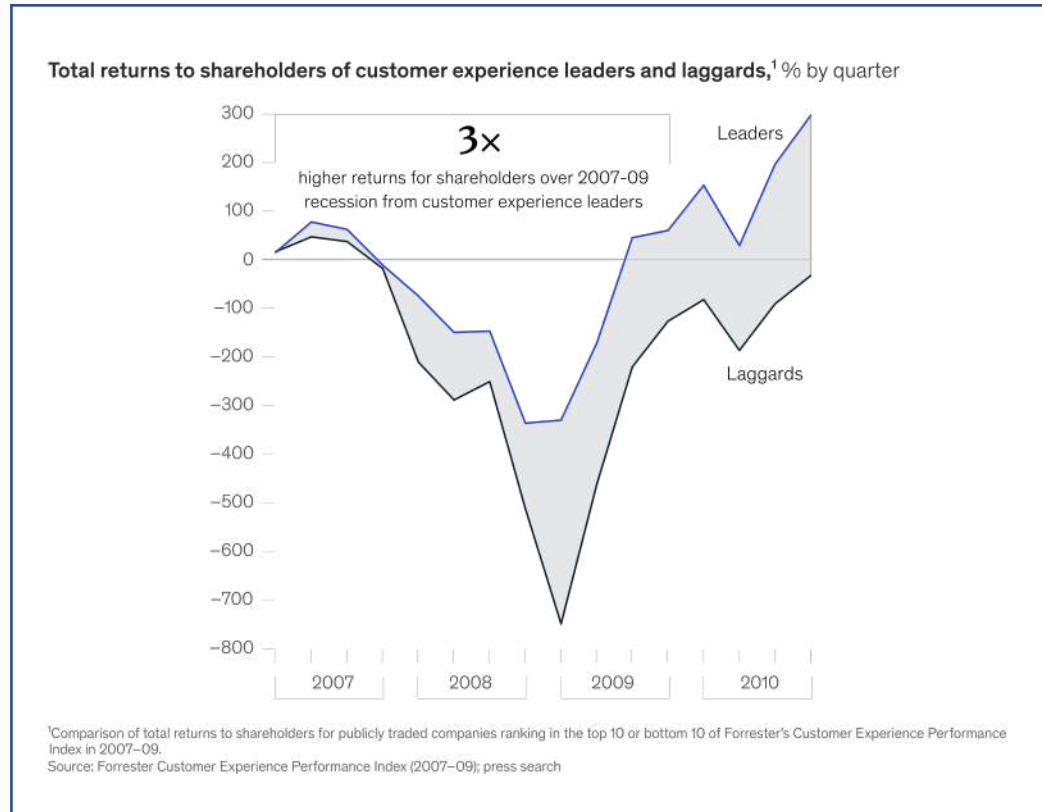
# A Path Forward for Customer Experience

*CX can help inoculate brands during economic downturn*

**3x**

Higher returns for  
shareholders over 2007-  
2009 recession from  
CX leaders

*'[one of] the best ways to improve experience and efficiency at the same time are by increasing digital self-service and making smarter operational trade-offs, grounded in what matters most to customers'*



Sources: McKinsey 2020

Where is **innovation** needed to quickly close the gaps and get you ready for what's next?

## 6. Innovation

The last 4 months saw companies innovate like they always should have – lean, fast and agile, and driven by real human needs

**55%**

say that brands and companies are responding more quickly and effectively than government

**62%**

say their country will not make it through the COVID-19 crisis without brands playing a critical role in addressing the challenges

**Forbes**

**The One Good Thing Caused By COVID-19: Innovation**



**HBS Working Knowledge** Contributor ⓘ  
Leadership Strategy  
*Business research for business leaders*

## 6. Innovation

Companies across industries revamped their existing production lines to help fight the pandemic



**Ford** shifted its car production to make ventilators for patients and respirators for healthcare workers – and 3M, GE and UAW are working to speed up that production.



**UK-based F1** teams united around 'Project Pitlane' to assist with ventilator production.

**PRADA**



A number of luxury **fashion brands** have turned their production lines to making surgical masks.



**Ferrari** developed ventilator for coronavirus patients, designed and built in 5 weeks.



## 6. Innovation

For COVID-19, competitors are partnering to develop life saving products more quickly and efficiently



**Google and Apple** jointly created the Exposure Notifications System out of a shared sense of responsibility to help governments and the global community fight the pandemic through contact tracing.

## 6. Innovation

# A Path Forward for Innovation

*Scaling your pandemic innovation skunkworks to solve for what's next*

### HOW?

- Conduct **rapid “Futurecasting” exercise**, to assess the implications of the current environment on the client’s innovation agenda
- With the Futurecasting findings the team then conducts a **“Gap-Analysis” of the client’s current innovation pipeline**, to both identify gaps that have emerged and new opportunities that have been created
- This insight is then used to seed an **Innovation Co-Creation Workshop**, which reprioritizes current pipeline initiatives and shifts resources to close pipeline gaps

### WE’VE DONE THIS WITH...

FORD  
MOBILITY

Colgate

MERCK

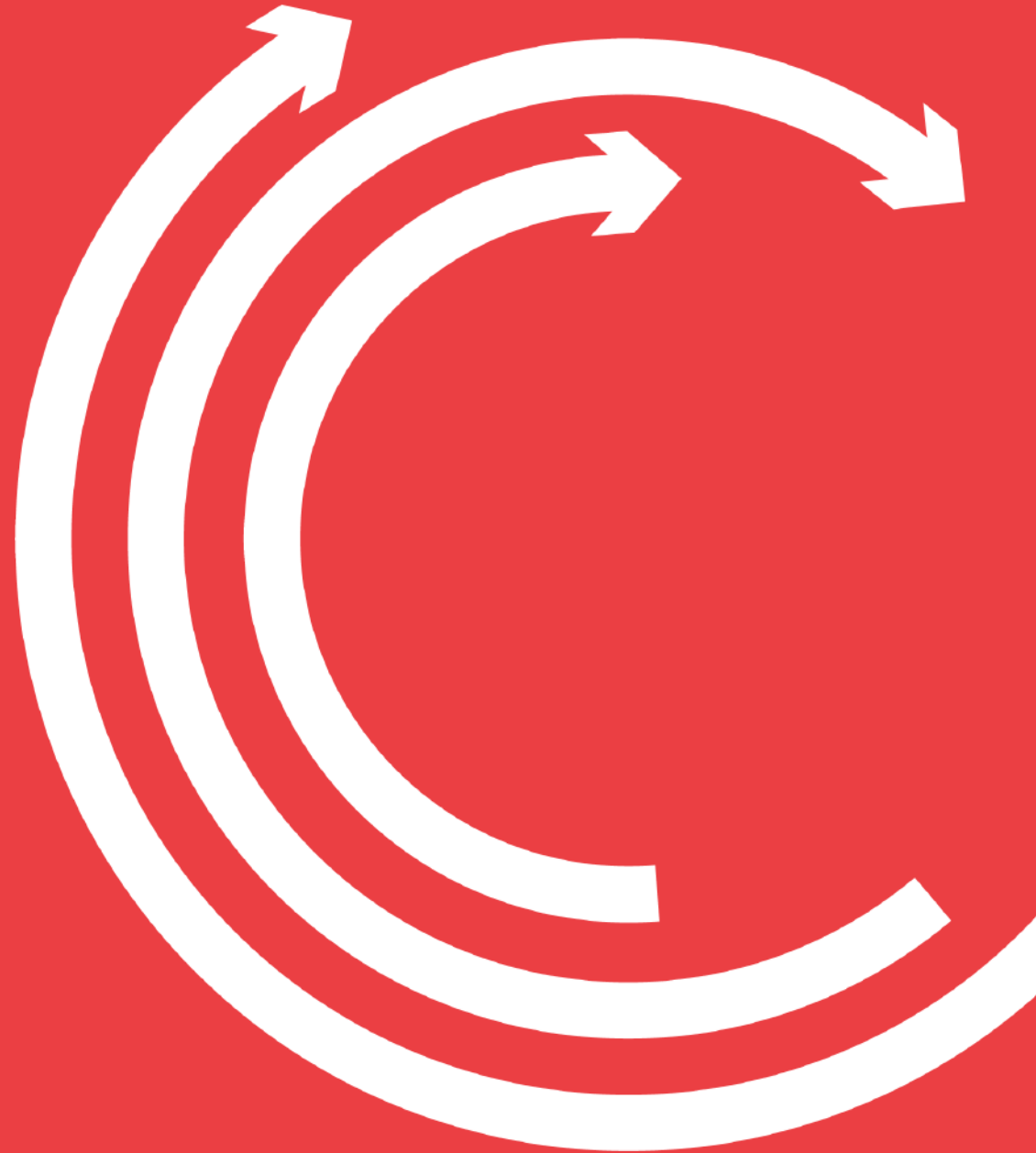
SAMSUNG  
Strategy & Innovation Center

Nestlé

Part Three

# Return to Growth:

A Practical Approach for  
Brands & Businesses



# The 6 critical actions for brands to return to growth *which does your brand and business need to address?*

1

## **Brand Relevance**

Reframe what you “say” and “do” to maintain your brand relevance in this new normal environment.

2

## **Retention & Acquisition**

Determine which customers are at risk right now and create tailored retention and acquisition programs.

3

## **Commerce**

Ensure all your selling channels are working as hard as they should.

4

## **Spending Optimization**

Conduct a marketing spending optimization audit to focus on critical messages and channels and do more with less.

5

## **Customer Experience**

Determine which changes to the customer experience are here to stay and how they can be delivered profitably.

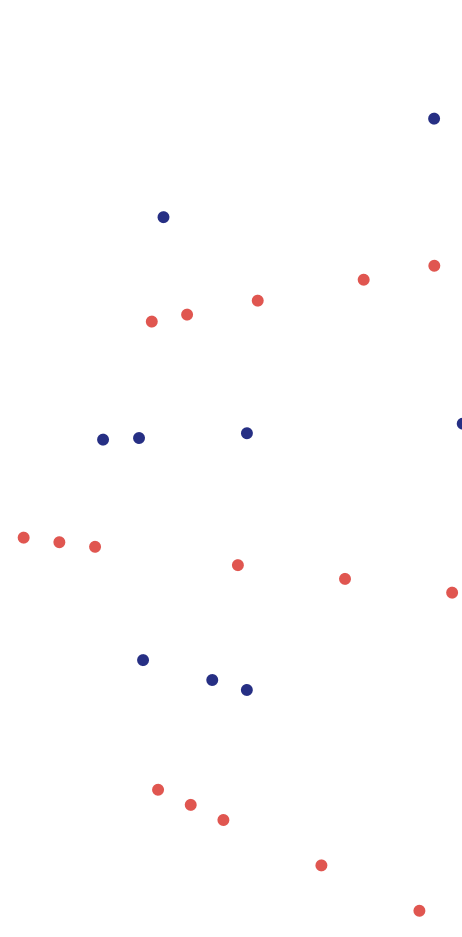
6

## **Innovation**

Reprioritize your innovation agenda to meet new customer expectations and capture new growth opportunities.

# An approach to growth in Turbulent Times

## *Setting priorities and 6 sprints for rapid change*

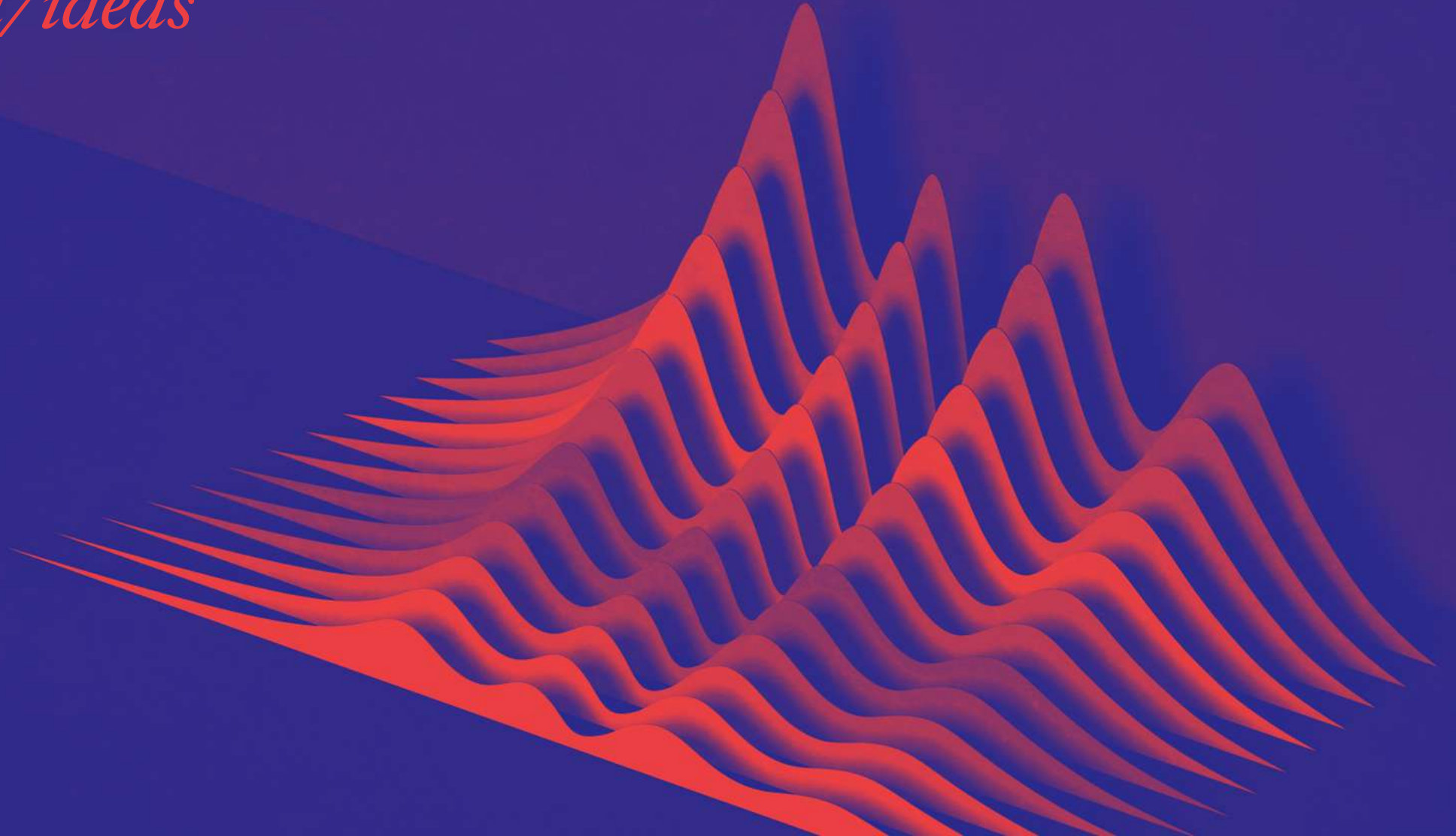


### 4-5 WEEK TAILORED SPRINTS

- 1 Brand Relevance**  
Reframe what you “say” and “do” to maintain your brand relevance in this new normal environment
- 2 Retention & Acquisition**  
Determine which customers are at risk right now and create tailored retention and acquisition programs
- 3 Customer Experience**  
Determine which changes to the customer experience are here to stay and how they can be delivered profitably
- 4 Spending Optimization**  
Conduct a marketing spending optimization audit to focus on critical messages and channels and do more with less
- 5 Commerce**  
Ensure all your selling channels are working as hard as they should through a commerce accelerator
- 6 Innovation**  
Reprioritize your innovation agenda to meet new customer expectations and capture new growth opportunities

Questions?

*Get this deck on the global Ogilvy website:  
[Ogilvy.com/ideas](http://Ogilvy.com/ideas)*





# Thank You

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