## MANAGING BRANDS THROUGH TURBULENT TIMES: MANAGATING INTO 2021

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### All the way back in January 2020

It was all about more data, more connections, more people and six macro forces shaping the world....



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### Dynamic populations



Data world



### Growing inequality and opportunity



**Technology** 

tipping points

### Geopolitical tensions

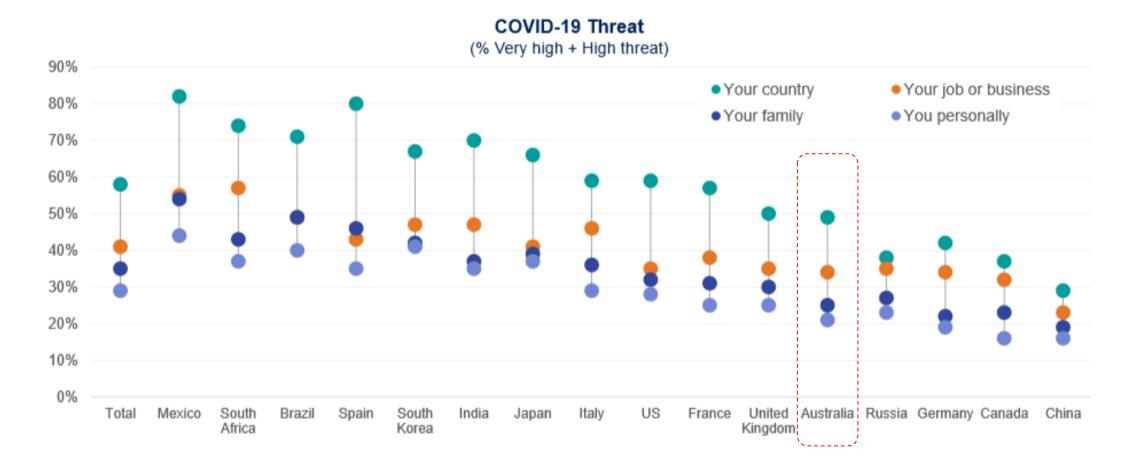


### The fragile planet





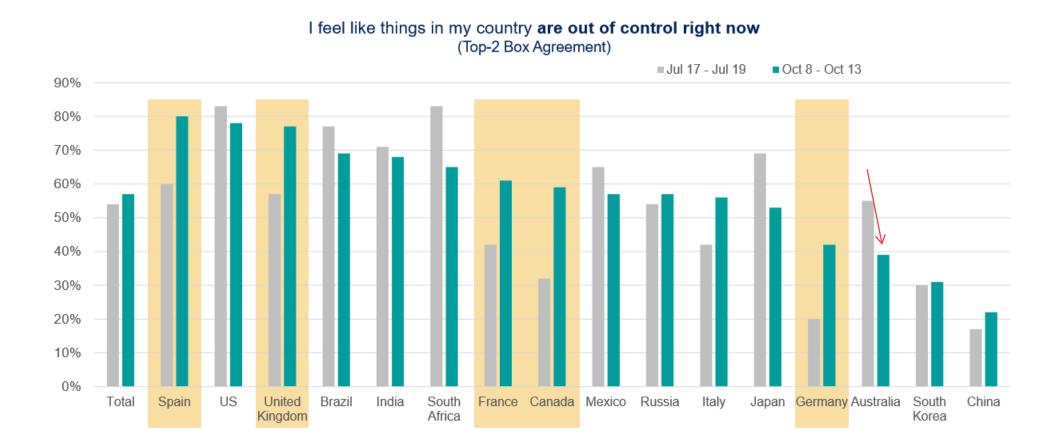
### Since then.....health & financial crisis, personal impact 🛞





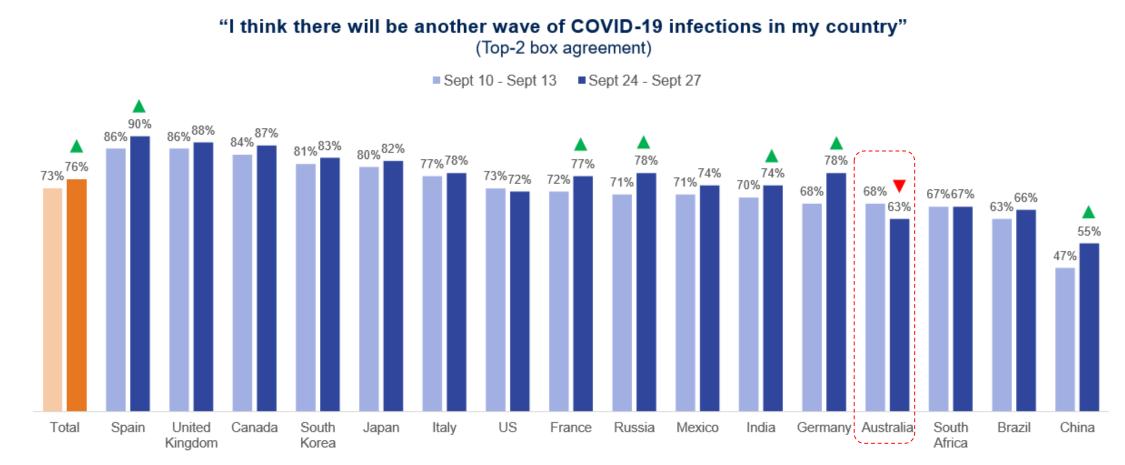
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### The good news is...Australia is fairing better than other countries





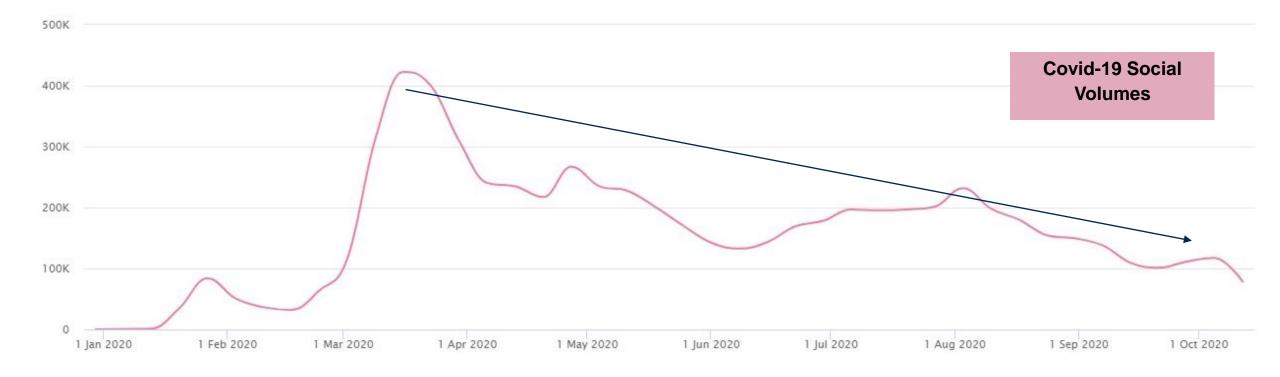
### As we become more confident that another wave will not take place



Q: (We should restart the economy and allow businesses to open or operate as they choose) To what extent do you agree with each of the following? (n=14570)

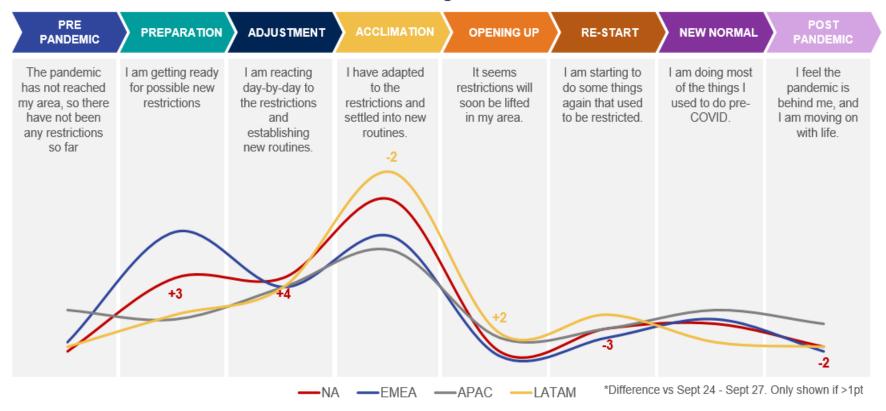


### We can also see also through social monitoring that volumes of chatter have also abated





### APAC has adapted to the changes and compared to others is edging ahead in trying to move on in life



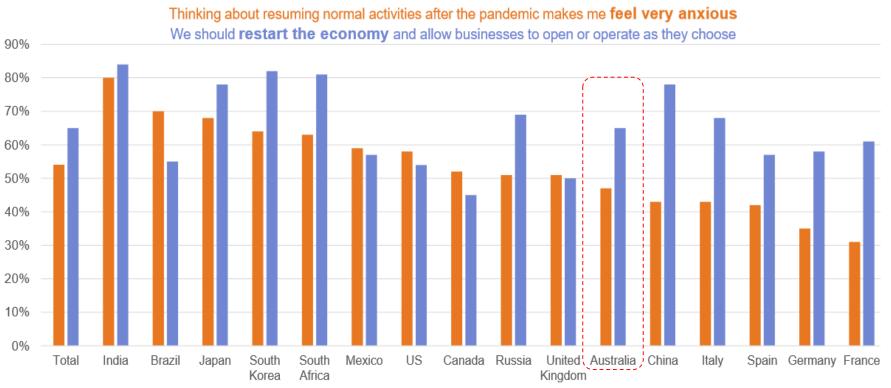
#### Phases: Regional View

Q. 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 regarding the covid-19 pandemic (n=14581)



### But, we still need to resolve the tension between the support for economic recovery and personal anxiety

Anxiety vs. Economy (Top-2 Box Agreement)



Q: (T2B Summary) To what extent do you agree or disagree with each of the following [Thinking about resuming normal activities after the pandemic makes me feel very anxious][We should restart the economy and allow businesses to open or operate as they choose]? (n=14581)



# The silver lining...

While existing paradigms are disrupted, consumers are flexing to a new normal.

Anything is possible.



### We can, and do, adapt to change...if music is any guide





#### Some are seizing the opportunity of a 'break from normal' and doing things they never had the chance to do before





Source: Ipsos ECECovidWatch 2020

# The consumer is continuing to change

### And so can brands

### They are looking to use this moment to make changes, to be better than before

GLOBAL AV. => 86% TOTAL AGREE

#### AUSTRALIA => 83% TOTAL AGREE

	al Agree								Total D	
Global Average		46%				41%			10% 4%	
Colombia			76%					18%	4% 3%	
Russia			64%				30		5% 1%	2
Peru	93%		75%					18%	4% 2%	6
Chile	93%		72%					21%	5% 3%	ó
Mexico	93%		71%					23%	4% 3%	5
Malaysia	92%	45%				47%			7% 19	2
South Africa			66%				25%		5% 4%	
Argentina			67%				239	6	5% 4%	
Brazil		55					34%		9% 3%	
Turkey	89%	52%					7%		7% 4%	
Saudi Arabia		47%				42%			9% 2%	
China		34%			Ę.	5%			9% 2%	
India	87%	42%				45%			10% 3%	
Great Britain		36%			,	51%			<u>10% 3%</u>	
Spain	86%	549	6			32	%		10% 5%	
	85%	47%				39%			10% 5%	
France		30%			55%				13% 3%	
Poland	85%	30%			55%				11% 4%	
Sweden		39%				16%		9	9% 7%	
Hungary		43%				41%			14% 2%	
Australia	83%	36%			47	%			13% 4%	
Canada	83%	32%			52%				.1% 6%	
Belgium		36%			479	6			13% 4%	
Japan		19%		(	53%				16% 2%	
United States	13/0	36%			43%			14%		
Netherlands	79%	30%			49%			15%		
Germany		28%			51%			15%		
South Korea	73%	16%		58%				24%	3%	6

Somewhat agree
Somewhat disagree

Strongly disagree



Global Advisor (August 21 – September 4, 2020) Ipsos, Base: 21,104 online adults aged 16-74 across 28 countries Q1. How much do you agree or disagree with each of the following statements: I want my life to change significantly rather than returning to how it was before the COVID-19 crisis

Strongly Agree

#### Hoping to create a more sustainable and equitable world

GLOBAL AV. => 72% TOTAL AGREE

#### AUSTRALIA => 62% TOTAL AGREE

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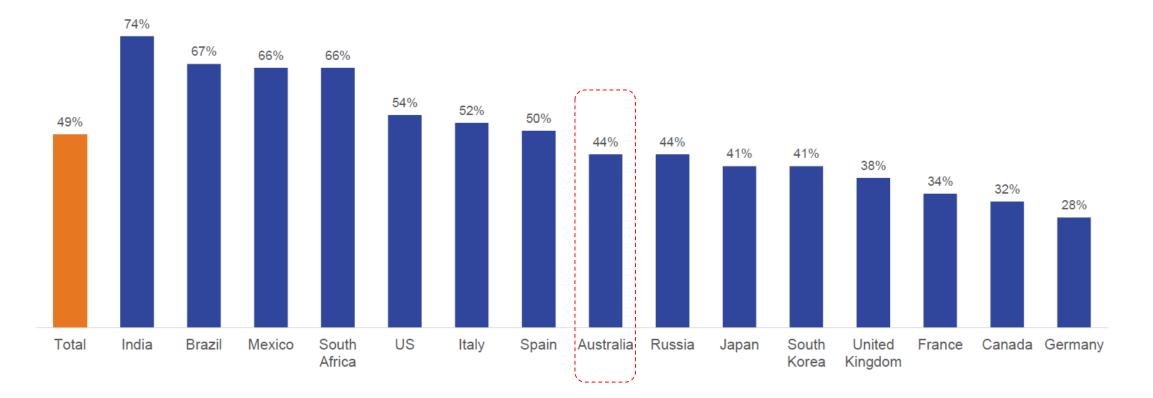
ilobal Average	72%	30%			4	1%			1%	8%	29
Mexico			54%					34%		7% 4%	
Colombia				0%				28%		8% 4%	
South Africa				0%				27%	9	% 5%	
Peru			56%				3	0%		% 5%	
Saudi Arabia		4	3%				43%			1% 3%	
Malaysia		35%					51%			11% 3%	_
Russia			50%				35%		12		
India		38%					47%		11	1% 4%	
Chile			53%				30%	b b	10%	6%	17
Brazil		41					43%		129		
Argentina			46%				35%		11%	8%	19
Italy		29%				47%			17%	8%	24
China		22%			50%				25%	2%	28
Poland		21%			52%				22%	6%	28
Turkey	71%	34%				37%		12%		17%	29
France	69%	18%			51%			2	.5%	6%	31
Spain	67%	34%			3	3%		22%		11%	33
Belgium	65%	19%			46%			26%		9%	35
Hungary	63%	24%			39%			23%		14%	37
Australia	62%	14%		47%				31%		8%	38
Canada	61%	15%		45%				30%		10%	40
Great Britain	59%	13%		46%				32%		9%	41
United States	57%	19%		38%				30%		13%	43
Sweden	57%	16%		41%			24%		20	%	43
Japan	57%	7%		50%				39%		4%	43
South Korea	56%	8%		48%				39%		6%	44
Germany	51%	14%		37%			34%			15%	49
Netherlands	51%	11%		40%			32%			17%	49



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### Half of citizens globally trust brand to provide more accurate information than their own government

"I trust brands and companies to be a more accurate source of information than my government" (% Strongly + Somewhat Agree)



### Getting ready for 2021 is not just about COVID, but the new horizon we are looking to...

#### Understand consumer needs & motivations

In times of crisis, consumers are not just responding to want, they have a new set of needs that can manifestly change their behaviors

Understand what the subtlety of what they want and need.

#### Accelerate business innovation

Businesses which respond quickly to these needs, can open up new areas of business and quickly develop a user base or create new modes of connection and service delivery

Are your resources in place to pivot?

#### Crisis proof your brand

The duration of the crisis enables consumers to experience and habituate to new times. And once the crisis abates, the best of these new offers & services can maintain their appeal and relevance. Consumers are looking for more than just functionality, they are looking for brands which make a difference.

Are your resources, service channels, skills updated to underpin longer term changes? Are you clear on your brand purpose?

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### Understanding <sup>1</sup> consumer needs

#### Consumers want to be heard.. so ask them

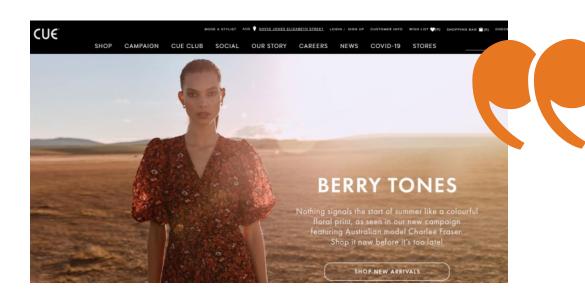




Disagree

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### Digital first does not mean humanised contact is not important



Cue Through COVID Cue launched a video-based styling platform providing free styling sessions with Cue staff via Zoom. This was initially offered to VIPs, then opened up to all customers. This was being worked on pre-COVID, as we saw blending of online and offline retail was coming together. The pandemic accelerated that and acceptance of consumer behaviour lent itself to us executing these video sessions... The service has now been extended to in-store."

Cue Clothing's CIO, Shane Lenton

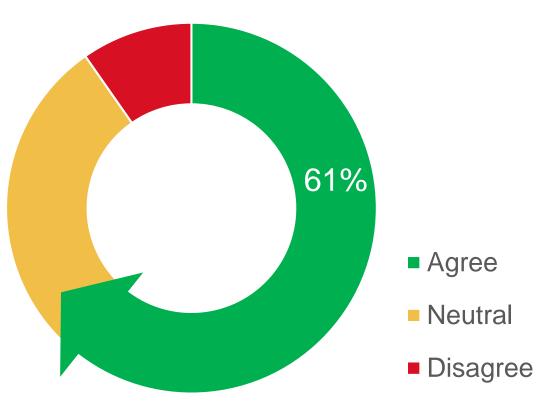






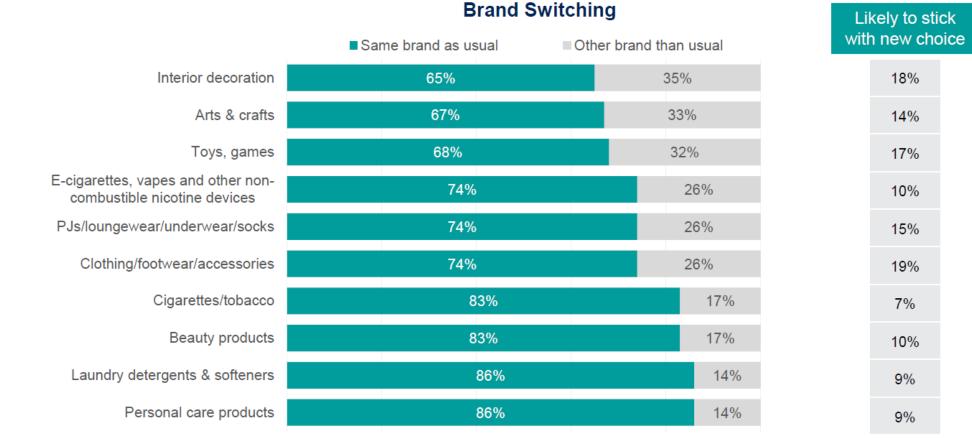
#### Consumers want innovation....so give it to them

I believe brands should continue to launch new products and services"





### Consumers are already showing signs of a willingness to trial new brands



Q: Did you buy the same brand as usual?

Q: In which of these categories would you continue buying the new brand?

### Change creates the impetus for innovation....a crisis doesn't stop new product trial

Percent of Concepts with a High Level of Trial Potential					
Financial Crisis (2008-2009)	39%				
Recent years (2016-2019)	34%				

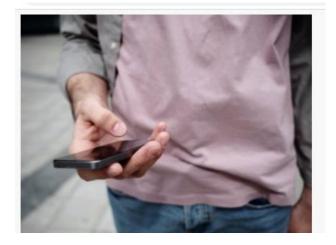
Our innovation data shows that consumers may be more open to new ideas during a crisis since their usual habits have been interrupted.



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### **Keep innovating**

A new Chinese phone has been launched with an infrared temperature sensor





In synergy with their flat pack brand, IKEA have created playful fort designs for children in lockdown New York are trialling high-tech UV disinfection technology to ensure passengers on their tubes, trains, and buses and at their stations are safer









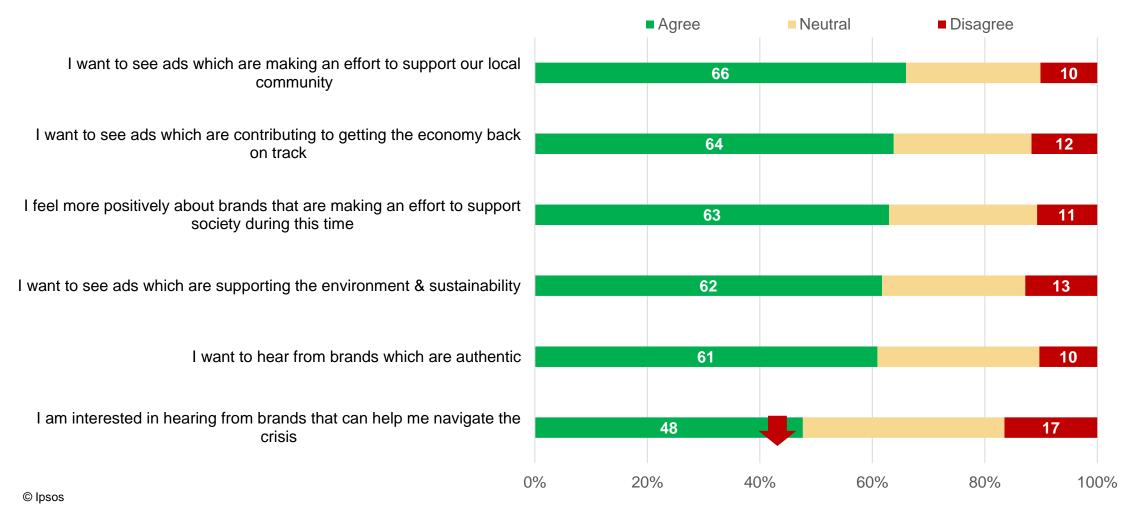
### Nobody knows how long the 'crisis' will last...optimism for an quick end is increasing



Q: How long do you think it will take before things feel like they are getting back to normal? (n=14570)

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### Consumers are looking for brands that are looking forward and contributing to create a new future



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### Crisis proof by extending your value proposition



Source: https://www.verywellmind.com/what-is-maslows-hierarchy-of-needs-4136760

Reframing the product value proposition higher up the needs ladder opens the door for new innovations, potential price increases, meets evolving emotional needs and builds brand equity

#### Step up and lead. Stand for something.



Unilever has announced that it will invest a billion euros in environmental projects, alongside targeting net-zero emissions from all products by 2040.



Visa has committed to using environment friendly cards that are made up with 98% recycled plastic.

Realising that well being goes beyond the traditional notions of "healthy," AIDS Healthcare Foundation has partnered with Domino's to provide patients and clients with 1 free large pizza per week – no need to tip the driver.





Youfoodz changed the tone of its advertising to be upbeat, launched V One (fresh food delivery) and making donations to Lifeline



The most adaptable and agile brands will win in the new normal – not necessarily the biggest



### Are you ready to win?

#### Agencies

Have consumers shifted their attention and in what way? Which media channels are resonating with the audience & why?

#### **Advertisers**

What changes have customers made during the crisis, which ones stay (even in part)?

Are the systems in place to capture these learnings now and into 2020?

Are the communication messages attuned to the consumer/ customer of now v last year?

Should our brand messages change and how?

Do we have a crisis-proof value proposition?

Do we need to re-skill/ up skill / pivot to support accelerated innovation?

#### Media & Publishers

Have consumers shifted their attention and in what way?

What are the go to categories and new content preferences?

Are data capture systems in place?



# BE SURE. MOVE FASTER.





