

Now **Next** **Near Future**

Our Planning Framework for COVID-19 and beyond.

twentysix
life online[®]

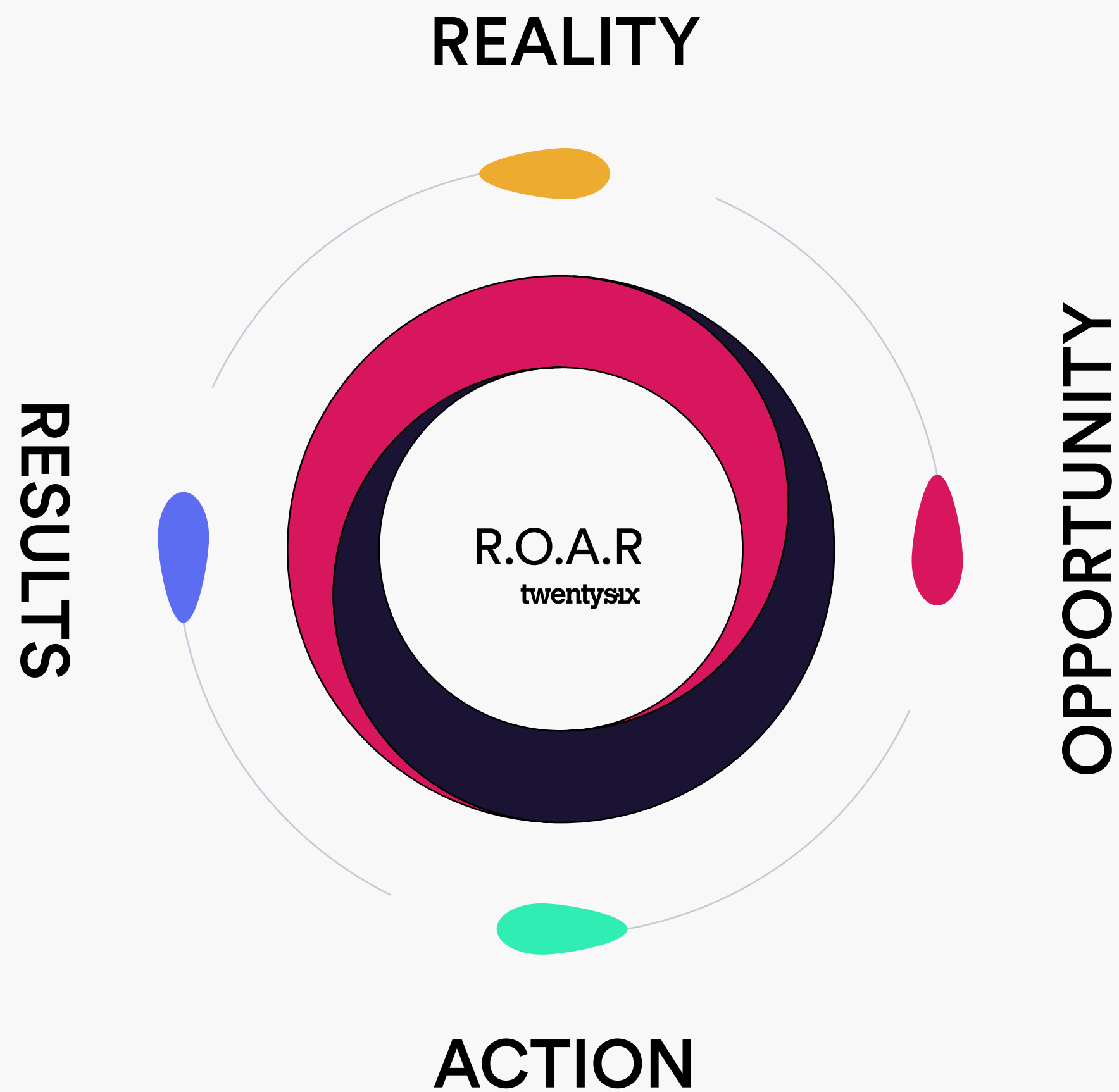
How we can help

There are lots of guides out there, some good, some bad, some we are not sure about.

We have produced this playbook to try and help. The marketing world we all knew is changing rapidly, there is a new normal emerging. For now, based on what we are doing, what our clients are doing, what the data is showing us, what we are thinking and what our experience tells us, we have put the following playbook together.

We hope that by sharing our observations it will help you evaluate your approach, possibly learn some new things to keep your business and marketing efforts healthy and put your brand in the best place to emerge once a consistent “normal” is restored.



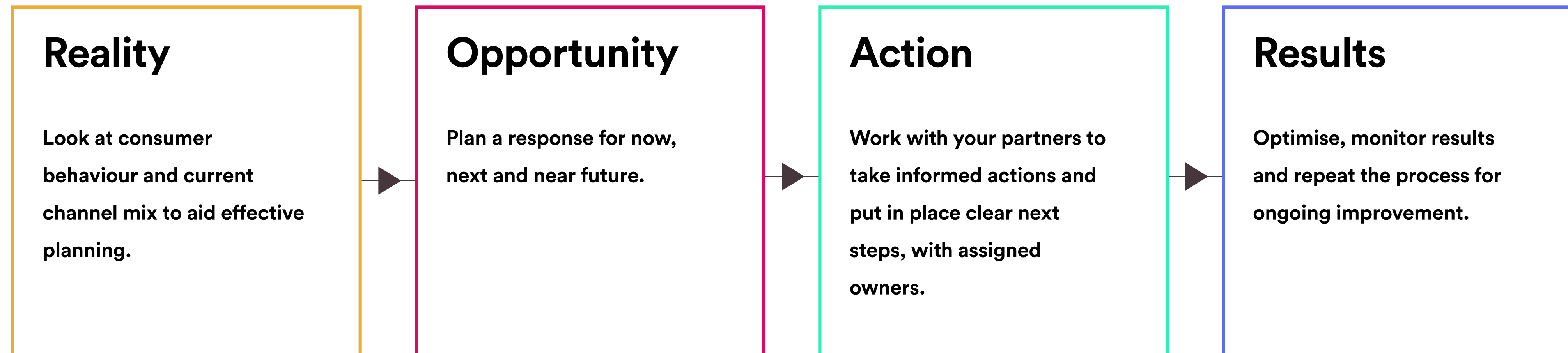


Introducing R.O.A.R

R.O.A.R is our strategic planning process

- ◆ We use it to identify the best opportunities for clients, whether we're doing a piece of full on strategic consultancy, monthly media plans or creative ideations
- ◆ R.O.A.R. can be used for any category
- ◆ In essence it is a problem solving method, R.O.A.R is perfectly placed to help us tackle the current challenges of coronavirus
- ◆ We have adapted it to help answer some of the additional questions you may have now, next and in the near future

R.O.A.R for COVID-19



In this playbook we map out the new reality as we see it, identifying core areas of opportunity and the actions you may want to consider. Read on to find out more.

REALITY



Changing consumer behaviour

When the lockdown first hit most people focused on immediate and fundamental physical needs: personal safety, food and medicine, the safety of family and friends.

As those needs were met we've seen a shift to the need for psychological safety including connection (think the growth of Zoom for group chats and virtual pub quizzes); community (neighbourhood volunteering and clapping for the NHS); and familiarity and comfort (28% of people are watching classic TV shows, and 52% of 18-24 year olds are seeking familiar content).

In line with theories such as Maslow's Hierarchy of Needs, we can expect consumer behaviour to ebb and flow along these lines as the pandemic progresses. If it worsens expect more focus on fundamental needs, as things improve, or people get used to lockdown, expect higher needs to become important.



Changing consumer behaviour

Interests

With the immediate physiological and psychological basics dealt with, and as boredom kicked in, people have turned to other pursuits.

Whether it's exercise and wellbeing, entertainment, recipes, home maintenance & improvement, or home learning, people are actively seeking ways to keep themselves and their kids occupied and healthy.

Buying Behaviours

While consumers are generally spending less, and some markets, like travel, have been severely affected, others are seeing a significant uplift in demand aligned to changing needs and interests. Online grocery shopping & streaming services are obvious examples, but amongst our clients we've seen an increase in home & garden, toys, luxury food, and ecommerce retail.

We've also seen significant uplift in sales through voucher code and deal sites as consumers look to save money when they do shop.

Media Consumption

Unsurprisingly most consumers have turned to home media. For younger audiences this often means music and video streaming and online or console gaming. Older audiences are more likely to turn to broadcast TV. Consumption of online news and social media content feature highly across most age groups.

These changes present both challenges and opportunities.

A factor that impacts sales of one product, or limits advertising in some channels, opens new opportunities in other areas.

How are brands responding?

Brand activity is falling into four key categories

1 Frontline support

ADAPTING MANUFACTURING

- ◆ Smirnoff has pledged enough alcohol for 8 million bottles of hand sanitiser
- ◆ Closer to home Whittaker's Gin has offered their distillate to help Bradford Royal Infirmary clean medical equipment

DISCOUNTS & FREE PRODUCTS

- ◆ Crocs are donating shoes to health care workers across the U.S
- ◆ The body shop is gifting care packages to NHS care workers

PRIORITY SHOPPING

- ◆ Supermarkets have given priority to key workers at specific times

2 Stay home support

NECESSITIES

- ◆ Amazon now focuses on essential items including daily household staples, baby and medical supplies

ENTERTAINMENT

- ◆ Netflix Party allows you to watch shows with friends around the world and discuss in the chat function
- ◆ Mercedes and Audi published free to download colouring books

CONNECTION & COMMUNITY

- ◆ Chipotle Together are Zoom lunches to encourage connection while still social distancing. These include Chipotle inspired presentations, celebrity appearances and chances to win vouchers for online delivery

WELL BEING

- ◆ 'Weathering the storm' from Headspace meditation, sleep and exercise
- ◆ 790,000 children tuned in to the first of Joe Wicks' daily live PE lessons. He is donating all advertising revenue to the NHS

How are brands responding?

Brand activity is falling into four key categories

3

Job support

SUPPORTING THOSE WHO CAN'T WORK

- ◆ Spotify launched the Covid-19 music relief programme to help provide financial relief to affected musicians
- ◆ Aviation gin kicked off #TipYourBartenders with a \$15,000 donation to the United States Bartender's Guild

WORKING FROM HOME

- ◆ Adobe offers free access to its Creative Cloud for two months to support remote working
- ◆ Microsoft has widened the freemium version of Teams

EMPLOYEE SUPPORT

- ◆ Many brands are making public their plans to support their staff

4

Best laid plans support

GETTING BACK HOME

- ◆ Virgin Atlantic launched relief flights to get stranded travellers back home

POSTPONED WEDDINGS

- ◆ Magpie, a company specialising in artisan wedding inspiration provided advice for couples on how to mark their postponed wedding day

Why respond?

Consumer expectations

Studies show that consumers expect brands to play an active role in supporting society's response to the pandemic, whether that's practically, financially or emotionally.

EMOTIONAL SUPPORT

- ◆ 30% want practical, realistic advice while another 18% want brands to reduce anxiety and understand consumers' concerns

FINANCIAL SUPPORT

- ◆ 81% of global consumers think brands should offer free services
- ◆ 83% of consumers globally are in favour of brands responding to the outbreak by offering flexible payment terms

PRACTICAL SUPPORT

- ◆ 9% of global consumers think brands should help produce essential supplies
- ◆ 70% of UK consumers think brands should suspend normal factory production to help produce essentials during the Coronavirus



Some of the brands helping to produce essential supplies



Microsoft



Mercedes-Benz

HANDEL
ARCHITECTS



Why respond?

The lesson of recession

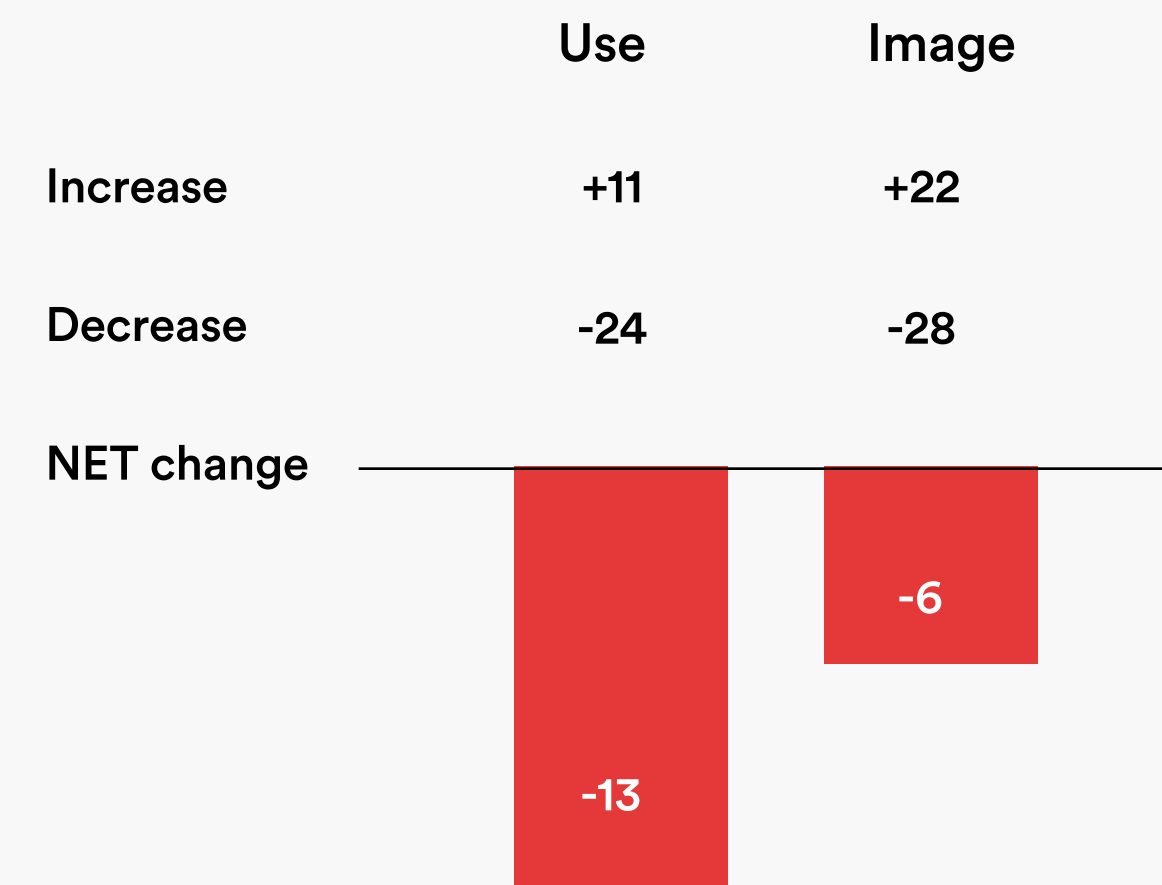
Research has shown that brands that reduce marketing spend during times of recession often come out the other end weaker.

It is important to recognise what we are facing is no normal recession, however as we discuss next, marketing basics still apply, and this data does offer clues as to what we might expect.

Brands that go dark during recessions suffer significant brand metrics decline.

Millward Brown evidence:

60% of brands 'going dark' decline on at least one key brand metric (i.e. relationship suffers)



Sources: Milward Brown

Why respond?

Marketing basics still apply

In his seminal book “how brands grow”, Byron Sharp describes growth as a matter of mental and physical availability. In short, consumers must recognise and remember your brand in order to choose your products in a buying situation.

This is achieved by building lasting memory structures through marketing. Cutting marketing spend arrests this process. Mark Ritson summed this up brilliantly in a recent article, in which he advised those advertisers that could to pivot to brand.

“

The temptation is to dump (slashed marketing budgets) it all into shorter-term performance marketing and sales promotions. That would be an error. No amount of hot deals and clever sales activation can stimulate a market that is currently terrified, locked inside their homes and unsure of their future.

Confronted with a 50% cut in marketing budgets, the smarter play is to actually focus more of it on the longer-term brand building mission... Keep the brand light burning, because the cost of snuffing it out for the rest of 2020 and then trying to reignite it next year is gigantic. Mark Ritson, Marketing Week

”

Sources: Byron Sharp, Marketing Week

OPPORTUNITY



New opportunities

Opportunities have inevitably changed from what they were a few months ago. To help you adapt to the changing marketplace, we've defined five areas of focus.

1 UNDERSTAND THE NEW REALITY FOR YOUR CUSTOMERS

- ◆ We have summarised the behavioral trends that we've seen, but every audience and every business is different.
- ◆ By working to understand what the lockdown means for your specific customers you can respond in the most appropriate way for your brand.

2 SELL, WHEN PEOPLE WANT TO BUY

- ◆ Assuming you are able to keep operating through the crisis, identify which of your products people are most likely to need and focus your activity there.
- ◆ Make it easy for people to buy. From removing conversion barriers to offering credit, it's never been more important to help customers get what they need.

3 ADAPT TO MEET NEW NEEDS

- ◆ Adapt products: analyse what is at the heart of your brand and products. Are you well placed to create new or adapted products to meet new needs?
- ◆ Adapt your messaging: there are ways to be present without being intrusive. Do what you can to support your customers, employees, suppliers or the wider community, be that physically, mentally, or emotionally. Either way, a pivot to brand is an effective way to "keep the brand fire burning" as Mark Ritson puts it and can yield positive results in the long run.
- ◆ Adapt your channel mix: lockdown has changed media habits so a change in your media mix could yield results.

4 CLEAR THE BACKLOG

- ◆ Now is a good time to clear out those items you haven't got round to before, take advantage of the time if you have a slow down.

5 GET READY FOR THE RECOVERY

- ◆ We don't know when, but things will return to something like normal. It may not be the same normal as before - there may be new health protocols, and lasting changes to consumer and market behaviours, even some false starts and relapses – but consumers will begin buying again eventually.
- ◆ Scenario plan to identify potential opportunities and help mitigate uncertainty. Use this to make sure you're ready to launch with media plans, messages and content as soon as things begin to pick up.

A young boy in a blue superhero costume with a matching mask and a woman in a red superhero costume with a matching headband are walking away from the camera on a paved path. The boy is on the left, and the woman is on the right. The path is lined with green bushes on the right side. The word "ACTION" is overlaid in a white box on the left side of the image.

ACTION

Understand the new reality for your customers

Now

- Audit current segmentation of your customer base in preparation of likely impacts and behaviour changes.
- Create a shortlist of data and information sources to plot incremental changes. Be selective in your data sets.
- Think about your brand response from the perspective of your customers or customer segment.

Next

- Sensitively and respectfully, ask your customers for feedback; in-store, at point of purchase or using CRM tools.
- Capture insight and apply to CRM and audience segmentation. Consider how this changes your current segmentation.
- Identify opportunity and risk based on updated segmentation.
- Speak to your media agency and trusted sources to understand how media consumption has changed and which channels to have relevant conversations in.

Near future

- Understand the long-term impact on consumers and your customers, particularly around employment, finances and health as these will have the biggest impacts on purchasing and long-term decision making.
- Communicate the customers' point of view to key stakeholders in your business and your agency partners.
- Incorporate all this in to your H2 & 2021 planning.

Sell, when people want to buy

Now

- Identify the products and services that can still be delivered. Pause campaigns and update your shopping feed where your product is not available.
- Update key landing pages to manage customer expectations about product availability and delivery. Keep messaging clear!
- Identify and understand demand in the market for your product or service. Ask your PPC team for insight on what people are searching for.

Next

- Understand competitor activity in SERPS. Ask your Search agency to provide analysis.
- Understand competitor activity in other channels. Ask your twentysix representative to talk through our Category Benchmark Data.
- Consider product pricing vs market and adjust CPAs to align with commercial team goals.
- Collaborate with internal stakeholders and partners to identify new growth channels and move budget appropriately.
- Agree and communicate relevant channel KPIs aligned to media mix and commercial goals.
- Communicate more regularly with key stakeholders and partners.

Near future

- Understand and anticipate competitor activity for each period. Use your channel specialists as eyes and ears.
- Understand shifts in your target audience sentiment. Speak to your strategy partners to create a relevant audience persona for each segment.
- Identify partners that will enhance the customer buying experience, such as Klarna and Honey.
- Create a solid measurement foundation for the new channel mix aligned to the customer journey. Speak to your Data Science team about attribution and measurement.

Adapt to meet new needs

Now

- Be proactive in communicating delivery times, call centre handling and returns.
- Ensure Google My Business has the right information. Ask your SEO Account Manager for support.
- Speak to your Commercial team about offering special discounts to Key Workers (NHS discount).
- Consider adapting your product to meet a new need. Speak to your strategy partner about a business case and opportunity cost planning.
- Understand how your competitors are adapting. Use your agency partner to help.

Next

- Conduct an audit of creative and user generated content assets that can support your approach to social engagement.
- Consider using internal video messages from your CEO as external communications. Speak to your video production specialist to edit. Sharing your company values at this time with customers will be welcomed.
- Review brand messaging, is it still relevant, this could be a shift in your CSR to deliver active help, or just offering a message of solidarity. Perhaps focusing on entertainment is an effective route. Whatever it is, ensure articulation of your brand remains relevant and honest.

Near future

- Understand how consumers are researching if they are unable to buy your product. Speak to your UX partner about micro conversions.
- Contact your display team to execute an appropriate re-targeting campaign to engage with non-converting website visitors – with a view on creating advocates.

Clear the backlog

Now

- Ensure FAQ's are relevant and speak to your SEO agency about Featured Snippets in SERPS.
- Ask your Development team to focus on implementing the backlog of technical SEO recommendations.
- Go back through those UX audits or conversion audits you have done - focus on removing friction to improve optimisation. If you haven't done any contact twentysix to help you do them.

Next

- Conduct a GDPR audit. Speak to one of our client services team who is fully trained.
- Align your Google Analytics goals with on-site and in-channel goals. Speak to a member of your Data Science team to ensure this is correct.
- Audit Google Tag Manager to ensure that all channels are correctly tracked in Google Analytics. Speak to a member of your Data Science team to understand how to do this.

Near future

- Update customer segmentation in CRM and ask your programmatic partner to test match rates in delivery channels.
- Map your customer's journey. Use your strategy partner to consider research online and purchase offline (ROPO) touch points.
- Confirm who has responsibility to ensure that your YouTube channel reflects your brand experience.
- Consider using this time for your team to update their digital knowledge. Speak to your twentysix representative about channel training programmes and Google, Facebook and Amazon certifications.

Get ready for the recovery

Now

- Create a battlecard of your competitors from the point of view of your target audience(s). Speak to your sales teams to align.
- Create a list of products that will need to be prioritised, taking into account availability, latent customer enquiries, orders and seasonality.

Next

- Ask your PPC team how to mitigate against data loss in delivery channels - if activity has been paused or conversions have dropped significantly.
- Define commercial requirements and expectations for integrated and in-channel KPIs: CPA, ROI and ROAS.
- Ask your PPC and Programmatic team about forecasting principles and agree how and when to do this so it provides meaningful guidance.

Near future

- Ask your strategic marketing partner to help plan H2 2020 and 2021 budgets and expectations.
- Create a uniform approach to creative messaging across all channels. Consider what your brand message will be in H2 2020 and 2021.
- Consider how to communicate and collaborate with internal stakeholders and agency partners on a regular basis during the upturn. Putting an actionable plan in place to manage this can be hard - twentysix can help define and manage this for you.

A group of people in blue athletic wear are celebrating outdoors. The central figure is a man with a beard and a knit beanie, laughing joyfully with his mouth wide open. He is wearing a blue t-shirt and has a pair of goggles around his neck. Other people in blue shirts are visible around him, some with their arms around his shoulders, suggesting a team or group celebration. The background shows trees and a bright sky, indicating an outdoor setting. The entire image has a white border.

RESULTS

Continuous optimisation

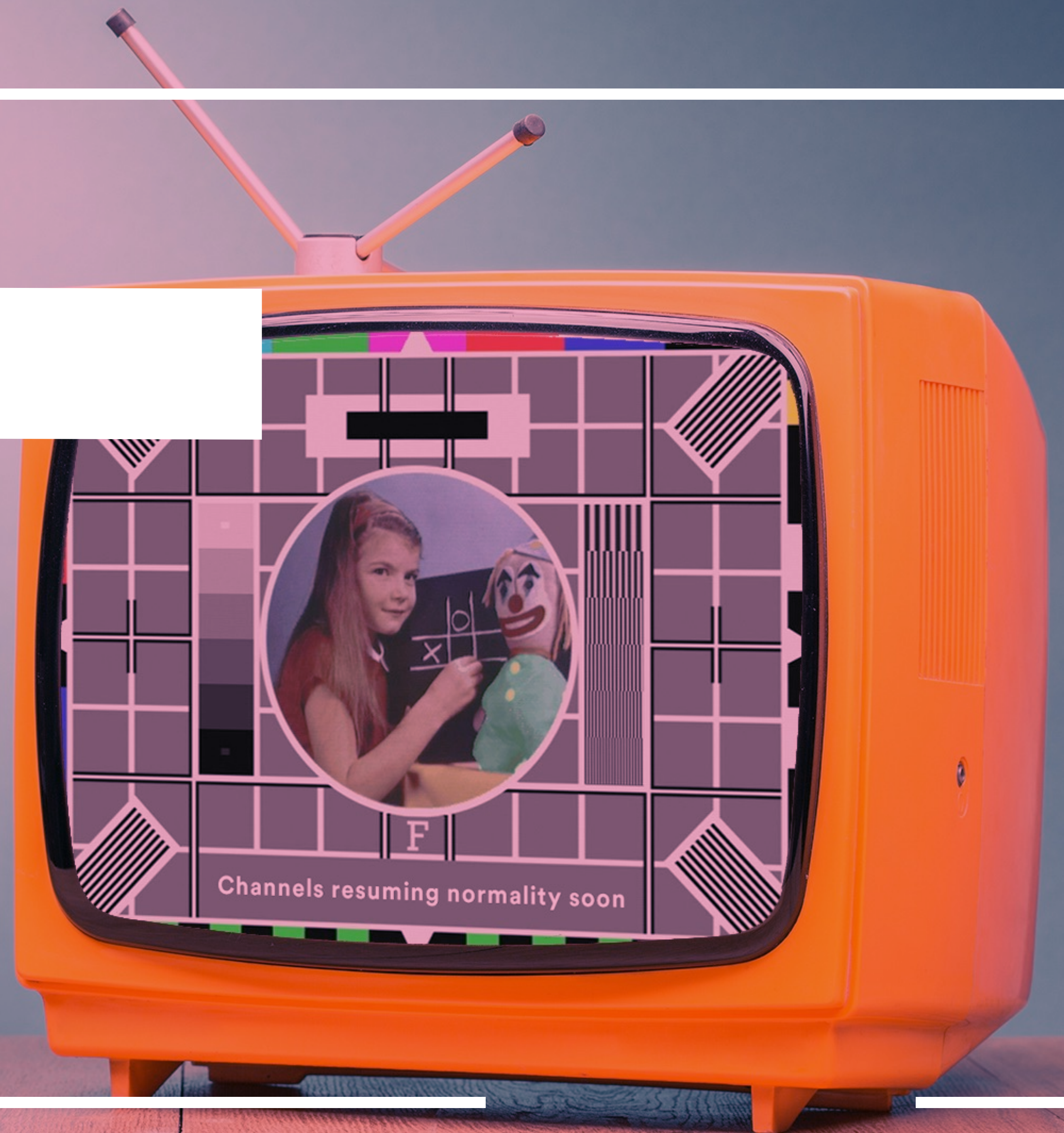
The R.O.A.R ethos

For us, R.O.A.R is a continuous activity: the results define the next reality phase and fuel the next set of opportunities and actions. And this becomes even more important during this fast-moving situation.

Whatever action you take, be prepared to measure and optimise your results, and reassess your new reality frequently to identify the next opportunities.



WHAT NOW?



CONTACT DETAILS

Contact our senior experts.

IF YOU'D LIKE TO DISCUSS HOW YOU CAN APPLY THIS THINKING TO YOUR CURRENT SITUATION PLEASE GET IN TOUCH.

WE'RE HERE TO HELP IN ANY WAY WE CAN DURING THIS CRISIS.
OUR EXPERTISE AND KNOWLEDGE IS AT YOUR DISPOSAL.

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Thanks for reading, hope it helps in the near future.