Brave New Normal
Creative Trends 2021
Brave New Normal: Creative Trends 2021

“Despite its’ challenges, 2020 has provided marketers and agencies an opportunity to reset and shift the paradigm of business and brand building.

Brave New Normal presents new imagination for growing businesses in the years to come - reframing the potential for brands and encouraging them to embrace a new creative canvas to delight, connect, inspire, and empower their customers.

Technology unlocks the power of connected creativity and this is the greatest opportunity our industry has ever known.”

— Jean Lin, Global CEO, dentsu Creative

This report was created by a team of strategists, creatives and technologists from across dentsu’s global creative offering including experts from award-winning agencies dentsumcgarrybowen, Isobar, 360i and dentsu agencies.

In it they draw on their experience as partners to some of the world’s biggest brands as they navigate through the pandemic and evolve their businesses.

The report also includes insights and case studies from Dentsu Inc.’s world famous innovation teams. The intention is for you to use this document as a tool to reflect on 2020, and to provide inspiration to propel your business and brands forward into a brave, new normal in 2021 and beyond.
A story of radical collaboration

It’s tempting to see 2020 as a story of polarisation.

Yet in many ways it has been a story of radical collaboration. Faced with unprecedented problems, businesses came together as never before.

As we locked down, we were forced to open up to new possibilities. As our physical worlds became anxious and constrained, virtual experiences were charged with emotion. Able to touch less, we found ways to feel more. Perhaps more than anything, we learned that it’s difficult to predict what the future holds…

Are we destined for a future where avatars roam virtual landscapes, where we wear digital makeup and collect digital sneakers? Or will we yearn for the homespun and the handmade; embracing cottagecore trends and a circular economy?

The most likely – and interesting – answer is both. For every action, there will be an equal and opposite reaction. Where extraordinary things happen is when we resist binary thinking and bring those opposites together. Remote farms sell their produce over livestream and validate it over blockchain. Fresh creative voices are funded using cryptocurrency. The future of work is being imagined in the here-and-now of gaming as we make real connections through virtual personas.

Our Brave New Normal report explores five themes that will coexist, combine and recombine to shape the future of creativity and technology.

As we look to the future, it is only by bringing together truly diverse teams and talents that we will position ourselves to thrive.

It is only when we resist polarisation and bring together craft and code, game designers and diversity champions, virtual reality and emotional impact that we will create a truly brave and brilliant future.
**Five themes for a Brave New Normal**

1. **The Virtual Experience Economy**

   Accelerated by the pandemic and enabled by 5G, we will see a dramatic increase in virtual products and experiences. Unrestrained by the physical space, we will reimagine what a concert, conference, class or even product can be. How much would you pay for virtual fashion?

2. **The Real We**

   In parallel, we will see a powerful desire for simplicity and authenticity. Front line workers, farmers and activists are our new heroes. A new commercial model is emerging rooted in direct, disintermediated relationships between creators and the communities they serve.

3. **Human Contact-less**

   As contactless technologies make stores less human, online commerce will become more social and more personal, powered by next generation live streaming platforms. Get ready for a “QVC for Generation Z”, to reimagine stores as studios and staff as entertainers.

4. **Me, Myself and AI**

   Amidst the pandemic, personal health data became public property. In a future where Alexa can diagnose a cold, cars can identify distracted drivers and our bank accounts can track our carbon footprint, we expect an ongoing tension between privacy, personal wellbeing and public interest.

5. **The Urgency of Allyship**

   Alongside individual wellbeing, as social inequalities widened and the Black Lives Matter movement gained momentum, we saw new-found urgency around brands as a force for social good. Going forward, we will see brands step up as allies in driving structural and systemic change.
1. The Virtual Experience Economy
1. The Virtual Experience Economy

For years we have watched the experience economy go from strength to strength. But what happens when physical experiences are restrained and restricted in the age of Covid-19?

The evolution of virtual experiences accelerated rapidly, as ideas and technologies previously on the periphery entered the mainstream, from telemedicine to real time CGI to virtual fashion.

Confined indoors, we were encouraged to travel virtual worlds, or explore real landscapes from the comfort and safety of our homes. From a manufacturing perspective, businesses such as Ford and BMW used Virtual and Augmented Reality to transform production processes—from training to quality checks— as well as enabling virtual design collaboration during the Covid-19 crisis.

We saw rapid advances in experience design inspired by the world of gaming—a shift away from a videoconference for every occasion towards immersive, tech enabled, and data enhanced experiences.

Sub Trends:

i. Better than Real

ii. Virtual Commerce

iii. Unreality Bites
Kira — VeryStar, An Isobar Company

VeryStar, An Isobar Company have partnered with a CGI Movie Studio to build a complete platform for immersive virtual streaming. The service offering and capabilities include Live Stream Shopping Shows, Live Stream Product Launch Events and Virtual Brand Mascots.

The first self-developed and self-owned virtual idol/anchor/brand mascot developed by Isobar is called Kira and has been specifically created for brands looking to tap into a youth audience for the growing Chinese ACGN (animation, comic, game, and short novel) market.

ScotlandVR — Whitespace, An Isobar Company

Together with Napier University and XDesign, we created a first of its kind Virtual Reality app that would allow smartphone users to explore Scotland’s most iconic attractions, without even having to leave their house. Working with popular gaming engine, Unity, we created a complete 360° environment called ‘The Glen’, in which people could move around and explore at their leisure. It was downloaded 13,500 times in the first week.
Almost every major event of the last nine months became a virtual one, from conferences to concerts, classes to cocktails. The challenge was to move those events beyond endless videoconferences towards immersive data and tech enabled experiences that are “better than real”.

“Live” concerts by Billie Eilish and Travis Scott have pushed the boundaries where real and virtual worlds collide while major sports franchises from the NBA to the Premier League have partnered with Intel and Microsoft to reimagine the fan experience with multiple player perspectives, “Together mode” and tap to cheer functions. “The Fabric of Reality” event brought together fashion designers and VR artists to reimagine the idea of the fashion show using 5G and Virtual Reality; users could fly around, explore and interact with collections within an immersive virtual landscape.

We also see a trend towards users repurposing gaming environments such as Discord or Twitch for chat, meetings, and even classes. These environments seem to foster an intimacy and a natural conversational cadence traditional video calls lack. Ironically enough, the future of remote working may just be incubated in the here and now of gaming. As the Discord Founder/CEO Jason Citron says “It’s clear that as people spend more and more time online, they want online spaces where they can find real humanity and belonging.”

— The Verge
Isobar’s work for pain relief brand Voltaren demonstrated how engagement in the virtual realm can impact engagement in the real world. In China, eSports participation has reached over 440 million and the pain caused by long term gaming is emerging as a new medical concern. Voltaren, already deeply involved in traditional sports pain relief, brought the product to an in-game experience for popular multiplayer game, Dota.

It turned the Dota Magic Weapon into a pain relief tool, the “Battle Fury Pain Massager” creating a psychological bridge between the in-game and out-of-game experience. Dota’s legendary players and eSports anchors showcased the “Pain Massager” on four major live streaming platforms, which brought 4.9 billion brand impressions to Voltaren. In addition, Voltaren and JD.COM jointly created #JD eSports Day#, successfully converting traffic to actual sales performance.
ii. Virtual Commerce

Taking further cues from the world of gaming, the world of virtual products also accelerated dramatically within the last 9 months.

As users spend more and more time in virtual environments, brands have responded with completely virtual products.

Gucci has created a series of virtual products replicating its latest collections in the virtual space and equipping Tennis Clash players with virtual kit. The brand’s soon to be launched Sneaker Garage will for the first time create products that only exist in the virtual space. “Digital Fashion House” The Replicant sold “the world’s first digital only dress” on blockchain for $9,500.

L’Oreal launched its “Signature Faces” digital make up collection in October, a series of looks accessible via real time augmented reality on platforms such as Snapchat, Instagram and Google Duo. Meanwhile the worlds of high-end fashion and gaming have formed an unlikely partnership through the rise of virtual products and collections. Aglet is a location-based game that enables users to collect virtual sneakers in exchange for points or even real currency, while the Drest platform encourages users to play stylist with virtual replicas of runway collections.

Luxury retailer Net-A-Porter have partnered with Animal Crossing to create a virtual office, where users can sample a virtual capsule collection exclusively created by designer Isabel Marant.

— Robert Triefus, CMO, Gucci
Beats Tempo — Firstborn, An Isobar Company

Beats came to Firstborn, An Isobar Company with a unique set of problems: How do you sell a product that’s still in development? How do you experience a product you can’t yet hold or even hear? Moreover, how do you do it at scale, make it personal, and reach an audience from sell-in to the sales floor.

We developed Tempo, a suite of digital tools designed to educate and train a global audience on Beats’ most cutting-edge products allowing audiences to experience products before they had even been realised. Taking rich, interactive storytelling to a new level and designed for learners of all types — meticulously rendered 3D models, motion graphics, and an immersive engaging narrative brought complex product features to life in an easy-to-understand format that simulated the experience of holding and using the products while they were still in development. Tempo redefined the way Beats and Apple engage, connect, and educate audiences - launched in 20+ languages, we trained over 600,000 employees world-wide. Pre-order channel sales rose 2.13x — fundamentally changing how the brand brings new product initiatives to market. Read more.
iii. Unreality Bites

“If we do not have the capacity to distinguish what’s true from what’s false, then by definition the marketplace of ideas doesn’t work.”

— President Barack Obama

Another natural extension of the time spent in virtual environments and the vastly increased processing power enabled by 5G is the rise of ultra-realistic CGI and immersive virtual environments delivered in real time.

The growth in these technologies is fuelled by the current challenges surrounding live action shoots but is expected to continue post Covid 19, enabling more highly personalised web and video content at every stage of the customer journey.

Platforms such as Synthesia create highly realistic personalised videos and custom avatars at the touch of a button, and were responsible for the technology that made David Beckham appear to speak nine different languages9 for Malaria No More.

The Rosebud platform offers “virtual talent and digital doubles”, while Nvidia’s Maxine platform enables video callers to replace their face with an AI avatar.

Sources: dentsu, Digital Society Index Consumer Survey, 2020, marketsandmarkets.com
The “darker side” of this trend is of course the potential for abuse of deep fake technology and the reputational and misinformation threats it poses.

Attempts to tackle misinformation and abuse will power the rise of the digital forensics business, an industry which is predicted to reach $9.68 billion dollars by 2022 with businesses such as Truepic and Serelay using AI to verify authentic images at scale. The absence of shared point of truth is undoubtedly a cause for concern, culturally and politically: four in ten people globally this year (41%) agree that social media is having a negative impact on political discourse.

Hankohan — Dentsu Creative X Inc.

Dentsu created a brand new communication tool that combines technologies such as facial recognition and AR with traditional Japanese hankos (seals). Users can create their own original Hanko by scanning a photo of their face with a smartphone and having it analyzed and digitized into a design by a unique algorithm.

The design functions as an AR marker which shows the user’s face when stamped and scanned, making it an all-round communication tool. Read more.
What it means for brands:

Experience technology is the new creative toolkit

Technologies such as VR, AR, gaming engines and avatars enable online experiences that are as distinctive and memorable as offline experiences—increasingly important in a world where brands are built in the store and in the stream.

Next generation personalisation

AI assisted creativity is paving the way for a world of dynamic, personalised video where every consumer can be served content featuring a model, product or environment matching their personal preferences.

Better than live events

In a world where physical events and sponsorships return, smart brands will leverage the power of “better than real” experiences to bring the events to a much wider audience in a more engaging and memorable way.
2. The Real We
2. The Real We

Running counter to the rise of virtual experiences and environments we see a powerful desire for authenticity, simplicity and community.

In the rise of the creator community, we see a strong desire for unfiltered content and fresh voices.

In the rise of the cottagecore movement, the growth of home cooking and gardening and the potential for remote working to accelerate a shift away from urban living we see a yearning for a simpler way of life. Where these trends come together is in a newfound desire for a direct, disintermediated relationship between creators and communities.

We see this in the newfound ability for independent creators to monetise their content, in new supply chains bringing growers and manufacturers closer to the communities they serve and in a more open and inclusive approach to luxury and celebrity.
The rise of the creator economy has been powered by new tools and monetisation models. Platforms such as TikTok, SubStack, Medium, Anchor and Teachable have empowered millions of creators around the world with the ability to create and distribute content from podcasts to classes to music, video and journalism.

New monetisation models have developed enabling niche creators and communities to thrive beyond the all consuming social platforms and beyond advertising dollars. Platforms such as Patreon which invites fans to fund the creators they love via monthly subscriptions, virtual tip jar platforms such as Ko-Fi and even Creator Coin, a platform enabling creators to mint their own cryptocurrency, are transforming the way content is created, funded and consumed.

Independent creators are now the fastest growing kind of small business globally, with bank accounts and credit cards such as Karat designed to recognise new kinds of influence and income.

The rise of the creator runs hand in hand with the power of fan communities and a need for brands to work hand in glove with those communities. In 2020 we saw businesses begin to co-create products in partnership with their fans, reducing waste and ensuring an engaged audience through initiatives such as Reebok First Pitch - a platform where trainers will only be produced when 500 pairs have been bought by the community - or Gucci’s partnership with esports league Fnatic to create a watch inspired by gamers.
For the launch of adidas' Transmission Pack, Firstborn, An Isobar Company took cues from a target audience obsessed with remixing the past and contributing their own creative spin to help drive the culture forward. How do you create a campaign for a group of people who are, by their own admission, in the process of figuring out who they are and what they actually care about? “Creativity in Process” celebrates that process and directly involved the community in shaping the campaign. We partnered with some of New York’s most inspiring artists, challenging them to create a brand-new piece of art inspired by the Transmission Pack.

We kept things local, working with artists living and working within a few blocks of each other and exhibited their art in those same neighbourhoods. Then, we invited our fans into the process, getting them involved and opening up opportunities for collaboration—like an interactive, public process diary on Google Docs where they could comment and leave feedback on the artist’s work. We also made use of the polls feature on Instagram, giving our fans a direct line of communication to our artists. This allowed us to solicit real-time feedback from our target and get them involved in the final artistic output.

The result of all this collaboration? Three brand new pieces of art and three videos documenting the process from start to finish.
ii. Direct to Community

Supply chain challenges during lockdown prompted consumers to develop new, direct relationships with wholesalers, independent producers and local businesses. Communities rediscovered the beauty of having a direct relationship once again with the people they buy from, while community fridges sprang up in New York and San Francisco neighbourhoods, supported by the Cheetah wholesale food app.12

Bookshop.org aimed to take on the might of Amazon by offering a one stop destination for those seeking to support their local bookstores, enabling any independent bookstore to curate its own storefront, publish recommendation and receive a share of sales. Apparel brand Quince uses a manufacturer to consumer model and an agile supply chain to eliminate waste and reduce cost, while Swedish retailer Très Bien introduced the limited edition ATELJÉ collection, produced entirely from home. On a larger scale we see major retailers localising their inventory to better serve local communities. Muji’s Kamogawa store for example sells fresh produce from local farms alongside its usual stock.

Meanwhile Shopify recently launched the Handshake platform, designed to bring independent wholesale creators together with Shopify retailers with the promise of “Handpicked Wholesale”: “Behind every handpicked brand on Handshake is a story as unique as yours...Connect with creators.”13

Of consumers say they feel closer to their community post pandemic
80%

Of consumers say they expect this to continue post lockdown
88%
The Offline Playlist — 360i, a dentsu company

Spotify and 360i, a dentsu company created a community-led campaign for New Orleans Tourism to prove it is the most musically diverse city in the world and attract visitors.

We created a playlist for New Orleans Tourism that used years of listener data to create the sound of the city then used these insights to create a live album ‘The Offline Playlist’ at an iconic local venue.

This was accompanied by a campaign of commercials, OOH, social / influencer content and a full-length documentary. Read more.

More Together — Taproot Dentsu

A celebration of community and resilience, Taproot Dentsu and Facebook launched “More Together” a Diwali film where an independent business owner’s selfless acts and determination rejuvenates a community through growing her business on Facebook. The ambition was to amplify the good that’s within us all for the greater good. Watch it here.
iii. The Rise of Real News

“Our heroes today are different. There has been a shift in who we look up to and admire, and these people need to be celebrated. They were always heroes, doing their jobs to keep this country on its feet – but they are also normal people. There is such a beauty in normality, but it’s taken an international crisis for us to see it.” Edward Enninful, Editor, British Vogue.¹⁴

Amidst a global health crisis, glossy magazines discovered the power of true heroes versus beautifully retouched celebrities. British Vogue celebrated frontline workers on its July covers. For its all important September issue it highlighted activists¹⁵ from Marcus Rashford to Adwoa Aboah, the cover photographed by Misan Harriman, spotted by editor Edward Enninful when he documented BLM Protest marches. Gucci featured their Atelier staff-versus models-in their AW 2020 campaign while both Celine and Marc Jacobs’s campaign featured TikTok influencers.

Likewise, Burberry’s Christmas 2020 campaign¹⁶ is set amidst a hailstorm on London’s Petticoat Lane, the gritty urban setting contrasting with a joyful song and dance routine. The brand has also partnered with Marcus Rashford to support youth charities around the world, featuring a letter to his ten-year-old self encouraging young people from disadvantaged backgrounds to dream big.

Social platforms from Pinterest¹⁷ to YouTube committed to raising the profile of influencers and affiliates from more diverse backgrounds while Studio PI, backed by News UK, aims to raise the profile of illustrators, photographers and creators from under-represented demographics.

The rise of TikTok highlighted the power of irreverent, authentic content versus the gloss and polish of Instagram while the recent integration of TikTok and Shopify highlights the commercial impact of a more unpolished approach.

“TikTok is where authenticity meets creativity and people are genuinely comfortable sharing their true selves, from personal style to fashion.”

— Laura Jenkins, TikTok’s Creator Communications Leader, as quoted in The Guardian UK.¹⁸
What it means for brands:

In a world where we crave human connection, authenticity beats perfectly crafted artifice. During lockdown, even the most premium brands and magazines were forced to adapt to shooting at home, on camera phones or laptops, creating a new visual language for brands.

Transparency beats perfection

Many brands have made their employees the heroes of their marketing activities during the pandemic. As dentsu’s annual CMO survey showed, taking care of employees has been one of brands’ key priorities during the pandemic; exceptional customer experience starts with an exceptional employee experience.

Employees are the new superstars

Even the biggest brands are finding value in partnering and co-creating with niche communities. Not only does it create a built-in audience for the final product, it builds credibility and depth among mainstream audiences. The democratisation of creativity means inviting the creators of tomorrow in.

Partner with passion
3. Human Contact-less
3. Human Contact-less

As encounters in the physical space became distanced and remote, brands endeavoured to find new ways to make a human connection in the online space.

On the one hand, 2020 saw a dramatic increase in contactless technologies and retail concepts designed to minimise contact both with staff and fellow customers. Technologies previously seen as more niche in parts of the world became critical enablers of safe and socially distanced commerce. To counter this, brands embraced new ways of restoring a sense of humanity and personal service to the customer experience, from remote consultations to social commerce to hyper local inventory.

While not an entirely new trend - Starbucks mobile ordering app made it a global leader in mobile payments long before the pandemic struck - the trend towards viewing the physical store as a point of fulfilment rather a point of discovery has undoubtedly accelerated.

Sub Trends:

i. Impersonal Service

ii. Remote Consulting

iii. Shoppable Stories
The challenge going forward will be for brands aiming to minimise their physical retail footprint to do so with some charm and delight.

The Nike by Melrose store, a new concept developed pre Covid may offer a model for the future, offering drive through pick up, locker collection and inventory closely informed by data on local Nike shoppers freeing up space to offer more engaging services such as personal training and fitting.

In a similar vein, Finnish retailer Alepa created a chatbot allowing people to request stock changes in their local branches. The ‘hyper-local integrated digital initiative’ responds within 48 hours.

Reese’s Door Campaign — dentsumcgarrybowen

In a year with already extraordinary circumstances, how could Reese’s bend or break Halloween norms so our diehard fans could still indulge in Reese’s? For trick-or-treaters who couldn’t go door-to-door this Halloween, Reese’s brought the door to them with a 9-foot-tall talking robot door that dispenses king-sized Reese’s, no contact required. The Reese’s Door campaign received 4 Billion media impressions and was Reese’s most successful Halloween launch!
i. Impersonal Service

The fear of contagion created an urgent need for businesses to adopt contactless technologies from robot room service to contactless check-in to QR menus and ordering.

Mastercard reported a 40% increase in contactless payments in the first quarter of 2020 while Juniper research revealed that contactless payments are on track to reach $600 trillion by 2024, an increase of 300% in five years. UK mobile network EE partnered with Square to support small businesses through the pandemic.

New store formats designed to minimise dwell time and human interaction were rolled out. Fast food restaurants from Starbucks to Burger King raced to develop the perfect contactless drive through experience while Walmart’s new concept store aimed to accelerate the customers’ journey through the store and minimise contact. Online grocers Ocado became the most highly valued retailer in the UK with a valuation of $20 billion due to their IP in robotic picking and packing.

Luxury fashion brand The Off-White also used their latest concept store to reimagine the future of luxury retail: “We played with the idea of translating the store into a fulfilment center,” said founder and creative director Virgil Abloh. “It’ll be what the environment needs it to be rather than betting on, hey, this square footage needs to be used for retail 24/7.”

— Janey Whiteside, Walmart

“Stores will include self-checkout kiosks as well as contactless payment solutions, including Walmart Pay, to limit contact.”

— Janey Whiteside, Walmart
Isobar developed a Covid-safe digital strategy for Tivoli Gardens, the oldest and most popular visitor attraction in Denmark and a client of ten years.

We had already put digital at the core of guest relations by launching the loyalty programme Lux, and a new membership subscription model that uses the Tivoli app. We also built interactive AR content during seasonal moments like Halloween and functions like digital ride photos and restaurant table bookings. This digital ecosystem powered the parks’ Covid-response services during the global pandemic, enabling the Gardens to rapidly introduce social distancing measures such as a ride booking system that sends users alerts when it is their turn to enter, negating the need to stand in line. Read more.

KFC — Isobar

As part of a multifaceted contactless and community-driven strategy, Isobar’s client KFC used delivery packaging as a medium to communicate the brand’s efforts to reduce the risk of Covid contagion in the worst hit parts of the country, marking it with ‘Contactless Delivery VI’ and the temperatures of the service team. The KFC team also developed an ‘Enterprise’ app for businesses and communities to unify orders and service communities with limited access to the outside world, while minimising potential exposure.
ii. Remote Consulting

In response to the challenges of prolonged in-store contact, businesses developed online consulting and personalisation tools, using a combination of chatbot technologies, Augmented Reality and video consultations.

Levi’s partnered with screen sharing app Squad to reimagine the back-to-school group shopping experience in the online space.

L’Oreal leveraged its Modiface acquisition to navigate the pandemic, using augmented reality to enable users to try hair colour and makeup out remotely, while Pinterest expanded its AR Try On functionality across a host of brands.

The appetite for such services is significant: four in ten people (43%) report being more likely to use facial recognition technology this year than they were in the year prior.26 Fitness brand Lululemon acquired virtual training start up Mirror for $500m27 while the Exer platform uses AI to track and correct the user’s stance during remote workout sessions, also providing trainers with real time feedback on their students.

Beauty, haircare and skincare brands such as eSalon and Shiseido introduced virtual consultations and personalisation at scale, bringing an experience previously only available in salons and department stores into users’ homes.

Sources: Gartner’s Unified Retail Retailer Survey, dentsu, Digital Society Index Consumer Survey, 2020
Meanwhile Burberry partnered with Google to showcase products within search results using Augmented Reality, another example of the leaps forward made to deliver AR effortlessly in browser rather than via a dedicated app:

“A user can place a TB bag next to an existing outfit to gain a better understanding of the product before purchasing and simulating the in-store experience.”

**Cadillac Live — Isobar**

Isobar Canada’s ‘Cadillac Live’ redefined the shopping experience by converting a 10,000 square foot Toronto film studio into a first-of-its-kind digital showroom. ‘Cadillac Live’ is a one-part personal shopper, one-part interactive digital showroom experience that provides an immersive brand experience.

It gives luxury buyers the ability to conveniently explore the new Cadillac from anywhere and on any device. Guided by a Live Agent, consumers can experience the styling and features one-on-one or with a group. It also equips every agent with an app interface that allows them to showcase any colour, wheel, and accessory option on-screen for the consumer during the session. Read more.
iii. Shoppable Stories

“This year, with the pandemic and much of the world sheltering in place, we’ve seen an explosion in short, entertaining videos on Instagram. We’ve also seen an incredible amount of shopping move online, with more and more people buying online and young people looking to their favorite creators for recommendations on what to buy.”
Adam Mosseri Head of Instagram

Again, perhaps in response to a less human and discursive in store experience, we see a significant uplift in social commerce.

Every major social platform pursued a more aggressive approach to eCommerce in 2020, with the aim of creating a highly shoppable catalogue of images and videos.

Instagram launched an update in November 2020 prioritising shopping and video, perhaps a direct response to TikTok’s surge in popularity.

Meanwhile NTWRK, a “QVC for Millennials”30, offers “shopping at the speed of culture”31 with investment from Foot Locker, Warner Brothers and Live Nation among others. The app offers a combination of live shopping events often hosted by celebrities (including Billie Eilish presenting her own action figure), virtual festivals and exclusive product drops.

Sources: Global Web Index: Connecting the Dots for 2021, OMR.com
While the Covid 19 pandemic forced presenters to shift from the NTWRK studio to broadcasting from their own homes, this only increased engagement. As founder Aaron Levant says, speaking to OMR.com: “Even though we were forced to make this behavior change, the effect on the business has been dramatically better. Because the consumers are much more engaged with this content.”

In an entirely different industry, live streaming proved an unexpected gift to China’s rural farming community during the Covid 19 pandemic. JD.com and Alibaba owned TaoBao quickly set up rural live streaming initiatives, helping farmers set up online stores. TaoBao now has over 50,000 rural livestreamers, building a direct relationship between farmers and growers and their audiences.

Amazon Explore takes shoppable experiences to the next level, offering users a host of virtual travel experiences including interactive tours, local guides, workshops and classes and the ability to purchase direct from local stores and boutiques.

Meanwhile the South China Morning Post reported that Alibaba’s live streaming platform TaoBao posted $7.5 billion worth of transactions in 30 minutes during the 2020 Singles Day pre sales event, with influencers Li Jiaqi and Viya Huang alone generating almost $150 million in deposits from consumers. (Source: South China Morning Post). Alibaba have also introduced virtual hosts and simultaneous translation across four languages on the platform.
What it means for brands:

Service at scale
Newfound limitations on physical consultations and appointments have prompted brands to get creative about how they deliver personal service in a distanced world. The investments made will continue to pay back post Covid with a new found ability to deliver exceptional service at scale.

The store is the new studio
Contactless retail has prompted many brands to see their stores in a more functional light; however, as video commerce proliferates, we may see them reconsider the role of the store as a studio, and their staff as presenters.

Try on by media
In a world where the physical store is fraught with anxiety, consumers will increasingly turn to virtual try ons, or "try ins", trying out clothing or furniture in the comfort of their own homes. This technology brings points of inspiration and points of transaction ever closer; brands offering these services will undoubtedly benefit at the point of purchase.
4. Me, Myself and AI
4. Me, Myself and AI

In an increasingly volatile, unpredictable, and often solitary world we saw an increased focus on our bodies and ourselves as a source of personal data and control amidst chaos.

We saw increased leaps forward in biometric technology with the launch of Amazon Halo and evolution of Apple Watch alongside an increased focus on mood tracking and mental wellbeing.

These leaps forward further accelerated our ability to create hyper realistic virtual selves while new data sets also opened up opportunities to make personal assessments of our impact on the world around us.

Start-ups and internet pioneers alike are offering individuals greater control and clarity over their own data; an increasingly sensitive topic in a world where privacy meets public health challenges head on. Nearly two-thirds (65%) of consumers consider misusing personal data as among the main causes of distrust in the technology industry, with 42% of people already taking steps to reduce the amount of data they share online.35

Sub Trends:

i. Body of Data

ii. Emotional Intelligence

iii. Personal Footprints
In the future, you will answer that question: Apple’s most important contribution to mankind has been in health.”

— Tim Cook, Apple

i. Body of Data

The ‘quantified self’ mega trend leaps forward with ever more sophisticated sensors and data. Voice platforms such as Vocalis are able to diagnose everything from heart disease to blood pressure using vocal markers.

Both Amazon and Apple are making aggressive steps in the healthcare space. Amazon launched Halo in August 2020, an entry level wearable offering data on wellbeing, mood and 3D bodyscanning functionality.

With an ever-expanding ecosystem that includes its billion-dollar PillPack acquisition, and the November launch of Amazon Pharmacy it is no wonder that Professor Scott Galloway, speaking to Business Insider predicts that “By 2025, Amazon will be the fastest growing healthcare company in the world.”

Meanwhile Apple Watch now offers real time tracking of blood oxygen levels as well as handwashing detection.

Going forward sensors may become even more lightweight and undetectable; academics at the University of Houston have developed ‘drawn on skin electronics’ enabling doctors to draw sensors on patients’ skins, sending and receiving data via Bluetooth. As we surround ourselves with ever more ubiquitous cameras, sensors and microphones low level continuous monitoring and diagnostics may become a reality; camera phones can already detect high blood pressure using transdermal optical imaging while Amazon’s Alexa has filed patents recognising coughs and colds.
ii. Emotional Intelligence

While tracking our physical wellbeing is undoubtedly important, understanding our emotional equilibrium is also important, particularly in times of crisis.

Both Alexa and Halo can detect and track mood changes (although Amazon state the data is not combined), while Spotify use listening data to track the mood of the nation, licensing their data to third parties including the Bank of England.

Meanwhile meditation and relaxation apps have been steadily growing over the last five years but have accelerated even faster in recent months. The Headspace meditation app has integrated with Snapchat, Hinge and Zoom to offer bite-sized meditation for stressed teens, online dating enthusiasts and home workers alike.

Headspace also offered free memberships to healthcare workers and the unemployed during the pandemic, while the Calm app (valued at over $1 billion) was made available free to Kaiser Permanente members, as well as sponsoring CNN’s US election night coverage. MIT’s Affective Computing group aims to improve users’ lives by helping technology better interpret, respond to and manage human emotion. Among its initiatives are a programme designed to forecast and prevent depression using phone and wearable data.

In a similar vein, the Affectiva platform uses image and natural language recognition to identify users’ emotional states; its in-cabin sensing system understands and adapts to the moods and needs of drivers and passengers to ensure comfort and safety.
We will also use our personal data to make more considered decisions about our purchases. A series of technological innovations aim to make it easier for consumers to shop their values-making the impact of individual purchases explicit at the point of purchase.

GlobeNewswire reports that The Bank of Åland have developed the Åland Index, enabling users to track the individual carbon impact of their purchases. The technology has been adopted by numerous banks worldwide with the potential to reach some 40 million customers.

Similarly, Asket’s Impact Receipts reveal the true impact of shoppers’ latest purchases in a statement of transparency and a call to action: “Know your Impact. Buy Less. Keep it Longer”. Likewise, Danish supermarket Coop DK enables individuals to check the carbon impact of items within their shopping basket, benchmark versus other shoppers and commit to more ecologically friendly habits.

Blockchain technology makes it increasingly possible to track supply chains, societal and environmental impact via platforms such as Provenance. Walmart, Carrefour, Nestle and others have partnered with IBM to develop the Food Trust Provenance initiative, using blockchain to deliver a safer and more sustainable supply chain.
Tuna Scope — Dentsu Inc.

Tuna quality is normally determined by experts with decades of experience that examine and ‘read’ the tail. In order to preserve these experts’ skills, an AI named TUNA SCOPE was developed by Dentsu’s creatives to assess Tuna quality at scale and with speed.

TUNA SCOPE evolved into a business when Japan’s largest sushi chain Kura Sushi officially employed the AI and served the branded ‘AI Tuna’ at their restaurants, which boosted their sales. It not only helped the client’s business, but it also created a four-tiered business model for the agency. Under Covid-19, it also served as the new normal for the fishery industry, when tuna buyers could not travel abroad under Covid-19, and the AI could determine the tuna purchases for them.

TUNA SCOPE now has support from the Japanese government, and is challenging the overfishing of tuna, a worldwide resource problem, by spreading the word of TUNA SCOPE and shifting the global tuna business from quantity-based to quality-based.
What it means for brands:

Every brand will be a wellness brand
In an increasingly health conscious and anxious world, every brand will need to think about how it contributes to its customers’ physical and emotional wellbeing.

Every brand will be a data owner
In a post cookie world, every brand will need to wrestle within the responsibilities-and opportunities - of first party data. Initiatives such as Apple’s “data nutrition labels” will bring safe and responsible data usage into the open and privacy will command a premium.

The rise of “low data” brands
With privacy under increased scrutiny expect to see “low data” brands emerge as a segment alongside low fat or low carbon propositions; those brands capturing more significant data will be expect to demonstrate clear “value for data” via highly personalised products or services.
5. The Urgency of Allyship
5. The Urgency of Allyship

As brand behaviours come under scrutiny as never before we see a continued emphasis on the role of brands as a force for social good.

In the 2020 dentsu CMO survey, one fifth of brands say they have re-evaluated their purpose this year in response to the pandemic.41

In an age of radical transparency there will be no quarter given to brands who say one thing and do another, a movement exacerbated both by the impact of Covid 19 on communities worldwide and the power and urgency of the Black Lives Matter movement.

A new spirit of urgency on climate change saw brands move beyond gestures towards bold and ambitious statements of intent. Microsoft have committed to be “carbon negative” by 2030-removing more carbon from the atmosphere than they generate42 while Starbucks CEO Kevin Johnson stated the company’s ambition to become “resource positive.”43

Sub Trends:

i. From Advocacy to Action

ii. Designing for Inclusion

iii. The Rise of Re-commerce
i. From Advocacy to Action

As the Black Lives Matter movement gained in momentum and urgency, brands and businesses were forced to wrestle with what it means to be an anti-racist ally in 2020 and beyond.

More than ever, it became clear that it was not enough simply to signal support in social media, brands needed to make real and rapid progress, and to ask difficult questions internally before finding their voices externally.

As Amiyr Perkins of WGSN puts it:

“This is not a brand purpose exercise, or another fleeting moment of jumping on the latest bandwagon.

It’s about a lot of sometimes uncomfortable internal work.”

Corporates, publishers and even the Academy Awards made significant commitments to diversity and inclusion, many bringing on-board high-profile Equality and Inclusion leads for the first time in their history.

Without action, words ring hollow, with a number of brands falling foul of mere hashtag activism. Many realised, over time, the importance of listening to the Black community, making vital internal changes and sharing their privileged position and profile with Black creators, businesses and activists.

The Glossier Beauty Brand donated $1m to combating racial injustice and investing in Black owned beauty brands. Budweiser’s NFL campaign turned the spotlight on Black owned restaurants and their stories through the ‘Bud Light Thursday Night Shoutout’.

Google adjusted its search listings to make it easier for allies to find and support Black owned businesses while Nike opened its eighth Community Store in LA’s racially diverse Watts neighbourhood, investing in local staff and causes.

Beats by Dre issued a powerful call to action with its latest film: “You love Black culture, but do you love me?” accompanied by a playlist of artists ‘speaking truth to power’ while Tinder partnered with Director X to celebrate Black love stories.

In the world of gaming, EA Sports put quarterback Colin Kapernick back on the virtual field, enabling players to add him to any NFL line up.

As the company said: “Colin Kapernick is one of the top free agents in football and a starting-caliber quarterback. The team at EA Sports, along with millions of Madden NFL fans, want to see him back in our game.”
ii. Designing for Inclusion

Nowhere is the absence of diversity in brand and agency teams more apparent than in products and services designed with clear blind spots when it comes to inclusion. In 2019 Caroline Criado-Perez’s “Invisible Women” book highlighted the very real dangers of a world designed for and around male bodies yet we still see significant bias in services and systems, from AI Bias to Image Recognition failures.

Designing for Diversity will become an imperative for brands going forward and in 2020 we saw a number of brands using design and technology as a force for inclusion.

Gillette partnered with digital designer Nicole Cuddihy to create new “Skinclusive” avatar designs for players to choose in the Animal Crossing platform. While players were previously forced to choose from a narrow range of skin tones, they can now choose from 19 different skin types and 8 different skin tones.

Also, in the gaming space, Samsung Brazil partnered with Fortnite to tackle cyberbullying by enabling players to gift virtual “skins”-high status but high-cost virtual graphics-to other players.

Pinterest also made a significant commitment to more diverse representation and to ensuring its virtual try on services worked flawlessly across a more diverse range of skin tones while Crayola introduced a range of crayons designed to capture a much more inclusive range of skin tones for children. Pinterest also made a significant commitment to more diverse representation and to ensuring its virtual try on services worked flawlessly across a more diverse range of skin tones while Crayola introduced a range of crayons designed to capture a much more inclusive range of skin tones for children.

Meanwhile CitiBank’s True Name programme offers transexual and non-binary customers the option to use their chosen name on credit cards and bank accounts.

“Once a product has been fully conceptualised and built, much less shipped, it’s far too late to ask questions like ‘should this exist?’ or ‘could this be used in a harmful way?’ You accrue ethical debt that is extremely difficult, if not impossible to pay back.”

— Kathy Baxter, Salesforce
Oreo Proud Parent — 360i, a dentsu company

Proud Parent is OREO’s first big purpose-led initiative, due to launch during Pride.

But when the Pride march was cancelled due to Covid, Oreo and its partner PFLAG* needed new creative ideas to get their message out, supported by 360i, a dentsu company.

They launched their anchor creative via a film on National Coming Out Day during LGBTQ+ History Month this October. Telling the story of love, family ties and authenticity it celebrated proud families, fostering inclusivity and championing the idea that a loving world starts with a loving home. The film dominated the online conversation with over 800,000 views.

*PFLAG is the first and largest organization for lesbian, gay, bisexual, transgender, and queer (LGBTQ+) people, their parents and families, and allies
iii. Rise of Re-Commerce

The United Nations Framework Convention on Climate Change has identified the fashion industry as one of the worst contributors to climate change, responsible for 10% of global greenhouse emissions.47

Major clothing and furniture retailers have recognised the opportunity in the re-commerce space, embracing a “second life” for their products.

Levi’s SecondHand platform encourages users to shop pre-loved denim, with the idea that it’s “Even better the next time around”46. H&M’s “Loop” platform transforms old knitwear into new using in-store machines in a matter of hours—the world’s first in store recycling system. Sneaker resale platforms such as GOAT and StockX, “The Stock Market for Things” are booming, with GOAT securing $100m in investment from Foot Locker in 2019.

In parallel, IKEA are set to launch a secondhand furniture store while British department store John Lewis announced plans to launch a buy back scheme across all products by 2025, as reported by Campaign.49

Recommerce platforms such as Trove handle product inspection, inventory management and pricing using a combination of machine learning and manual intervention, making it easier for brands to develop resale platforms while avoiding the logistical complexities. This is critical infrastructure if the industry is to deliver sustainable change.
In a similar vein, 2020 also saw the acceleration of the manufacturing on demand trends. Technologies such as 3D printing, automation, and 3D rendering enable just in time manufacturing in response to consumer needs.

This enables a significant reduction in waste, avoiding the challenge of manufacturers betting big on particular lines that fail to sell and ultimately are sent to landfill.

**Kroger Chefbot — 360i, a dentsu company**

The concept of ‘Re-commerce’ can also be extended to other consumer goods. 360i, a dentsu company created the Chefbot for Kroger, the USA’s largest grocery retailer, a first-of-its-kind AI-powered Twitter recipe tool that uses visual recognition to identify the groceries already found in your fridge and pair them with a recipe to create fresh, home-cooked meals.

It’s designed to liven up home chefs’ repertoires at a time when we’re spending more time cooking at home and help to reduce food waste when food insecurity is top of mind for many.
What it means for brands:

First, do no harm

Before making bold external statements, brands must have their own houses firmly in order. High profile campaigns or sponsorships will not mask, and will often draw attention to, flawed internal processes and policies. That said, the desire for perfection should not stand in the way of communicating progress; transparency, targets and tracking are key.

Design for difference

Only with truly inclusive and diverse teams can brands and agencies tackle unconscious bias and design services that work for every user. As we progress towards that goal, a useful principle for teams is to think hard about the unintended consequences of design decisions. Digital thinktank doteveryone developed and opensourced a consequence framework designed to prompt teams to pause and identify the wider societal impact of their design decisions.

Beyond belief

In today’s climate, brands must go beyond mission and purpose statements and put powerful behavioural platforms at the heart of their organisation. We live by two mantras when developing brand and experience strategy: When you know what you believe, you know how to behave. And how you behave tells people who you are. Today and tomorrow, brands must align belief and behaviour as never before.
Brave New Normal: In Summary

2020 has undoubtedly been a year like no other. If nothing else, it has taught us to treat all predictions with a note of caution. Yet it has also been a year that reminds us how much is possible when the status quo becomes impossible, and how much all progress relies on collaboration and generosity.

A year of such radical change will inevitably prompt some very different reactions—for every action, as we know, there is an equal and opposite reaction. Some of us will crave a return to “normal” as quickly as possible, others will maintain there is no back to normal, only forward to the new. Some will find their emotional truth in a virtual world, others in a vegetable garden.

Many will pursue both - the very new and the very old, the AI generated and the artisan crafted, the personalised and the pre-loved.

Our best defence against the unpredictability and volatility of the 20s will be diversity. Diversity of skillset, diversity of perspective, diversity of approach. Bringing together brand and experience, belief and behaviour, creativity and technology, code and craft. Because none of us can see as far as all of us.

Our work: Coca-Cola For The Human Race

Coca-Cola has a long history of celebrating hope, positivity and togetherness. At a time when the human spirit is being tested like never before, Coca-Cola and Merdeka LHS created “For The Human Race” to inspire people to regain their faith in humanity, by showcasing the “Reasons to Believe” in the middle of the coronavirus crisis.
Brave New Normal: Appendix

dentsu

Part of dentsu, dentsu international is made up of nine leadership brands - Carat, dentsu X, iProspect, Isobar, dentsumcgarrybowen, Merkle, MKTG, Vizeum, Posterscope and supported by its specialist brands. Dentsu International helps clients to win, keep and grow their best customers and achieve meaningful progress for their businesses. With best-in-class services and solutions in media, CRM, and creative, dentsu international operates in over 145 markets worldwide with more than 48,000 dedicated specialists.

Dentsu’s creative offering includes global creative agencies dentsumcgarrybowen, Isobar and 360i, in addition to other global award-winning local agencies including Dentsu Webchutney, Taproot Dentsu, BWM Dentsu, Dentsu Redder and many more.

Dentsu Labs

The Dentsu Labs describes a group of over 30 initiatives that accelerate innovation within Dentsu Inc. in Japan. The teams look at consumer insights and social trends that anticipate the future for our clients and their businesses and expand Dentsu. We cultivate curiosity within our individual employees, and we have separated the labs by specialism to provide strategic focus to their work. Labs include ‘Senior Project’, to realise a prosperous aging society, the ‘Sustainability Purpose Project,’ based on sustainability for companies and consumers, ‘Social Business Design,’ consulting for social business in developing and emerging countries, ‘Food & Life Lab’ specialising in the future of Japanese eating habits, and ‘AI MIRAI,’ developing AI / Machine Learning solutions that connect social issues and technology and many more.
dentsumcgarrybowen is a global creative agency delivering idea-led brand transformation at scale. This new entity brings together Dentsu and mcgarrybowen to form a world-class creative powerhouse that now spans 33 locations in 24 markets. dentsumcgarrybowen delivers creative expertise and innovative global solutions for clients, applying big platform thinking to bring ideas to life and deliver world-class creative solutions to meet consumer touchpoints and work across geographies, cultures, and channels. It gives us great pride to work with the world’s most iconic companies, including Ajinomoto, American Express, Asahi Breweries, Canon, Disney, Hershey, Kao, Marriott, Shiseido, Subway, The Coca-Cola Company, Toyota, and United Airlines.

Isobar is a global agency that delivers experience-led transformation for businesses and brands. Isobar solves complex business challenges through its Marketing, Experience Commerce, Products & Services, and Transformation Consulting offerings, enabling superior customer experience and driving growth. In 2019, Isobar won over 250 awards including 7 Cannes Lions with one Gold Lion in the Creative eCommerce category and was named a strong performer in The Forrester Wave Global Digital Experience Agencies Q4 2019. Isobar’s top clients include Coca-Cola, adidas, Enterprise, P&G & Philips.
References

1. As reported in The Verge (part of Vox Media LLC), “Live concerts have become more elaborate...but they don’t let you float through the air while a Godzilla-sized rapper walks across an ocean.” Available at: https://www.theverge.com/2020/4/23/21233637/travis-scott fortnite-concert-astronomical-live-report

2. As reported by Discord (part of Discord, Inc.) on the Discord blog “Discord or Twitch for chat, meetings, and even classes.” Available at: https://blog.discord.com/how-to-use-discord-for-your-classroom-8587bf78e6c4

3. As reported by Discord (part of Discord, Inc.) on the Discord blog “Your Place to Talk” authored by Founder/CEO Jason Citron. Available at: https://blog.discord.com/your-place-to-talk-af7fa19b901b

4. As quoted on Fast Company (part of Fast Company & Inc © 2020 Mansueto Ventures, LLC) "Would you spend $10,000 on a virtual dress? Gucci is betting on it.” Available at: https://www.fastcompany.com/90546878/would-you-spend-10000-on-a-virtual-dress-gucci-is-betting-on-it

5. As reported on the Fabricant’s website: https://www.thefabricant.com/iridescence

6. As reported on Tech Crunch (part of Verizon Media), “The startup behind that deep-fake David Beckham video just raised $3M” authored by Mike Butcher. Available at: https://tcrn.ch/2XMT8bL


10. As reported on Input (part of 2020 Bustle Digital Group), “Gucci and Fnatic made a $1,600, limited-edition dive watch for esports” authored by Tom Maxwell. Available at: https://www.inputmag.com/style/gucci-enters-esports-fashion-realm-with-a-1600-fnatic-dive-watch

11. As reported in “Connecting The Dots 2021” by GlobalWebIndex 2020 Available at: https://www.globalwebindex.com/

12. As reported on Fast Company & Inc (part of 2020 Mansueto Ventures, LLC), “This grocery startup is placing fully-stocked fridges of free food around the Bay Area” authored by Kristin Tousaint. Available at: https://www.fastcompany.com/90542638/this-grocery-startup-isplacing-fully-stocked-fridges-of-free-food-around-the-bay-area

13. As described on Handshake powered by Shopify’s website: https://www.handshake.com/

14. As reported on Vogue.co.uk (part of Condé Nast Britain, a subsidiary of Condé Nast International), “Meet The 3 Essential Workers On The Cover’ authored by Olivia Marks. Available at: https://www.vogue.co.uk/news/article/keyworkers-july-2020-issue-british-vogue

15. As reported in Vogue.co.uk (part of Condé Nast Britain, a subsidiary of Condé Nast International), “Meet Misan Harriman, The BLM Protest Photographer Who Captured Vogue’s September Cover” authored by Ellie Pithers. Available at: https://www.vogue.co.uk/news/article/misan-harriman-vogue-cover

16. As reported on Harper’sBazaar.co.uk (part of the Hearst UK Fashion & Beauty Network, Hearst UK), “Burberry has teamed up with Marcus Rashford on a youth charity project” authored by Amy de Klerk. Available at: https://www.harpersbazaar.co.uk/fashion/fashion-news/a34547315/burberry-marcus-rashford/


19. As reported on Vox.com (part of Vox Media, LLC), “Starbucks’s mobile payments system is so popular in the U.S., it has more users than Apple’s or Google’s” authored by Rani Molla. Available at: https://www.vox.com/2018/5/22/17377234/starbucks-mobile-payments-users-apple-pay-google


References

22 As reported on the Mastercard Content Exchange website, “Mastercard Study Shows Consumers Globally Make the Move to Contactless Payments for Everyday Purchases, Seeking Touch-Free Payment Experiences.” Available at: https://www.dentsu.com/hu/en/reports/decoding-data-dynamics__digital_society_index_2020_245be28

23 As reported on the Juniper Research Ltd Press page, “CONTACTLESS PAYMENT TRANSACTIONS TO REACH $6 TRILLION GLOBALLY BY 2024, FUELD BY INCREASED CARD USE.” Available at: https://www.juniperresearch.com/press/releases/contactless-oem-pay-transaction-values-to-reach-$1

24 As reported by the BBC, “Ocado overtakes Tesco as most valuable UK retailer, BBC 2020.” Available at: https://www.bbc.co.uk/news/business-54352540

25 As quoted on Dezeen (part of Dezeen Limited), “Virgil Abloh and AMO design flexible flagship Off-White store in Miami that “can host a runway show,”” authored by Eleanor Gibson. Available at: https://www.dezeen.com/2020/08/12/off-white-miami-design-district-virgil-abloh-amo/


29 As reported by Adam Mossersi, Head of Instagram on the Instagram from Facebook blog “Introducing Reels and Shop Tabs” Available at: https://about.instagram.com/blog/announcements/introducing-reels-and-shop-tabs

30 As reported by AXIOS Media “Startups aim at “QVC for millennials” authored by Kia Kokalitcheva. Available at: https://www.axios.com/2020-09-25-startups-aim-at-qvc-for-millennials-a8a2f94c-bd3f-4fd7-880c-14cc09db887e.html

31 As described on the NTWRK website homepage (owned and operated by Commerce Media Holdings LLC): https://thenetworklive.com/

32 As quoted by NTWRK founder Aaron Levant for OMR (part of Ramp 106 GmbH), “The Amazon of Cool—Skysrocketing eCommerce Platform NTWRK Deals in Hype” authored by CHRISTIAN COHRS & SCOTT PETERSON. Available at: https://omr.com/en/ntwrk/

33 As reported by MIT Technology Review (owned by the Massachusetts Institute of Technology (MIT), “Live-streaming helped China’s farmers survive the pandemic. It’s here to stay.” authored by Karen Hao. Available at: https://www.technologyreview.com/2020/05/06/1001186/china-rural-live-streaming-during-covamious-pandemic/

34 As reported in the South China Morning Post Publishers Ltd, “Alibaba’s Taobao Live hits US$7.5 billion in first 30 minutes of presales for Singles’ Day” authored by Jane Zhang. Available at: https://www.scmp.com/tech/e-commerce/article/3107667/alibabas-taobao-live-hits-us75-billion-first-30-minutes-presales


36 As quoted on CNBC LLC, “Relaxation app Calm raises $88 million, valuing it $1 billion” authored by Angela LoVito. Available at: https://www.cnbc.com/2019/02/05/calm-raises-88-million-valuing-the-meditation-app-at-1-billion.html

37 As quoted by Scott Galloway speaking to Sara Silverstein of Business Insider (part of Insider Inc.) in “Scott Galloway predicts Amazon will be the fastest-growing healthcare company by 2025 and many US universities may never reopen, and he says the best time to start a business is in the depths of a recession”, authored by Sara Silverstein. Available at: https://www.businessinsider.com/scott-galloway-on-healthcare-education-retail-media-entrepreneurship-2020-5?r=US&IR=T

38 As reported on CNBC LLC, “Relaxation app Calm raises $88 million, valuing it $1 billion” available at https://www.cnbc.com/2019/02/05/calm-raises-88-million-valuing-the-meditation-app-at-1-billion.html

39 As reported by GlobeNewswire “Ålandsbanken Abp: The Åland index reaches 40 million customers globally”. Available at: https://www.globenewswire.com/news-release/2019/12/10/1958328/0/en/%C3%A5landsbanken-Abp-The-%C3%A5land-index-reaches-40-million-customers-globally.html

40 As referenced from an original press release on visirauduk by Contagious (part of Contagious Communications), “Coop supermarket creates carbon-footprint tracker for shoppers.” Available at: https://www.contagious.com/news-and-views/campaign-of-the-week-coop-supermarket-carbon-footprint-tracker
References


42 As reported on the Microsoft (part of Microsoft Corp) News Centre website, "Microsoft announces it will be carbon negative by 2030." Available at: https://news.microsoft.com/2020/01/16/microsoft-announces-it-will-be-carbon-negative-by-2030/#text=on%20Thursday%20announced%20an%20ambitious,it%20was%20founded%20on%201975.%n%0a

43 As reported on the Starbucks Stories & News website page (part of Starbucks Corporation) "A message from Starbucks ceo Kevin Johnson: Starbucks new sustainability commitment" authored by Kevin Johnson. Available at: https://stories.starbucks.com/stories/2020/message-from-starbucks-ceo-kevin-johnson-starbucks-new-sustainability-commitment/

44 As quoted by Amiya Perkins of WGSN By Ascential on WARC (part of Ascential Events (Europe) Limited) in "Brand Activism in the Black Lives Matter Era." authored by Kai Wright. Available at: https://www.warc.com/newsandopinion/opinion/brand-activism-in-the-black-lives-matter-era/3868

45 As reported by Reuters, "EA Sports adds QB Kaepernick to Madden NFL 21" authored by Field Level Media. Available at: https://uk.reuters.com/article/esports-madden-kaepernick/es-a-sports-adds-qb-kaepernick-to-madden-nfl-21-idUSFLM83nB7P

46 As quoted by Kathy Baxter, Architect, Ethical AI, Salesforce on the Saleforce Experience and Design Medium blog (part of Salesforce.com, Inc), "How To Run a Consequence Scanning Workshop", authored by Rob Katz. Available at: https://medium.com/salesforce-ux/how-to-run-a-consequence-scanning-workshop-4b147%e987

47 As reported by The United Nations Framework Convention on Climate Change, "UN Helps Fashion Industry Shift to Low Carbon". Available at: https://unfccc.int/news/un-helps-fashion-industry-shift-to-low-carbon#:~:text=The%20fashion%20industry%20%2C%20including%20the,aviation%20and%20shipping%20industry%20combined.

48 As described on the Levi’s Second-hand website (part of LS&Co): https://www.secondhand.levi.com/

49 As reported in Campaign (part of Haymarket Media Group Ltd), "John Lewis announced plans to launch a buy back scheme across all products by 2025", authored by Emmet McGonagle. Available at: https://www.campaignlive.co.uk/article/john-lewis-plans-buy-back-scheme-assertive-aggressive-sustainability-push/1697514
Get in touch:

Patricia McDonald
dentsu Creative Global Chief Solutions Officer
patricia.mcdonald@dentsu.com

Jennifer Hohman
dentsumcgarrybowen Global Chief Growth Officer
jennifer.hohman@mcgarrybowen.com

Sue McCusker
Isobar Global Chief Client Officer
sue.mccusker@isobar.com