Digital Marketing Strategies During Crisis

How to meet customer needs and in an ever-changing environment
Agenda

01  Where We Are and Where We’re Headed
02  How Has the Customer Changed?
03  The Need for Trust
04  How to Meet the Moment
05  Final Thoughts
Where We Are and Where We’re Headed
RECAPPGING RECENT EVENTS

Since mid-August, COVID-19 has flared in new communities while flattening in others, news has turned to politics as the election nears and the continued killing of Black Americans has sparked further outrage across the country.

COVID-19 Outbreaks & Responses Continue To Be Fragmented

Coronavirus cases are growing in 11 U.S. states as Fauci warns of ‘disturbing’ data
PUBLISHED SUN, SEP 13 2020 4:30 PM EDT
UPDATED 2 HOURS AGO

How Colleges Became the New Covid Hot Spots

Like meatpacking plants and nursing homes early in the pandemic, campuses across the country are experiencing outbreaks.

Economic Data Points to Pause in Recovery as Aid Programs Expire

The economy’s rebound showed signs of stagnating. Then enhanced unemployment benefits and a small-business loan program expired.

US Political Landscape Heats Up As November Election Draws Closer

Joe Biden accepts Democratic nomination with pledge to serve ‘all Americans’
PUBLISHED THU, AUG 20 2020 11:59 PM EDT | UPDATED FRI, AUG 21 2020 7:17 AM EDT

More High-Profile Killings Of Black Americans Spur Protests

Kenosha shooting: Protests erupt after US police shoot black man
© 24 August 2020

Hundreds of protesters march with Jacob Blake’s family demanding justice
By Christina Maxouris and Nicole Chavez, CNN
© Updated 7:32 PM ET, Sat August 29

US: Protests in Los Angeles after police fatally shoot Black man
Officials say Dijon Kizzee was shot after he scuffled with sheriff’s deputies, dropping a bundle of clothes and a gun.
1 Sept 2020
THE STAGES OF CRISIS RESPONSE

Often, responses to pandemics follow a pattern. As the effects of COVID-19 impact communities at different rates, these stages can act as a guide to shifting public sentiment – though consumers may not always experience them linearly.

INITIAL SHOCK

The outbreak is spreading. I am uncertain about how it might impact my day to day life. I am feeling confusion, fear or anger about preparing.

COMING TO GRIPS

I am modifying my daily routine. There are moments of frustration and anxiety, but I’m trying to focus on what I can control.

LIVING A NEW NORMAL

I am moving towards settling into a new routine while the outbreak is evolving. My routine is starting to feel familiar.

MOVING INTO RECOVERY

I feel there has been progress to reduce the outbreak in the nation and my community. I am slowly starting the journey back to my normal routines and schedules.

POST- CORONAVIRUS LIFE

I am fully reconnected to work and life without having the threat of the outbreak hanging over me. I am back to my routine from before.
HUNKERING DOWN INTO NEW ROUTINES

In September, six months after the COVID-19 crisis began in earnest in the US, Americans, while still experiencing prolonged shock and grappling with the realities of the pandemic, are beginning to live their new normal and even experience signs of recovery.

% of Respondents Who Identify With Each Stage:

<table>
<thead>
<tr>
<th>INITIAL SHOCK</th>
<th>COMING TO GRIPS</th>
<th>LIVING A NEW NORMAL</th>
<th>MOVING INTO RECOVERY</th>
<th>POST-CORONAVIRUS LIFE</th>
</tr>
</thead>
<tbody>
<tr>
<td>23%</td>
<td>26%</td>
<td>27%</td>
<td>14%</td>
<td>10%</td>
</tr>
<tr>
<td>25%</td>
<td>29%</td>
<td>27%</td>
<td>8%</td>
<td>11%</td>
</tr>
<tr>
<td>29%</td>
<td>26%</td>
<td>27%</td>
<td>8%</td>
<td>10%</td>
</tr>
<tr>
<td>21%</td>
<td>26%</td>
<td>32%</td>
<td>12%</td>
<td>8%</td>
</tr>
</tbody>
</table>

PAST FOUR WAVES:

- JUNE 19:
  - 23%
  - 26%
  - 27%
  - 14%
  - 10%
- JULY 10:
  - 25%
  - 29%
  - 27%
  - 8%
  - 11%
- AUG. 7:
  - 29%
  - 26%
  - 27%
  - 8%
  - 10%
- SEPT. 11:
  - 21% 🔻
  - 26%
  - 32% 🔺
  - 12% 🔺
  - 8% 🔻
CONSUMERS ARE SPLIT ALMOST 50/50 ON COMFORT LEVEL IN PUBLIC

While overall they feel more comfortable going out in public as compared to April, comfort appears to have decreased since August.

![Graph showing consumer comfort or discomfort going out in public from April to September.](graph.png)

Q: In the context of COVID-19, how comfortable are you currently going out in public?
In April, over three-quarters of Americans said that things would return to normal in 2020. Now, that number has decreased by 42 percentage points, yet over a third of respondents continue to believe normalcy will return before the end of the year.

### When Consumers Think Life Will “Return to Normal”

#### April 9

- **Beginning of May**: 23%
- **July Fourth**: 32%
- **Labor Day**: 16%
- **New Year’s**: 6%
- **Sometime next year**: 12%
- **It won’t return to normal**: 11%

#### Sept. 11

- **It has returned to normal**: 10%
- **Thanksgiving**: 14%
- **New Year’s**: 11%
- **Spring 2021**: 21%
- **Summer 2021**: 14%
- **Fall 2021**: 13%
- **It won’t return to normal**: 16%
Consumers are beginning to feel stability in the new normal.
Advertising approaches should reflect the new normal.
Marketers should be prepared for 2021.
How Has the Customer Changed?
Customers are at different stages at different times.
The routine has been disrupted...

**INCREASE IN DIGITAL MEDIA CONSUMPTION**
More time at home means more digital forms of entertainment. Hours spent on streaming services, video games, virtual events, and more have all dramatically increased.

**INCREASED USAGE OF ONLINE ORDERING**
52% of shoppers say they are shopping online more and Google search results for “online shopping” have doubled since March 2020.

**SHIFT IN PURCHASE PATTERNS**
The working from home environment and general disruption to the routine means typical shopping/purchase patterns have been altered.
Customer Expectations Have Changed

Most customers are tightening their purse strings and re-evaluating their spending habits (Dentsu Survey)
The Need for Trust
Customer need for trust is increasing...

70% of customers say trust in a brand is more important now than in the past.

53% say trust in a company is the second most important factor when purchasing from a new brand.
A BIGGER NEED FOR TRUST—
FOR BOTH PERSONAL AND SOCIETAL REASONS

Percent who say each is a reason why brand trust has become more important

<table>
<thead>
<tr>
<th>My Personal Vulnerability</th>
<th>35</th>
</tr>
</thead>
<tbody>
<tr>
<td>The pandemic has increased my reliance on brands to keep me and my community safe</td>
<td></td>
</tr>
<tr>
<td>The pandemic has increased my reliance on brands to help me get through day-to-day challenges</td>
<td>33</td>
</tr>
<tr>
<td>Brands are collecting more of my personal information</td>
<td>28</td>
</tr>
<tr>
<td>I rely more on brands to do important things for me</td>
<td>26</td>
</tr>
<tr>
<td>I am struggling financially and can’t afford to waste money</td>
<td>26</td>
</tr>
<tr>
<td>I use brands to express my values and don’t want them to reflect badly on me</td>
<td>22</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Brands’ Societal Impact</th>
<th>74</th>
</tr>
</thead>
<tbody>
<tr>
<td>How brands produce and deliver products has a large impact on the environment</td>
<td>44</td>
</tr>
<tr>
<td>Brands will have a huge impact on how quickly and safely the economy recovers</td>
<td>36</td>
</tr>
<tr>
<td>Brands are more involved in major social issues and societal problems</td>
<td>34</td>
</tr>
<tr>
<td>Technological innovations such as robotics and AI have the potential to cause great harm if misused</td>
<td>26</td>
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81% net

74% net
SOLVING PROBLEMS BIG AND SMALL MATTERS MOST FOR BRANDS TODAY

Percent who rate each as very or extremely important for brands to earn or keep their trust

<table>
<thead>
<tr>
<th>Solve my problems</th>
<th>Solve society’s problems</th>
<th>Enrich my life</th>
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</thead>
<tbody>
<tr>
<td>Be a dependable provider</td>
<td>Be a visionary</td>
<td>Be a source of joy</td>
</tr>
<tr>
<td>69</td>
<td>61</td>
<td>58</td>
</tr>
<tr>
<td>Be a reliable source of information</td>
<td>Be a problem solver</td>
<td>Be a personal inspiration</td>
</tr>
<tr>
<td>64</td>
<td>60</td>
<td>53</td>
</tr>
<tr>
<td>Be a protector</td>
<td>Be a positive force in shaping our culture</td>
<td>Be a means of self-expression</td>
</tr>
<tr>
<td>63</td>
<td>58</td>
<td>48</td>
</tr>
<tr>
<td>Be an innovator</td>
<td>Be a safety net</td>
<td>Be a source of entertainment/distraction</td>
</tr>
<tr>
<td>63</td>
<td>57</td>
<td>46</td>
</tr>
<tr>
<td>Be an educator</td>
<td>Be a collaborator</td>
<td></td>
</tr>
<tr>
<td>55</td>
<td>54</td>
<td></td>
</tr>
<tr>
<td>Be a calming voice</td>
<td></td>
<td></td>
</tr>
<tr>
<td>52</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Be a connector</td>
<td></td>
<td></td>
</tr>
<tr>
<td>51</td>
<td></td>
<td></td>
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</tbody>
</table>

85% net

80% net

73% net
...but there is a disconnect between brands and their customers.

73%  
Expect companies to understand their needs and expectations

51%  
Say companies generally understand their needs and expectations
TRUSTED BRANDS LIVE AT THE INTERSECTION OF PERSONAL AND SOCIETAL, WORDS AND ACTIONS
Developing a Plan

LISTEN & LEARN
This is a crucial first step to identifying the needs and trends within both your existing and potential customer base.

CONTENT & CONNECTION
After learning more about your customers’ needs, create a content strategy to speak to those desires and connect with your audiences.

REVIEW & REVISING
Establishing a pattern of reviewing your current plan and making adjustments will help you deal with the ever-changing circumstances of a crisis.
The Right Data

+ Identifying the right kind of data will ensure that it sets the correct foundation for all future strategy

+ Focus on your customers, but don’t lose sight of your business KPIs

+ Can you create an action plan using this data?
Established Personas vs Current Behaviors

+ Re-evaluate your existing customer profiles and create new personas that are based on current data and customer behaviors

+ Identifying trends in your new personas will help your content maintain relevancy

+ Look beyond the initial data points to find the real needs of your customers
AUDIENCE PROFILE OVERVIEWS

Those in Initial Shock continue to feel the situation worsen, while members of the three middle phases are feeling more stable. Those in Post-Coronavirus Life still think things are improving, albeit to a lesser degree than they did last wave. Consumers continue to look to brands to take action, but many feel advertising can go back to normal now.

**INITIAL SHOCK**

**WHO THEY ARE:**
They are young and diverse families who are struggling to move into recovery. They continue to feel that things are getting worse and are increasingly concerned about their employment/financial situation.

**COMING TO GRIPS**

**WHO THEY ARE:**
They tend to be couples across various life stages. After a rough month last wave, they are increasingly feeling more stable. They are concerned about the impact COVID is having on the economy and on society.

**LIVING A NEW NORMAL**

**WHO THEY ARE:**
They are couples across life stages whose concern level is tempering. They feel the situation is stabilizing, but are worried about the long-term impact COVID will have on the economy.

**MOVING INTO RECOVERY**

**WHO THEY ARE:**
They are older couples, most of whose children have left the house. They are starting to feel increasingly optimistic that the situation is starting to improve and want to see life go back to normal.

**POST-CORONAVIRUS LIFE**

**WHO THEY ARE:**
They are established families, half of whom have kids living at home. They are less concerned about the health threat related to COVID, but are increasingly worried about its impact on the economy. They want to feel like life is back to normal.

**BRAND ACTIONS:**

**PROTECT & ADAPT**
- Implement safety measures
- Adapt services to meet new needs
- Keep my mind off of it

**PROTECT & ADAPT**
- Implement safety measures
- Adapt services to meet new needs
- Donate to those in need

**PROTECT & ADAPT**
- Implement safety measures
- Adapt services to meet new needs
- Look after employees

**PROTECT & ADAPT**
- Implement safety measures
- Adapt services to meet new needs
- Offer discounts / donate

**DISTRACT**
- Advertise as normal (pre-COVID)
- Take my mind off of it
- Offer discounts

Key Differentiators

+ How has the situation altered what your key differentiators are?

+ When it comes to the digital space, what makes you different?

+ How can you separate yourself from the crowded channels?
Channel Strategy

+ Where is the “green space” for your business?

+ Which channels does your audience use most frequently?

+ What kinds of actions are your audience taking on each channel?
Content Strategy

+ What moments in the customer journey are you addressing?

+ Is your content speaking directly to your customers new needs?

+ Is your content driving to meet your business needs?

+ Are you creating content that is tailored to the channel it is being viewed on?
Customer Connection

+ Where are the key moments where you can connect and interact with your customers?

+ Do you have opportunities to create personalization in your content?

+ How can you exceed your customer expectations and provide a surprising experience?

+ Create a seamless customer service experience
Reporting

+ Ensure your reporting cadence is frequent enough to take advantage of findings

+ Have the changes you made created positive results for your business?

+ Have there been changes in your audiences their behaviors?
Don’t be afraid to revise portions of your strategy to meet new needs or adjust something that isn’t working.

Crisis moments change at a moment's notice which means you need to be prepared to shift gears as well.
Main Takeaways

TRUST IS KEY TO CREATING LOYAL CUSTOMERS
What the customer expects from brands is changing. Work to establish trust and meet their needs.

CRAFT A MARKETING PLAN WITH CUSTOMERS AT ITS HEART
For a marketing strategy to work in the midst of a crisis, it must be focused on your customer’s needs first.

BE FLEXIBLE AND PREPARED TO ADAPT
Crises change at a moments notice. Be prepared to adapt and adjust to meet the moment at all times.
Questions?