

## COVID Compendium for Global Marketers



### **What actions are brands taking around the world?**

In response to the COVID-19 outbreak we wanted to provide an open-source resource for brand owners and the wider marketing industry: a compendium of brand actions around the world.

We have taken creative license with the 6Ps of marketing to help group 'marketer actions' into topics that you can easily digest.

## The 6Ps of Brand Response



### People

Brands supporting the people that support their business



### Promotion

Brand activity that boosts morale or discourages behavior likely to boost transmission



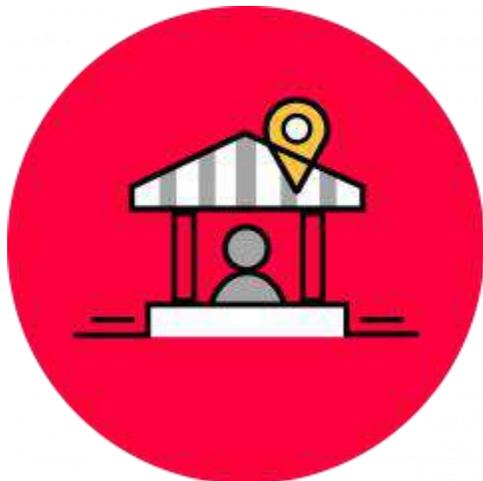
### Product

Brands changing their focus to deliver on critical needs



### Price

Price-related measures that brands are taking



## Place

Brands changing or transforming contact points to benefit public



## Partners

Some insights from our partners

## People

Brands supporting the people that support their business

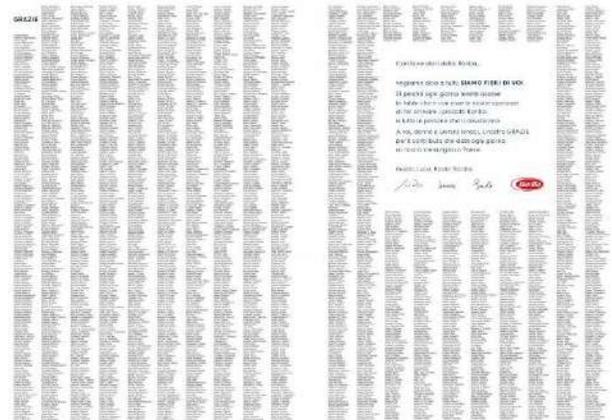
### *Giving thanks*

“We are proud of you” - that is the message that appeared in Italian newspapers signed by the brothers Guido, Luca and Paolo Barilla, alongside the names of all the 2,700 employees of the Italian pasta manufacturer Barilla. The message is part of an effort to recognize employees who have continue to man the brand’s production plants, guaranteeing the supply of this Italian necessity.

Brand: Barilla

Market: Italy

Source: [BrandChannel](#)



### *Olympic-level training, courtesy of P&G*

P&G Turkey sponsors 30 athletes each year under the local initiative 'Olympic Moms', claiming that 'every mom helping her children to do sports is an Olympic Mom'. As the athletes have to #stayhome, at least for this year, P&G made the best of the situation. Employing 'their' athletes as well as their family members (including moms, sisters, brothers and nephews), P&G created short videos showing how to do sports in the comfort of ones living room as a family, even without any equipment.

**Brand:** P&G

**Market:** Turkey

**Source:** [P&G](#)



### *Beer pre-orders to support pubs*

Brewing giant AB InBev has launched a series of initiatives to prompt financial support to local pubs and bars facing uncertainty during this time. Efforts are currently under way in the UK, the Netherlands, Belgium, Brazil and Canada, amongst others. In each country, the company has launched promotional efforts allowing customer to purchase vouchers for their favourite bars, financially supporting them at a moment when many of them have closed due to government-mandated shutdowns.

**Brand owner:** AB

**Brand:** AB InBev

**Markets:** UK, Netherlands, Belgium, Brazil, Canada

**Source:** [AB InBev](#)



### *UN calling*

The UN is launching this [first-ever open brief to creatives everywhere](#) to help spread the public health messages in ways which will be effective, accessible and shareable. It is not a single campaign, according to the [document](#) – the UN is looking for a multitude of creative solutions to reach audiences across different cultures, age groups, affiliations, geographies and languages. "We are in an unprecedented situation and the normal rules no longer apply. We cannot resort to the usual tools in such unusual times. The creativity of the response must match the unique nature of the crisis - and the magnitude of the response must match its scales."



Brand: UN

Market: Global

Source: [UN](#)

### *A friend in need...*

Unilever is, amongst other measures, considering early payment to agencies and other small and medium-sized suppliers that may be struggling in the current situation. As Alan Jope, their CEO, explained: "We hope [...] that by helping to safeguard our workers' incomes and jobs, we are giving some peace of mind during these uncertain times. Our strong cash flow and balance sheet mean that we can, and should, give this additional support."



**Brand(s):** Unilever

**Market(s):** to be defined

**Source:** [Campaign](#)

## #LoveThyBartender

Whiskey brand Jameson is stepping up to help support bartenders, a lot of whom are now out of a job due to bars closing for the coronavirus. On social, the Pernod Ricard brand announced its pledging \$500,000 to support the charity of the United States Bartenders' Guild. "We know there may be some hard roads ahead for members in this community," reads a tweet with the hashtag #LoveThyBartender. "To our local bartenders: You've always had our backs, and we promise to have yours." Jameson is also matching every dollar donated by others up to \$100,000 to the Bartender Emergency Assistance Program until the end of March.

**Brand owner(s):** Pernod Ricard

**Market:** USA

**Source:** [Twitter](#)

## Promotion

*Brand activity that boosts morale*

*'Stay Home Catalog' for bored kids'*

IKEA has a solution for bored kids during the pandemic: its catalog. The promotional publication has been doubled up as a workbook for kids. Inside, IKEA's KALLAX bookshelves serve as a tic-tac-toe grid. Other pages include coloring sheets that send kids searching for ALLEN keys and mazes that challenge children to find their way to the store.

**Brand:** IKEA

**Market:** Israel

**Source:** [DesignTaxi](#)

Normally on St. Patrick's Day, we'd be celebrating our favorite holiday with everyone at the neighborhood bar.

And, while many may not be able to get together the way they'd like to right now - we know that only one thing is certain - we need to keep the spirit of this holiday alive together.

At Jameson, that means standing behind the people that have made Jameson what it is today: our neighborhood bartenders.

We are pledging \$500,000 to support the charity of the United States Bartenders' Guild, because we know that there may be some hard roads ahead for members in this community.

To our local bartenders: You've always had our backs, and we promise to always have yours.

**JAMESON** 



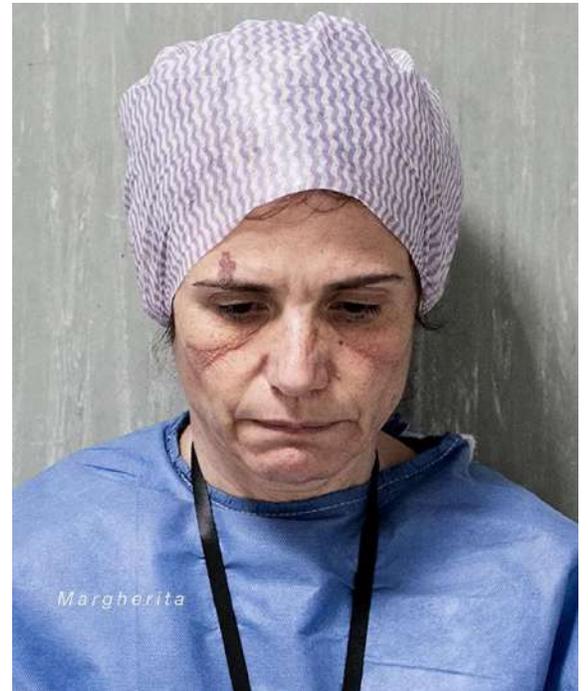
### *'Real beauty' during COVID'*

Dove has put a new face on Real Beauty advertising through a “Courage Is Beautiful” campaign, showing faces of healthcare workers marked by the protective gear they’ve been wearing during the COVID crisis. To collect the images, Dove reached out directly to real doctors and nurses, usually on Instagram. The brand is also rolling out a campaign as part of a commitment with the U.K. government to spend more than \$50 million globally to encourage hand washing. The 30-second version includes a countdown of the 20 seconds it takes to wash hands properly, with the message: “We don’t care which soap you use, we care that you care.”

Brand: Dove (Unilever)

Markets: US, UK

Source: [AdAge](#)



### *An unskippable ad you'll be glad you watched*

McDonald’s Russia has been running an unskippable preroll spot in recent weeks with a simple but well played premise: wash your hands. The pre-content ad consists exclusively of a pair of hands being thoroughly cleaned in a sink with soap and running water for the WHO recommended 20 seconds. Launched for Russian viewers on March 23, the ad has been viewed more than 120 million times.



Brand: McDonald’s

Market: Russia

Source: [AdWeek](#)

### *Sending the right message*

WFA members L’Oréal, Essity and Reckitt Benckiser are teaming to encourage consumers to shop responsibly during the coronavirus outbreak. Messages are



appearing on the companies' respective websites, reinforcing UK government messaging that people should stay home, stay safe, respect elderly shopping hours, keep two metres apart, support NHS shopping hours and only buy what you need.

Brands: L'Oréal; Essity; Reckitt Benckiser

Market: UK

Source: [The Drum](#)

### *Bringing home the fun*

Hasbro's new content marketing program is targeted at families looking for things to do while home during school closures. The Bring Home the Fun website features games and activities for kids, as well as suggestions for projects that include Hasbro toys like Play-Doh crafts and trick shot challenges for Nerf blasters. There are mindfulness videos and parenting articles about how to teach kids gratitude and purpose. Parents can share their tips using the #BringHomeTheFun hashtag.



Brand: Hasbro

Markets: Global

Source: [Marketing Dive](#)

### *Cooking lessons from the (Burger) King*

Going out to eat has been one of the many things made much more difficult by the COVID-19 pandemic. For customers in quarantine craving their signature burger, Burger King France has now provided a tongue-in-cheek DIY guide to satisfy that desire. The simple image shows a list of ingredients needed to make a



Whopper. While it doesn't give any directions on how to make it, the basics are there for any determined home cook.

Brand: Burger King

Markets: Global

Source: [The Drum](#)

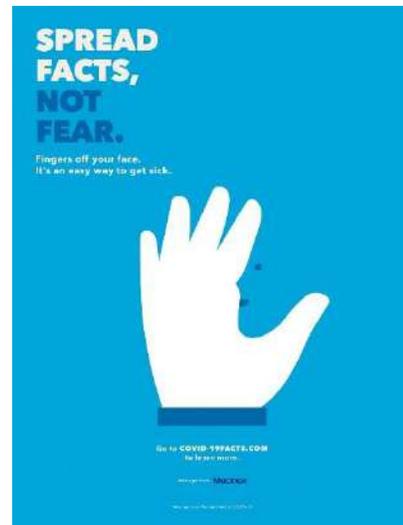
### *Spreading facts*

Reckitt Benckiser brand Mucinex has launched a campaign titled "Spread Facts, not Fear", featuring a number of images illustrating best practices for staying safe during the COVID-19 epidemic. In addition, every ad directs viewers to covid-19facts.com – a website with up-to-date information compiled from the WHO, Johns Hopkins and other international experts.

Brand: Mucinex (RB)

Market: Global

Source: [The Drum](#)



### *A(ir) time to save lives*

AB InBev announced it will donate media air time to the Red Cross for public service announcements in the USA. The brewer also announced that it will redirect \$5 million that it normally spends on sports and entertainment marketing to the American Red Cross.

Brand: AB InBev

Market: USA

Source: [AdAge](#)



### *Re-purposing ad spend*

Many have cut their advertising investment. Coca-Cola Philippines however decided to re-invest their p150m spend (~\$2.9million) into a Covid-19 relief: “provision of protective equipment and beverages for health workers, delivery of food packs to the most vulnerable families, and support for affected small retailers.”

And others followed suit. Also in the Philippines, Ligo Sardines announced that it would be re-allocating its entire 2020 advertising budget to non-governmental organizations, charities, and independent groups that are on the frontline in the battle against COVID-19.

More recently, AB InBev announced it will redirect \$5 million that it normally spends on sports and entertainment marketing to the American Red Cross to support the fight against the coronavirus pandemic.

Market(s): Philippines, USA

Brands: The Coca-Cola Company, Ligo Sardines, AB InBev

Source: [The Coca-Cola Company](#), [Unbox.ph](#) (Ligo Sardines), [AdAge](#) (AbInBev)



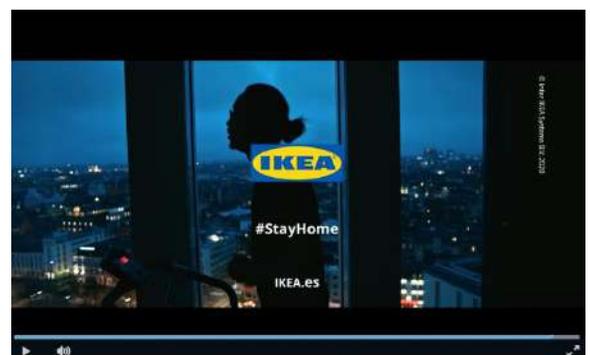
### *Staying home, staying safe*

In response to wide-spread "stay-at-home" advice, IKEA has created an ad touching on this surreal homebound moment. While the spot was created specifically for Ikea Spain, it was produced in both English and Spanish, and it'll likely resonate with just about anyone around the world. The spot avoids a direct sales message, though it suggests “maybe this is the time to rearrange the furniture.”

Brand: IKEA

Market: Spain

Source: [AdWeek](#)



### *Putting aside differences*

Unilever's soap brand Lifebuoy has put competition to one side by promoting non-Unilever brands in their advertising. The work features the line: "Please use the soap nearest to you. Not just Lifebuoy but any soap like Dettol, Lux or Hamam."

Brand: Unilever

Market: India

Source: [Campaign](#)



### *#wecanwinthisfight*

Estée Lauder's Weibo hashtag "We Can Win This Fight", associated with the brand's celebrity video messages, has been viewed more than 61 million times and has generated 328,000 discussions.

Brand owner(s): Estée Lauder

Market: China

Source: [Gartner/ Brand Channel](#)



### *Bringing the gym home*

Nike Training Club partnered with Douyin, the Chinese version of TikTok, to stage a live-streamed workout event for those who can't access gyms or workout facilities. The event encouraged people to stay active and focus on their health during the crisis, providing them with workout routines designed to strengthen their muscles, and, in turn, their immune system.

Brand owner(s): NIKE

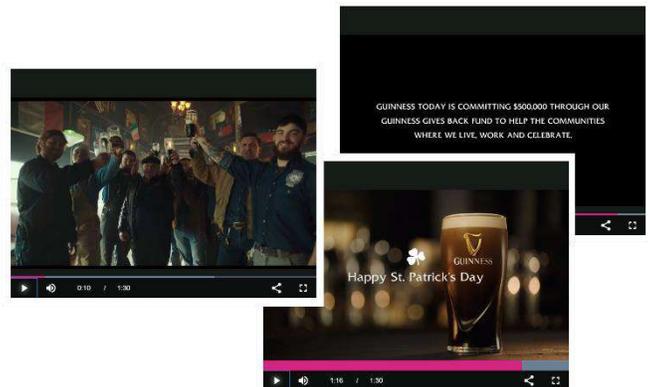
Market: China

Source: [Financial Review](#)



### *Raising spirits (and Irish Stout)*

Guinness made the best of the situation with a unifying ad from Philadelphia-based agency Quaker City Mercantile. The spot never specifically mentions coronavirus but the ad alludes to the fact that the holiday won't be the same this year. "Don't worry, we'll march again," says an Irish-accented voiceover against parade and party scenes that this year are unlikely to occur, including Chicago's tradition of dyeing the Chicago River green, which has been postponed.



Brand owner(s): Diageo

Market: USA

Source: [AdAge](#)

### *KFC stops Finger Lickin'*

KFC has suspended a UK campaign that focuses on finger-licking after the Advertising Standards Authority received multiple complaints that the content was inappropriate during the coronavirus outbreak. The campaign, created by Mother London, capitalized on the brand's long-running "finger lickin' good" tagline, with a TV spot that turns post-chicken finger-licking into a sensual experience by setting it to piano music by Chopin. It also included billboards with the words: "It's" and "good" positioned around the mouths of people licking their fingers.



Brand owner(s): KFC (Yum! Brands)

Market: UK

Source: [AdAge](#)

### *Virtual clubbing*

JD.com and Chinese music label Taihe Music Group have partnered to create an online clubbing experience, partnering with major alcohol brands to enhance the experience. The Chinese e-commerce giant is hosting a three-hour show each week with talent from

Taihe Music Group, during which it sells imported liquor brands that viewers can buy directly from the stream.

Brand owner(s): AB InBev, Carlsberg, Pernod Ricard

Market: China

Source: [The Drum](#)



### *Virtual get-togethers over Mexican food*

Chipotle, the Mexican grill chain, has been offering customers virtual get-togethers on Zoom as part of their 'Chipotle Together' campaign. Every day for one week, it used Twitter to invite up to 3,000 fans to join a video conference and enjoy a mixture of entertainment and prizes. Each session comprised Chipotle-inspired presentations, celebrity guests and chances to win vouchers for free online deliveries.



Brand owner(s): Chipotle

Market(s): USA

Source: [AdWeek](#)

## Product

*Brands changing their focus to deliver on critical needs*

### *Sharing is caring*

AirAsia is opening up its e-commerce platform, OURSHOP, and making its resources available to all local businesses affected by the Covid-19 pandemic. Products sold through OURSHOP will be delivered via Teleport, the logistics arm of the airline. The campaign will enable merchants to sign up at zero commission and zero listing fee to market their products (from groceries, daily essentials, food and beverage to beauty products and household items) on OURSHOP, for the whole month of April.



Brand: AirAsia

Market: Malaysia

Source: [New Straits Time](#)

### *Becoming an ingredient brand*

Brewers and distillers around the world are getting involved in efforts to ramp up production of hand sanitiser, either by pledging alcohol as a key ingredient for hand sanitizer companies, free of charge, or even repurposing their production line to produce the must-needed resource.

**Brands:** AB InBev, Bacardi, Brown Forman, Carlsberg, Diageo, Heineken, Pernod Ricard, Super Bock, BrewDog

**Market(s):** Several

**Source:** [Diageo](#); [Reuters](#); [Kentucky](#); [CNN](#); [Heineken](#)

### **Shifting production to cheerful masks**

Cheerful face masks are helping to combat the spread of the coronavirus in Bulgaria thanks to a small company in the capital Sofia. The masks are printed with owls, dinosaurs, llamas and monkeys and will soon find their way to hundreds of doctors and policemen who are struggling to get their hands on the protective gear.

**Country:** Bulgaria

**Source:** [RTL](#)

### *Beauty industry rallies to produce hand sanitiser*

Luxury giant LVMH will use its perfume production lines to start making hand sanitiser to protect people against the coronavirus outbreak. The luxury goods maker says it wants to help tackle a nationwide shortage of the anti-viral



products across France. "These gels will be delivered free of charge to the health authorities," LVMH announced. Cosmetic giant L'Oréal announced similar actions.

**Brand owner(s):** LVMH, L'Oréal

**Market:** France

**Source:** [BBC](#), [Cosmetics Business](#)

## Price

*Price-related measures that brands are taking*

### *Reviews for good*

Tripadvisor is urging its members to purchase gift cards, which can help restaurants and hotels get through the short-term with rent and employee payments, and to write reviews and guides of their favorite restaurants, bars and cafes. As part of the effort, the Foundation will give \$1, for up to \$150,000, for each Tripadvisor review posted or for shares of the #LoveYourLocal hashtag on social media to World Central Kitchen and The Restaurant Workers' Community Foundation.

**Brand:** Tripadvisor

**Market:** Global

**Source:** [AdWeek](#)

### *Bundles of joy*

The florists at BOLT Amsterdam in The Netherlands began offering a bundle of 200 tulips, and allowing customers to choose what to pay, to support the tulip industry amidst COVID-19. Customers can decide whether to buy the direct-from-the-farmer tulip bundle below, above, or at cost price. The initiative aims to prevent tulips from ending up in landfills and support tulip growers.

**Brand:** BOLT Amsterdam

**Market:** The Netherlands



Source: [Trendwatching.com](https://www.trendwatching.com)

*Swipe, match, chat*

Tinder, the online dating app, is giving all users, until April 30th, free access to its Passport feature, making it easy to swipe, match and chat with other members, irrespective of where they are in the world. The Passport feature is currently a paid feature for users under Tinder's premium subscription plans.

**Brand:** Tinder

**Market:** Global

**Source:** [The Verge](https://www.theverge.com)



*Assurances in unpredictable times*

Hyundai USA has released a new television spot called "Unpredictable". In the spot, Hyundai announces reinstating its Assurance Job Loss Protection program to support customers affected by the uncertain business and financial environment created by Covid-19. Hyundai will make up to six months of payments for new owners who lose their jobs and have purchased or leased their vehicle between 14 March to 30 April 2020 through their financing service.



**Brand:** Hyundai

**Market:** USA

**Source:** [The Drum](https://www.thedrum.com)

*Once upon a time on Amazon*

As schools and workplaces close, leaving many parents at home with their kids all day, Amazon has offered a small reprieve. For as long as schools are closed, Amazon's audiobook platform Audible lets families stream their book collections for free. Books are available in English, Spanish, French, German, Japanese and Italian.



**Brand owner(s):** Amazon

Source: [CNN](#)

### Discounts for wellbeing

GM is launching a sweeping program aimed at keeping Chevrolet, Buick, GMC and Cadillac owners safe and connected while also helping to offset the economic impact of the coronavirus. The automaker is offering 0 percent interest, 84-month loans and deferred payments of up to 120 days to customers in top credit tiers, GM spokesman Jim Cain said. Ford and Hyundai have announced similar programs aimed at helping buyers during a period of economic uncertainty. GM is giving all current owners of its vehicles free OnStar crisis-assist services, which can help them locate medical services or meet other needs. GM also is giving customers 3GB of data to help them stay connected in their vehicles.

**Brand owner(s):** General Motors

**Market:** USA

**Source:** [AdAge](#)

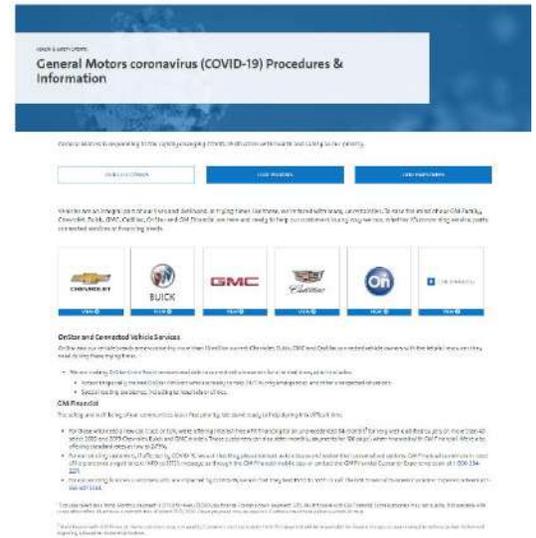
### Payment relief

Ford is pulling all national ads promoting its vehicles and will replace them with a new campaign describing how it is responding to the coronavirus, including giving Ford Credit customers some payment relief. The effort includes two new spots, "Built to Lend a Hand" and "Built for Right Now," from Wieden+Kennedy New York, which play off the automaker's regular tagline, "Built Ford Proud."

**Brand owner(s):** Ford

**Market:** USA

**Source:** [AdAge](#)



## Fighting price gouging

Clearly this is not a time to be opportunistic. Representing brand owners; the Consumer Brands Association in the USA wants the Department of Justice to stop retailers from jacking up prices hand sanitizer, masks and other coronavirus essentials.

**Brand owner(s):** CBA

**Market:** USA

**Source:** [CNBC](#)

## Place

*Brands changing or transforming contact points to benefit public*

## *Out of home for those staying at home*

OOH advertising giant Ocean Outdoor is aiming to come to the rescue of SMEs whose operations have been decimated by Covid-19 with the launch of a £10m advertising fund to give firms access to free advertising space across its digital screens in 12 UK cities. The support fund will be administered in partnership with the local authorities Ocean works with and is aimed at supporting and stimulating businesses, jobs and the local economies in the cities where Ocean operates.

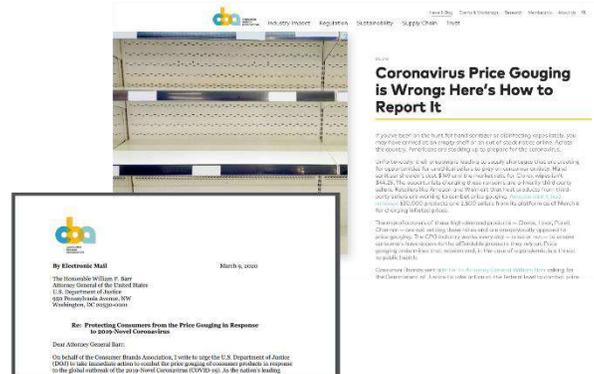
**Brand:** Ocean Outdoor

**Market:** UK

**Source:** [DecisionMarketing.uk](#)

## *Working from home like they do on TV*

Not everyone's dwelling is 'office-ready' or videoconferencing material. So online interior design service [Modsy](#) has now come to the rescue: Using its 3D rendering technology to create realistic backgrounds for videoconferencing system Zoom, featuring iconic pop culture backdrops



allowing you to pretend that you live in the Friends, Seinfeld NYC apartments, or put on your power suit in Claire Underwood's Oval Office from House of Cards.

Brand: Modsy

Market: Global

Source: [The Drum](#)

### *Cocktails to your couch*

Spirits company Bacardi has announced a new partnership with online delivery platform Deliveroo to support bartenders during the COVID-19 pandemic. The #RaiseYourSpirits virtual bar is part of an initial £1.5m investment to support the hospitality industry during the government-mandated shutdown of bars and restaurants. The initiative aims to give over 120 bars a platform to sell their drinks to local customers across the country.



Brand: Bacardi

Market: UK

Source: [BDaily](#)

### *Partners for good*

Deliveroo has teamed up with BP fuel stations and Marks & Spencer to offer deliveries of basic essentials for households in self-isolation. The deal will see customers able to order products including milk, bread and juices, and a range of pizzas and ready-meals, the firms announced. Around 120 M&S franchises will be signed up across the UK, and there will be no delivery fees, Deliveroo added. The company also said it has launched a separate Essentials by Deliveroo service - which will include tinned goods, pasta and household items - as the country waits to see if a widescale lockdown is imposed.



Brands: Deliveroo, Marks & Spencer, BP

Market: UK

## Eating out by eating in(side)

A coalition of eateries, including Panera Bread, Ruby Tuesday, Noodles & Company and Jason's Deli are asking customers to either order a meal for delivery or pick up on Tuesday, March 24 for The Great American Takeout, in a bid to support the struggling restaurant industry. The #thegreatamericantakeout hashtag was used to raise awareness and rally consumers.

**Brand:** The Restaurant Association

**Market:** US

**Source:** [MediaPost](#)

## Going for a (virtual) pint

After switching up their UK bars to click & collect via their [Hop Drop app](#), craft brewer BrewDog will now open 102 bars online this 27 March, with the new virtual bars offering beer tastings, homebrewing masterclasses, pub quizzes, live music and comedy.

**Brand:** BrewDog

**Markets:** Global

**Source:** [BrewDog](#)

## *An instruction manual on how to "STAY HÖME"*

IKEA Israel put out a new instruction manual for its customers. The simple image instructs viewers to "STAY HÖME". Required components include a house, 1x key, 1x lock, 100x rolls of toilet paper and firm instructions to keep one's doors shut.

**Brand:** IKEA

**Market:** Israel

**Source:** [LinkedIn](#)



 איקאה ישראל IKEA Israel  
March 20 at 2:12 PM · Facebook for Android ·    
זה ממש לא מורכב - פשוט נשארים בבית.



## Stay inside. Just do it.

Nike's latest campaign advocates for the need for social distancing in the fight against COVID. The ad states: "If you ever dreamed of playing for millions around the world, now is your chance. Play inside, play for the world." Within an hour of its release, a batch of Nike athletes had posted the ad on their social media channels, including Cristiano Ronaldo, Tiger Woods and Carli Lloyd.

**Brand owner(s):** Nike

**Market(s):** USA

**Source:** [The Drum](#)

### *Online pop-up stores*

Louis Vuitton's physical stores were closed in the lead-up to Valentine's Day, so the brand launched an online pop-up store within the WeChat app, with live chat for pre-sale consultations and promotions shared via store associates online. Online sales were double those of Valentine's Day 2019.

**Brand owner(s):** LVMH

**Market:** China

**Source:** [Gartner/ Brand Channel](#)

### *Supermarkets & banks protect the vulnerable*

UK's Iceland supermarkets are opening earlier to specifically serve older customers. Many others have followed suit.

**Brand owner(s):** Iceland

**Market:** UK

**Source:** [Guardian](#)



路易威登官方微信

打开微信扫一扫关注路易威登官方微信



## Free hand washing for the public

Cosmetics retailer Lush are inviting the public into stores across the UK to wash their hands for free. The firm is using its shop windows to promote the hand-washing guidelines as advised by the NHS in the UK and other public health organizations around the world.

**Brand owner(s):** LUSH

**Market:** UK

**Source:** [Guardian](#)

## Partners

*Some insights from our partners*

### FMCG: Fast-Monitoring Consumer Guidance

As consumers the world over are forced to adapt their purchasing habits, Nielsen is tracking these patterns and offering guidance on what to expect at different stages of quarantine measures. Nielsen highlights the need for FMCG and retail to leverage technology as well as to be transparent about supply chains to customers.

**Source:** [Nielsen](#)

### Keeping it brief

Management consulting firm McKinsey & Company are issuing regular briefs updating business leaders with current perspectives on the pandemic and advice on how to best manage it. Two recent think-pieces, 'Beyond coronavirus: The path to the next normal' and 'Safeguarding our lives and our livelihoods: The imperative of our time' outline the five time frames business leader need to plan for and the steps brands can take to limit socioeconomic disruption respectively.

**Source:** [McKinsey & Company](#)



#1 PROTECTIVE HEALTH-MINDED BUYING	#2 REACTIVE HEALTH REINFORCEMENT	#3 PANTRY PREPARATION	#4 QUARANTINED LIVING PREPARATION	#5 RESTRICTED LIVING	#6 LIVING A NEW NORMAL
<b>CONSUMER BEHAVIOR SHIFTS</b> Interest rises in products that support overall maintenance of health and wellness.	Hygiene products essential to virus containment, health and public safety. E.g. face masks.	Pantry stockpiling of shelf-stable foods and a broader assortment of health-safety products. Spike in store visits, growing basket sizes.	Increased online shopping, a decline in store visits, rising out-of-stocks, stress on the supply chain.	Severely restricted shopping trips, online fulfillment is limited, price concerns rise as limited stock availability impacts pricing in some cases.	People return to daily routines (work, school, etc.) but operate with a renewed caution about health. Permanent shifts in supply chain, the use of e-commerce and hygiene practices.
<b>COMMON COVID-19 EVENT MARKERS</b> Minimal localized cases of COVID-19 generally linked to an arrival from another infected country.	Government mandates health and safety (airborne, liquid transmission and face mask, COVID-19 related deaths).	Small quarantines begin, barriers close more broadly. Often represented by accelerating cases of COVID-19, but not necessarily by deaths.	Localized COVID-19 emergency actions: large gatherings, schools and public places close down. Percentage of people diagnosed rises.	Mass cases of COVID-19, communities ordered into lockdown. Restaurant closures, restrictions on small gatherings.	COVID-19 quarantines lift, beyond region/country's most-affected hotspots and life starts to return to normal.

NOTE: These represent TYPICAL markers of these stages and are not always consistent, especially with emerging or novel viruses.



*Supplying the facts*

Market research organisation GfK have produced a report detailing the extent of disruption that COVID-19 poses to consumer behaviour, supply chains and retail sales. It extrapolates business lessons to be learned from China's management of the crisis, how supply in the US and Italy have been affected, and the likely long-term effects on price rises and shortages. Their 'Corona Crisis Compass' is updated regularly to reflect changing dynamics in their point-of-sales and distribution network and consumer trends.



Source: [GfK](#)

*Tracking on a macro level*

Bain & Company have combined official data and their own modelling methods to create the Situational Threat Report (SITREP) Index, which advises companies on the measures they should be implementing and the disruption they can expect in response to the coronavirus. The level currently sits at 6 out of 10, meaning that businesses should already be implementing first-level contingency measures such as restricting all non-essential travel. The expected impact on the global economy is set to worsen over the coming weeks and Bain & Co. will continue to monitor the pandemic's effects and update the index accordingly.



Source: [Bain & Company](#)

*A heart-warming snapshot of human adaptability*

Research agency 2CV is publishing a series of videos in which its staff document how they are adapting to the challenges of living in quarantine. More importantly, they asked the team to mention an unexpected positive impact that lockdown has had on their lives. Future videos in the miniseries promise to ask consumers to submit their own videos.



Source: [2CV](#)

## *Don't go silent*

According to research by Kantar, only 8% of consumers want advertising to be put on hold during the COVID-19 crisis. At the same time, out of a global sample of 35,000 consumers, 74% thought that brands should not seek to exploit the situation for profit. The sample is split on how companies should address consumers, however: 50% think brands should talk as they have always done and 50% think companies should talk about their own brand in a carefree and light way. "That gives a sense of how delicate the balance is at the moment," says Kantar Insights chief innovation officer, Rosie Hawkins. "There is a need to talk about brands, but to do so in a way that supports governments and consumers and is not exploitative." The key takeaway from the report is to focus on long-term brand building and health without pulling all ad spend, especially for smaller brands.



You can request to read the full report [here](#).

Source: [Kantar](#)

## *Seven tips for sourcing*

The WFA's Sourcing Board has put together a list of tips for adding value to marketing procurement at this time. They promote face-to-face discussions with strategic partners over video chat, candidness and brevity when getting to the point (avoiding impersonal condolences). They also address the importance of listening to others, whether that be to partners' financial concerns, their ideas for digital campaigns, or to colleagues with outside experience of effective coronavirus measures, especially those in Asia.



The full article can be read [here](#).

## *How to adapt when a done deal comes undone*

In this 'Sponsorship and experiential marketing during COVID-19' webinar by WFA, Lumency CEO Ian Malcolm shared on how to navigate marketing procurement processes in the wake of the pandemic. Special focus was given to evaluating

A screenshot of a webinar interface. At the top, it says "Webinar: Sponsorship and experiential marketing during COVID-19". Below the title, there is a small graphic showing a world map with red dots representing COVID-19 cases. The text "Total Confirmed" is visible, with the number "182,405" prominently displayed in red. The interface also shows a list of participants and a chat window on the right side.

lost value from disrupted sponsorship deals and how to rework experiential marketing during the crisis. The full webinar can be watched here, in addition to the downloadable slide deck, a template spreadsheet for re-evaluating contracts and a transcript of the Q&A session.

Source: [WFA](#)

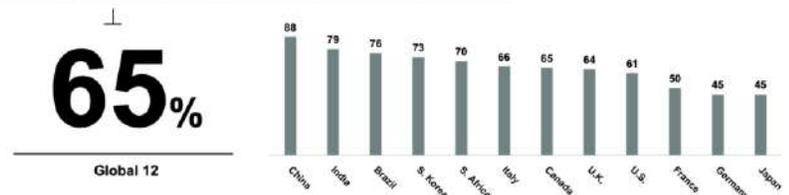
### *Trust Barometer: the private sector should play its part*

A special Trust Barometer by Edelman demonstrates the essential role of businesses during the COVID-19 crisis, as well the impact brand actions have on purchase decisions. Among those surveyed, “my employer” was the most trusted source of information; in 8 in 10 countries “my employer” is seen as better prepared for the virus than “my country”. The findings also express high expectations for business to collaborate with government and to protect employees and the local community (78%). People also demand that employers are open about how the virus is impacting the organisation’s ability to operate and that they are informed beyond the effect on the company, including advice on travel and what can be done to stop the spread of the virus.

#### **BRANDS’ RESPONSE TO PANDEMIC WILL INFLUENCE FUTURE PURCHASE**

Percent who agree

How well a brand responds to this crisis will have a **huge impact** on my likelihood to buy that brand in the future



Markets: Brazil, Canada, France, Germany, Italy, Japan, South Africa, South Korea, UK, USA

Source: [Edelman](#)

### *Ipsos report: Coronavirus in China: Impact & Recovery*

Ipsos’ 39-page report, Coronavirus in China: Impact & Recovery, outlines the development of the population’s perception of the virus, from outbreak and initial public confusion, to normalisation of home isolation, to future financial concerns. It details the accelerated developments of trends observed before the outbreak and assesses which may remain long after recovering from the crisis.



Market: China

Source: [IPSOS](#)

## Observing your best interests

Global consulting firm Observatory International is offering a free advice line to WFA members to help marketing teams adapt to the challenges posed by COVID-19 and limit disruption. Their global reach and impartiality make them great advisors in times of uncertainty. Simply email them with “WFA enquiry” in the subject line and a quick summary of the challenge you’re facing or the question you have - and a deadline of when you need an answer.

Source: [Observatory International](#)



An offer of a free support advice line to WFA members from The Observatory International

### Objective:

- Support the marketing industry through Coronavirus disruption by enabling global marketing teams to make agile, well-informed, sustainable decisions about short and long-term marketing capabilities, agency resourcing strategies, compensation, performance measurement and ways of working in these challenging times.

### Context:

Global marketing organisations are having to adapt and adjust their strategies, budgets and resourcing on a daily basis to answer the demands of governments, business and consumers during the Coronavirus crisis.

Marketing teams themselves are disrupted in the short to medium term because of resourcing issues – illness, working from home, parental leave, home-schooling, lock-down and yet need to operate with even more speed and sure-footedness. Some brands and businesses are experiencing major down-turns in demand, others almost unmanageable upturns. Both scenarios require agile changes, short and long term in how to resource to answer marketing and communications needs.

### Our offer:

As one of the WFA's strategic partners, The Observatory International would like to offer its extensive international consulting resource to support marketers and their teams by acting as a third party free advice line to answer questions and act as a neutral sounding board to offer advice to help marketing teams make fast but robust decisions and remain focused, productive and effective in these trying times.

## Advice in a crisis

Global Data Bank is offering WFA members complimentary sessions to help solve a data-driven advertising challenge. Topics they can assist with include reallocating budgets from cancelled campaigns to digital and GDPR compliance, among others. Simply request an online session via the ‘contact us’ form on <https://www.gdb.net> mentioning “WFA member” in the title.

Source: [Global Data Bank](#)



## Content fit for remote working

APR has released a bulletin with information on how to adapt content production process in the face of the pandemic. The advice ranges from policy (being aware of government and World Health Organisation guidelines), to consumer trends (the spike in e-commerce and consumers’ responsiveness to user-generated content), to practical considerations to reduce contact and take advantage of remote working (employing CGI and audio).

Source: [APR](#)



## APR INDUSTRY NEWS BULLETIN

Production During the COVID-19 Outbreak

Issued March 24, 2020

APR continues to provide timely advice regarding production while acknowledging that information changes daily. Here is our update which is current as of March 24<sup>th</sup>, 2020. The new information is in *italics* below:

### Content:

- **Motion/Still Productions**
  - *Cancellations and Postponements*
  - *Acquiring Content from Other Sources*
  - *Content Planning for 2020 and Beyond*
- **Events**
  - *Technology for Events*
  - *Cancelling Events*
  - *If Going Ahead with Events*

### In general:

1. **Be prepared:** *Ask your agency/vendor for continuity plans that detail supporting your business given the current circumstances.*
2. **Follow guidelines** *from your government and WHO and other national institutions. Also, review and discuss how national marketing, advertising and production organizations are publishing suggestions and guidelines (AICP, APA, WFA, AMFI, etc.) might apply.*
3. **Situational sensitivity:** *Be sensitive about the context and content of your messaging regarding human interaction (social distancing, crowd scenes, excessive touching, etc.).*

# National leadership initiatives

Leadership initiatives by national industry associations

## ISBA, UK

ISBA identified several key areas related to COVID-19 where the association can offer specific support and guidance, with the help of their partners. For more, please see their [guidance](#) page.

## UBA, Belgium

'Our services at your service!' To help their members get through the COVID-19 crisis, UBA have adapted their activities, strengthened their services and [launched several digital initiatives](#), including the UBA Care Line and the UBA e-Academy.

## bvA, The Netherlands

Dutch industry association, bvA, released a [COVID-19 dossier for brand leaders](#), a regularly-updated page which includes relevant articles and inspiring brand actions. The association also joined a social distancing campaign called [#ZorgVoorElkaar](#) ('Care for each other').

## Marketing Finland

The Finnish association is offering an [eLearning Academy](#), as well as a [COVID hub for guidance and news](#); the latter features a section on brand initiatives and how brands can help navigate these challenging times.



Pöytäkirjat | [Uusi julkaisu](#) |

### Aiheeseen liittyvät artikkelit

- Ennen kuin... and the night advertising ecosystem**  
31.3.2020
- Suomen myyjäisjärjestöjen rooli myyjäisliiketoiminnan jatkamisessa**  
23.3.2020
- Viikossa: luovien ajatusten tekeminen**  
25.3.2020
- WU: bränditöitä ei pidä jättää**  
25.3.2020

### Koronavirus: ohjeita ja uutisia

**Julkaisemme täällä koronaviruslanteeseen liittyviä ohjeita yrityksille sekä yritysten ja kansalaisten tiannetta auttavia esimerkkejä.**

1. Yritysten verkottuminen ja yhteistyö: [Tilaisuus](#)
2. Ohjeita ja ohjeita: [Terveystieteiden tutkimuskeskus](#)
3. [Terveystieteiden tutkimuskeskus](#)
4. [Terveystieteiden tutkimuskeskus](#)
5. [Terveystieteiden tutkimuskeskus](#)
6. [Terveystieteiden tutkimuskeskus](#)
7. [Terveystieteiden tutkimuskeskus](#)
8. [Terveystieteiden tutkimuskeskus](#)

1. Yritysten rahoitukseen ja kriisipäivän liittyviä sisäiltoja

## ANFO Norway

The Norwegian association is providing a [Corona Tracker](#) based on a survey of their members. A [Facebook group](#) allows people to share how brands are responding to COVID through good (and bad) examples.



## ANA, USA

ANA has launched a content [hub](#) dubbed 'The business of marketing in the age of COVID-19', featuring a number of brand examples and useful resources. An ANA coalition has also been formed to help the marketing community manage the ongoing global crisis.

A screenshot of a website landing page. At the top, there's a header with the ANA logo and navigation links. Below that is a large banner image with the text "THE BUSINESS OF MARKETING in the COVID-19 AGE". Underneath the banner is a section titled "A Message from the ANA" with a small text block. To the right of this is a green box with the ANA logo and the text "We need to keep our distance". At the bottom, there are four colored buttons: "The Impact of COVID-19 on Brand and Marketing", "Ramp Up Your Work", "Ramp Up Your Work", and "How Our Members Are Making a Difference".