

**NOW IS  
THE TIME  
TO  
LOOK  
FORWARD**



# LOOK FORWARD

Well done. You've survived the global crisis this far.

It hasn't been easy, has it?

But resist the temptation to rush back to "normal".

This ideabook is designed to help you think beyond day-to-day marketing, and plan for the future.

Because if you don't invest in your brand now, your competitors will invest in theirs, and you risk falling behind.

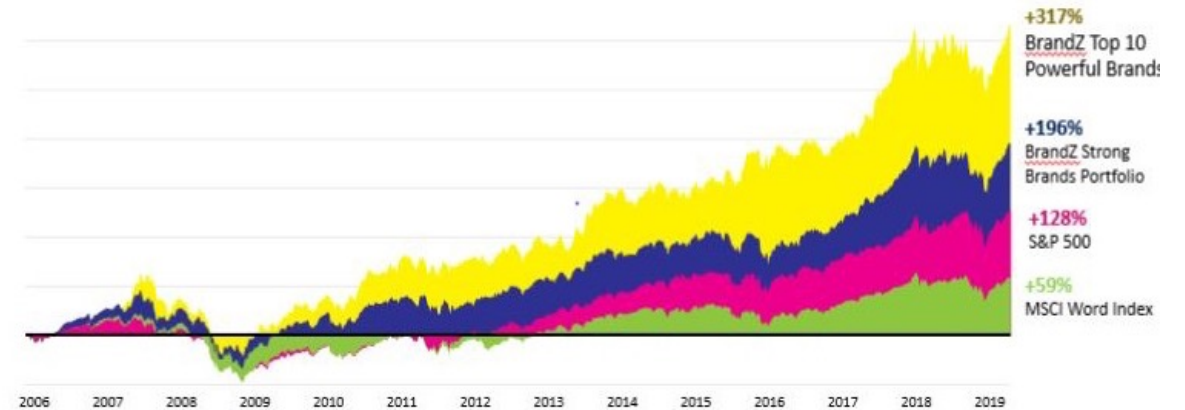
It's time to decide what you're going to do now to help you recover more quickly in the long-run.

# WHY INVEST IN YOUR BRAND?

Following the financial crash of 2008, strong brands recovered 9x faster than weaker brands.

We are going to see the same happen with brands who have reacted quickly to the changing times.

The 'Oreos' and 'Just Eats' of the world will come out ahead of the competition.



KANTAR

Source: BrandZ Global, 2019

BRANDZ

Strong brands recovered nine times faster following the financial crash of 2008.

# HOW WILL BRANDS RECOVER?

Brands that reduce what they invest during times of recession often come out the other end weaker.

Every business will have its own unique features, but history tells us that, on average, marketing budgets should be protected, not raided for recovery.

## LONG TERM CASE HISTORY



	Budget saved	Sales foregone	Profit on foregone sales	Impact on bottom line	Time to recover
Zero budget year 1	£18m	£8.6m	£3.5m	£1.7m	5 years
Half budget year 1	£0.9m	£4.3m	£1.7m	£0.8m	3 years

ROI defined as the incremental revenue generated from advertising per unit of spend.

Brands that cut advertising budgets most aggressively took 5 years to recover.

# GAINING SHARE OF VOICE

Invest where it will make the most difference. Brands that focus on increasing relative share of voice, perceived share of voice and product quality perceptions are more successful. It happened in the 90s. In the 2000s. And in 2008.

It is already happening again, right now.

INCREASED  
RELATIVE  
SHARE OF  
VOICE



INCREASED  
PERCEIVED  
SHARE OF  
VOICE



INCREASED  
PRODUCT  
QUALITY  
PERCEPTIONS

“

In crisis, going dark is not an option; brands risk losing salience.

Regaining it is an arduous journey – expensive and time-consuming. Keeping the brand present and visible, always, is critical.

Brands’ intent is important, but action is impactful.

Actions truly speak louder and more credibly than words.

RAJA RAJAMANNAR

CHIEF MARKETING AND COMMUNICATIONS OFFICER, MASTERCARD

# HELPING OTHERS HELPS

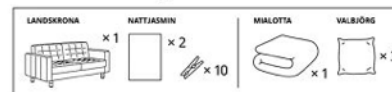
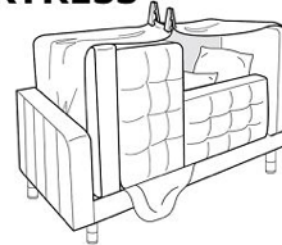
Those who have done positive marketing in the last few months are already ahead.

Take a look at these examples.

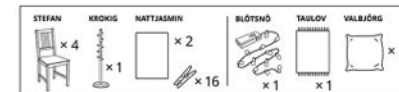
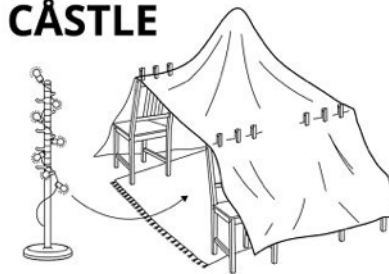


The Bear Kitchen shifted their business model almost overnight, from providing transformative meals to teams in offices to providing meals for NHS staff.

## FÖRTRESS



## CÅSTLE



When retail stores in the UK were closed with no warning, IKEA found a creative way to keep in contact with customers who now found themselves at home, surrounded by their products., looking for inspiration.



# 4 STEPS TO CHANGE

Don't get left behind. Take one step at a time, but always move forward.

This is a race, so don't stick your head in the sand.





# 01

## FIND YOUR FOCUS

Identifying **the areas you want to focus on changing**. What's the implication for your brand long-term?

# 02

## GENERATE IDEAS

How to **get to where you want to be**.  
The scenarios for your brand and ideas to test.

# 03

## TAKE ACTION

Choosing your ideas and running with them. Just start, test, and keep trying new things – **don't fall behind**.

# 04

## KEEP UP THE PACE

**Don't lose momentum**. Plan campaigns with long-term benefits in mind. Being a leader takes commitment.



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## FIND THE FOCUS

Things are constantly changing.  
The future of your brand is already  
being shaped by the actions you take  
now – and by those you don't.

What are the specific areas of your  
brand that you want to focus on in  
the long-run? Set out about  
identifying those as the first step.

# 6 THINGS TO ASK YOURSELF

**Marketing leaders may like to ask themselves these 6 questions:**

1. Did you choose to pause marketing activity "until the crisis was over" or did you take action? What are the consequences for your brand now?
2. Do you have a full team back working with you now? If team members are furloughed, have lost their jobs, or are on reduced hours, how are you planning to resource activity?
3. Have you definitely ceased to promote out-of-date messaging, or are you still wasting media?
4. How has the marketing you've done so far landed? Do you know if it has worked? Have you tested, measured, learned from the past few months? If so, what's next?
5. Are you continuing to listen to your customers explicitly in social and through larger trends in the data to make sure any communications are not tone deaf?
6. If you've done something you're proud of in the last few months, have people noticed it? Do people know your story?

# LISTEN!

The most important thing you can do is to continue listening to how people are feeling.

The conversation and national mood are still changing daily.

The world is in a state of transformation politically, socially and economically. It's your responsibility as a brand to keep up with the changes.

**Listen to the market. Talk to customers. Here are a few ways to stay in touch with your customers:**

**1. What's happening in the world?**

Stay up to date with the news. It may be daunting at times, but without understanding the changes the world is facing daily, your communications will never quite hit the mark.

Or worse, they can cause real damage to the reputation of your brand.

**2. Where are your customers talking and listening?**

Determine which media platforms are used by your customer base, and make sure you're monitoring the conversations across all of them constantly. The best way to understand your audience's feelings is to hear about them in their own words.

**3. How have the needs of your customers changed?**

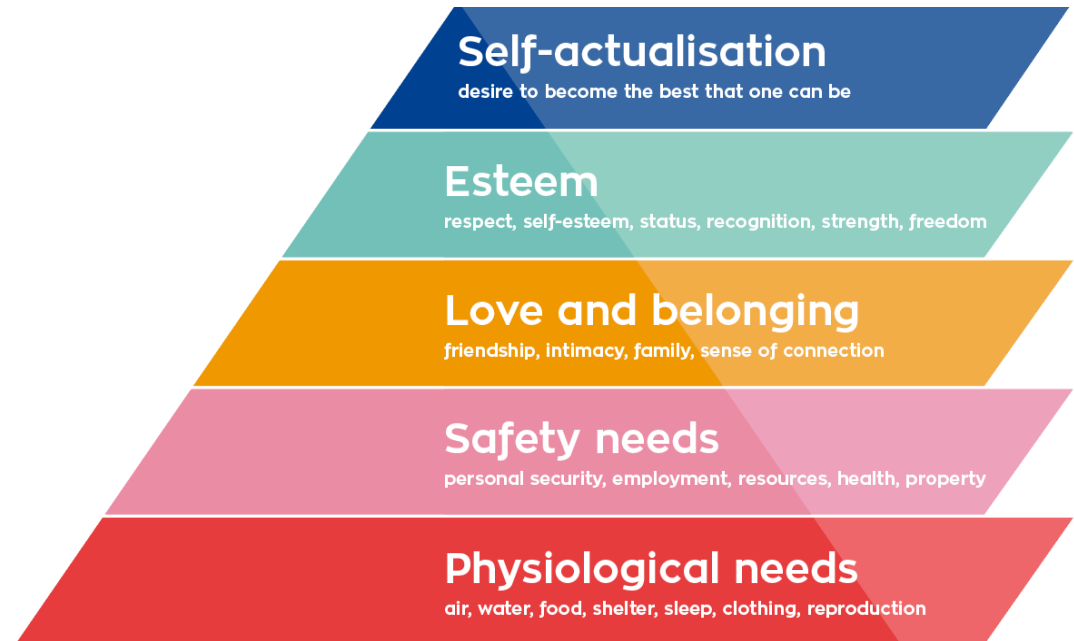
Look at your data from the last few months. What are the trends? They might not be what you expected them to be. Compare your data with what you're hearing customers talk about and try to identify the common thread.

# PEOPLE HAVE NEEDS

If you've ever studied psychology, you'll remember Maslow's hierarchy of needs.

Marketing that is emotionally resonant is more effective. Start by thinking about your customers' new needs, perhaps mapped against a hierarchy (right).

Brands that address the bottom and middle of the pyramid should go first and boldly, brands towards the top may like to enter more carefully.





# FOCUS ON WHAT PEOPLE NEED

Survival	Anxiety	Family time	Mental health	Loneliness	Pace of life	Boredom
Green planet	Nature	Giving back	Community	Kindness	Learning	Human rights
Star gazing	Virtual adventures	Leadership	Education	Self-funded projects	Tech	Research
Work from home	Travel	Health	Homes	Playing games	Finances	Fitness

**DON'T  
GO IT  
ALONE**

**Do you have a 'Brains Trust' to double-check your marketing is appropriate?**

There are lots of people that are willing to give their time right now to help you with your marketing.

Customers.

Colleagues.

Friends.

Peers.

Family members.

LinkedIn connections.

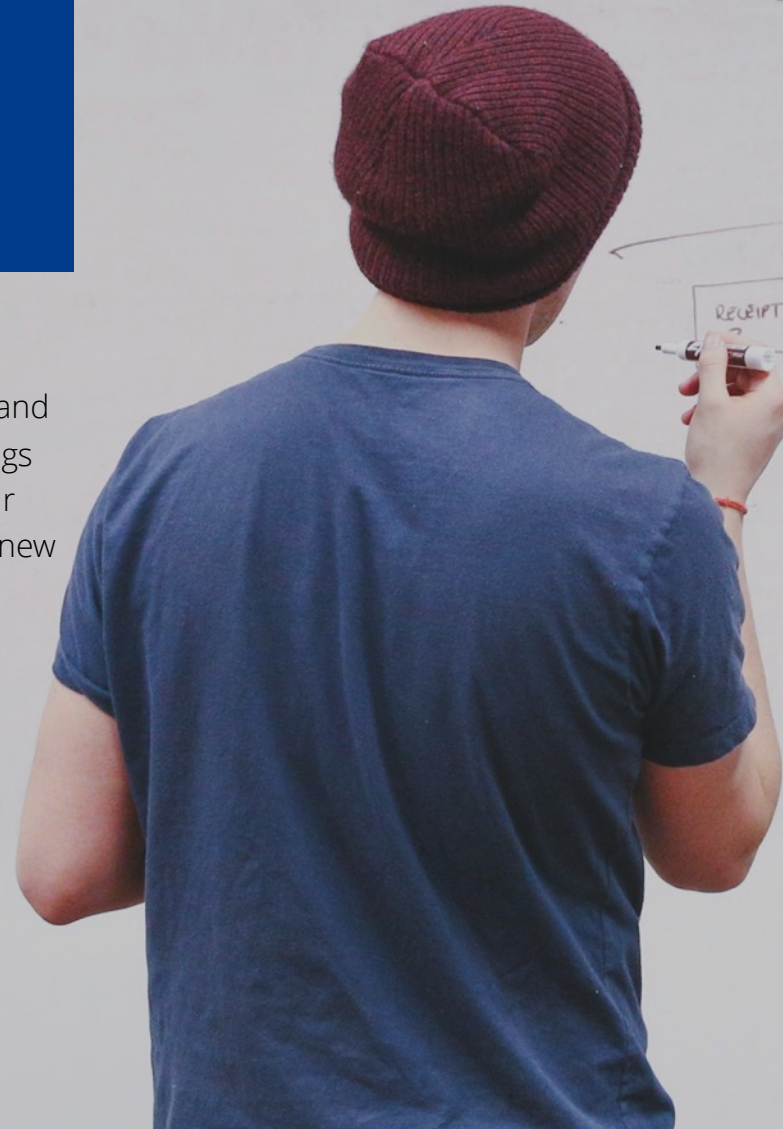
Your agency!

BH&P are offering free half-hour Spark! Sessions to help businesses and charities address some of the important questions of the day. Find out more at [bhandp.com/spark](http://bhandp.com/spark)

## 02\ GENERATE IDEAS

How to turn **ideas** into action.

How the situation might develop, and the scenarios for your brand. Things you can do now – like pivoting your product strategy, or maybe find a new route to market.



“

The way you design your communications, especially right now, is every bit as important as the rest of the buyer experience.

A compelling, creative idea should be at the heart of every marketing strategy.

It's our mission to deliver end-to-end, branded experiences for clients and prospects with this core belief in mind.

As businesses build their brands through the recovery period, we are already seeing the most resilient businesses bringing new ideas and strategies to the table.

BECKY HOLLAND  
BH&P

# CHECK IN WITH YOUR BRAND

Be frank about your brand. How has it responded and adapted to COVID-19 so far? Are your communications responsible, relevant and in touch with customer needs?

If you can't answer these questions positively, it's time for a major rethink..

It's likely that you revisited your media strategies and messaging right at the start of the lockdown. Maybe you addressed some of the new and urgent needs of your customer base.

But now that people and businesses are starting to get used to thinking about recovery, it's time to re-evaluate your strategies and messaging with a fresh perspective.

What are the new needs of your customer base? Are you thinking about what their needs will likely be in the long term?



# RE-VISIT THE BASICS

We've focused on the six "P"s that we believe are most important.

You might have already done this several months ago - but check in with it again.

It might surprise you how much things have changed in such a short space of time.

## ☐ PRODUCT

Has your product's purpose or value changed since the outbreak? Is what you've done to adapt suitable for the long term plan?

## ☐ PRICE

You may have adapted your pricing to suit a more uncertain market. What is your plan for pricing in the future? When will it be appropriate to review it?

## ☐ PLACE

Did your distribution model change during the pandemic? Are you planning to continue working in a new,, more virtual way, or shifting the balance again?

## ☐ PROMOTION

Celebrate your brand for making it through and continue to press for competitive advantage. Do you have a success story to shout about? If so, do it!

## ☐ PURPOSE

Re-assess the essence of your brand. Why are you here? What difference can your brand make in the future?

## ☐ PEOPLE

Your people are the voice of your brand. Treat them well and invest in them. Rethink your internal brand – now is the time to build loyalty from inside-out.

# 03\ TAKE ACTION NOW

31% of consumers feel that businesses who have gone quiet during the pandemic are in financial trouble. (Berkeley PR) No news is bad news to your customers.

Communication is vital.  
Don't be invisible.

Those who have taken action and continue to do so are already ahead.  
Don't fall behind.



# RETHINK MEDIA SPEND

Many marketers, if they didn't switch spending off altogether, switched from outdoor to in-home media over the first few months of the pandemic.

As a result, the media landscape has changed. The cost of media is low – meaning brands that choose to continue to market can afford a larger share of voice and wider media opportunities.



Think beyond your normal media channels. For example, if you have customers who are key workers who need to travel on the London Underground, could now be the perfect time for an advertising campaign tailored to them?



# PRIORITISE PERSONAS

Get under the skin of your audiences.

Don't stop creating content and promoting it (paid and organic), but instead, focus on where you know there is a need.



Woodsford TradeBridge combine their technology, sector expertise and own funds to support the supply chains of ambitious, growing businesses globally.

With many supply chains snarled up due to COVID-19, goods stuck in warehouses and retail outlets closed, Woodsford have refocused their marketing activity on the two sectors where they can offer the most support in uncertain times: eCommerce marketplaces and independent pharmacies.

“

We moved to inbound last year, and for us, there's no going back.

It was easy to see that two of our sectors – eCommerce and healthcare – had the biggest need right now.

So we initially pivoted our efforts to supporting those sectors. As we move into recovery, we're continuing to support pharmacies and eCommerce marketplaces.

But we are also thinking about “what's next”, turning our attention to our brand, and to those strong UK businesses that are themselves looking to the future.

**LOUISE YOUNG**

HEAD OF MARKETING, WOODSFORD TRADEBRIDGE



# BE BOLD

Media opportunities are opening up now. Seize them before your competitors do.

Scrapped plans to make a TV ad this year? Dust off those storyboards, review scripts with fresh eyes, and look into it again.

There's no reason why you can't make a successful TV ad in 2020.

## TV Ad Spend

### Top Verticals: Increased TV Ad Spend



**+44%**

Pharma



**+12%**

CPG



**+11%**

Personal Care/  
Beauty



**+11%**

Finance

### Top Verticals: Decreased TV Ad Spend



**-80%**

Travel



**-30%**

Retail (Brick  
& Mortar)



**-18%**

Food & Beverage



**-14%**

Insurance

Radio and TV offer great value for money right now. People trust their favourite presenters to represent their own views.

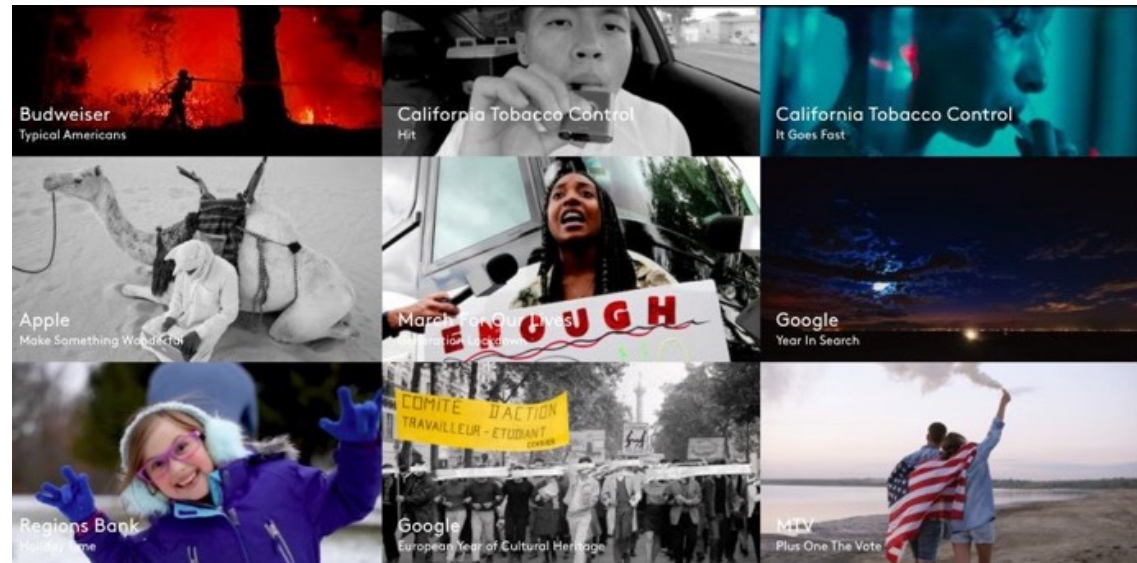
When other advertisers are cutting budgets, media owners will be flexible, and you could get some great deals.

# BE CREATIVE

Good quality creative doesn't have to be expensive or time-consuming to produce.

There are new ways to be creative in 2020 – it's time to rethink how to do things quickly and cost-effectively.

It's the idea that's most important. Now is the time to be bold.



Stock footage. Voiceover. Radio. Film. Animation. Clever design. The possibilities for innovative campaigns are growing.

# B2B ISN'T BORING

It's not only B2C brands that need to be creative.

Make your ads and social posts stand out with a strong sense of style and real clarity of message.

Typography and animation combine to make a strong campaign for Rosetta Stone.



Rosetta Stone  
Enterprise

Rosetta Stone  
Enterprise



Rosetta Stone  
Business | Public Sector | Education

# EMBRACE INBOUND

If you've thoughts about moving to inbound marketing, or replacing your old CRM with a new one, now's the time.

Latest research says B2B buyers are 57-70% through their buying research before making first contact.

In many organisations, buying decisions will be delayed by COVID-19 – so it's important to invest in marketing technologies and intelligence now, to build relationships and make sure you are front-of-mind while you can.



HubSpot is offering their Starter Growth suite at less than half price, with big discounts on Enterprise solutions and onboarding too.

# CONTENT IS KING

Here are a few ideas to boost your content efforts at this crucial time.

You could supplement some of these ideas with what you're already doing.

1. **Infographics** People are constantly looking for clarity. Change up your content with some really high quality infographics to bring your content to life.
2. **Film** Although phone and webcam footage allowed us to continue producing content from home, now is the time to restart professional video content.
3. **Try audio** People are listening to more audio content than ever before, which is why we launched our No Bull Marketing Ideacast. Google is poised on making audio crawlable too, so – longer-term - this could help your SEO.
4. **Optimise for search** With 46% of marketing still paused, your competitors are losing share of voice. Do keyword research to understand what people are searching for right now, and create compelling content to improve your organic ranking.

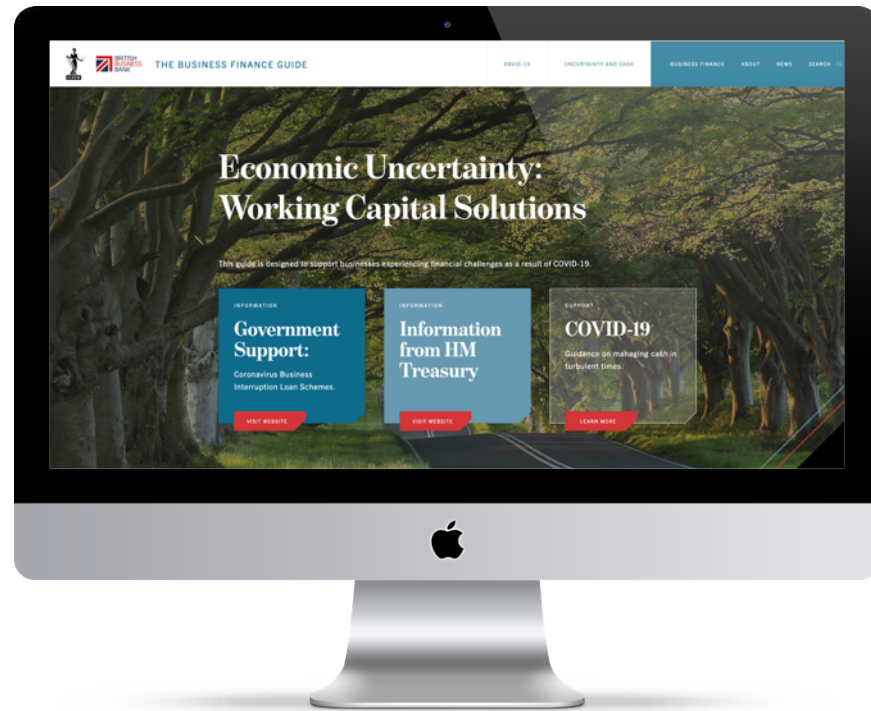


# TELL STORIES

Don't think tactics.

Tell a story instead.

Take a campaign approach that ties together something people need right now with a delivery mechanism that will get it to them fast, content to reassure them that they are making the right decision, and compelling messaging to bring it to life.



BH&P redesigned and rebuilt the Business Finance Guide on behalf of the British Business Bank in response to COVID-19. We also created video, social posts, and advertising, and an agile content plan. The site bounce rate is significantly below industry benchmarks, and subscribers to the newsletter have increased by 500% in the period March-October 2020.

An aerial photograph of a swimming race in progress. Numerous swimmers are visible, each wearing a different colored swim cap and trunks, as they move through the dark green water. The swimmers are spread out across the frame, with some closer to the viewer and others further away, creating a sense of depth and movement.

# 04\ KEEP UP THE PACE

This is a race. Now is not the time to take your foot off the pedal and let your competitors get ahead.

Keep the momentum.

When the world is changing fast, make it a priority to keep up.

# KEEP REVISITING YOUR MASTER PLAN

Whatever your marketing plan looked like at the start of COVID-19, you will need to adapt it again for the long-term.

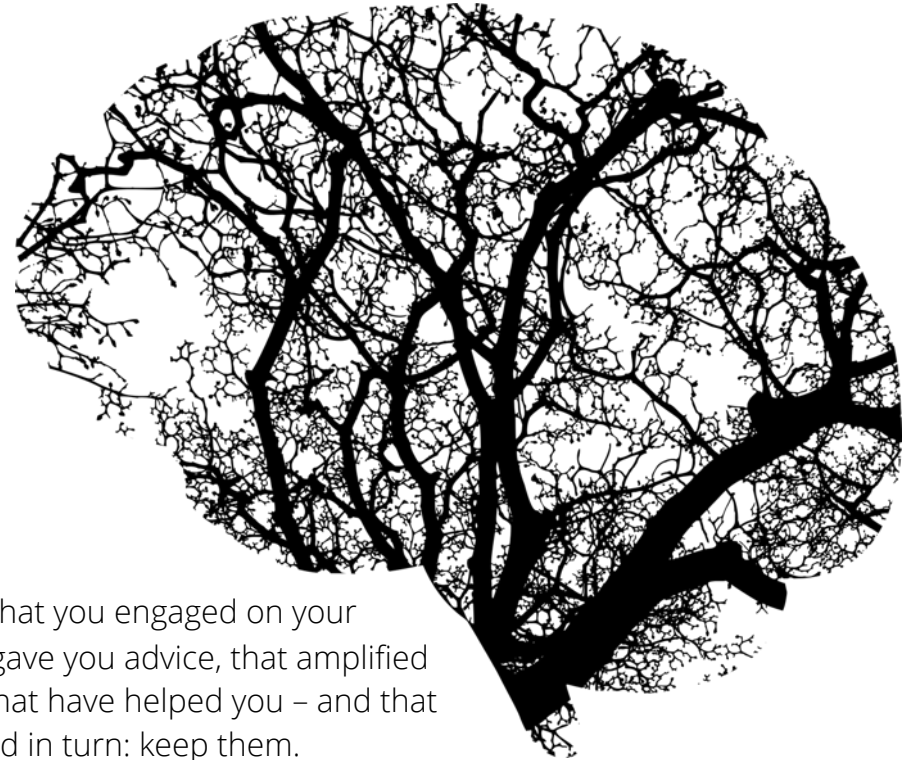
Keep incorporating learnings into your business model and strategy.

Productise the new things you have created (like a new blended learning solution, a B2C version of your B2B product, a product designed for home-schoolers).

Keep in touch with your customers – without that communication, your master plan will be irrelevant.



# KEEP THAT “BRAINS TRUST” GOING



All the people that you engaged on your journey – that gave you advice, that amplified your content, that have helped you – and that you have helped in turn: keep them.

Keep “the board you can afford”. Share ideas and best-practice. Collaborate to offer more in the new world.

Run events together, so you can keep sharing what you have learned.

# KEEP TELLING YOUR STORY

What's your story? Whether it's a story of a team working from home, a product going through the roof, or a team that has changed their role completely to volunteer help the NHS, tell it like it is. It gives your brand a humanity that people can relate to.



We launched our 'No Bull Marketing ideacast' in October to offer a fresh look into the world of marketing today, seen through the eyes of senior marketers, business leaders and investors. We published the first episode of the ideacast and promoted it with a creative campaign on social, and we're continuing to record new episodes with marketing leaders to find out how they've adapted their strategies to respond to the ever changing times.

BH&P is a full-service creative agency.  
Our clients include Rosetta Stone, The British Business Bank, The Crimestoppers Trust, Woodsford TradeBridge and many others, big and small.

Some you will have heard of. Some you won't. The thing they have in common is a desire to be truly creative, to do great work, and to find the positive.

If something in this guide has inspired you, get in touch for a free Spark! Session to help you find your positive. Or just to say "hi".

We'd love to hear your story.

[bhandp.com](http://bhandp.com)

[#FindThePositive](#)





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