

REBOOT



A crisis playbook for instant change

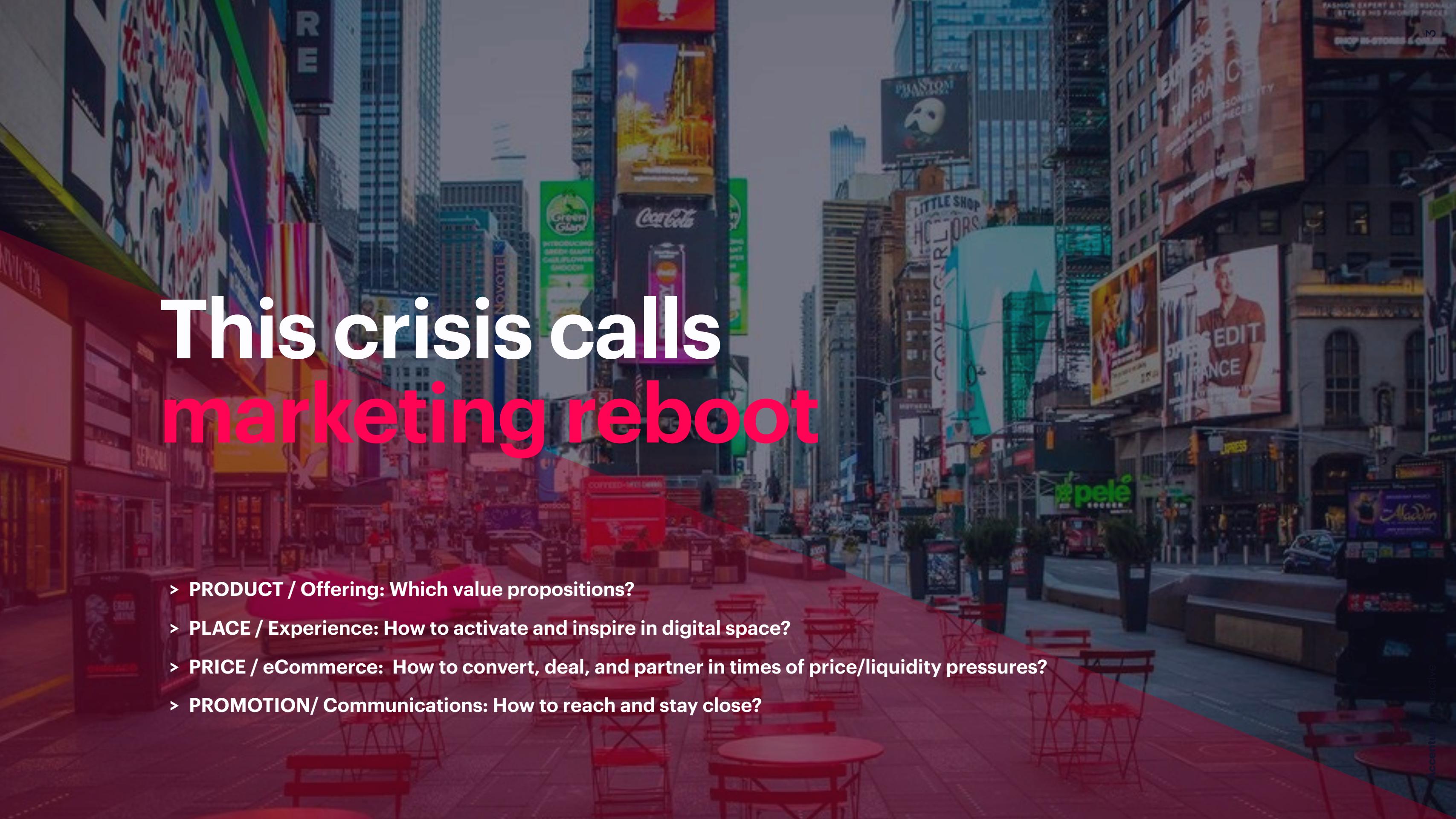


It's time to focus.

The current Covid-19 is a severe challenge for humanity. To talk about business opportunities in these times seems inappropriate. But not acting now will worsen things. We believe the shock is a chance to refocus and ready yourself for a post-corona world: a time that will be different now regarding consumer behavior and social norms. A time for new products and services, ways of marketing, and co-creation.

We want to help quickly to forge this plan. Our ethnographic think tank is peeking into the world of tomorrow, and we look forward to base change on these insights. Our experienced remote teams and routines are ready to provide immediate guidance and support. We like to explore new ways together – with new formats of virtual strategy design, instant actions in cross-functional growth teams, and new forms of financial cooperation.

These are unprecedented times – **let's use them to our full potential.**



This crisis calls marketing reboot

- > **PRODUCT / Offering:** Which value propositions?
- > **PLACE / Experience:** How to activate and inspire in digital space?
- > **PRICE / eCommerce:** How to convert, deal, and partner in times of price/liquidity pressures?
- > **PROMOTION/ Communications:** How to reach and stay close?

Overview

1.

Think precise, act fast

Challenge

The exogenous C-19 shock:
current transformations in
consumer behaviour, business
and marketing

2.

Reboot is a must

Playbook

A marketing & sales relaunch
guide as crisis strategy: save
budgets, adjust tactics and
control actions

3.

Remote is a gold mine of focus

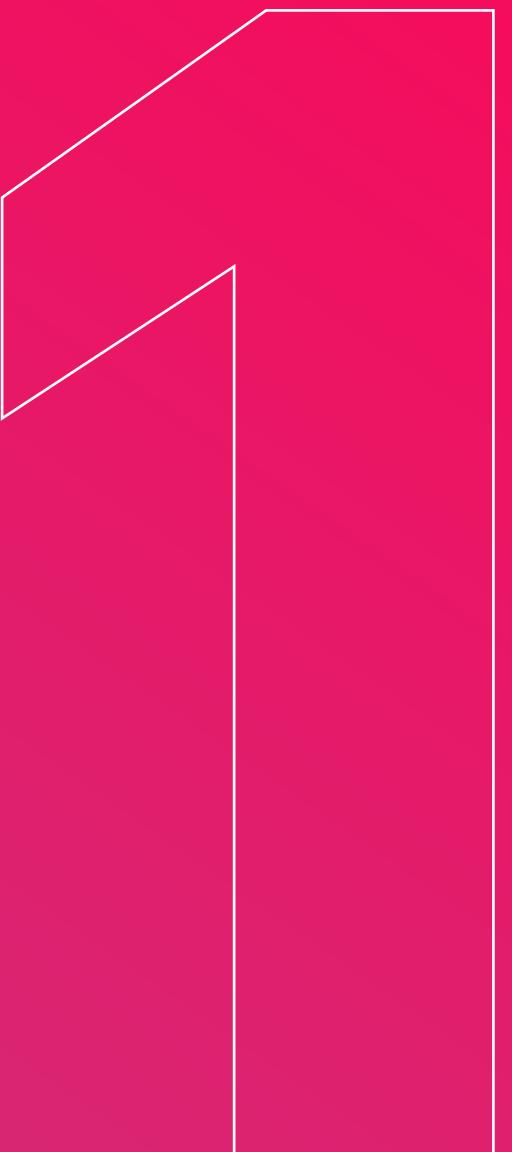
Superpowers

Accenture Interactive helps with
virtual strategy sessions
combined with remote growth
hacker teams

Think precise, act fast

Challenge

The exogenous C-19 shock: current transformations in consumer behaviour, business and marketing



The power of change

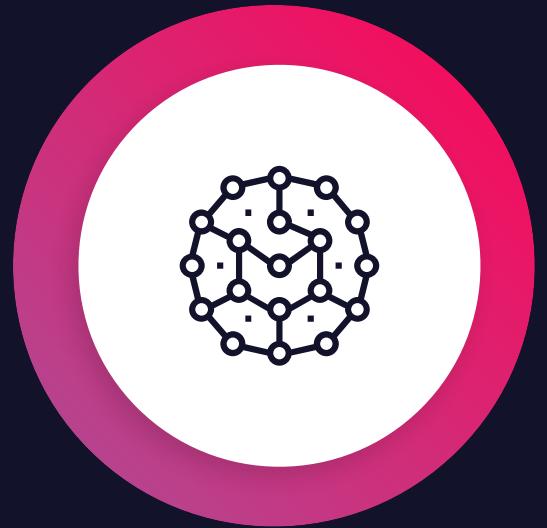
System reset, cool down, balcony music, this is how the future goes.

In the middle of the shutdown of civilization we walk through forests or parks, or over almost empty places. But this is not an apocalypse, it's a new beginning.

This is how it turns out: change begins as a changed pattern of expectations, of perceptions and world connections. Sometimes it is precisely the break with routines, with the familiar, that releases our sense of the future. The idea and certainty that everything could be completely different – even for the better.



Three perspectives on the challenges



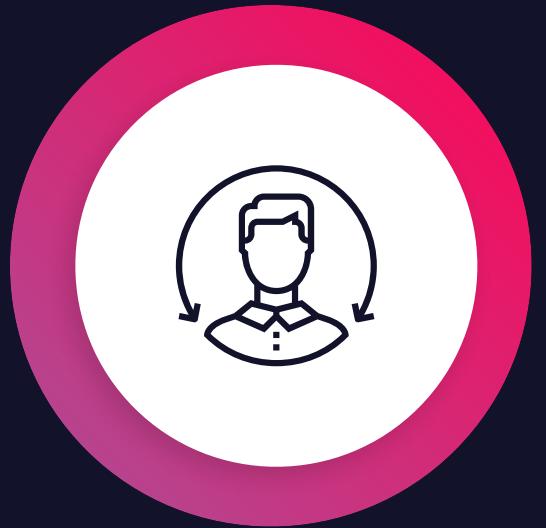
USER BEHAVIOUR

We have to listen and adapt quickly to the new customer behaviour. The crisis is only temporary, so it can be planned on a timeline.



BUSINESS NEEDS

We have to plan and adjust our tactics wisely while keeping an eye on current cash flows and business continuity.



CRISIS MARKETING

First observable trends illustrate how marketing will change during and after the crisis and what works.

User behavior

Changing needs in 3 phases

Today: <1m

Phase 1: Uncertainty



Establish the new everyday cocoon for private and business life while understanding new socio economic options

Needs:

- > Security and reassurance



available time

Short-term: 2-6m

Phase 2: Lock Down



Basic supply shifted towards digital & ecommerce first players; buying decisions are postponed

Needs:

- > Infotainment and reflection

C19 needs and mindsets

- | | |
|---|---|
| > Survival
> Treat planet
> Communities
> Personal growth
> Anxiety
> Sustainability | > Giving back
> Treat planet
> Home office
> Autonomy
> Isolation
> Family time |
| > Finances
> Tech as saviour
> Boredom
> Mental health
> Home upgrade
> Travel bans | > Slow living
> Digital activism
> Direct to door
> Time well spent
> Fitness
> Virtual adventures |

Mid-term : 6-12m

Phase 3: Rebound/Boom



Liberated start into post corona times with joy about the regained freedom and the wish for reward after a phase of restriction with digital as the prime channel more than ever before

Needs:

- > Re-identification and rewards

User behavior

The consumers' willingness to pay is inverse to the time available

Today: <1m

Phase 1: Uncertainty

Short-term: 2-6m

Phase 2: Lock Down

Mid-term : 6-12m

Phase 3: Rebound/Boom



willingness to
pay

A deep demand
shock...



available time

followed by

...a buoyant
society.

Business needs

What happens, if we won't act

Today: <1m

Phase 1: Uncertainty



Radically changed behaviour leads to a sharp drop in revenue in most industries.

Short-term: 2-6m

Phase 2: Lock Down



Industries not able to adapt to new behavioral situations are severely damaged or replaced by competition with a digital core.

Mid-term : 6-12m

Phase 3: Rebound/Boom



The situation will eventually move back to a sort-of normality, but not without severe casualties.



Business needs

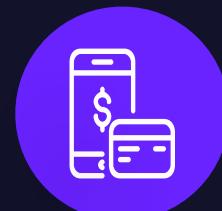
Action means flattening the curve

Today: <1m

Phase 1: Uncertainty

To hinder a steep drop in revenue we need to do two things: Lift liquidity at all ends by cutting crisis-ridden marketing tactics and mobilize forces to plan growth hacks and leapfrog potentials that help us adapt to changed user behavior fast.

Revenue



Short-term: 2-6m

Phase 2: Lock Down

Break rules, think digital Experience and eCommerce first. Focus on the rapid deployment of innovation speedboats in order to test and learn in real-time. What works, sticks. What doesn't work, is scrapped. And think back from the future: what are lean measures that can only be tested/implemented/approved in a crisis to make real innovation leaps?

Immediate hacks

Mid-term : 6-12m

Phase 3: Rebound/Boom

Working growth hacks projects and products from phase 2 are the foundation of a long-term growth strategy in phase 3. Make sure you enforce change by prioritizing things that proved successful.

Leapfrog potential

The new playground

Social distancing is the ultimate digital catalyst.

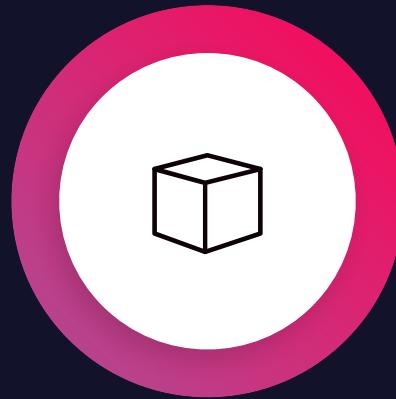
Social Distancing accelerates digitization and everything that comes with it. Foreseeable developments will arrive at an even faster pace and stick. eCommerce which will become the new default in many categories and therefore provide a fast track for conversational interface innovations, s.a. business chats. The “skypification” of private life will have a severe impact on the way we trade stuff.

In the following we'll have a look at ideas to reinterpret 4 classic Ps of Marketing:

PRODUCT, PLACE, PRICE AND PROMOTION.



Single actions are already on the road



PRODUCT

Mint Mobile is offering all new and current customers free unlimited high-speed data add-ons through April. "As your communication provider, we feel it's necessary to do something that could possibly help all of us navigate this tough time a little bit better."



PRICE

Sixt is actively promoting its new subscription pricing model with an early bird discount until the end of March - a good combination to secure cash flow now and address the low liquidity of tomorrow's customers.



PLACE

With the stress and anxiety people are feeling over coronavirus, **Snapchat** is expediting its "Here For You" feature. First announced in February for an early April launch, Snapchat's "Here For You" provides users resources when they search for topics related to mental health, such as anxiety, depression, stress, suicidal thoughts and grief.



PROMOTION

Woolworths holds a dedicated shopping hour for the elderly and people with disabilities who've missed out on food and other goods due to panic buying.

Be human: Always ensure that your brand is not suspected of unfairly profiting from the severe crisis.

But the full potential is orchestrating the 4 Ps – Trending topics



4 Ps – Trending topics

Reinvent

Closely monitor changes in behavior and align your offerings accordingly, long & short-term, use your brand as permanent filter!

Empathize

Relate to people, answer concrete needs, cut everything that doesn't help immediately, go for performance and O-based budgeting approaches

Shift

Prepare for a digital, eCommerce default. Think about how your product can come alive through whatever interface people use.

Adapt

Embrace subscription logics, dynamic pricing and innovative lead generation tactics.

Reboot is a must

Playbook

A marketing & sales relaunch guide as crisis strategy: save budgets, adjust tactics and control actions



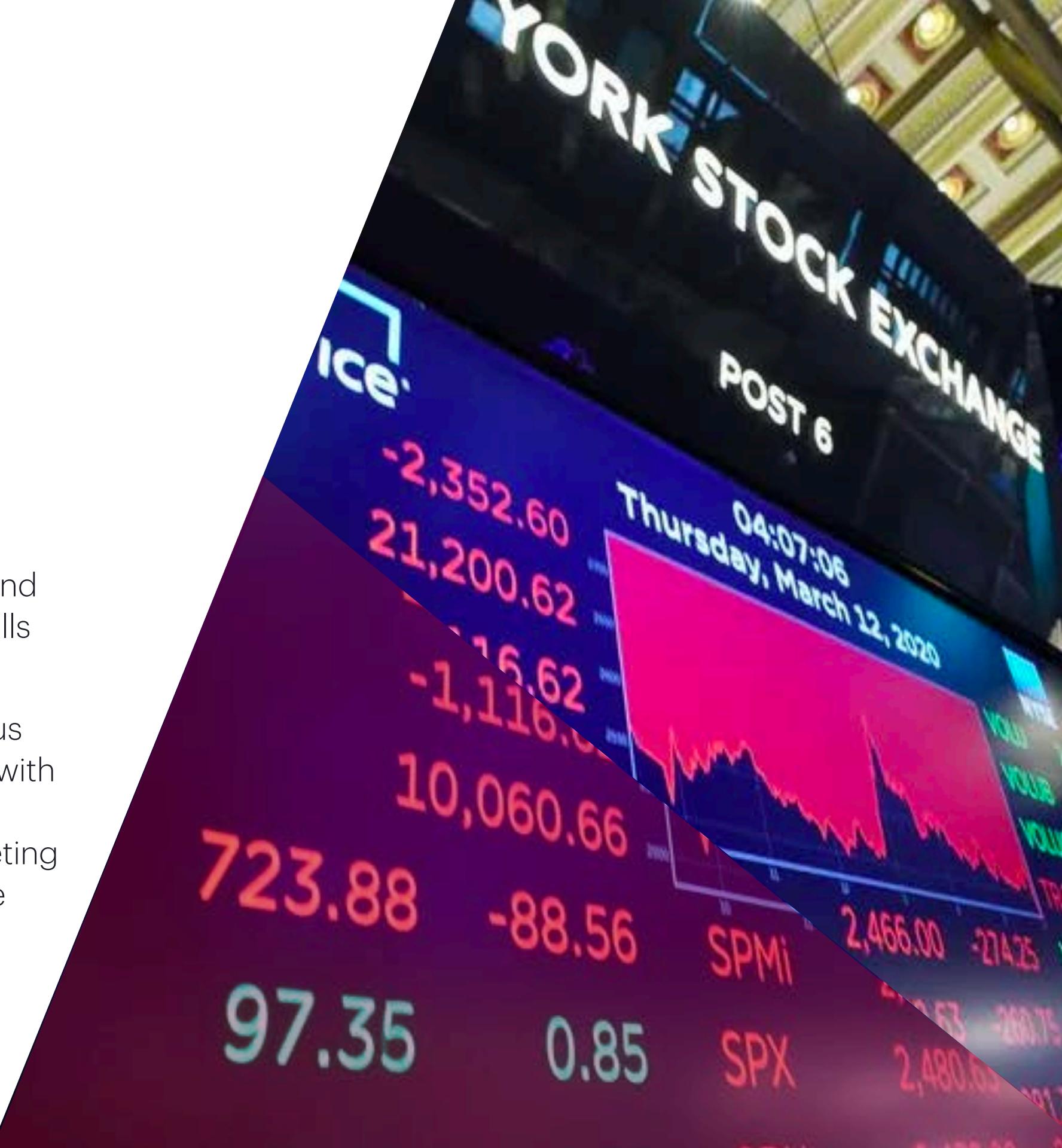
Reboot

The greatest danger in a crisis is to keep yesterday's logic.

Any description of a company and its troubles and successes is characterised by the kind of thinking that went into the seeing and analysis. If that same thinking is what creates the troubles and kills the opportunities, you will be sunk.

Many years ago Peter F. Drucker warned that the most dangerous thing in times of change is not the change itself, but to operate with yesterday's logic. Today, more than ever, we now increasingly hear the drum beat and sirens signalling that marketing of all types can no longer survive using recipes developed in the past.

Drucker, 2017.



Windows

A fatal exception 0E has occurred at 0028:C0011E36 in
00010E36. The current application will be terminated.

- * Press any key to terminate the current application.
- * Press **CTRL+ALT+DEL** again to restart your computer. You may lose any unsaved information in all your applications.

Press any key to continue

A reboot follows three steps

Today: <4w

Phase 1: Uncertainty

Short-term: 2-6m

Phase 2: Lock Down

Mid-term : 6-12m

Phase 3: Rebound/Boom



A reboot follows three steps

TODAY



SHORT-TERM



MID-TERM



**Dele
te
Delete
Delete**

Inspect and reduce tactics with low sales impact during the times of the economic downturn - get rid of everything that has only short term lead generation impact s.a. media spendings.

**Alt
Alt**

Enable alternate uses for the whole range of the 4 Ps following one strategic hook.

**Contro
Control**

The current crisis is relatively predictable. Make sure to be prepared for change in user needs and market dynamics after recovery, by anticipating future scenarios and positioning yourself accordingly.

A reboot follows three steps

TODAY

Dele
te
de
de

Inspect and reduce tactics with low sales impact during the times of the economic downturn - get rid of everything that has only short term lead generation impact s.a. media spendings.

SHORT-TERM

Alt

Enable alternate uses for the whole range of the 4 Ps following one strategic hook.

MID-TERM

Contro

The current crisis is relatively predictable. Make sure to be prepared for change in user needs and market dynamics after recovery, by anticipating future scenarios and positioning yourself accordingly.

Delete to safe and reinvest

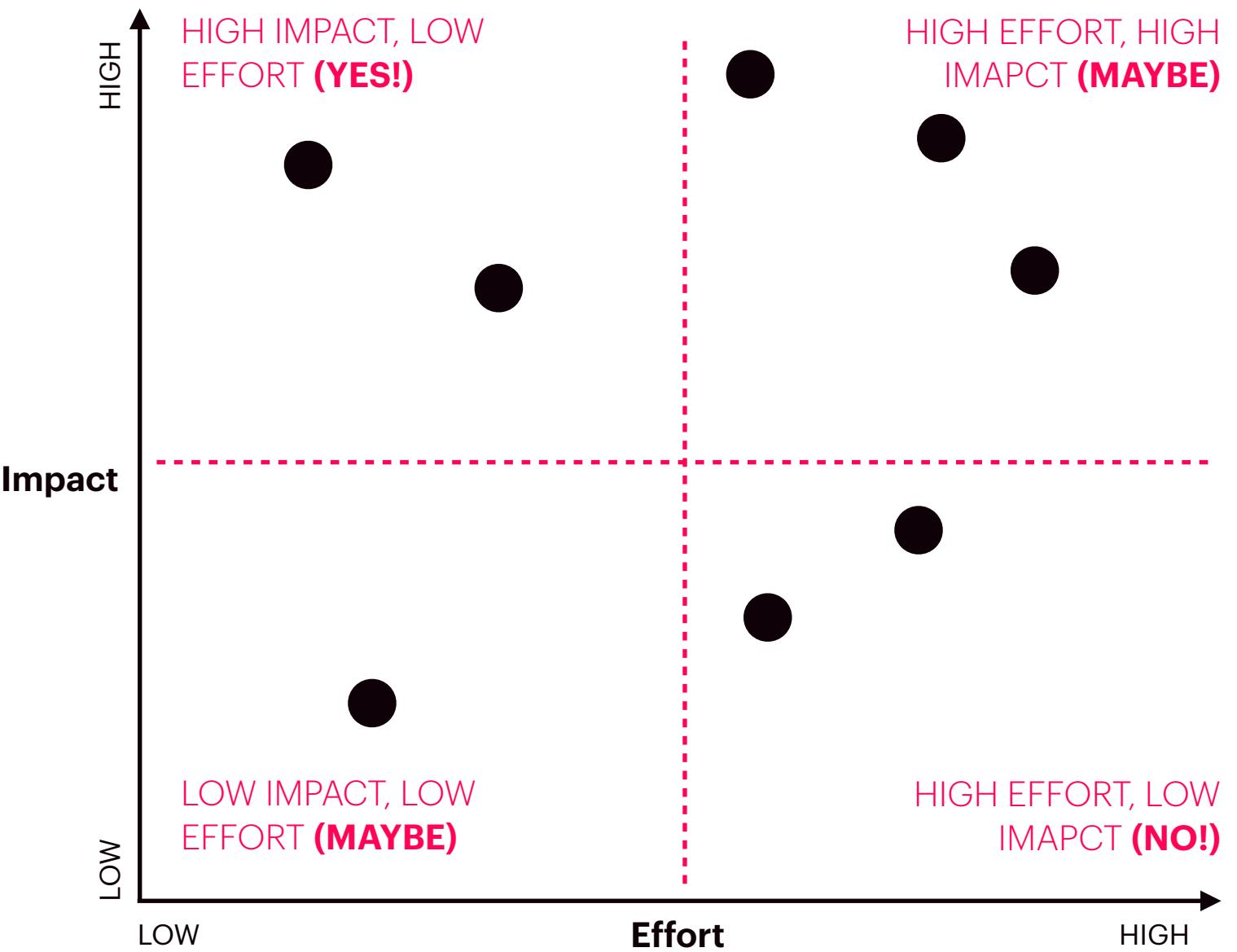
In a first stage we will take a look at existing digital initiatives and assess their current, Corona-dependent and later, post-Corona validity.

The digital initiatives will be quickly prioritized according to their *impact*, s.a. coverage of digital user interface, contribution to cashflow and performance KPIs, technology readiness and *effort*, s.a. marketing budget spent, manpower required to uphold service and maintenance effort over time.

The services will then be sorted into four categories:

- **High impact, low effort (YES)**
- **High effort, high impact (MAYBE)**
- **Low impact, low effort (MAYBE)**
- **High effort, low impact (NO)**

The NO service are recommended to shut down immediately to open up and reinvest free budgets for new ALT services that help to mitigate cashflow stoppages.



A reboot follows three steps

TODAY



SHORT-TERM



MID-TERM



Delete
Delete
Delete
Delete

Inspect and reduce tactics with low sales impact during the times of the economic downturn - get rid of everything that has only short term lead generation impact s.a. media spendings.

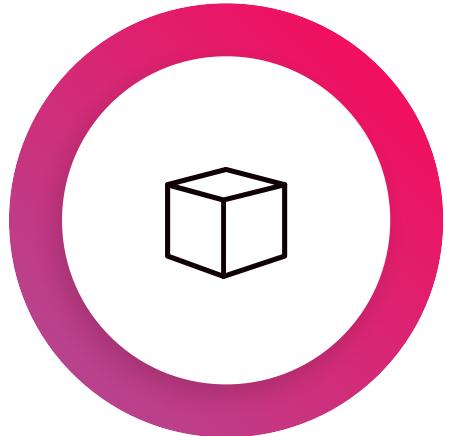
Alt

Enable alternate uses for the whole range of the 4 Ps following one strategic hook.

Contro

The current crisis is relatively predictable. Make sure to be prepared for change in user needs and market dynamics after recovery, by anticipating future scenarios and positioning yourself accordingly.

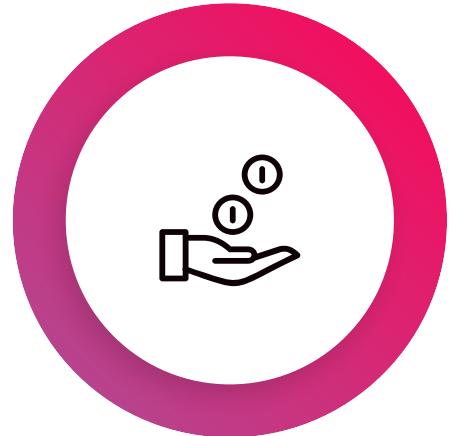
Alt to design a pragmatic offering that stabilizes cash flows in times of crisis



Offering (Product)

QUICK FIXES

Identifying and pursuing quick fixes for stabilizing and boosting ad-hoc cash flow (e.g. special offers, shift in sales, limited portfolio etc.)



Experience (Place)

VIRTUAL INTERFACES

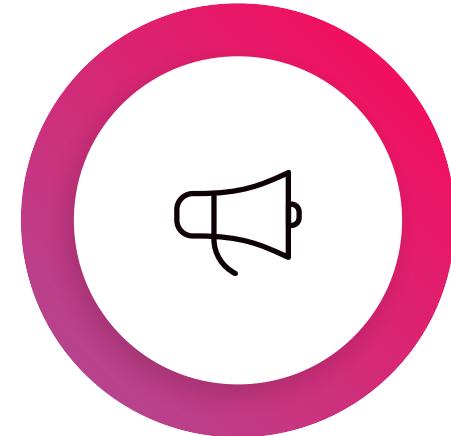
Adding or extending virtual interfaces to maintain contact to your customers and enhance online sales



eCom (Price)

RAPID PARTNERING

Involve new partners in ecommerce, communication, content and connect to core customer experience



Comms (Promotion)

PERFORMANCE PROMOTION

Push new promotions into social media, search and platform. Build new content to maintain awareness and engagement despite decline in demand

Alt to resolve your specific challenge and deliver fast

Quick Fixes

Identifying and pursuing quick fixes for stabilizing and boosting ad-hoc cash flow (e.g. special offers, shift in sales, limited portfolio etc.)

- > Remote Consulting identifies & prioritizes key levers
- > Remote Factory prototypes new offerings

e.g. due to closed production, focus on selling stock portfolio (cars, shoes, courses)

1 week
1 sprint
1 prototype

Virtual Interfaces

Adding or extending virtual interfaces to maintain contact to your customers and enhance online sales

- > Remote Consulting identifies shortcut extensions
- > Remote Factory implements solutions

e.g. integration of video business chat to strengthen customer support or allow personal online sales

3 weeks
2 teams
1 MVP

Rapid Partnering

Involve new partners in ecommerce, communication, content and connect to core customer experience

- > Remote Consulting builds bridges to new partners and supports in negotiating new contracts

e.g. collaboration with e-retailers, digital aggregators to open up new channels

3 weeks
2 negotiations
1 new partner

Performance Promotion

Push new promotions into social media, search and platform. Build new content to maintain awareness and engagement despite decline in demand

- > Remote Factory designs, builds and runs new marketing contents.
- > Remote Consulting manages and steers performance

e.g. clear positive crisis communication and strong content-link to newly identified quick fixes

3 days
2 campaigns
1 million impressions

Alt to assess the status quo and hack a way forward via a 'quick fixes' workshop

Before Workshop



User

Identifying the shifting acute and post-Corona intents via rapid user panel (e.g. 5-day Ethnographic Online Community)



Business

Collecting inspirations from previous crisis "masters" (e.g. Netflix during 2009 financial crisis) via desk research



Tech

Identifying technologies how to overcome certain "interface gaps" via Interactive network insights

During Workshop

- > Cross-Industry Inspiration on potential cash-flow sources and drivers (user, business, technology)
- > Product Field Workshop and Rapid Prototyping to deliver a consistent concept that can be delivered ad-hoc and at manageable costs
- > Definition of next best actions and tasks for implementation

After Workshop

- > Rapid prototyping of digital shortcuts
- > Rapid MVP development
- > Rapid operations of new solution

Costs

- > We offer a cross-functional team with strategists, researchers and creative technologists
- > We charge a fix price of 20k€ to cover costs - no frills, no margin

A reboot follows three steps

TODAY



Delete
Delete
Delete
Delete

Inspect and reduce tactics with low sales impact during the times of the economic downturn - get rid of everything that has only short term lead generation impact s.a. media spendings.

SHORT-TERM



Alt

Enable alternate uses for the whole range of the 4 Ps following one strategic hook.

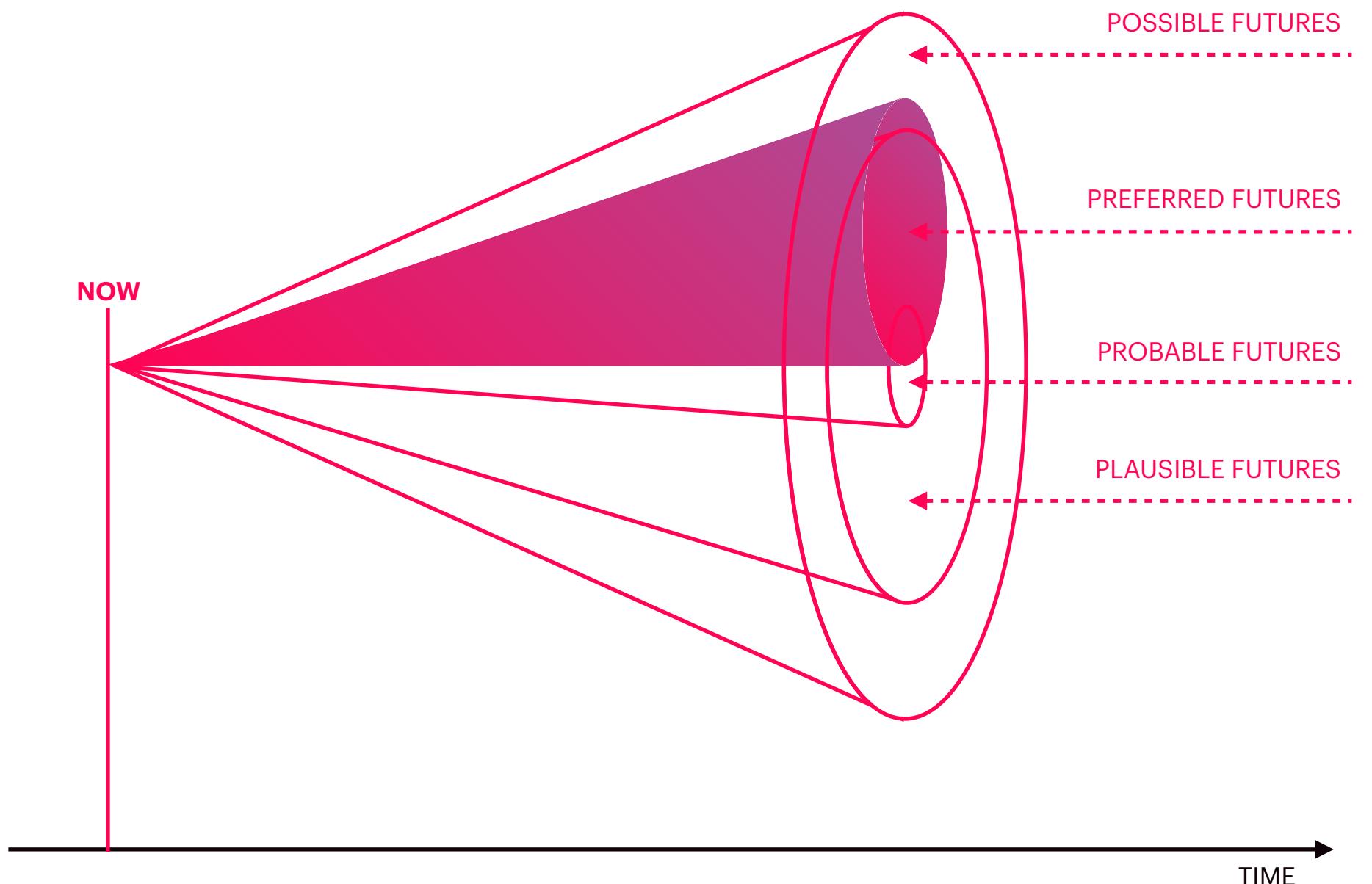
MID-TERM



long
control

The current crisis is relatively predictable. Make sure to be prepared for change in user needs and market dynamics after recovery, by anticipating future scenarios and positioning yourself accordingly.

Control to build a portfolio that puts you in the pole position once recovery hits



Control and prepare for your future now!

Learnings from past crisis have shown, companies that keep going - and show foresight for upcoming developments - emerge from economic shocks ahead of their competition.

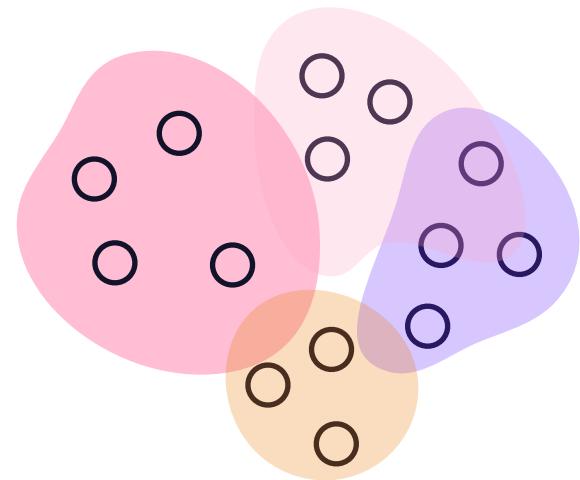
By observing trends and signals in user needs and market dynamics, we can explore possible future scenarios and understand their implications towards our business.

This allows us to take control, understand hidden value paths and design a portfolio that brings us closer to our preferred future state.

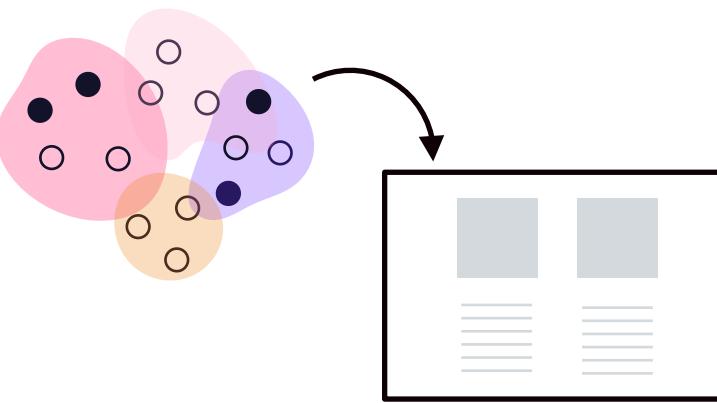
As soon as recovery mode hits and demand surges, we have the products out there that attracts consumers' desire and propels us to the forefront of competition.

Control to define future business potential of your ALT activities via Futuring Workshop

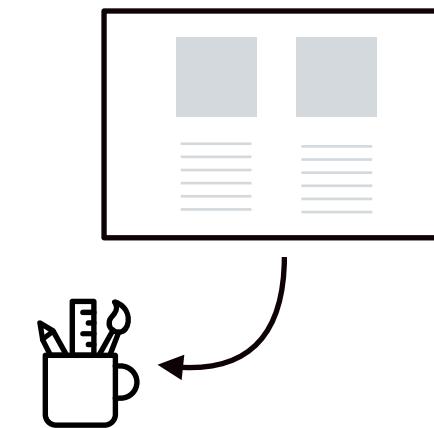
Before Workshop



During Workshop



After Workshop



- > Design & Experience Consulting conducts an analysis of trends and future signals - relevant to the specific industry and customer segments of your business
- > The data and insights are aggregated into future scenarios
- > Relevant data or requirements from your side can be integrated at this stage

- > With your specific ALT portfolio as a basis, we explore the scenarios to identify potential value paths and derive opportunity fields (in all 4 marketing P's)
- > Prioritization of most valuable fields
- > Translation into next steps and strategic action items

- > Validation of business opportunities (if desired)
- > Prototyping of individual solutions for prioritised opportunity fields

Remote is a gold mine of **focus**

Superpowers

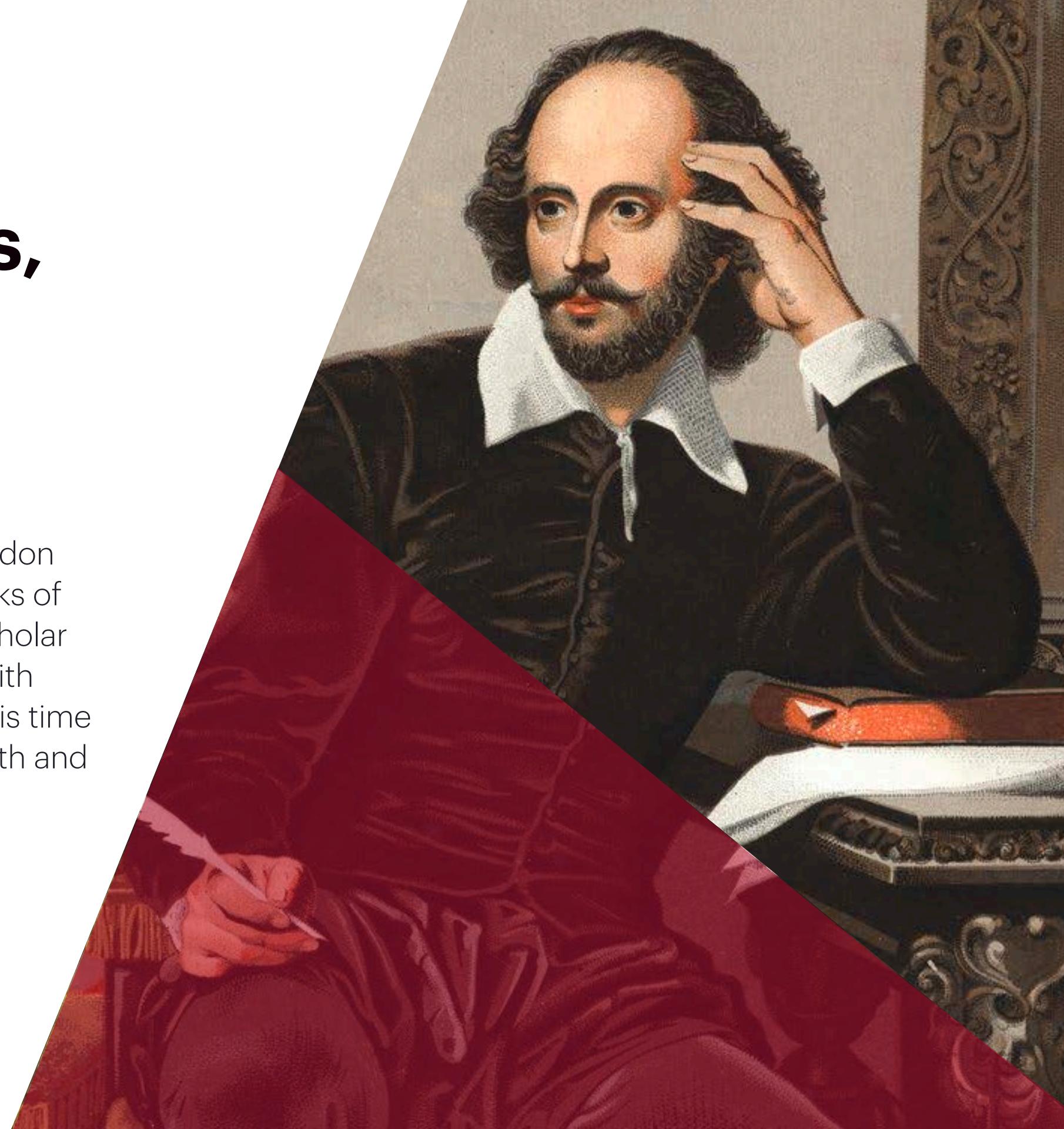
Accenture Interactive helps with virtual strategy sessions combined with remote growth hacker teams



New work forces

When remote work works, productivity reigns supreme.

During the 15th and 16th centuries, Elizabethan theaters in London frequently closed for extended periods of time due to outbreaks of the bubonic plague. In his acclaimed work *The Year of Lear*, scholar James Shapiro notes that during one such outbreak in 1606, with theaters shut throughout London, William Shakespeare used his time to write three of the greatest plays in history: King Lear, Macbeth and Antony & Cleopatra.



The Atlantic, 2015

Accenture Interactive

Our workforce is ready and trained.

All of our 1000+ team members. We can start tomorrow with:

Remote strategy and ideation, cross-functional product development, marketing tactics and program execution.



Funkiness as usual

Digital work is in our DNA. We think zero based experiments & fast iterations. What counts is lead time, not perfection. That's why the current way of working is nothing new to us. The only thing we adapted is our delivery model – from physical to remote studios.

We guarantee you funkiness as usual, even through a video chat.

Remote or brick & mortar – our principles don't change:

- > Near to zero lead time
- > Zero ChiChi
- > Zero distractions
- > Shortcuts trump standards
- > Think ahead, act now
- > Kill your babies
- > Always on brand
- > Intelligence & empathy

Team superpowers to address the whole value chain with the right skills

DESIGN

Remote Consulting

More than 200 consultants from the business, experience, design and marketing field are ready to filter right initiatives and define new ones.

Our consulting team invents, produces and operates the stuff which will be relevant now and in a post-corona world.

BUILD

Remote Factory

1000+ designers, strategists, software developers and technologists organized in 100 squads stand ready to build what's needed fast and at scale.

Our teams work independently though connected and bridge the gap between tech and design.

COMMUNICATE

Remote Performance

300+ marketeers, content experts, producers, creatives and data scientists are ready to propel your brand into a post-crisis future.

Our marketing teams are involved in every step of the new remote value chain and power zero-based growth approaches with creative magic.

RUN

Remote Ops

Globally networked specialists and teams offer efficient marketing processes as a remote service ready from day one at your request.

Our BPS team offer 360 campaign orchestration and optimisation, creative content and production as well as media & programmatic services.

Operations superpowers to strongly connect to your organizations via remote interaction and decisions making

Virtual Rooms

Virtual locations and meeting routines for both Accenture team and client can be set up independent on specific technological and collaboration requirement.

Virtual Ideation

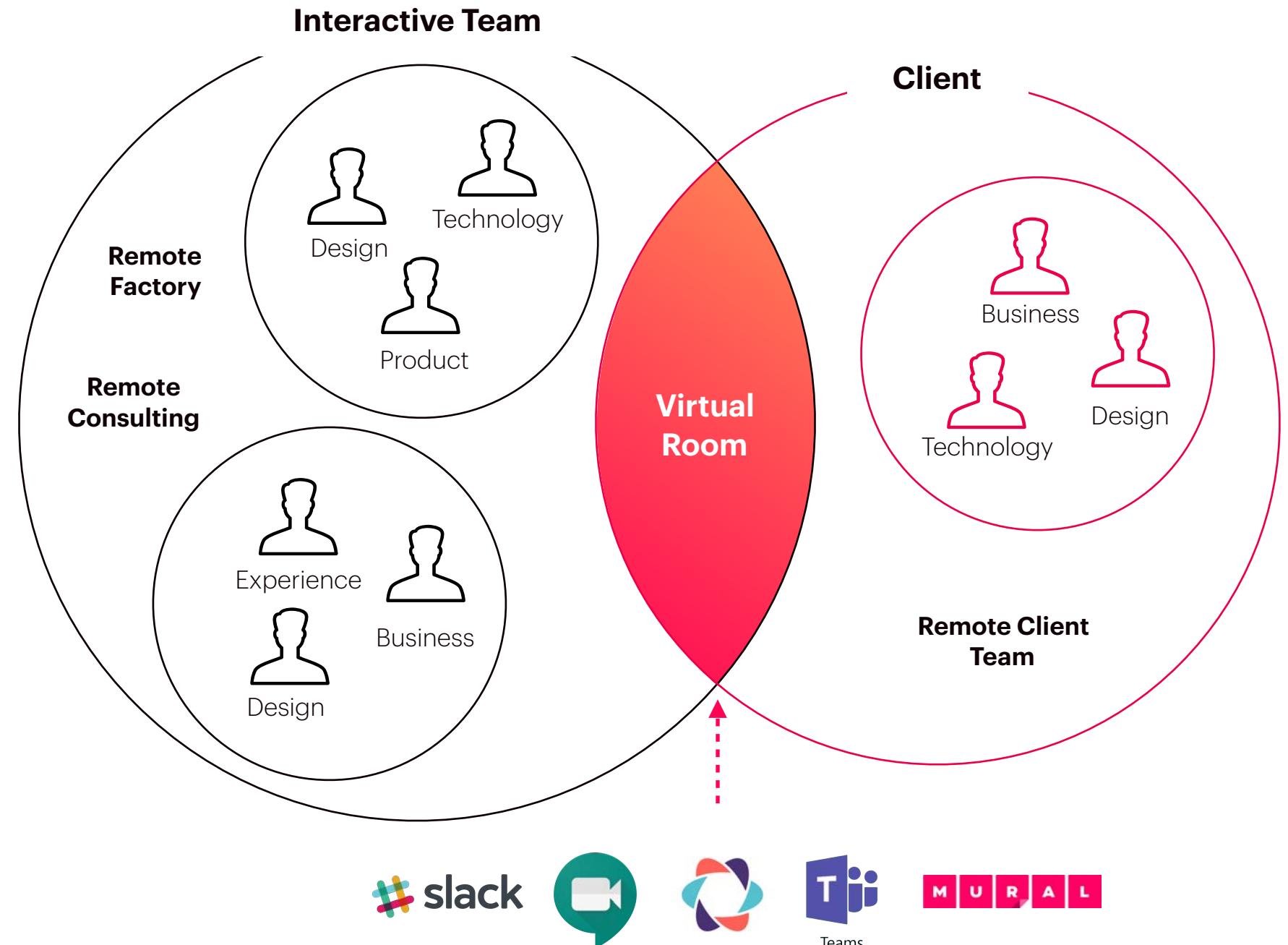
Virtual Ideation fueled by collaboration software and digital whiteboards that allow visualization and discussion of ideas and concepts in a highly collaborative way despite barriers of time and space.

Virtual Decision Making

Virtual portfolio board helps to involve necessary decision makers from client and Accenture to address the time critical situation. A prioritized product backlog assists the decision making process.

Virtual Operations

Interactive can host, operate and maintain all necessary technological system necessary to design, build and run the services developed in ALT and CONTROL.



Above all: Don't panic.

A roll of white toilet paper is positioned in the center of the frame, set against a solid red background. The roll is oriented vertically, with the white paper tube at the top and the roll itself at the bottom. The lighting creates a soft shadow of the roll to the right.

„We have so much toilet paper,
we can poop for 10 years.“

Mark Rutte, Prime Minister of the Netherlands | 2020

Thank you!