



DELIVERING 'PURPOSE AT PACE'

**SUPPORTING BRANDS TODAY AS
THEY BUILD A POSITIVE LEGACY**

March 2020



IN RESPONSE TO EXTRAORDINARY TIMES, BRANDS
MAY NEED TO THINK DIFFERENTLY AND ACT QUICKLY:

**MAKING PURPOSE,
PRACTICAL.**

NOW MORE THAN EVER, CONSUMERS STRONGLY REACTING AGAINST COMPANIES THAT ARE GETTING IT WRONG



DISASTER CAPITALISM

Consumers are in a vulnerable position, and acutely aware of businesses that may try to take advantage of this

ACTING IRRESPONSIBLY

Consumers expect companies to act for the benefit of all, helping manage the virus and its effects

ACTING WITHOUT COMPASSION

Consumers expect companies to be fair and clear in how they treat them

NOT PROTECTING STAFF

Consumers expect companies to treat their staff as well as they can



*They should be keeping prices the same and **not try to profit from this situation***

Male, 35-44, North East

*I've seen shops that are selling stuff at **marked up prices which is appalling**. They should be putting people over profits*

Male, 25-34, Scotland

*Why are **eBay allowing people to sell disinfectant at higher prices?** It's awful*

Female, 65+, Wales

***Supermarkets allowing people to stockpile essentials is disgusting.** My friend has a newborn she is unable to get formula unless she buys for inflated price*

Female, 45-54, Greater London

***Why are McDonald's touchscreen still open?** That seems like an obvious thing*

Male, 35-44, West Midlands

*Royal mail. Why are they being forced to stay at work; **spreading disease door to door seems so irresponsible***

Male, 35-44, Yorkshire

*Haven made us rebook our break costing much much more; **then today they canceled all holidays offering full refunds, but not to us.** feel cheated*

Female, 25-34 North East

*Utilita sent an email practically saying **if you can't pay your bill get someone else to do it!***

Male, 35-44, East England

*Banks are only now offering mortgage holidays, **but they weren't pro-active and just waited for government policy***

Female, 45-54, North east

*Virgin Atlantic has a **billionaire CEO, have asked for handouts and have asked their staff to take 8 weeks unpaid leave – ridiculous***

Male, 25-34, Greater London

*Carphone Warehouse chose this week of all weeks to **announce mass closures and redundancies - those poor employees!***

Male, 25-34, Scotland

*Wilkinson's are telling their staff that **they won't be paid!***

Female, 65+, South East

THE PUSH AND PULL OF PURPOSE

WALKING THE WALK HAS NEVER BEEN MORE IMPORTANT



THE BOTTOM LINE IS NOT MUTUALLY EXCLUSIVE WITH A BETTER WORLD

A notion of responsible capitalism has led to brands demonstrating empathy, supporting communities, being surprising and behaving unexpectedly. Furthermore, this **doctrine of 'building better brands'** has underpinned the contemporary exercise of **defining purpose**.

Purpose can be a beautiful thing, a rallying point for internal culture and a way of showing that brands **share the worldview of their consumers**.

But purpose can easily backfire. As people get used to the idea that **brands can, and should, stand for something** (and often, against something) – they punish brands ruthlessly when this new purpose appears as lip service or opportunism.

People need to see brands deliver on their promises, not just prioritise their profits – 'walking the walk' means demonstrating credibility, commitment and continuity.

A collective crisis like Covid19 puts **purpose under pressure**; exposing hollow promises and **highlighting the humanity of organisations** that respond in the spirit of support, go above and beyond 'business as usual'; and that admit fallibility and correct course.

Now is the time to interrogate purpose and ensure that it is visible and understood in immediate action – as this is the time that people need brands to step up, and create positive legacies.



BUT BRANDS CAN GET IT RIGHT BY STEPPING UP TO HELP AND EMPATHISING WITH THEIR CONSUMERS



STEPPING FORWARD TO HELP

Brands have stepped up to the challenge by tailoring their offering to those in need, or pivoted to providing more of what we all need

“ I work for the NHS so many brands; such as Greggs; Starbucks; McDonalds are **giving us free hot drinks which is amazing**

Female, 45-54, Scotland

*Iceland; Sainsbury and Morrison who **have done things to help elderly vulnerable customers**. As my parents are in that demographic it really makes a difference*

Male, 45-54, West Midlands

*Brewdog and LVMH have started **making hand sanitizer and giving them away for free** which is exactly what brands should be doing*

Male, 25-34, South east

MAKING LIFE A LITTLE EASIER

Others have identified ways in which they can be making the lives of their customers easier during the crisis

“ Pure gym sent me an email telling me that they're reducing the number of people who can enter, providing disinfectant and letting me use any gym – **which is unexpected and really good of them to offer**.

Male, 35-44, Greater London

*My local restaurant has started doing take-aways so that people **can still get food without leaving the house***

Female, 35-44, Yorkshire

*Sky mobile told me that they would give me **free data to stay up to date and keep in touch with people** which is a small, but really nice gesture*

Female, 25-34, East England

ISOLATION = CONVERSATION!

GETTING TO SENTIMENT TO GET IT RIGHT



We are working in unprecedented and dynamic times; brand fortunes are being built and broken and conversations are happening quickly. Even in isolation, we have the tools to access fast moving public opinion across all channels:



Social media listening to access the 'echo chamber' and understand the sharp end of opinion



Taking rich, creative and exploratory conversation online with stimulus driven **discussion groups**



The opportunity to evaluate **developmental comms and creative** at scale and at pace



Harnessing a hybrid of machine learning and qualitative analysis to synthesise huge amounts of **online data**

Anybody can access information. The key is knowing what to listen to, how to understand it and how to apply it to urgent business challenges.

Firefish is your human strategy partner; applying expert brand consultancy to rich human data to guide quick and effective decision making.

CRITICAL QUESTIONS TO CONSIDER

WHAT ARE BRANDS ASKING US TO UNDERSTAND?



As we all shift from an operational mindset to anticipating the outcomes of our collective situation, brand owners are sharing targeted and time pressured briefs:

TRANSLATING PURPOSE TO THE EVERYDAY

Are there opportunities to provide support, nurturing, reassurance or escapism in a way that effectively **brings to life our underlying brand mission** or philosophy?

PIVOTING TO CSR ACTIVATIONS

With normal marcomms activity either discarded or in hiatus, how can we **foreground social engagement** initiatives in a way that keeps the conversation going?

CONSIDERING KEY MESSAGES CUT THROUGH

Where and how can we be **part of the conversation in a way that feels welcome**, that adds value and that connects with our key strategic audiences?

ENSURING TONALITY IS ON POINT

How are people feeling and what does this mean for tone, language and imagery? What are the right nuances for a **credible and ownable role now and in future**

AGILITY IS THE ORDER OF THE DAY

EXAMPLES OF ADAPTING TO EXTRAORDINARY CIRCUMSTANCES



The category has slumped, how can we stay relevant in the lives of our users?

discover.ai

Source-specific **web audit** to define new and diminishing energy in category

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discuss.io

Pause, plan and then **'workshop' opportunity areas** or deep dive IDIs

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12-14 WORKING DAYS

We want to develop some timely ATL to demonstrate leadership and stability

discuss.io

Creative development groups across key strategic audiences

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OnePulse

Qual at scale 'red flag' exercise with nat. rep. sample – impact, appeal, feelings

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6-8 WORKING DAYS

We're not sure how our creative platform is being received in the context of C19

Brandwatch

Social media listening to **determine 'noise and nature'** of chat

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WhatsApp

Follow up focused **'in-situ audits'** or simulated **social groups to unpack reaction**

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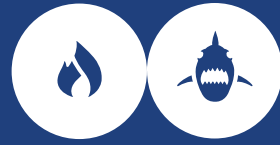
8-10 WORKING DAYS OR ONGOING

Are these new scripts hitting the right note for the nation?

OnePulse

Qual at scale – individual dips w/ c.500 nat-rep. respondents to understand engagement and sentiment

2-3 WORKING DAYS



LET'S TALK

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