

RICCI'S ROUND UP

Only the most relevant, insightful COVID reports, opinions & case studies of the week



AN OUTSIDE-IN APPROACH TO RECOVERY PLANNING

Based on the conversations we've been having, would I be right in saying that over 90% of your day is currently spent working in the immediate now? You are putting out daily, even hourly fires. You are very focused on your people, your forecasts, your supply chain, your retail customers or tenants needs and most importantly, your P&L.

Your circumstances and challenges are all very different, so how many of you have started to shift your thinking towards the near & long term recovery planning? I reckon most of you will have put it on your to-do list. Some of you will have already started to build out a team and process and a few will be well on your way.

Where ever you sit on the timeline, I thought I would pull together some great resources to help with your planning, using an outside-in perspective. An approach that ensures you plans are founded in your consumers new needs & tensions, a readjusted category dynamic & competitive set and a fresh set of business objectives & potentially org structures to consider.

Plus to help you with the here-and-now, I have shone a spotlight on some brands who are doing great things responding to their immediate challenges & included some links to hubs to give you access to a global perspective.

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WHY OUTSIDE-IN PLANNING?



With the world changing so rapidly, it crucial that you consider how these changes are affecting or will affect your business. You need to have your finger on the pulse of your consumers, beyond their behaviour in your category & into their broader life in general - their changing needs, priorities and tensions. You need to understand how your category dynamics are changing & with so many business pivoting to survive, who your current & future competitive set is and therefore your point of difference.

I live by the planning mantra that "Opportunities to grow (or in this case recover) come from the outside. Capabilities to unlock that growth come from inside" So as you build your recovery plan.....look outside first!

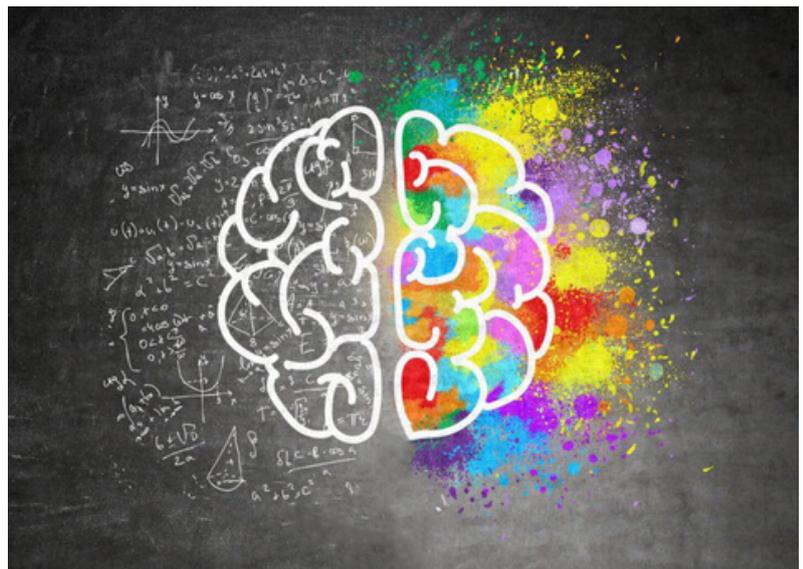
HOW DO WE PREDICT THE FUTURE WHEN THE NOW IS SO UNCERTAIN AND CHANGING SO RAPIDLY?

Right now, today, the best source of fact & insight when attempting to understanding what a COVID recovery might look like is the indications of consumer behaviour in those countries who have (supposedly) entered the Recovery period ie China. Regular global updates can be found at the Hubs links on pg 4 of this Round Up but this [article](#) is a fantastic recount and glimpse into of what life is like in Shanghai right now.

However, we need to note that there are some distinct consumer, category & cultural differences between markets that we need to take into account and acknowledge the elephant in the room, being the question of whether China is actually in Recovery.

Another great source is using **Behavioural Science** theories & models to understand how consumers are behaving right now, and which of these behaviours are likely to continue as we enter the Recovery phase. Now before you plunge headfirst into the interesting but very heavy world of BS theory, I found this [article](#) extremely helpful as a thought-starter and has now piqued my interest to research further into models that may help us predict what the future would look like, based on current behaviours.

"The likelihood of new behaviours & lifestyle norms/patterns formed during the outbreak sticking once things return to "normal" is quite high" Alderfer's ERG theory of human behaviour



To flesh this train of thought out further, I have also included two articles which step out some of these new consumer behaviours & lifestyle norms we are seeing. I am sure you are already seeing your consumer's new or adapted behaviours playing out in your category. But I think it is worth taking a more holistic, outside-in view, which may be a precursor to emerging behaviours in your category or spark some new ideas. So I thought these were worth sharing.

[The COVID Effect: Temporary Measures, Lasting Change](#) [Retail Learnings](#) (scroll to phase 3: The New Dawn)

The global hubs also provide great facts & insights into consumers actual & claimed behaviours in Australia

HOW CAN BRANDS RESPOND IN THE 'RIGHT NOW'?

Could your brand authentically provide help to consumers as they tackle the COVID crisis, or help consumers feel like are contributing to the cause? Just like.....

The ABC who are helping us with educational resources as parents struggle to balance homeschooling with work
Carlton United who have created Buy a Virtual Beer to help consumers feel a sense of supporting their favourite watering holes through tough times

The RSL Club who is ringing members to check on their well being given they can't visit the club for their much needed & anticipated social connection (I can't remember the name to credit them!)

Could your brand authentically reaffirm its presence in a re-prioritised or new need or occasions:

Ikea who are reminding us of the comfort & moments created in our own homes, as we spend a lot more time in them

Helga's Bread who are on air as people are making significant sacrifice and consciously caring for neighbours and community, particularly the elderly

Kellogg's Cereals are on air as we all go back to sitting down for breakfast, hopefully with the family

If your category is significantly affected by shutdowns and social distancing rules, could you find new needs or occasions to meet or new routes to market?

All the 1000's of local restaurants & caterers who are delivering ready made meals to isolated consumers or the gyms providing online fitness classes. Its amazing how resilient and innovative people are when faced with chaos and crisis - but more on this in next weeks round up as we tackle Crisis Breed Innovation !

SOME CASE STUDY AND INSPIRATION SOURCES



Some great resources to keep up to date and be inspired by how other brands are responding are:

Marketing in Pyjama's - A podcast hosted by Jules Lund from Tribe who interviews some of Australia's & the worlds sharpest marketers on how they are responding to the COVID crisis

Ad Age for a constantly updated compilation of US brands and how they are marketing through COVID

Just Food for a global hub of major food manufacturers and how they are responding from both a marketing & commercial perspective

A HELPFUL FRAMEWORK TO GUIDE YOUR RESPONSE

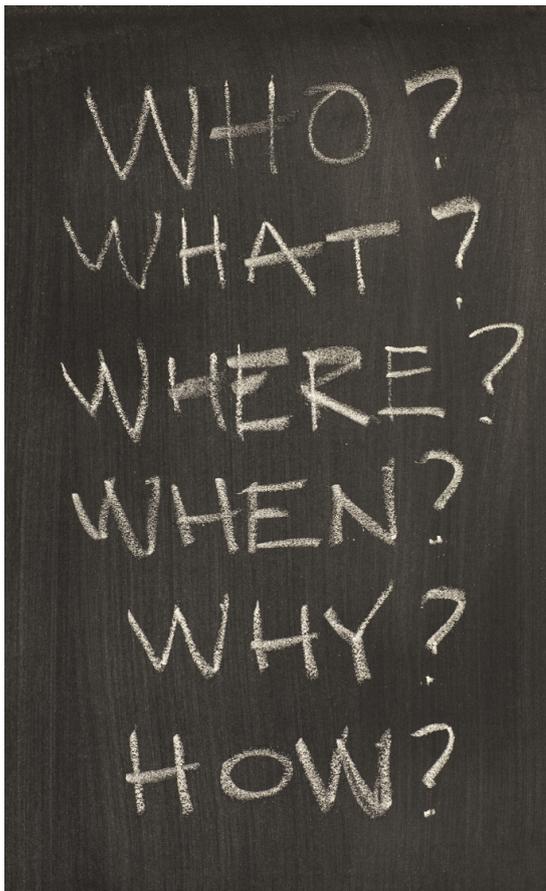
If you are still in the throws of working out your "right now" plans and would like to add some structure to your thinking, a great model to review is HBR's HEART model in this [article](#)

BOOKMARK THESE INSIGHT HUBS!

As I mentioned in issue 1, the global research house are providing some exceptionally useful and insightful reports (for free!) to help guide organisations through the COVID crisis. These reports are based on the cold hard facts so are extremely credible sources of information to help drive decision making and alignment on your companies responses in the 'right now' and the 'next normal'. So click the logo, bookmark these hubs and check them every few days to grab those killer facts and charts!



A SPRINKLE OF OPINION & ADVICE



The Four Key Questions you should be asking as you plan through & post COVID

Regardless of where you sit in the planning phases, there are four key questions I recommend you should be asking & investigating to ensure you take an outside-in approach to planning:

1. How have your consumers needs, motivations & tensions changed in the last few weeks and how do you think they will change in the long term? And how is/will this affect their behaviours in your category?
2. Has your competitive set changed in the last few weeks as businesses pivot to survive and do you still own your competitive edge or point of difference? What do you think your competitive set will look like as we return to normal?
3. How have your market or category dynamics changed in the last few weeks? Caused by new regulation, route to market and channels? And how permanent do you think these changes are?
4. How will your brand need to adopt to the above three to remain relevant, distinctive and authentic? In the 'right now' and the 'new normal'? How does your brand promise and marketing mix need to evolve and adapt? And how is your business placed commercially and structurally to support this?

Until next time.....

Cheers, Anne