

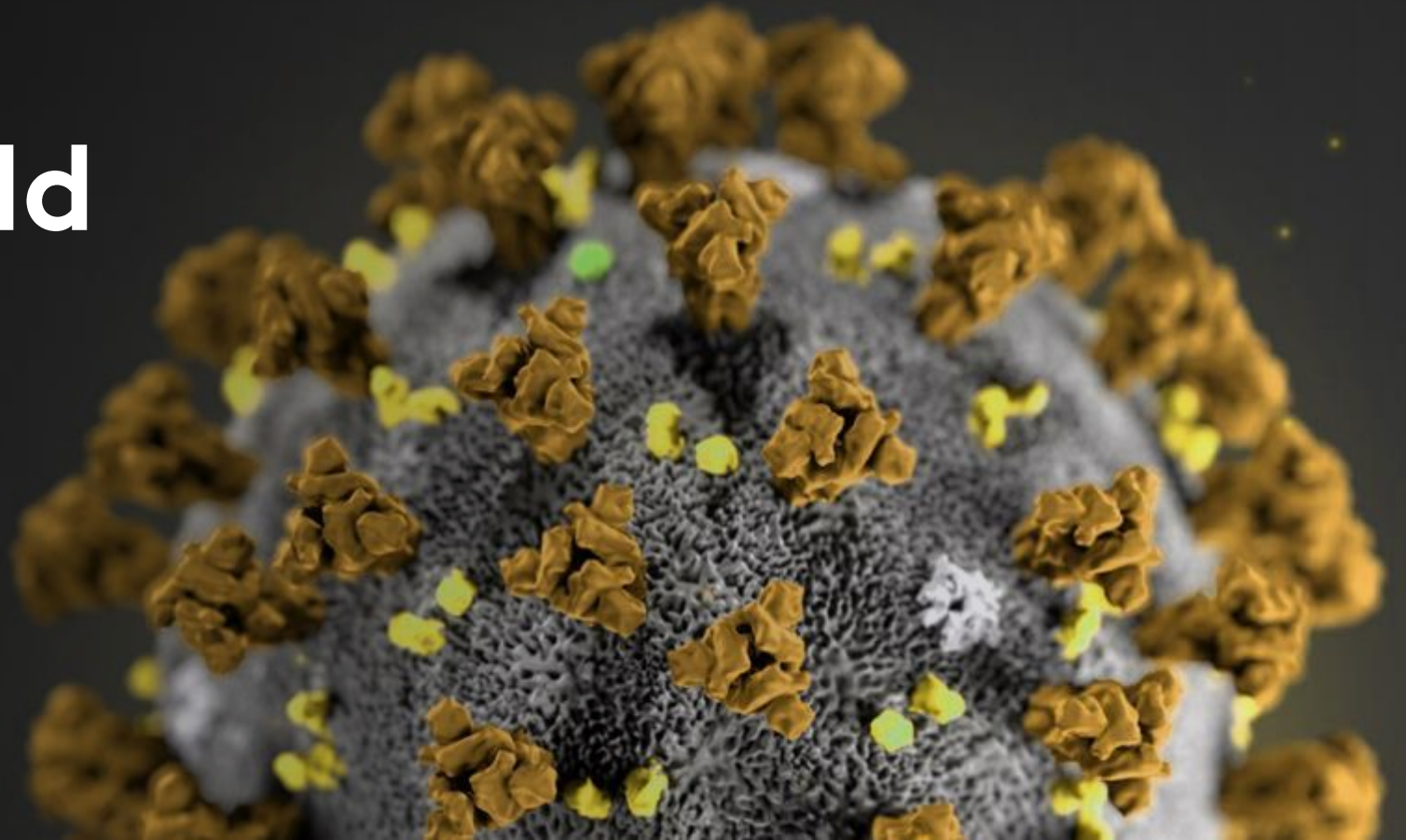
KANTAR

Navigating Growth in a **COVID-19 world**

Understanding shifts and preparing
for growth in uncertain times

A South African perspective

Prepared by Kantar SA
31 March 2020



We're living in radically disrupted and overwhelming times

The first case of COVID-19, the novel coronavirus, was identified in China on 17 November 2019. In just four months, the marketplace has shifted dramatically.

The WHO declared a global pandemic on 11 March and President Cyril Ramaphosa announced that South Africa is in lockdown from midnight on Thursday 26 March.



Life has changed for us all

COVID-19 is affecting every sphere of life – from the products we consume, to how we shop, work and socialise, to our attitudes towards life.





This is likely to be a watershed moment that will change behaviour - not just during the crisis, but in the “new normal” to follow.

Is your brand set for change? How will your business respond? And are you preparing adequately now for the recovery ahead?



Kantar is here to help. We've brought numerous resources together to guide us as we tackle our new reality.

Kantar's C19 Barometer has been designed to help you lead the reaction that your business needs to take, in the coming weeks and months

			
A consistent message Use data to help your business align around a consistent understanding of the situation, and be clear on what the signal is in an increasing pool of noise.	Short and long term implications Clearly outline the brand implications and marketing levers that your business should be adopting, in both the short and long term.	Make the right decisions With different dynamics in each country, use the broad range of country data to help your local teams address their local situation in exactly the right way.	Predict what's coming With countries in different stages, use cross-comparisons between countries to anticipate what future consumer behavior and expectations may be.

KANTAR

Our COVID-19 Barometer looking at consumer's attitudes, behaviours and expectations.



Thought-leadership, analysis, and intelligence on the most critical trends, growth segments and opportunities.



Using the world's largest brand equity database to bring you learnings on the importance of strong brands.



Experiences and data from markets ahead of the curve – China, Europe and the US.

Your Kantar team behind this work are all experts in their domains



Lynne Gordon
Managing Partner



Norman Reyneker
Retail, Sales and Shopper



Tanya Copeland
Strategy



Crystal Loganathan
Strategy



Lerato Kgatla
Human and Cultural Truth



Kirsten Malan
Brand and Innovation



Natalie Botha
Comms and Creative



Monique Claassen
Media



William Stubbings
Organisational Excellence



Nthupula Masipa
Organisational Excellence

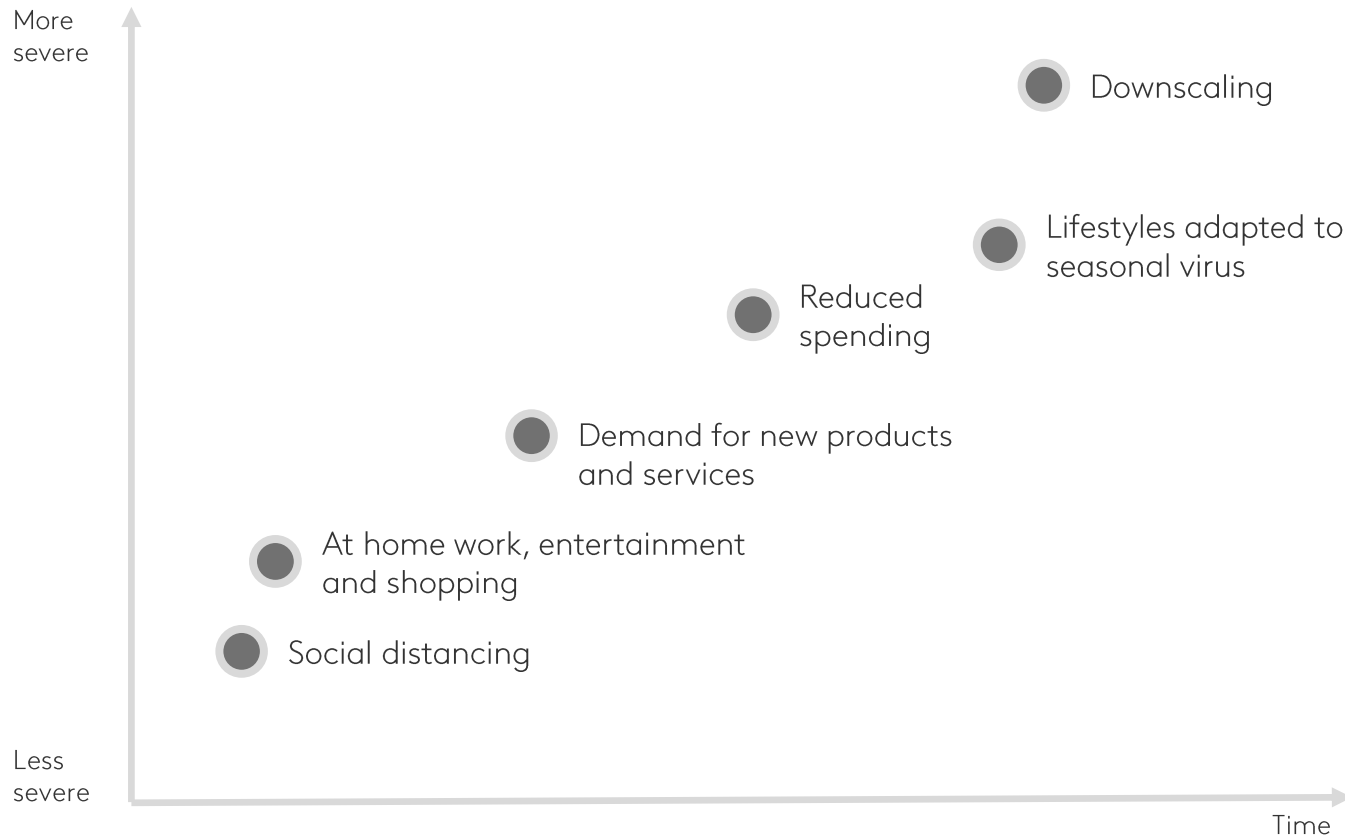
The future feels uncertain for us all



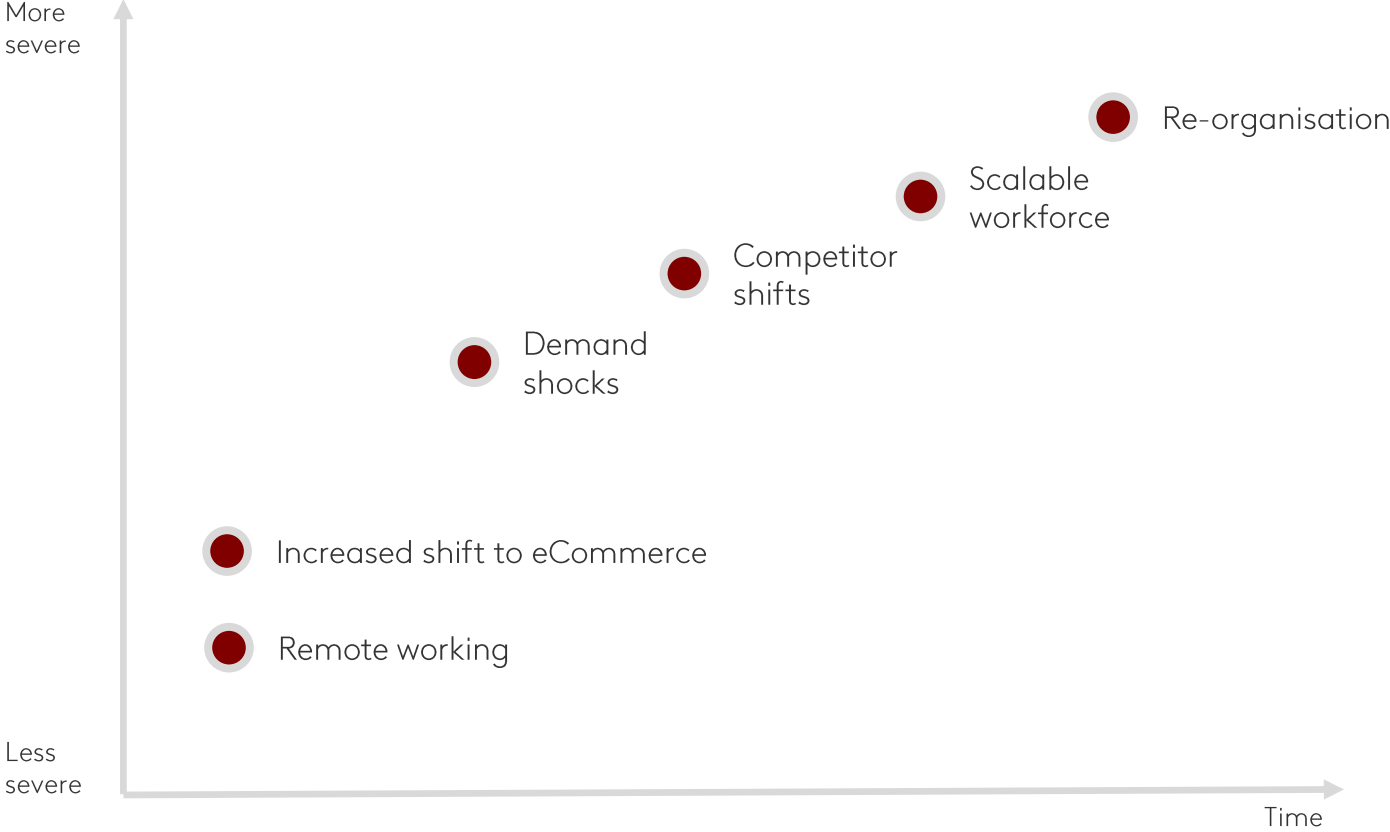
Will **growth recover?**

Will it **happen again?**

For consumers, life will not go “back to normal”

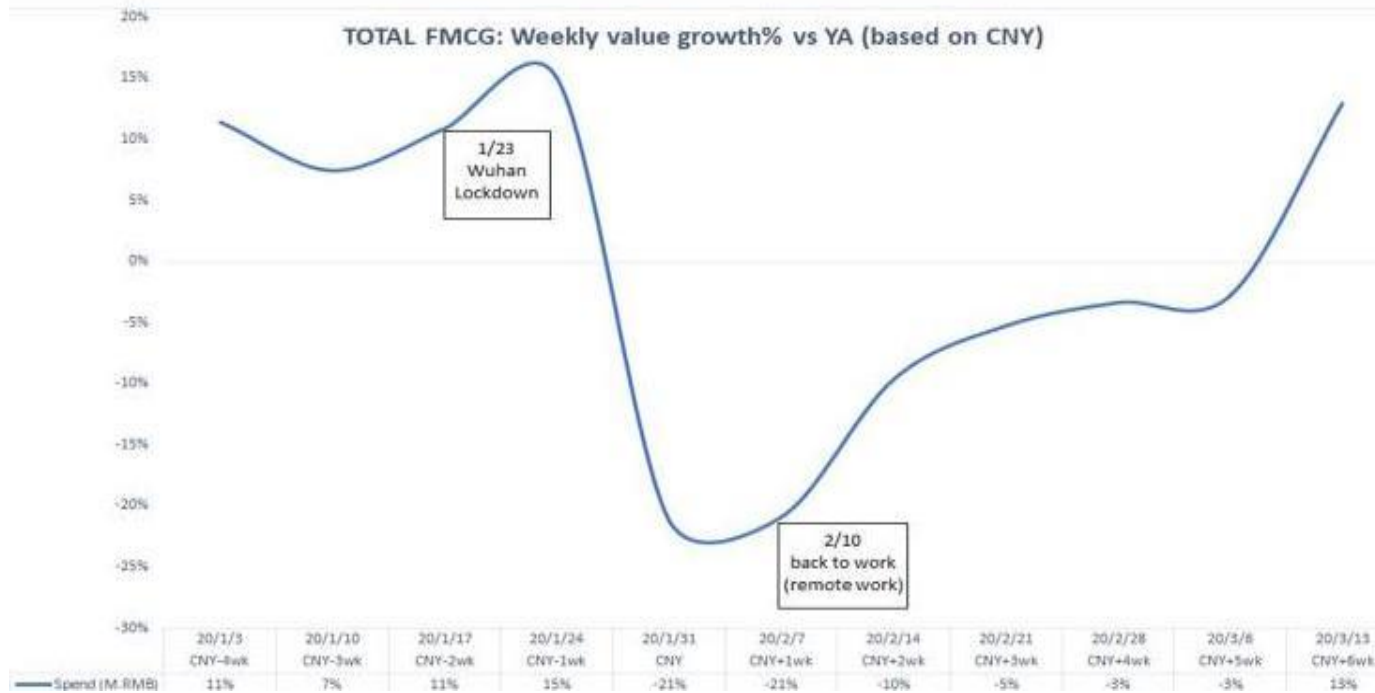


And for business, impact ranges from organisational changes to wild swings in demand



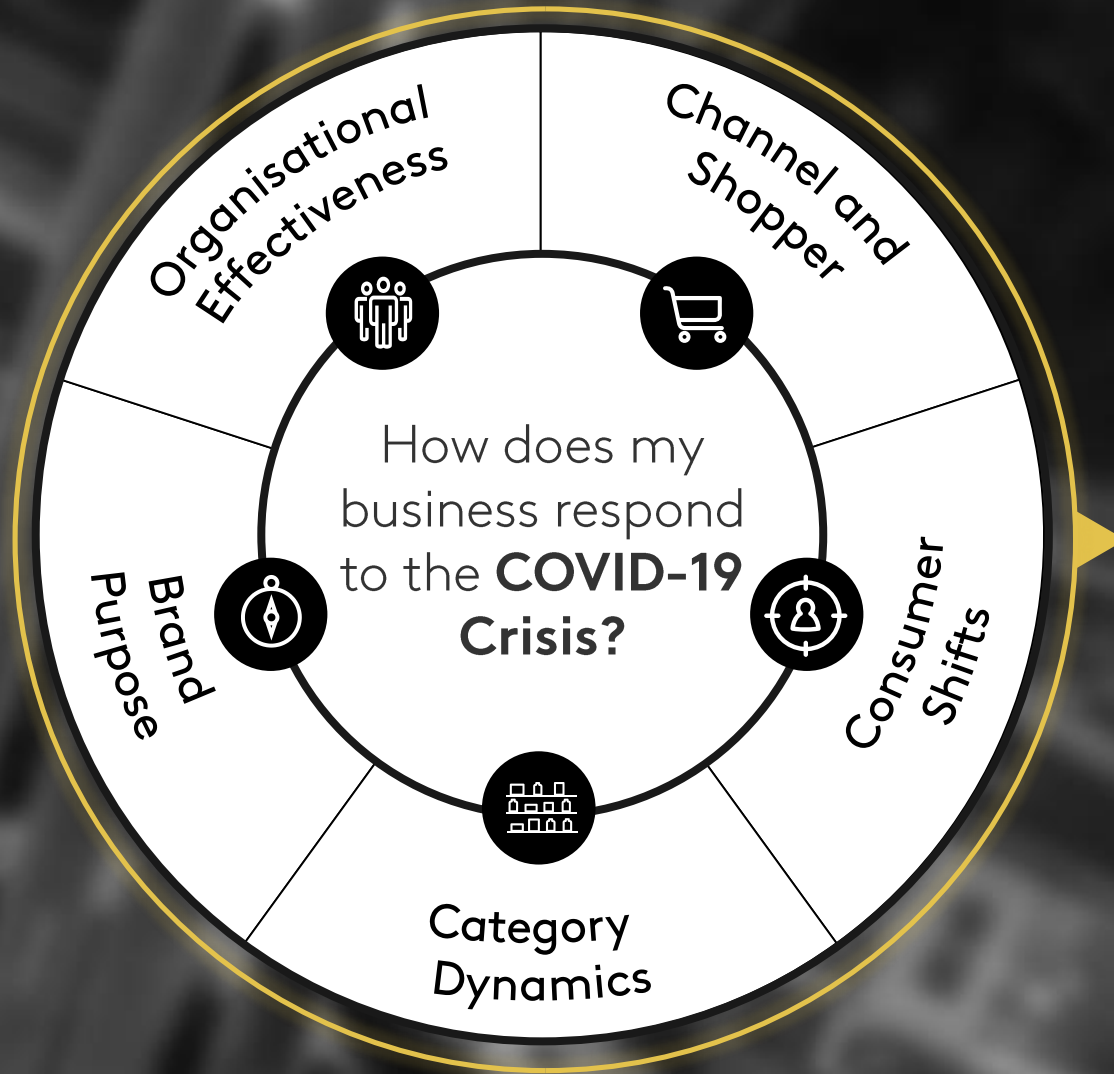
But as tough as it feels today, the world will recover

Recovery shape: FMCG market in China – Worldpanel household panel data



To respond effectively, we need an holistic view

A successful response to COVID-19 considers the holistic impact of the virus – and creates action plans not just for today, but a plan for recovery and the future.



Actions for **TODAY**

Plans for **RECOVERY**

Preparedness for the **FUTURE**

How do I respond
with **agility** right
now to **secure my
organisation,
brands and
business?**



Channel and shopper

Prioritising supply and spend, and creating ROI against channels most effective in a time of COVID-19



Category

Understanding category demand to respond effectively today



Consumer

Responding to changing behaviours, needs and attitudes of your consumer today



Brand purpose

Shaping your brand voice and communications appropriately for a COVID-19 world



Organisational effectiveness

Implementing appropriate shifts and practices to adapt to be effective in a COVID-19 organisation

Growth will return –
**will your business
be ready?**



Channel and shopper

Pivoting towards the new ways and places people will buy after recovery



Category

Creating solutions, assets and innovations to gain share and accelerate category growth after COVID-19



Consumer

Ensuring relevance in a shifting society, with new needs and attitudes



Brand purpose

Shaping a future-fit brand purpose for a world recovering from COVID-19



Organisational effectiveness

Creating anticipative structures, tools and processes in organisations recovering from COVID-19



Let's look at **6 key shifts** likely to shape our immediate responses and new realities



1

From Modern Bricks and Mortar to
Accelerated Omnichannel



2

From Wanting It All to
A Renewed Respect for the Essentials



3

From An Era of Self to
An Era of Shared Humanity



4

From Brands That Are Meaningful To Me to
Brands with Societal Impact for Us



5

From Media As Usual to
At-Home Escape and Digital Enablers



6

From Reactive Organisations to
Anticipative Organisations

1

From Modern Bricks and Mortar to
Accelerated OmniChannel



Norman Reyneker
Retail, Sales and Shopper

1

From Modern Bricks and Mortar to **Accelerated OmniChannel**

COVID-19 is a catalyst for changes to retailing – a force that will change the way we buy and shop today and after the crisis.

Shoppers will continue to shop in physical stores, but are looking online to reduce shopping trips and access a different experience.

This accelerated adoption of digital channels will change the game to accelerate an omnichannel world of retail.

22%

Of SA shoppers are **already** shopping online more

Spurred by the threat of COVID-19 infection, connected SA shoppers are **rapidly adopting online retail**

Grocery retailers have quickly amplified online channels – and are seeing adoption of a service that previously felt like an “uncomfortable” and costly habit change.

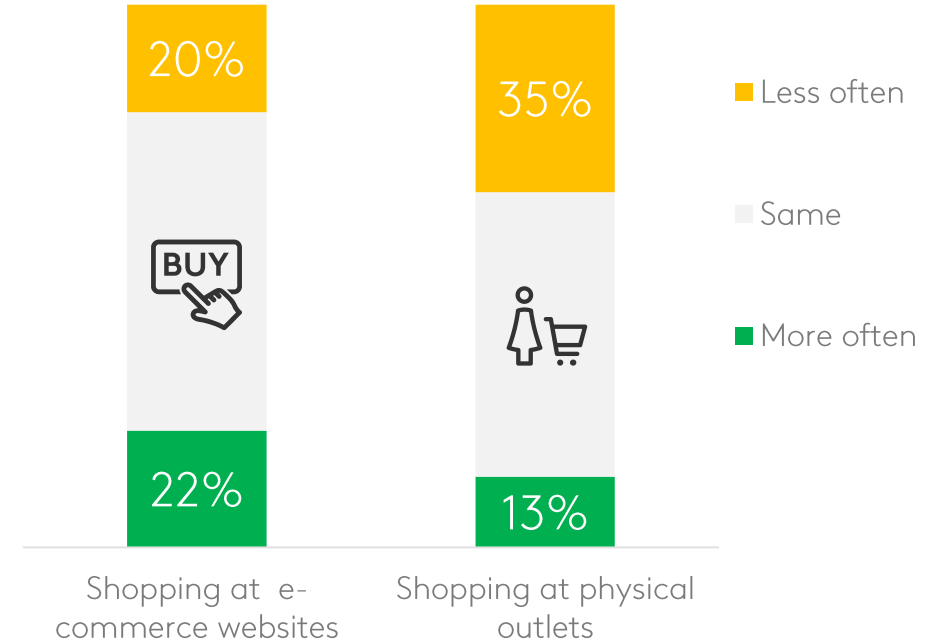


+300%

Increase in order volumes since the onset of coronavirus

84%

Of shoppers surveyed in China tried at least 1 new online service during the crisis



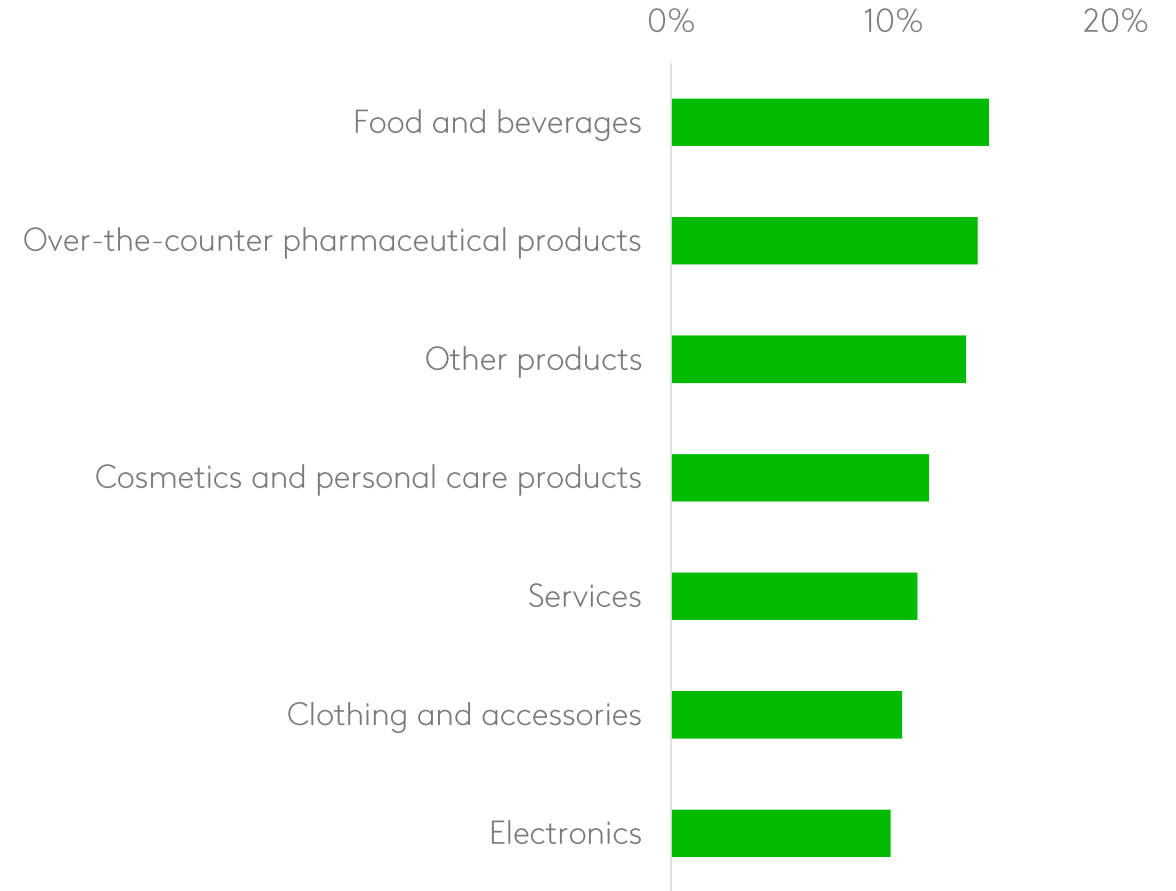
The leapfrog to ecommerce will accelerate across categories

From beer to burgers, and medication to freezers, new consumers are entering the realm of e-Commerce.

The result? Trust in Online ordering, ePayments and convenience become the new normal for those adopting the service during the crisis!

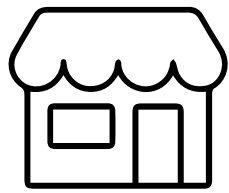


Pick n Pay stores are being agile and making "online" more accessible even to consumers not connected to apps and full digital solutions. WhatsApp ordering allows a new e-Commerce to emerge beyond the reach of uber-connected shopper.



■ I purchased it online for the first time this month

In bricks and mortar, consumers are **shopping local, trusted and close to home**



73%

Of SA shoppers are choosing to shop nearer to home – avoiding the crowds in big retailers and malls.



63%

Aim to continue choosing the same brands they always buy – preferring trusted, reliable favourites!



45%

Pay more attention to the origins of the products I buy. Safety becomes a fear, and maybe local really is lekker.

WATCH OUT! In the face of out of stocks, consumers will try new brands!

Extraordinary measures to enforce social distancing in crowded grocery stores



Retailers are navigating **new crises and opportunities**

The battle to enforce social distancing



Woolworths SA

The battle to keep stocks on shelves



25, 900 views
"Friends don't let friends panic-buy"

The battle to protect staff and shoppers from infection



Taxi and store entrance sanitation

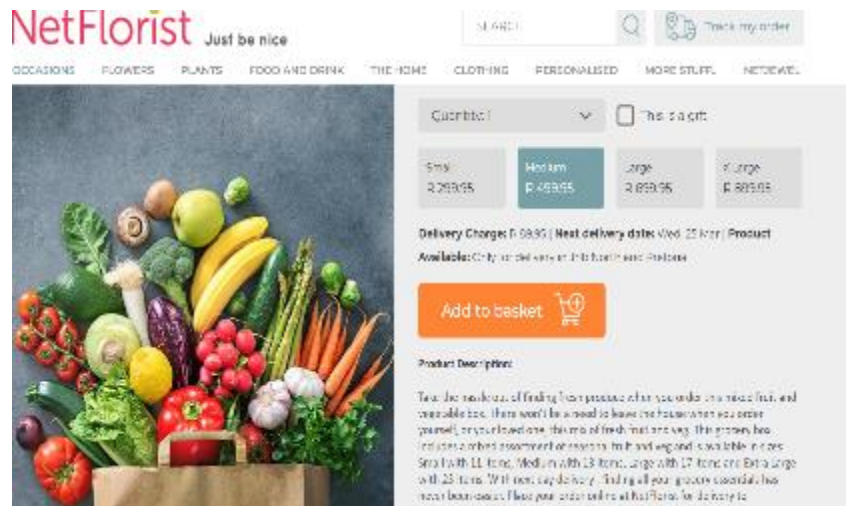
The battle for delivery capacity



Checkers at full order capacity

The immediate battle is for **availability and agile supply**

NetFlorist launched a new offering of fresh produce delivery to homes, in addition to flowers. Also gearing up to deliver hot meals, embracing an abundant market philosophy.



Secure agile supply and availability

For all channels, meeting changes in demand in your category, and minimising risk of switching.

Think and act fast on e-Commerce

Ensure availability and visibility of core brands and sku's in digital channels – these require different assortment and visibility strategies.

Adjust your promotional strategy

In grocer, refocus on multibuys rather than price discounting, meeting the need for stock up and reducing the need to shop as often. In convenience channels, focus on pack size and pricing to respond to constrained spending.

Prepare **new omnichannel strategies now** to delight shoppers post recovery



Accelerate digital transformation

Relook channel mix, be ready for accelerated O2O adoption, learn fast in digital channels to ensure right mix, sku's, and strategies.

Understand retailer recovery strategies

Be at the front of JBP discussions with top retailers.

Evaluate the right portfolio for returning shopper sentiments

Understand shopper journeys and sentiments, track behaviours, use these to guide strategic planning.

Create capability for the recovery

Use downtime to train, build capabilities and build anticipative teams.

2

From Wanting It All to

A Renewed Respect for the Essentials



Tanya Copeland
Strategy

2

From Wanting It All to **A Renewed Respect for the Essentials**

With sustenance and security threatened during this pandemic, people will have a renewed drive to keep their basic needs intact and to protect these into the future.

This means a fundamental shift in motivations, driving the rise and fall of category demand during and after the crisis.

+ 40%

Increase in claimed demand for staples during the COVID-19 outbreak

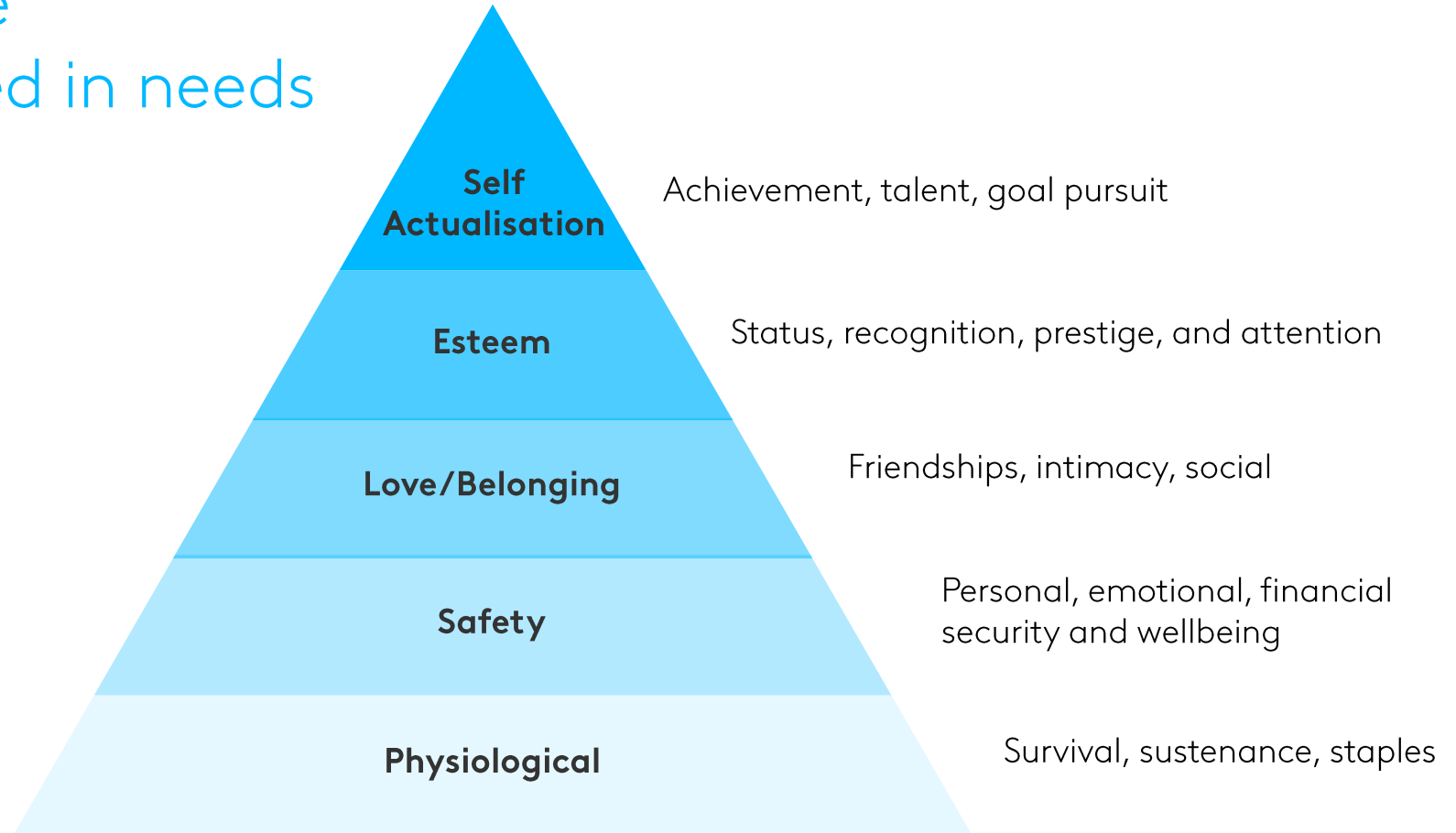
- 22%

Decline in expected demand of Luxury goods after the outbreak

Category shifts are fundamentally rooted in needs

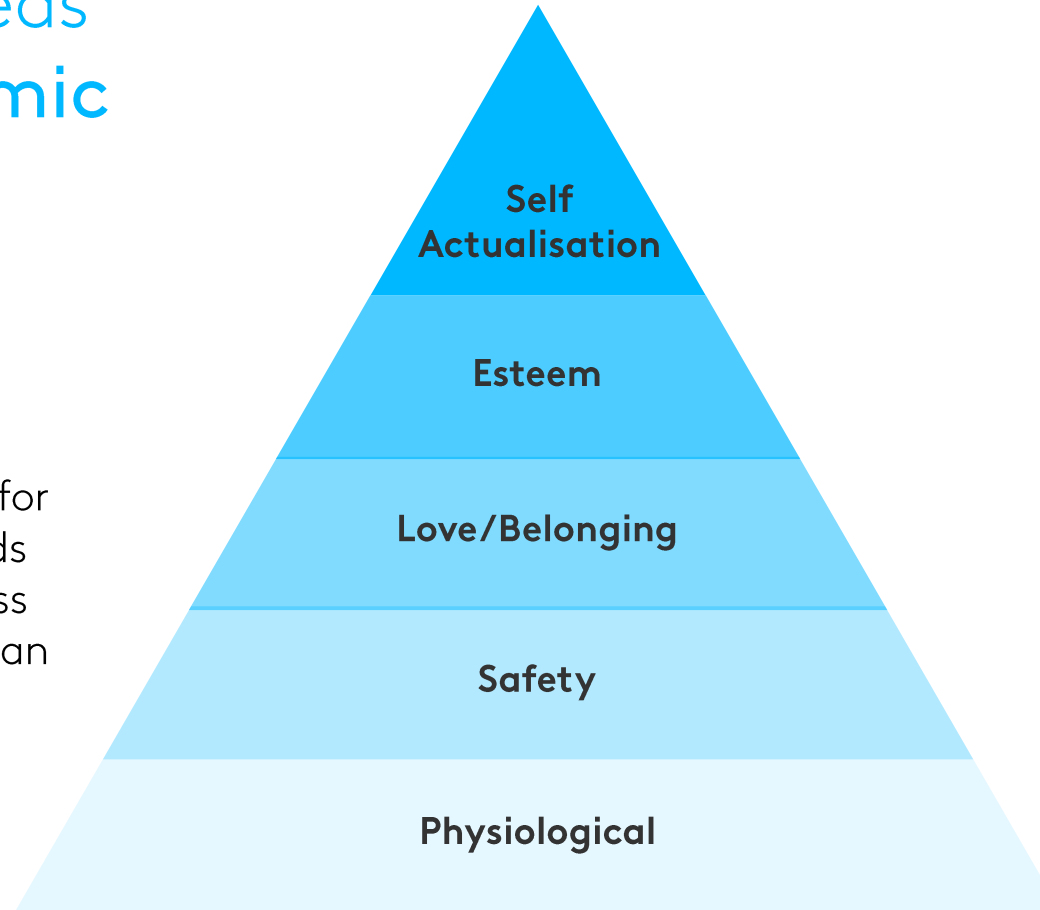
We know that category choice is driven by needs. Segmentation studies across categories prove that if we can understand needs, we are closer to understanding choice.

A hierarchy of needs helps us understand what we can expect to see as the pandemic worsens, and as we recover.



In times of crisis, needs shift, creating **dynamic category demand**

Maslow exposes the insight into the drivers of category shifts, as consumers seek to meet their physiological needs and their need for safety first – while higher-order needs become a luxury that will receive less spend and focus until basic needs can be fully met.



De-prioritised and changing

In the short term, higher-order needs will receive less focus. Culture will drive these into new paradigms - goal resets, new pursuits

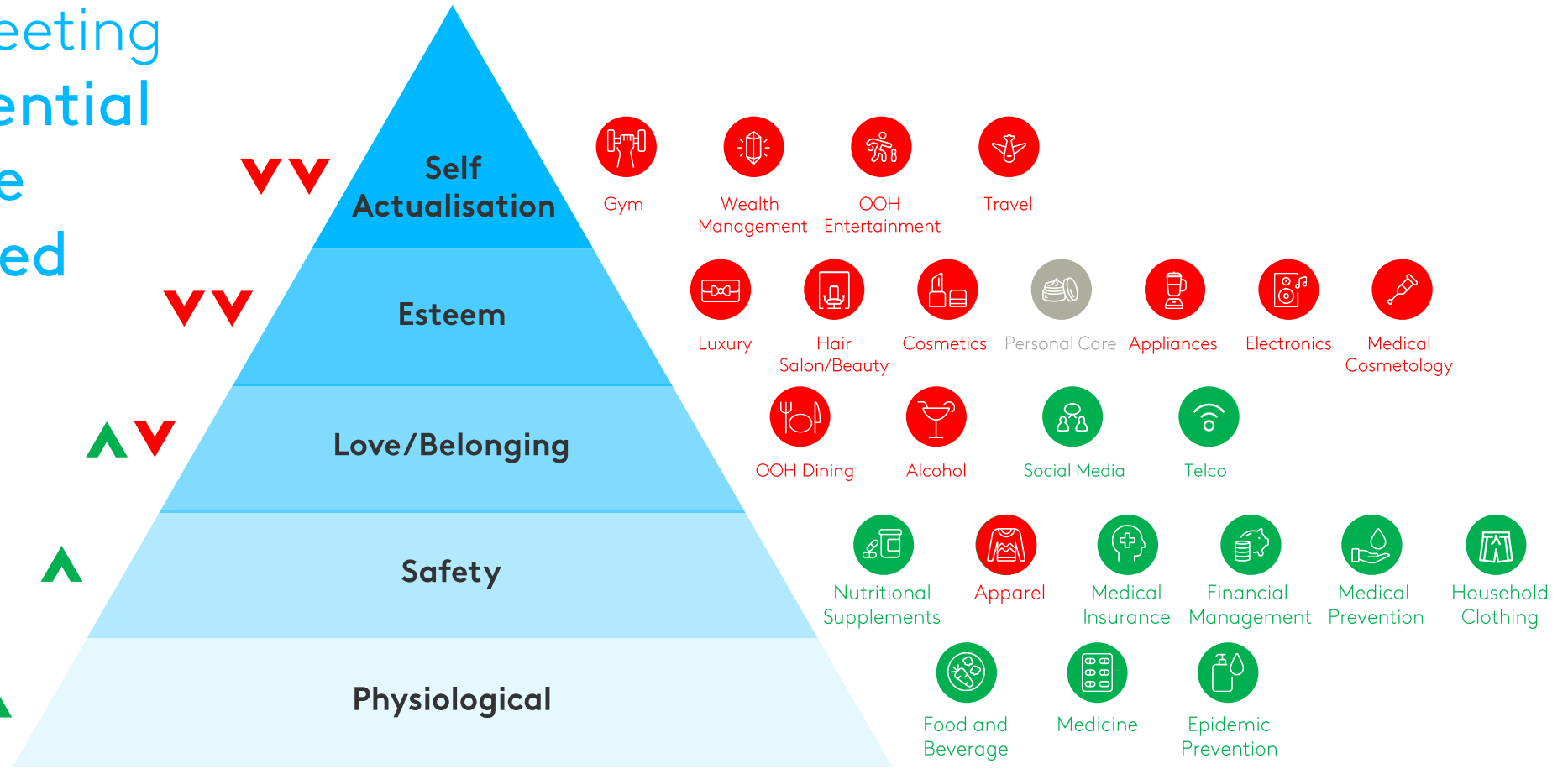
Impacted by distancing

Needs constrained by social distancing – but will return to normal post pandemic

From basics to treasures

Never to be taken for granted again

During the outbreak, categories meeting our most essential needs will see unprecedented demand



Post the crisis, medium-term demand will return with new mindsets and priorities embedded

Changes

New forms of self-actualisation will emerge, and some demand will be restored

Shift away

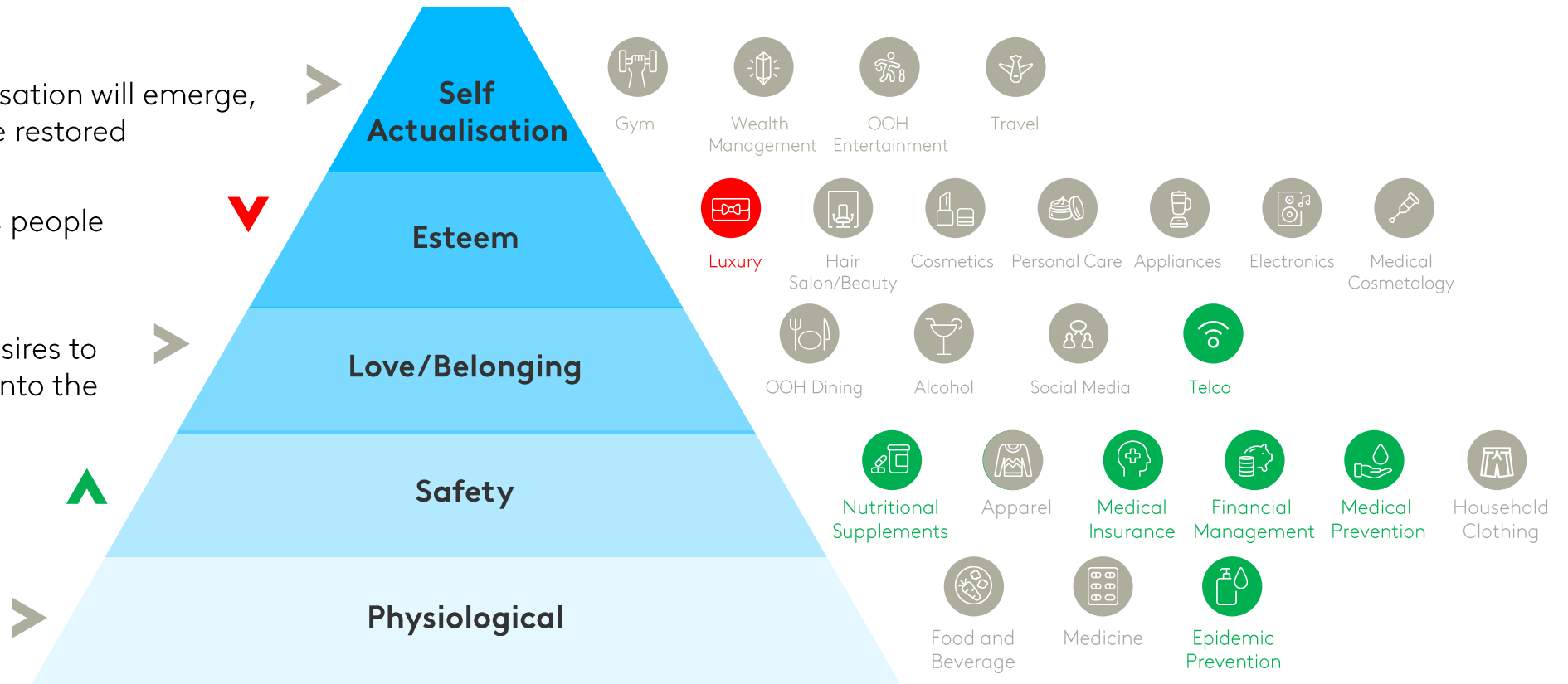
Decline in luxury goods as people reprioritise

Peak and flatten

People will have strong desires to reconnect, this will settle into the medium term

Never neglected

Health, sustenance and security will continue to be a new priority



Business need to be **agile** and **creative** to respond to shifting demand



Alcohol manufacturers AB InBev, Diageo and Diageo innovated their alcohol production lines to manufacture hand sanitiser to meet the urgent and high demand in communities that need it the most



SA retailers have already come together to collaborate rather than compete – with their full page joint advert in this week's Sunday times. How will this continue post the shutdown?

Adapting supply to meet dynamic demand

Understanding category dynamics is an essential to ensure sufficient and efficient supply that meets the peaks and troughs of shifting demand.

Collaborate collaborate collaborate

Now is the time to curate and not compete, competitors could become allies.

Production pivoting

Pivoting your production capability to deliver/deploy new utility

Planning and preparing now will meet the changing category dynamics of recovery



Netflix was one of the most successful businesses during the global recession as a response to the dying but once profitable video rental store and the new video-on-demand services

Future proof your category

With better scenario planning on supply chain, crisis response, ability to deliver a new utility.

Gear up innovation pipelines

Prepare to cater to new needs, utilities and context of post-recovery.

Anticipate a change in the value equation

Impacted by the economic downturn of COVID-19, consumers will have less to spend. How can your brand offer long-term value to retain users and win share?

3

From An Era of Self to

An Era of Shared Humanity



Lerato Kgatla

Human and Cultural Truth

3

From an Era of Self to **An Era of Shared Humanity**

An unseen enemy, COVID-19 shakes our worldviews, making humans question what really matters.

If we're lucky, this could be a watershed for humanity – and we may look back on the virus as the catalyst for the resurgence of human values of belonging, shared humanity and a sense of duty to the collective.

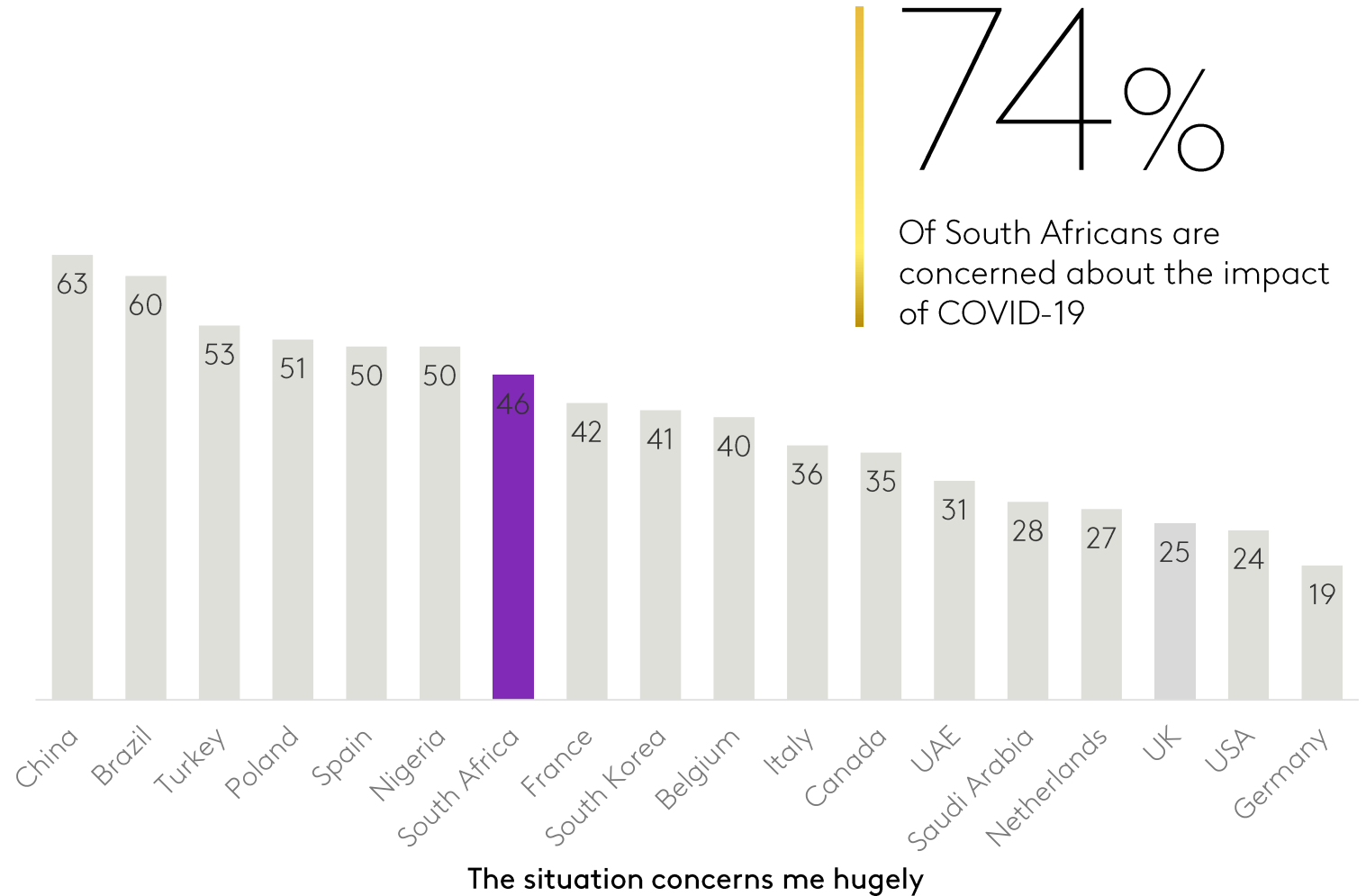
“ As far as bags and shoes go, maybe this is to remind us that we live in a society that worships meaningless things instead of embracing and fully activating things that really matter ”

Dr. Martina Olbertova, founder of Meaning.Global, Forbes

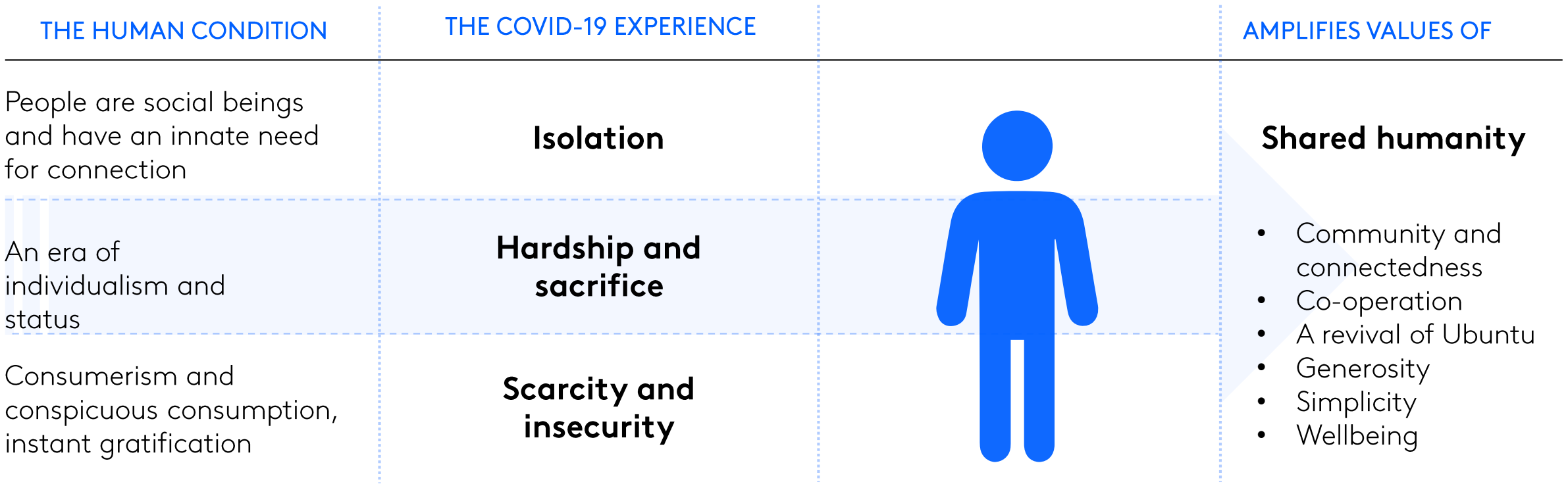
The human experience is under shock

#Nationallockdown and self-quarantine threaten the fundamental human cravings for freedom, choices and physical connections. The result - people are stressed, anxious and concerned, even more so than in most European markets or the US.

But what will be the effect of these uncharted experiences on our mindsets, attitudes and behaviours beyond the crisis?



COVID-19 shakes the world as we know it, amplifying values that have existed all along



The post-corona world is a place you'd rather be

Community and connectedness

People seek new ways to connect, valuing brands that enable communication, information and sharing the human condition. New tribes form, united by values and experiences. Brands have a role in the community.

Doing good

People value sacrifice, sharing and care, expecting brands to be a part of achieving the greater good.

Simplicity and wellbeing

New benefits will be sought-after as we shift from status to more holistic wellbeing and simpler choices. Expect some backlash of over-the-top hedonism when we exit the shutdown!



Nomafanga Mabena Mami
Yesterday at 22:58 · 🌐
Let's clean up their stalls by Wednesday so they can survive 21 days and not have anything go to waste 🙏🙏🙏



Jay Shetty, Award winning host, Podcaster former Monk, hosting live meditation with over 30k people globally to help people through this

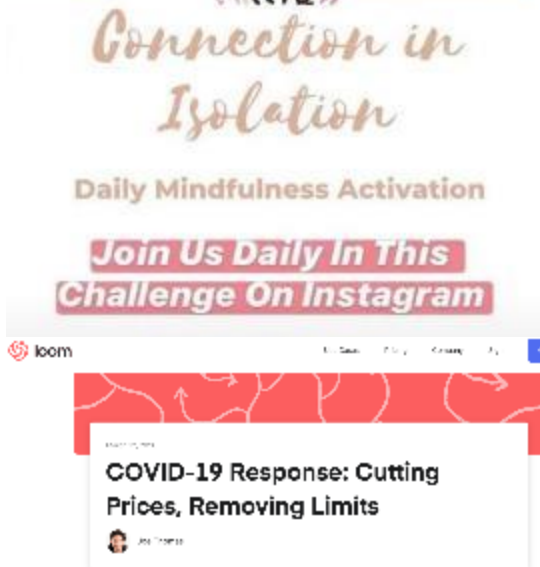
📌 Pinned Tweet
Dr Tumi @DrTumisang · 10h
Hi fam. I want to play a part in helping our government with the fight against CORONAVIRUS. Starting this Friday, I'll be volunteering my time for free working at one of the local hospitals at their COVID 19 units during the 21 days #Lockdown. #AnswerTheCall 🙏

Doctor Tumi, South African Gospel Musician and former doctor, offers to volunteer during COVID-19

Today, the crisis inspires authentic communities to **create collective meaning**



Future Females, a movement to inspire and support female entrepreneurs is hosting daily workshops online for female entrepreneurs to help them cope during this time



Loom, a workplace video messaging platform has decided to cut their prices for professionals and also made their Loom Pro platform free for education forever, catering to teachers, students and educational institutions. Vodacom SA, also has made their virtual classroom free

Enable authentic connections

Help humans connect, share and feel part of something that matters.

Listen

Use social listening and virtual insight platforms to stay close to consumer sentiment and respond to where consumers are at.

Demonstrate your true values

Consider your essential values and be true to these, adding value from an authentic desire to help during consumers time of need.

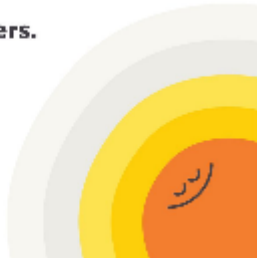
How you show up tomorrow should **amplify shared values**



Airbnb campaign aimed at demonstrating that an Airbnb is for everyone. No matter who they are or where they're travelling to. Highlighting the need to belong anywhere.

Mental health matters.

introducing free access to Headspace, a new benefit for partners to help you on your mindbiness journey.



In response to COVID-19 Starbucks extended its mental health benefits by offering its partners personalised, confidential mental health care, 20 free in-person or video sessions every year for partners and each of their eligible family members, as well as access to headspace.

Demonstrate that you are aligned to new values

Brands need to be relevant and tackle issues, changing attitudes and beliefs of the collective.

Be a connector

Think about how your brand can facilitate connection or add value to new tribes.

Be generous

Think about how your brand can bring joy, generosity, and kindness. Offer value in creative ways that consumers will need more than ever post the crisis.

Support resourcefulness

Respond to the mindset of simplicity and smart spending. Encouraging different ways consumers can do with less.

4

From Brands that are Meaningful to Me to **Brands that have Societal Impact for Us**



Kirsten Malan
Brand and Innovation



Natalie Botha
Comms and Creative

4

From Brands that are Meaningful to Me to **Brands that have Societal Impact for Us**

Faced by a world in crisis, consumers expect brands to impact broader society by taking action to build a better world.

90%

Of South Africans believe that brands could play an even greater role in providing stability to the world at large.*

88%

Of South Africans say brands should talk about how they can be helpful in the new everyday life.**

For humans in crisis, brands have a duty to help

In our modern world, businesses are more powerful than ever, and people everywhere expect brands to use this power for good.

South Africans look to brands to provide practical, everyday help to individuals and their world: to provide solutions to the tensions that have become a daily challenge in COVID-19 RSA.

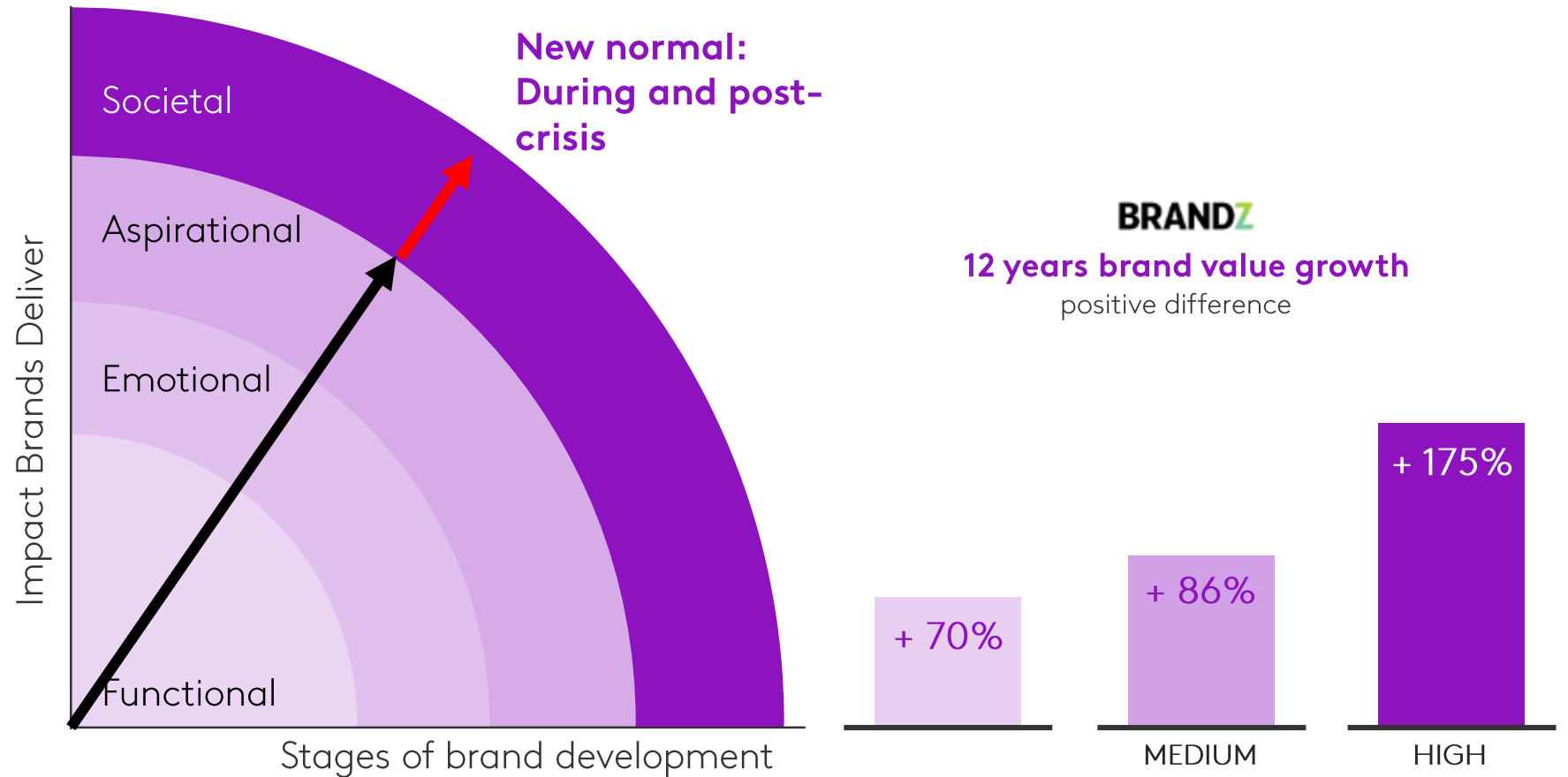
*Trust in brands exceeds that of government institutions by **11%**

#1 **South Africans say that the #1 way brands can help during the crisis is by providing practical solutions for everyday life

The greatest impact goes beyond the individual – to be societal

Societal purpose shifts from “nice to have” to “essential to create meaning” as society collectively seeks for ways to deal with COVID-19.

Post-crisis, this level of expectation remains: and what was important pre-crisis, is no longer enough to build a brand.



Meaningful action now unlocks future growth

Brands that create societal impact can enter recovery stronger than before. This takes **active contribution in-crisis**.

A passive response now creates little opportunity for societal impact and growth. Acting to maximise social impact will unlock new growth for today, and tomorrow.

How will your brand respond?



Today, act to resolve societal tensions and encourage new behaviour



Netflix Party helps people stay connected with a free extension that allows friends and family to watch Netflix in sync.



Wits University has teamed up with major network providers to help education continue, by zero-rating all university platforms and Microsoft Teams for all students and staff members.



DStv has helped aid the provision of accurate information and fight fake news by allowing free access to its news channels.

Be innovative

Take creative action to solve problems by pivoting your offer- it speaks louder than words.

Be collaborative

Team up to deliver better outcomes, faster.

Be consistent

Use iconic brand assets to create action-based crisis messaging and encourage corrective behaviours.

Be empathetic

NOW is less about brand benefits than it is about impact to society.

Be authentic

NOW is less about profit than it is about creating affinity and positive associations.

Ensure your communication fits the moment we're in

Avoid creative tactics that fail to add real value



McDonald's has faced consumer backlash for their logo tactic, which makes no real positive impact

Be responsive about depicting situations that will feel uncomfortable



KFC demonstrated agility by quickly replacing their "finger-licking" creative as hand hygiene became a hot topic

Amplify messages that connect and add value to societal good

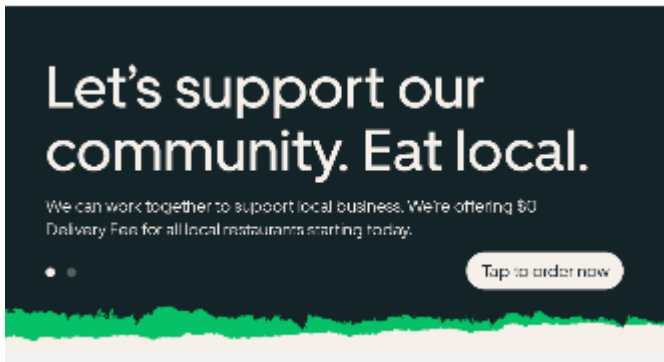


Castle Lager has pledged to donate all marketing funds for the shutdown to the Solidarity Fund, as they step up to support those on the frontline of the crisis

Tomorrow, evolve to build a brand that **builds a better society**



Car manufacturer Vauxhall has a set of brand values that led them to begin production of ventilators: to be supportive, responsible, and agile.



To support independent restaurants owners, Uber Eats registered them for the first time, waived their delivery fee, and activated targeted campaigns to 'Eat Local'.

Evolve your brand purpose for societal impact

Great brand purpose lies at the intersection of human and cultural truth, and brand truth. With so much changing, brands need to evolve to craft a relevant, meaningful and distinctive role in society.

Adapt your comms for the 'NEW normal'

As we settle in to new behaviours, values and needs, take a human-centric and bold approach to disrupt the category through solutions and communications that make a difference in society.

5

From Media as Usual to

At Home Escape and Digital Enablers



Monique Classen
Media

5

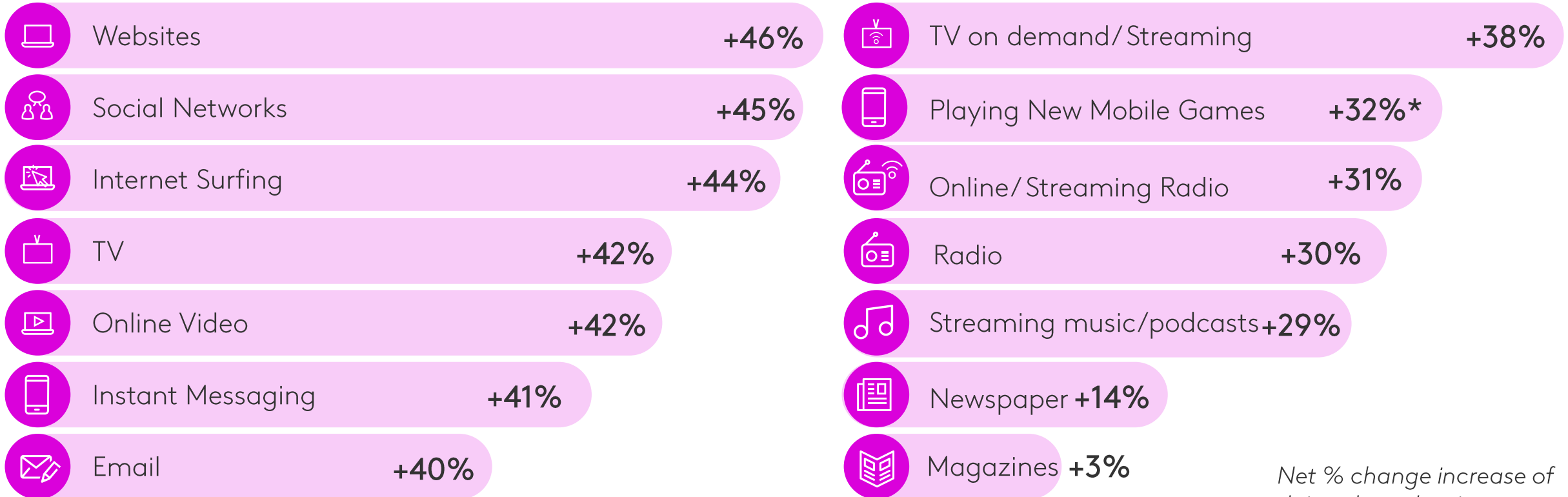
From Media as Usual to

At Home Escape and Digital Enablers

As consumers adjust their lifestyle habits in light of the Covid-19 lockdown, their media habits will also change, thus current media schedules will need to adapt.

The question is, how much?

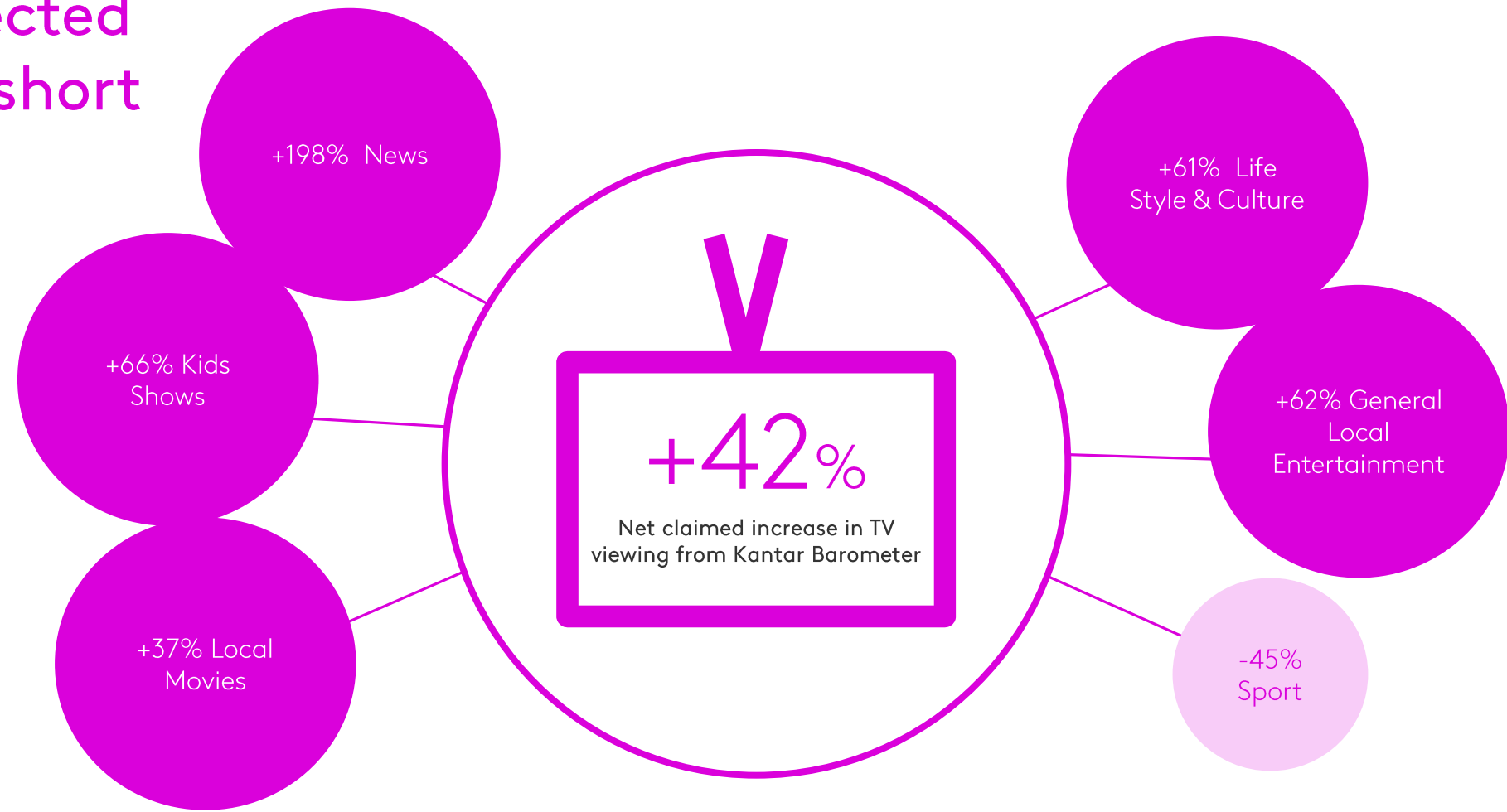
In the short term, optimise media plans for “in home friendly” options



Net % change increase of claimed touchpoint usage during coronavirus epidemic

TV ratings are expected to increase in the short term

But sport viewing is declining as a result of live sporting events being postponed or cancelled.



Medium to long term opportunity for brands to get on board with esports

+13.9%

Increase in total hours of esports watched in first week of quarantine in Italy.

+11.9%

...and similar behaviour changes seen in Germany.



Formula 1 launches Virtual Grand Prix Series to replace postponed races. The series has been created to enable fans to continue watching Formula 1 races virtually, despite the ongoing COVID-19 situation that has affected this season's opening race calendar.

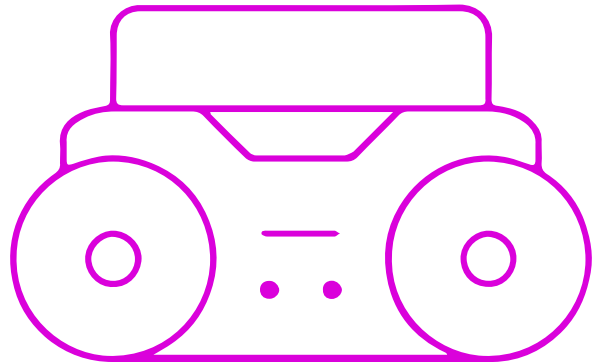


England also decided to cheer their fans by playing the postponed matches in Football Manager. The match between Leicester City and Watford Football Club collected 747K views.

Connect with Radio audiences creatively

+30%

Net claimed increase in
Radio listening from
Kantar Barometer

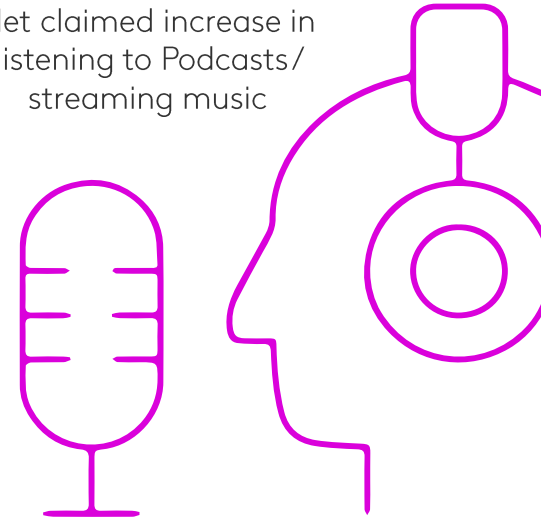


Opportunities for content that highlight brand relevance for those isolated at home

Food brands can relay recipe tips and advice, cleaning brands could offer advise on washing and hygiene, stationery brands can look at activities for kids at home.

+29%

Net claimed increase in
listening to Podcasts/
streaming music



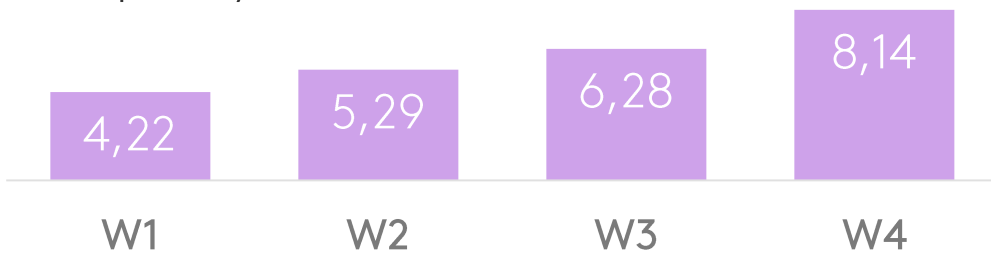
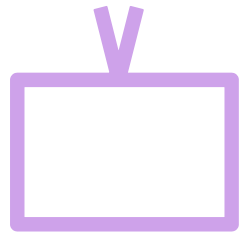
Podcasts offer an opportunity for business to keep in touch with clients

Offering tips and advice for dealing with the pandemic and implications for business and next steps.

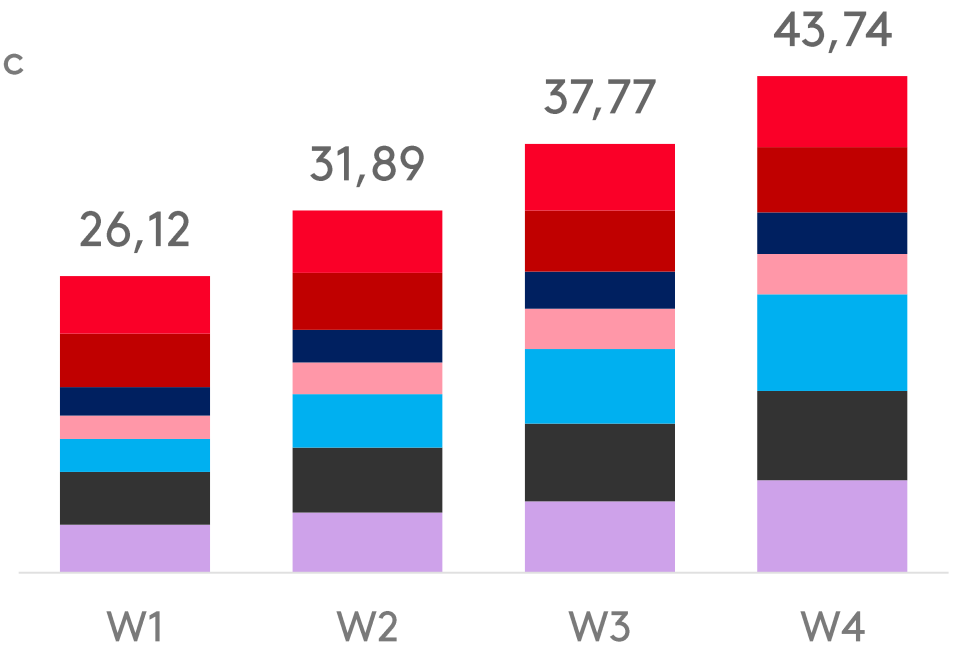
Remember to keep **total campaign frequency** in mind to minimise **wastage**

Multiple touchpoint consumption builds campaign frequency quickly and could lead to wastage.

In this example planning TV frequency over a four week period, resulted in an average frequency of 8,14.



- Programmatic
- YouTube
- Twitter
- Instagram
- Facebook
- Radio
- TV
- Total



Looking at the campaign as a whole, average frequency was 5X higher than TV alone.

Remember the importance of non media touch points in **driving brand ROI**

75%

Impact by non media paid touchpoints

15%+ WOM & Recommendation

15%+ Customer Experience

25%

Of Brand ROI impact is driven by PAID Media

How can brands maximise non media touch points in driving brand ROI?

webafrica



webafrica sent a mailer to all clients explaining operating procedures during this time. They also noted how all staff would be working from home, that call centres will be affected and suggested using their WhatsApp Live chat for the fastest response



FITPRO is already established in delivering online fitness courses in South Africa, however during the national lockdown, they are offering an online training platform FREE for the first 3 months of sign up.

Ensure great customer experience through digital platforms is prioritised

Optimise your Website/ App/ Call Centre/ Digital platforms/WhatsApp to deliver exceptional experiences

Have a clear brand voice and drive positive sentiment

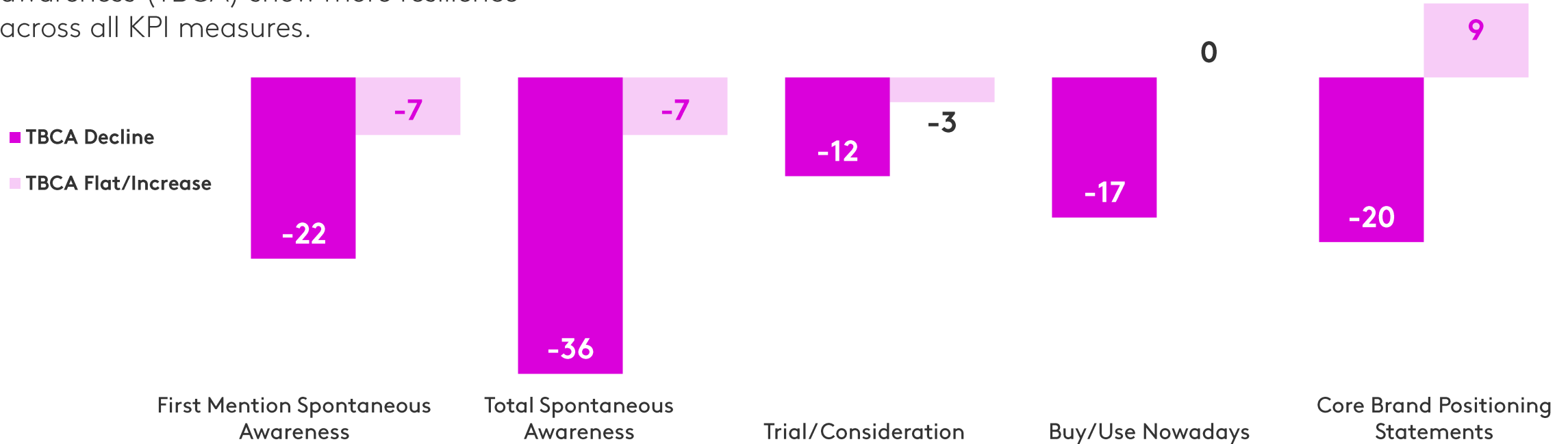
Monitor online chatter and respond appropriately. Positive Word of Mouth and Recommendation deliver 15%+ brand equity growth. Utilise platforms to amplify relevant brand messages during this time.

Offer digitally relevant experiences where appropriate

Many services have adapted quickly to offering online classes, and lower rated offers.

Whatever you do right now, don't go completely dark!

Regardless of touchpoint selection, through paid owned or earned media, brands which maintain overall total brand communication awareness (TBCA) show more resilience across all KPI measures.



Plan for recovery

Current media consumption, as seen during the lockdown, is unlikely to be sustained once the crisis is over. Media plans will need to be fluid.



Prepare for the resurgence of OOH formats, cinema and activations after the lockdown as lockdown ends.



Test for consumer fatigue in some touchpoints and re-evaluate media planning and strategy.



6

From Reactive Organisations to **Anticipative Organisations**



William Stubbings
Organisational Excellence

6

From Reactive Organisations to **Anticipative Organisations**

The future is uncertain, but you can plan for it.

Anticipative organisations do better than WITHSTANDING change – they anticipate and respond to change effectively, becoming more fit to compete.



“ You can never predict change, but you can anticipate it ”

Koos Bekker

When it comes to organisations, some important questions have just **become urgent**

In a world where resources need to be shifted quickly to defend and grow share AND flexible working environments are the new norm...

In a world where customers are shifting rapidly to digital media and purchase channels AND social distancing has accelerated the shift...

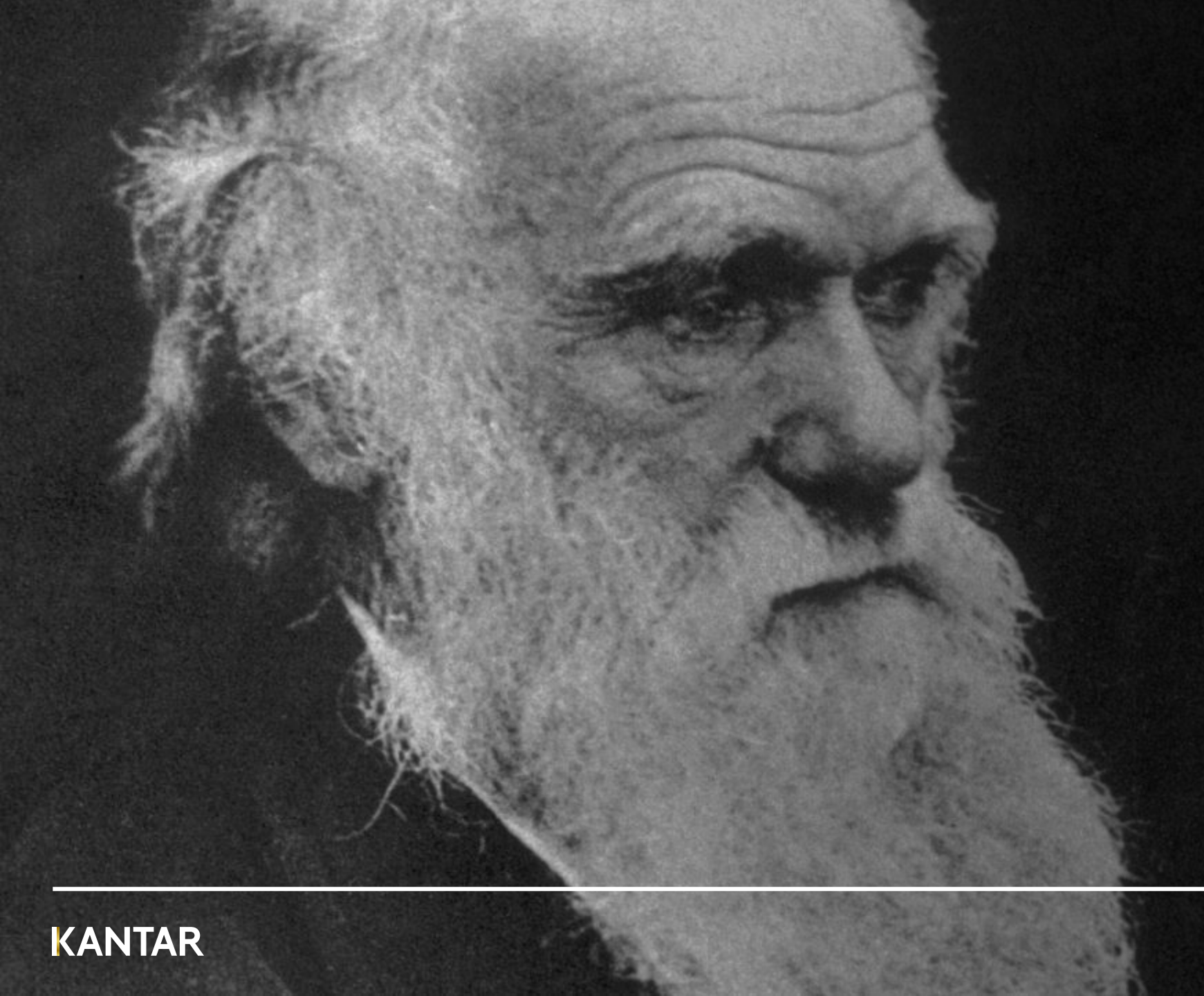
In a world where the growth landscape has shifted IRREVERSIBLY...



1 How do I build more effective and responsive teams?

2 How do I evolve my customer experience?

3 How do I organise my business to win in the long run?



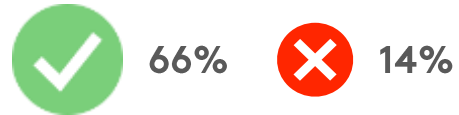
It is not the strongest of the species, nor the most intelligent that survives.

It is the one that is **most adaptable to change**

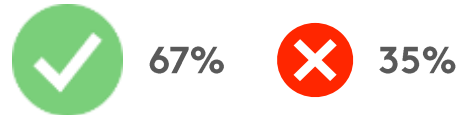
Charles Darwin

Winning companies are more responsive to change

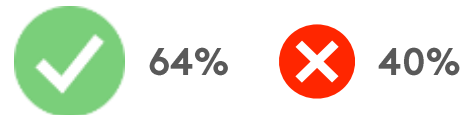
Competitive agility



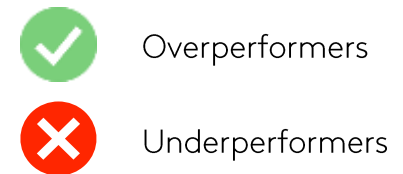
Internal connectivity



Bring diversity to decision making



Deliver ever-evolving experiences



Today, enable your people to find growth in a 'new normal'

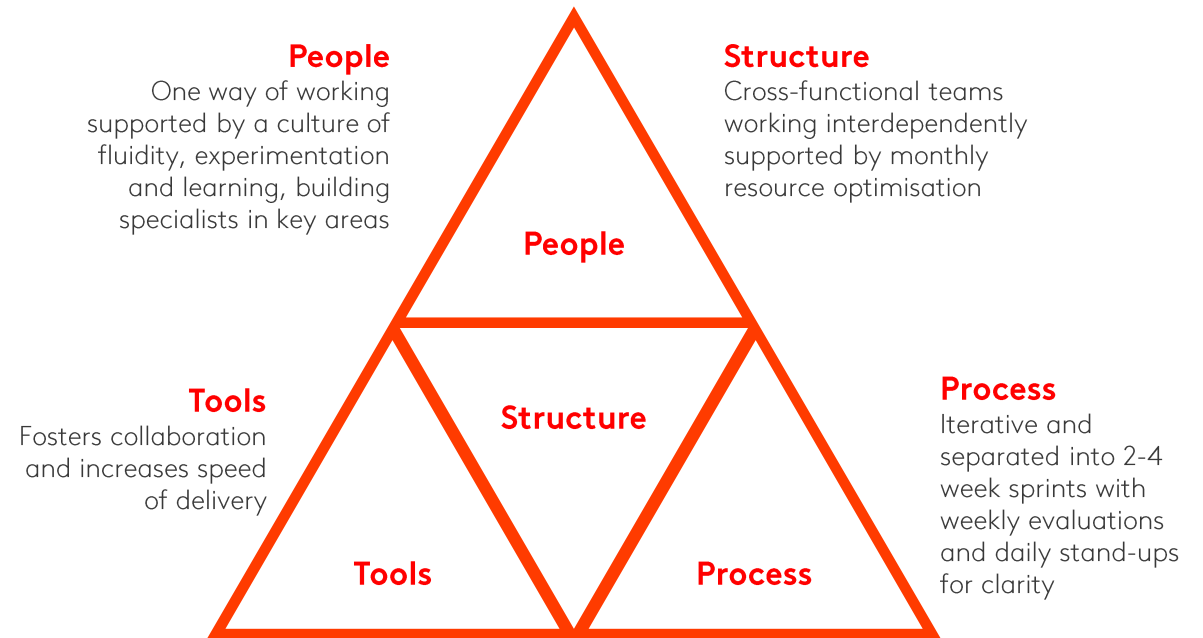
A business built on strong people, supported with agile ways of working, is more likely to overcome the unique challenges and disruption that COVID-19 is leaving in its wake.

Agile ways of working

An agile business can respond to change and times of crisis, with greater speed and co-ordination. Empowered, customer-focused teams can innovate at speed.

Marketing and sales capability

Digital and e-Commerce capability are radically important for growth. E-Learning provides a safe way to learn during downtime.



When growth returns, match your customer experience to a new reality

Brands that adapt to shifting customer journeys and remove friction in the experience in a post-COVID-19 world will drive loyalty and market share.

Learn

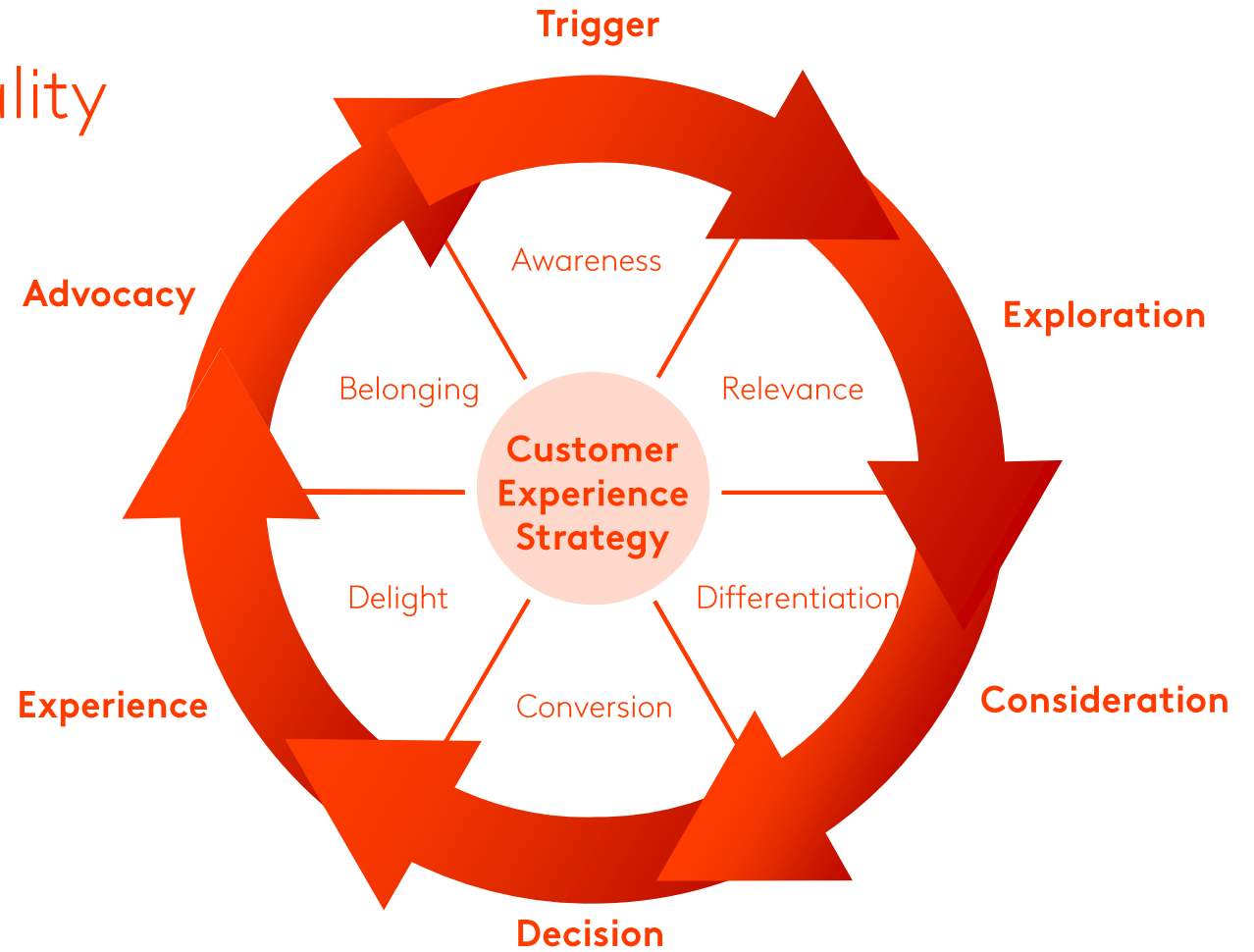
Understand your customer in a new context; what they need and how they shop

Test

Optimise media, content and sales channels new customer preferences and behaviour

Adapt

Continuously measure and evolve your experience



So what should you do next?

Understand

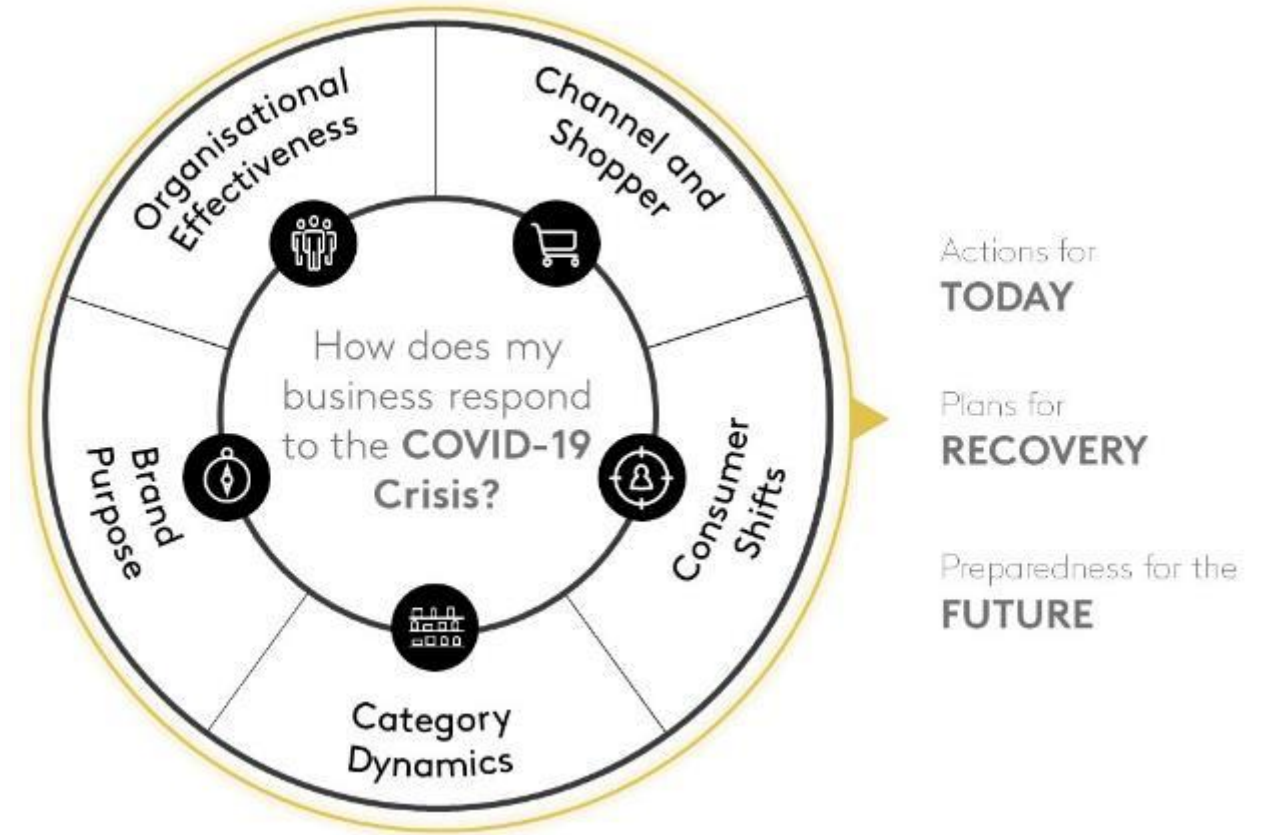
Prioritise a deeper understanding of the shifts underway in your category now. Think beyond TODAY to prepare for recovery.

Engage

Engage your x-functional leadership to map out the responses for your business today, plan for recovery and prepare for the future.

Action

Capture and share a priority action plan to guide you through the crisis towards future growth.



COVID-19 was not a black swan we could never have predicted

Experts identified the forces of change likely to result in a global pandemic long before December 2019.

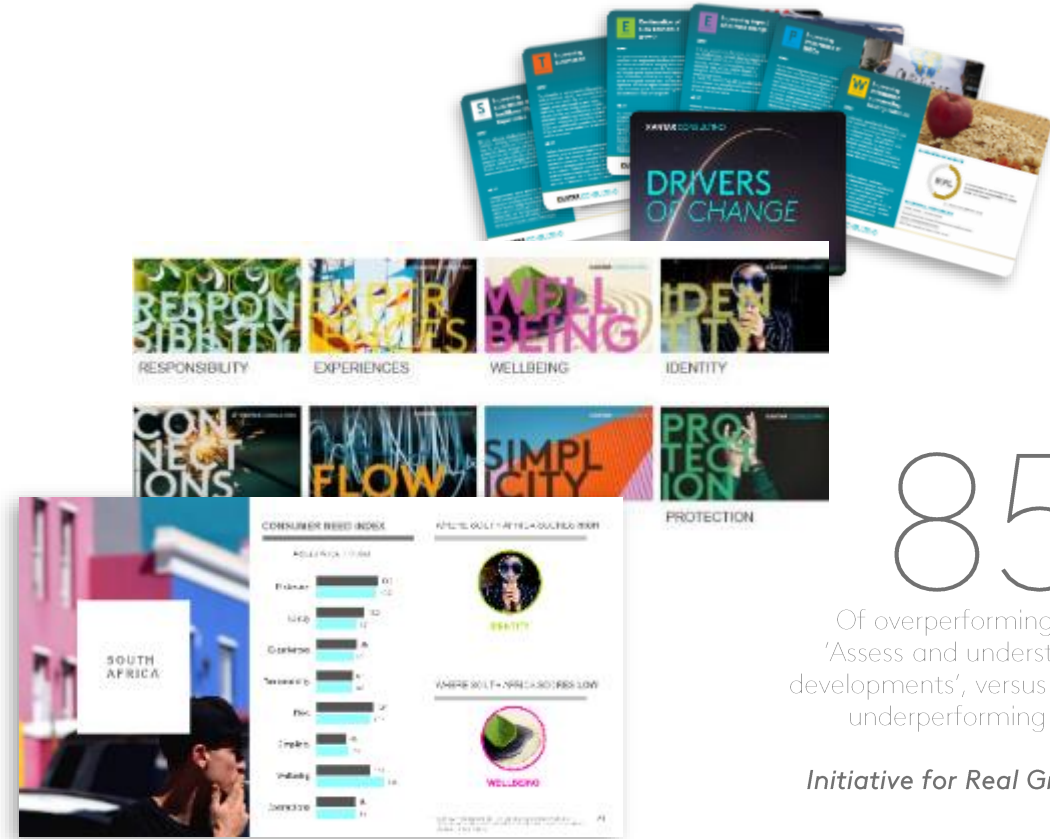


Horizon 3 Understanding Future Forces

Businesses that take the lead will respond to changes today and invest to understand the world of tomorrow.

Identify the long-term forces of change that can predict and prepare us for the next big shifts.

What steps will your business take to understand future forces and drivers of change to prepare for the future?



At Kantar, we will continue to do our very best to help

Kantar's C19 Barometer has been designed to help you lead the reaction that your business needs to take, in the coming weeks and months



A consistent message
Use data to help your business align around a consistent understanding of the situation, and be clear on what the signal is in an increasing pool of noise.



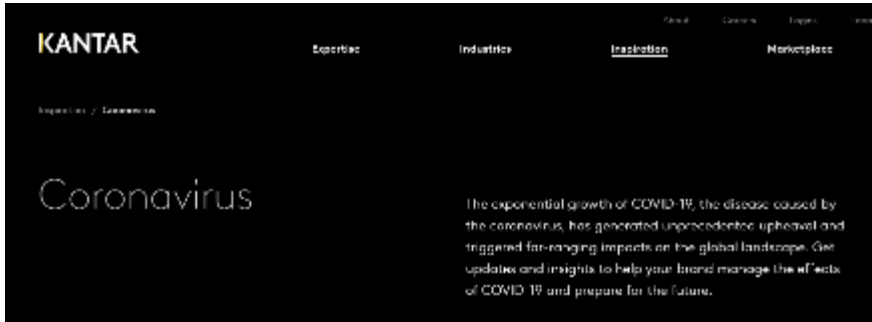
Short and long term implications
Clearly outline the brand implications and marketing levers that your business should be adopting, in both the short and long term.



Make the right decisions
With different dynamics in each country, use the broad range of country data to help your local teams address their local situation in exactly the right way.



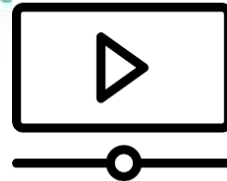
Predict what's coming
With countries in different stages, use cross-comparisons between countries to anticipate what future consumer behavior and expectations may be.



Barometer will run biweekly with data available to clients

Kantar.com has an easy-to-search section of learnings from around the globe!

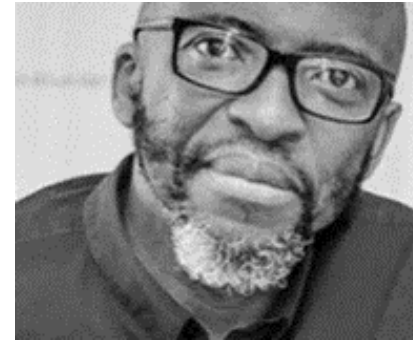
BRANDZ



Expect more weekly updates, tools, insights and help from us in newsletters and webinars.

Our expert domain teams are on hand to help you navigate this change.

Contact us to direct you further:



Ivan Moroke
CEO
Insights Division
Ivan.Moroke@kantar.com



Lynne Gordon
Managing Partner
Consulting Division
Lynne.Gordon@kantar.com

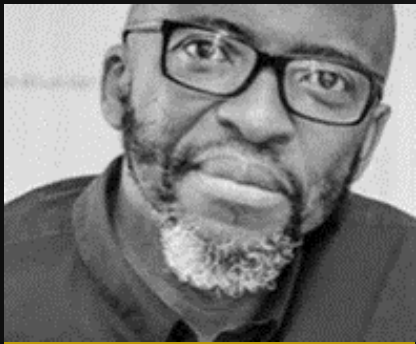
Our wish for you and your teams

Be safe and well
Show your business' best self
Prepare to lead the recovery

"If Winter comes, can
Spring be far behind?"

KANTAR

Reach out with your questions
We're here to help



Ivan Moroke
CEO
Insights Division
Ivan.Moroke@kantar.com



Lynne Gordon
Managing Partner
Consulting Division
Lynne.Gordon@kantar.com