

2020品牌战“疫” HOW TO BUILD BRAND IN 2020

2020.03.09 | 阳狮集团中国



前言 PREFACE

这场疫情既是灾难，更是一面照妖镜。
就像大浪淘沙，为形形色色的品牌洗尽铅华，
最后剩下的，都是过硬的好品牌。

非常战役时期，企业拼的是品牌力，品牌力就是战斗力。
2020，品牌如何战“疫”？

The Coronavirus is a stress test for brands.
At the testy times, only the fittest survive.

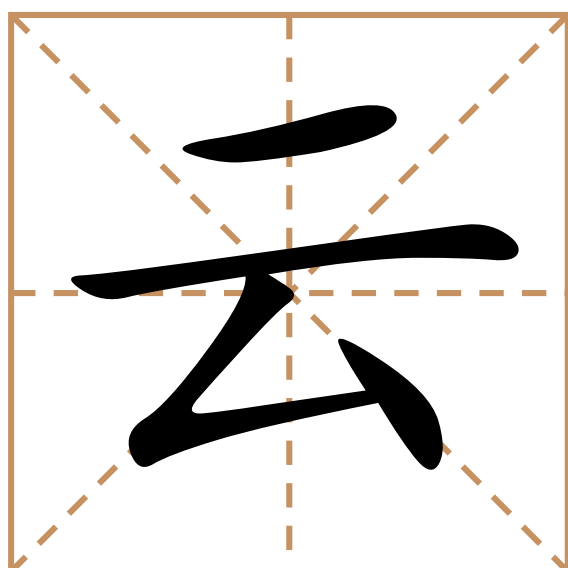
It's the strength and the power of the brand that can stand
the test of time.
So how to create brand power to fight the battle in 2020?

第一部分
Part One

首先，
2020五大改变关键字

FIRST OF ALL,
THE KEY WORDS OF
CHANGE IN 2020

关键词 #1
Key word



行为全面线上化

云过节: 云拜年、“疫”地恋

云娱乐: 云蹦迪、云展览、云综艺、云监工

云消费: 全民直播、黑马O2O、云卖房

云授课: 在线教育、老师变主播、停课不停学

云办公: 云商务、在家办公、无接触面试

云发布: 品牌线上发布会、外交部微信群新闻发布会

Cloud festival: cloud CNY, cloud dating

Cloud entertainment:

Cloud disco, cloud exhibition, cloud reality show

Cloud consumption: streaming,
“dark horse”o2o, cloud property viewing

Cloud education: zoom tutorial,
Teachers becoming streamer

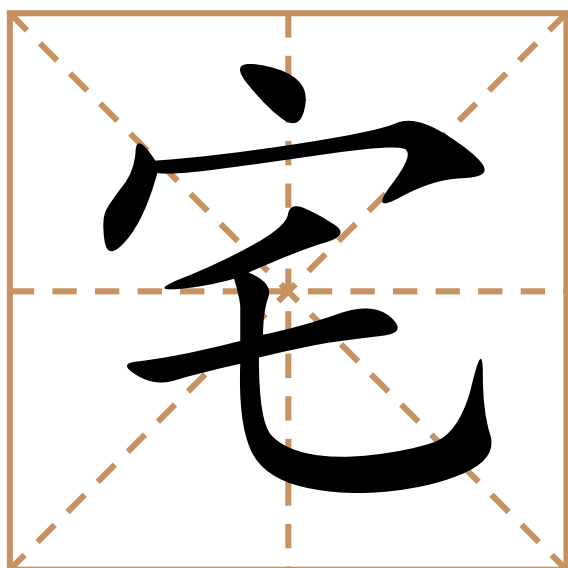
Cloud office: cloud business, WFH,
“no contact” interview

Cloud press: cloud launch, WeChat press conference

CLOUD

Everything online

关键词 #2
Key word



花式宅家抗疫

吃货挑战赛: 手工凉皮、电饭煲蛋糕、手工珍珠奶茶

在家一日游: 不总在卧室待着, 去客厅厨房走走

宅家健身: 在线健身课、健身APP

陪伴小确幸: 好好陪父母、辅导小孩

在家办公行为大赏: 睡衣视频会议

刷剧打游戏: 王者荣耀系统崩溃、短视频霸屏

**HOME
STAY**

**Anti-virus fancy
home stay**

Footie challenges:

Hand-made jelly pearl tea, microwaved cake

Home tour guide, crafted art from boredom

Home fitness tutorial & app

Small happiness of Home bonding

Pajama video conferencing

Short video craze, online gaming & online gaming jam

关键词 #3
Key word



追求真相
实事求是

全民微博治国：督查红十字会、哀鸣李文亮、物资援助...

疫情实时追踪：实时统计数据、疫情小区/交通查询

武汉封城日记：通过Vlog让更多人了解真实武汉

不信谣不传谣：微信较真、微信辟谣助手公众号风行

不煽情不造作：不过度消费同理心，不要煽情老年人捐款

TRUTH

Seeking truth
Keep real

Weibo country management: Red cross scrutiny, remorse for Mrs. Li, Wuhan front line support

Real time breakout monitoring: Stats update, residential complex control, transportation

Wuhan quarantine diary via grassroots Vlog

Curbs on rumor:
WeChat rumor reputing subscription account

**Anti"over-sentimental", "over-advertised"
over-consumption of empathy**

关键词 #4
Key word



回归理性思考

专业人士成新网红：钟南山、张文宏等成为疫情主心骨

Get科普知识点：丁香医生、回形针等科普不断刷屏

全民社会责任感：#你的职业能为抗疫做什么#

刚需买买买：消费欲望压缩，购买必需品为主

储蓄观念觉醒：很多年轻人决定开始存钱买房

重启自我：我爱的，我想的，我要做的

Professionals KOL:

Dr. Zhong Nan Shan, Dr. Zhang Wen Hong

Science education:

Dr. Ding Xiang App, Paperclip Virus education

National hot topic:

“what can your profession do for anti-virus”

Rational consumption:

only what's needed and valuable

New mindset of saving for the rainy days among the youth

Rethinking: what I love, what I want, what I value

RATIONAL

**Return to
rational thinking**

关键词 #5
Key word



健康前所未有
被重视

预防好过治疗: 口罩、消毒液等断货, 无接触机器

健康生活方式: 方舱广场舞、健康餐、宅家运动

疫情心理疏导: 疫情心理情绪测试、心理干预

正能量加持: 珍惜当下、享受小确幸、乐观面对疫情

关注自然: 了解自然环保, 拒绝野味

HEALTH

Health is the
most important

Prevention over cure:

masks, sterilizer, non-contact vending machine

Healthy living:

home fitness, healthy meal, cloud dancing

Counseling hotline, psychology test

Positive energy & mindset:

live in the moment, optimism, small pleasure

Respect of nature:

environmental protection, wild animal protection

第二部分
Part Two

品牌如何回应
以赢得这场战“疫”？

HOW TO BUILD BRAND IN
THE CRISIS?

启示 #1 Implication

抗疫的胜利，是价值观的胜利， 不是盈利手段的胜利

生存的能力首先来自生存的价值。

品牌非常时期的灵魂拷问：自问超越盈利之上，品牌更深层的意义。

我们为何在这里，我们有何不同，我们可以创造有意义和有价值的是什么？

非常时期，消费者买单的是于己于社会有意义有价值的东西。

THE VICTORY OF THE BATTLE IS THE VICTORY OF CONVICTION

The greater the challenge, the more the brands need to prove its value of existence. The time of crisis is the time of soul searching,

Why are we here? What's our purpose? What difference can we make?

2020, consumers will only pay for what's meaningful and valuable.

案例 Cases



阿里巴巴以社会担当践行“能力越大，责任越大”
Alibaba truly lives its conviction with action:
with bigger power, comes with greater responsibility

马云：“不要把这当成是一次机会，而是仔细想想，自己能为社会做些什么。”
 Ma Yun: This is not an opportunity. This is the time to think what we can do for the society.
 集团设立10亿元医疗物资供给专项基金 1 Billion fund donation for medical supply in Wuhan



淘宝上线“吃货助农”
 解决疫情期农货滞销难题
 Tao Bao sets up “special aid” platforms for farmers to clear their stocks



支付宝上线48项抗疫服务
 如口罩申领，送菜上门等
 Alipay launching 48 anti-virus services from mask reserves to grocery delivery



钉钉为让全国1000万家企业免费使用线上办公
 Ding Ding provides free online office service to 10M enterprises



盒马承包武汉动物园
 全体动物伙食
 Freshhippo takes on providing food for all animals in Wuhan Zoo



百度发挥大数据真正的价值：不以盈利为目标，为“抗击肺炎”提供大数据服务及国民真实所需的答案
Baidu puts the power of big data back to its purpose DO NO EVIL but serving people with data-powered truth and answer



百度地图上线“实时疫情地图”
 方便公众随时了解疫情人口流量密度，避开人流密集场所和交通
 Baidu map launching “real time anti-virus navigation” showing maps of infected cases & areas, low traffic/density routes



“在线问医生”免费服务通道
 百度App搜索“问医生”可以获得专业医生的免费咨询
 Providing free “online doctor consultation” services to questions related to pneumonia



加油短片《别怕，总有人在给出答案》
 视频中一条条与疫情、与武汉相关的搜索请求及相关答案，提供正能量
 Launching short video “no worry, there is always someone trying to find a answer to every question” related to the situation



百度x果壳“拒绝野味”搜索
 百度搜索野生动物词语时，会呈现科普知识彩蛋和“拒绝野味”提示
 Baidu + Guokr providing scientific education and reminder of “say no to wild animal abuse” to every search related to wild animals

启示 #2 Implication

切实满足需求在先，公益煽情在后

非常时期，品牌最大的价值和最好的营销，
就是以行动以服务紧贴需求/解决问题。

微博热搜话题：*#你的职业能为抗疫做什么#*

*宅家无聊怎么办/缺乏自律体重飙升怎么办/娃延迟开学怎么办
/生活不便怎么办/云办公效率打折怎么办...*

在公益广告煽情泛滥的疫情营销中，真挚务实是2020的一股清流。

MEETING NEEDS COMES FIRST, SOCIAL RALLY CRY COMES SECOND

In the time of challenge, the best branding is to solve problems and
address real needs.

Everything else comes the 2nd

Weibo popular hash-tag: *#What can your profession do for
epidemic recovery#*

*How to kill boredom at home / how to keep fit/ How to deal with the
delay of school / How to handle inefficiency of cloud working...*

Being practical and genuine is a breath of fresh air...

In the craze of CSR marketing in 2020

案例 Cases



Nike -趁现在，蓄力吧 Now is best time to restore
没有高调抗疫，助力宅家蓄力就是消费者的反守为攻
也是品牌的反守为攻

Sometimes, the best offence is strong defense,
no high-profile social rally cry
Only do what you are best at

JUST DON'T QUIT.

在我们眼中，这就是一场比赛，一场较量。但凡是较量，就一定有反守为攻的时刻。眼下这个特殊阶段，即使只做一些力所能及的事，保持好自己的身心健康，就已经是一股不可小觑的力量。

我们也在行动。耐克集团已向中国青少年发展基金会捐款一千万人民币。这笔捐款将被用于资助武汉市、湖北省及全国其他疫情严重地区，用以采购防控疫情的医用物资以及疫后重建。希望能够帮助那些受疫情影响以及关心疫情的人。

和相信春天一定会来一样，蓄力待发，信心不改。当每一个你变得更好，明天就一定会更好。

适合小空间的强大训练系列:



“自我激励很难，但有他人的激励一切会顿时变得容易。让你们因为彼此努力吧。”
 — SERENA WILLIAMS, 网球运动员

不能出门，与父母、爱人共处的时间更长了。但明明这么近，却各自玩着手机，被那块小屏幕隔得更远。

难得有机会相处这么长时间，不妨试试在客厅一起运动？没有器材也不要紧，巧用板凳、沙发甚至矿泉水瓶也别有乐趣。

一起切磋身手的同时，还能一起聊家常。比起陪伴，高质量的陪伴更显心意。这份心，此刻更重要。

LIMITED SPACE

PROGRESSION

“进步不一定来得非常快，也不会一夜之间就实现。这是一个循序渐进的过程。”
 — AKIN AKMAN, NIKE签约教练

延长的假期里，越发晚上不睡、白天倦倒日常，但越躺反而越感觉疲惫不堪。

其实，好习惯的养成没你想得那么难。比如，试试每天定时打卡做做运动。每次时间不用很长，也能帮你找回神清气爽的感觉。越是困境，身体和心却要轻松上阵。

通过在微信小程序和APP上线网上运动课程，让宅家变成新运动场，有价值，有意义，有商业实效
 Only turning home stay into self-defense fitness, valuable, meaningful... to brand and the business by launching online exercises on WeChat miniprogram, Nike App, Douying



特别关注 共度难关，我们一起行动
 在这段特殊的日子，我们特别推出这个特别栏目，分享在家的运动技巧和心得，为前方加油，也为大家打气。
 沉住气，我们与你们同在，更多内容，敬请期待。

你是不是也开始复工了？
 电话会议一个接一个，腰和背还好吧？
 云上课上多了，肩膀还撑得住吗？

别忘了「WORK OUT」这个词既是「锻炼」的意思，也是「解决」的意思。
 只要你有心想锻炼，很多问题真的会引刃而解。

这一次我们集结了多位NIKE教练，不仅要教你就地取材当场开练，还会通过「直播」跟你零距离面授诀窍。让你在家也能练到家。

特别关注 共度难关，我们一起行动
 在这段特殊的日子，我们特别推出这个特别栏目，分享在家的运动技巧和心得，为前方加油，也为大家打气。
 沉住气，我们与你们同在，更多内容，敬请期待。

前两期的特别关注栏目，我们一起蓄力，把运动练到家。在第三期，我们特别关注这段时间奋战在家庭一线的你。

此刻的你，可能既要忙着复工，又要忙着带孩子，辛苦了。漫长的亲子时间是不是也成了甜蜜负担？手上快没招了？耐心快见底了？不妨让运动给你搭把手。

我们特别邀请了两位为人家长的教练，教你如何带孩子在家中开练，一起欢快健身，创造亲子好时光。

02.18 20:00
 陈皓 / NTC 拳击
 扫描太阳码 进入抖音教练主页 >>>

02.17 20:00
 卢昆 / NTC 全身循环
 扫描太阳码 进入抖音教练主页 >>>

把运动练到家

JUST DON'T QUIT.

启示 #3 Implication

凡事尽善至善，不为速度而牺牲质量

非常时期对品牌的最大考验：最快的反应，最快的速度，最完善的交付。这也是考验企业与品牌的管理运营机制的完善与应对能力的时候，越是非常时期，消费者对细节的完善，品质的把控越是苛刻。任何细节上的疏漏都有可能对品牌的声誉造成无可挽回的影响。世事无常，没有完美，唯有尽善，把最擅长的做到最好。万不得已，宁缺毋滥，宁可牺牲速度，但不可牺牲质量。

DOING EVERYTHING BEST, WITHOUT SACRIFICING QUALITY FOR SPEED

The biggest challenge of the brand in crisis:
short time, quick response, quality delivery.

This is the testy time for the quality of the management and operational excellence. The more severe the situation, the more demanding consumers are on quality and safety. Any negligence in details can cause irreparable negative impact on the brand.

There is no perfect world, but there is always the heart to do the perfect thing. If speed has be scarified for quality. Then so be it.

案例 Cases



麦当劳 “360度防护，全程放心送”，通过质量和速度的严格把控，强化品牌的信任度
McDonalds: “360 protection, worry free McDelivery”
The icon of trust strengthened by the excellent delivery of excellent quality with unrivalled speed

工作人员戴口罩、量体温、全身消毒、麦乐送放心卡（记录所有经手员工信息）、无接触配送
 All staffs wear masks, take body temperature, disinfect whole body, no worry card (record information of all related employees), no contact delivery



海底捞员工疫情生活指南，真诚式企业自救，强化品牌信任及信心
Hai Di Lao HOT POT: SURVIVAL GUIDE FOR STAFF
Sincere self-care, self-discipline strengthening trust & confidence



疫情关店期间，捐赠16吨蔬果给一线的广大医护人员

Donating 16tons of vegetables to medical front line staff



CEO疫情期录视频安抚关心员工通过自制节目《开饭了》教在宿舍家里没法出门的员工做饭

CEO self-made online video <dinner time> to teach staff how to eat well and make a good bowl of noodle at home

为员工定制宿舍作息安排花式健康娱乐的活动

Mandating healthy daily routine, and fitness programs for staff during the epidemic

启示 #4 Implication

疫情公益，量力而行，有所为有所不为

真正的责任感来源于首先对自己负责，对业务负责，对员工及家人负责，对客户消费者负责。“好好的活着”就是非常时期对社会最大的贡献。如仍有余地，履行社会责任义不容辞，但秉持本业，量力而行，务必善待公益，保持公益的纯粹，产品营销与企业社会公益截然分开。

DOING GOOD NEEDS BOUNDARIES

The true sense of accountability comes from first being accountable to oneself, to the business, to employees and their families, and to one's own customers.

"Stay safe and well" is the greatest contribution to society in crisis.

If there is more to contribute, then by all means.

But keep the purity of doing good. Clearly separate selling and CSR.

案例 Cases



“老乡鸡董事长手撕员工联名信”，疫情期力保员工权益 “Home Chicken Restaurant Chain CEO VOW to all Staff”

- 老乡鸡公司董事长收到一封来自员工的联名信，表明愿意减免工资，与公司共患难。他录了一个视频，撕掉了这封联名信，保证哪怕是卖个人资产确保员工有饭吃、有班上，引起巨大讨论。而后获得各大银行的数亿元授信
- CEO issued a video online vowing to protect employees benefits at all cost... even selling his own private assets. Video gained buzz online, followed by loan offering from major national banks



伊利捐助牛奶箱手柄，小小举措，却大大缓解医护人员耳朵的疼痛 Triggered by a wechat message by a Wuhan nurse, Yili donated 15000 milk box handles, to ease the pain from wearing masks for medical staffs A small sgesture of kindness creates a lot of online buzz



启示 #5 Implication

公关与营销紧密配合， 建立品牌美誉度与信任度为重中之重

不管是在人心惶惶的疫情中还是谨慎有度的疫情后，消费者不会为花式营销、炫酷创新或诱人促销而冲动买单。在营销预算缩减，媒体广告效果打折的一年，品牌营销需择重而行，以建立和巩固美誉度与信任度为核心。

信任营销主线：

- 以切实行动为支持点的企业形象与公关：先做对的事情，再做对的宣传
- 核心拳头产品及核心产品的升级：巩固信任，热爱与忠诚度
- 满足疫情中后消费需求的新品或服务，务必保证品质，否则宁缺毋滥
- 选择可信权威的媒体与KOL/KOC，不需做过度的娱乐，煽情，互动
- 用心经营私域流量与客户关系，借力忠诚客户的影响

PR AND MARKETING WORKING IN SYNERGY, BUILDING BRAND TRUST AND REPUTATION IS THE TOP PRIORITY

Whether during or after the epidemic, consumers will not pay for fancy marketing tactics or avant-garde innovation

With marketing budget cut-back and discounted effect of advertising, brands needs to keep its focus on building TRUST & REPUTATION

The keys of trust Marketing:

- Support PR and brand image building with action: do the right thing first, then publicity
- Focus on hero products and hero upgrade: strengthening trust, Love and Loyalty
- Assure the quality delivery of new products or services. Discretion is more important than half-cooked innovation
- Choose credible and authoritative media and KOL / KOC... over entertaining social media
- Manage private domain traffic and customer relationships, leverage the influence of loyal customers

案例 Cases

LACOSTE 

法国鳄鱼品牌#拯救我们的物种#活动，有买卖，没伤害

Lacoste: #SaveOurSpecies

sold out the products and spread the idea for good

Lacoste联合世界自然保护联盟共同开发限量版产品线，将鳄鱼标志替换成十种即将消逝的动物。这种动物现存多少只，这款T恤就生产多少件。所有收益归世界自然保护联盟用于保护野生动物。
Lacoste and IUCN have jointly developed a limited-edition product line that replaces the crocodile logo with ten dying animals. Number of T-shirts produced based on the number of these animals present. All profits will help IUCN's efforts to conserve the wildlife.



湖南旺旺医院申请成为疫情定点医院，现成为全国最有名的民营医院

 **湖南旺旺医院**
HUNAN WANT WANT HOSPITAL

Hunan Want Want hospital

applies to become a NCP-designated hospital

Now it becomes the most famous private hospital in China

由旺旺集团投资的旺旺医院，在新冠肺炎期间发热门诊就开始24小时值班，主动申请成为抗击肺炎疫情的定点医院，还把三分之一的有效战力医生护士都送往了湖北前线。

The Want Want Hospital invested by Want Want Group started a 24-hour watch during the outbreak, and applied to become the designated hospital. It also sent one-third of doctors and nurses to support hospitals in Hubei.



启示 #6 Implication

沟通语境要识时务

经历危机中和危机后的社会与消费者对传播沟通的语境会更加敏感，小心把握“识时务”沟通语境与沟通信息是2020品牌必修的功课与挑战。

- 不“玩”任何和疫情相关的梗
- 不过度表功或炒作，利用社会责任创造热点
- 不过分煽情，不过分渲染
- 不借疫情卖产品
- 不做过分承诺，品牌不是救世主
- 不过于评论，批评或赞美
- 不做祈福和祷告

如何合时宜的说话：

- 用有效的行动说话
- 用过硬的产品回应需求
- 以正能量加持
- 共情：真挚，亲和，有担当
- “靠谱”：有观点，有理有据，言简意赅

TALK THE RIGHT TALK

Cracking the right tone & manner will be a challenge for branding and communication in 2020. Say the right thing with the right tone at the right time.

- Don't "play" the epidemic
- Don't over-glorify CSR to create hot topics
- Don't be over-sentimental
- Don't leverage epidemic to sell
- Don't overpromise, brands are not saviors
- Don't comment, criticize or praise overly
- Don't pray or wish or predict

How to communicate appropriately:

- Talk with action
- Meet needs with your best products
- Infusing positive energy
- Empathy: authentic, human, accountable
- Enrolling: POV, evidence-based, succinct

案例 Cases



麦当劳#217, 爱一起# 海报为武汉加油, 共情, 轻松, 贴合产品和品牌
McDonald's #217, together# Poster for Wuhan
Empathetic, light-hearted, right for the product & the brand



To: 生病了的热干面
 加油哟! 早点好起来!
 By: 爱你的苹果派

To: 在等樱花开的湖北伢子
 你的“苹”安, 我们记挂着!
 By: 约好武汉见的网友

To: sick “hot dry noodle” (wuhan’s local food)
Add oil! Get well soon!
 By: your beloved apple pie

To: Hubeinese who are waiting for cherry blossom
Your safety (playing on words apple), is always in our mind
 By: your date after all is over

FOTILE 方太
 因爱伟大

方太取消周年庆活动, 以一个厨房暖心短片温暖出不了门的中国人
Fang Tai cancelled the anniversary celebration, and created a heart warming cheer video with UGC footage: Let’s continue to cook
Real, authentic, down-to-earth, true to the heart and to the brand



这个冬天, 很多出不了门的人, 都进了厨房。我们继续做饭吧, 像藏在战壕里, 吹着口琴的士兵;
 认真的做饭吧, 耐心的等待着, 吃好了才有力气。

Let’s continue cooking, like soldiers hiding in trenches and playing the harmonica; let’s cook with all of our heart,
 wait with patience, and you will have strength when you eat well.

启示 #7 Implication

小预算，大策略

2020没有犯错成本，预算越少，越要策略思维，让每一分钱掷地有声，品牌形象至关重要，所有的营销都要与品牌价值观一以贯之。

- 放弃流量逻辑，不迷恋小成本刷屏爆款，更不可为此放低品牌底线
- 小心品效合一的陷阱，品效合一不等于盲目追求即时卖货
- 不应细水长流，靠经营日常内容，维持声量集中力量办大事
- 如果只够做一次大型品牌战役，那就做一次有效的开枪
 - 聚焦（一件事，一个信息，一个人群，一个媒体）
 - 快速（短时间内做最大的传播化）
 - 爆炸（短时间内产生最大的能量，形成爆炸效应=品牌认知）
- 趁疫情期间节奏放缓的时候理清策略思考：
为什么做，做什么，如何做，达到什么目标，然后坚定执行

SMALL BUDGET, BIG STRATEGY

The smaller the budget, the more strategic one needs to be to make every penny count. In 2020 brand is key, and all marketing needs to be line with brand value.

- Don't obsess with creating one big social sensation with small budget, especially at the cost of brand value
- Performance marketing can be a dangerous trap. Don't blindly pursue sales conversions but forget about the brand
- Don't run a long but thin stream by managing content on daily basis
- If the budget is only enough for one big campaign, then focus all your bullets on it
 - Focus (on one thing, one message, one target, one platform)
 - Fast (speed and velocity)
 - Explosion (maximize exposure in a short time, maximize impact=maxim recognition)
- Crystalize strategic thinking while the pace slows: Why, what, how, what, and action

案例 Cases

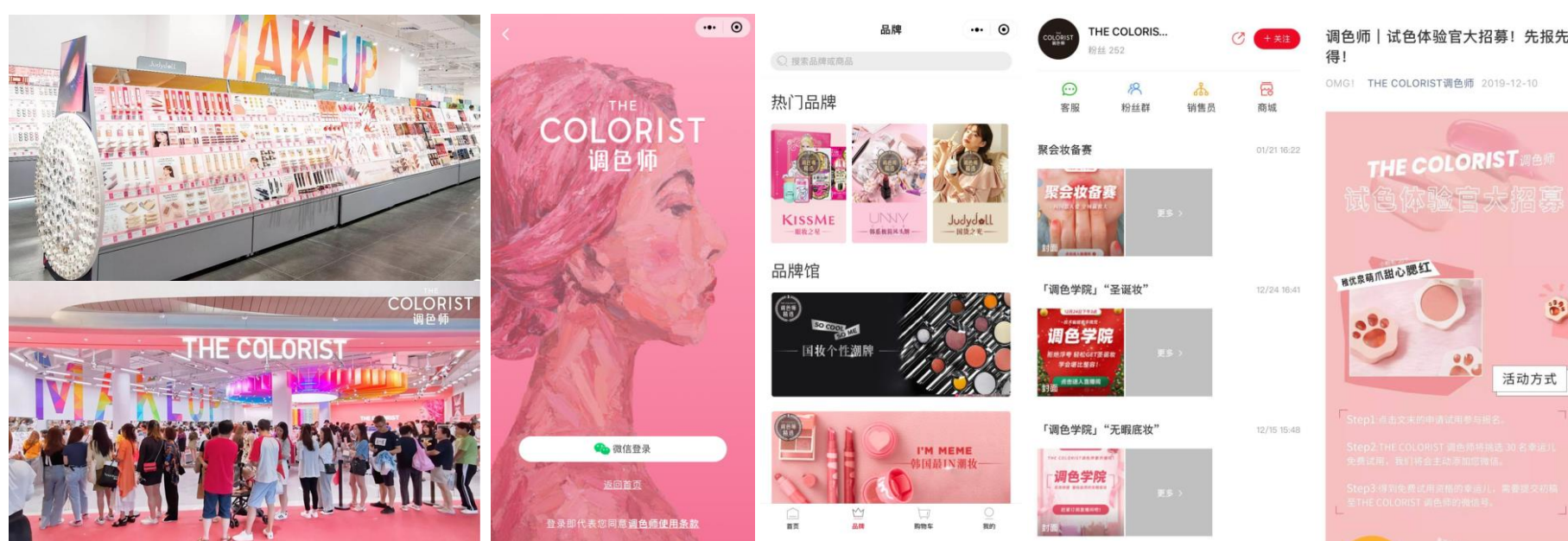


**调色师将会上线小红书电商，拓展线上寻找新机会
同时也是小红书上的第一家彩妆集合店**

THE COLORIST : will launch online store to look for new opportunities, the first makeup collection store on RED App

因疫情“禁足”期，实体零售受严重影响，拓展线上渠道，上线电商、直播电商板块，并继续加大其KOC体验官的投入，开展线上彩妆试用

Due to epidemic, offline retail is severely affected. The colorist expands online channels, launches EC & live-streaming, and continue to increase KOC investment & online makeup trials

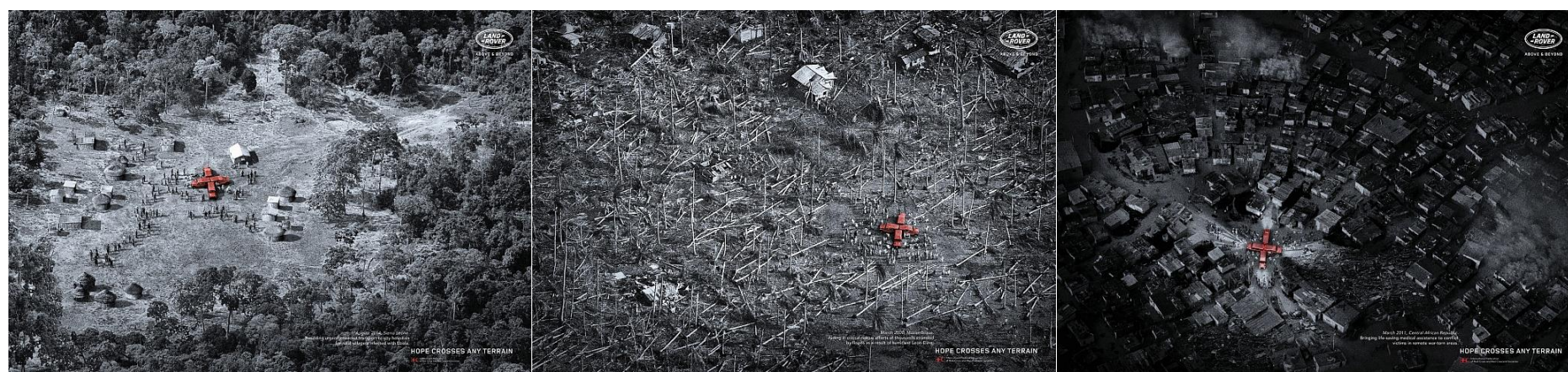


**路虎X红十字会：希望跨越任何地形
强强联手，为南非带去救援物资，抗击埃博拉病毒**

**Land Rover X Red cross: Hope crosses any terrain
They brought life-saving assistance to help fighting Ebola**

陆虎和红十字会从1954年开始合作，向全世界范围内捐款和捐赠120辆车，帮助超过90万人。在合作的第61年，他们为南非当地贫困社区带去物资救援，抗击埃博拉。

The Land Rover/Red Cross partnership was first forged in 1954. Its worldwide achievements include the loan and donation of 120 vehicles and the provision of direct help to over 900,000 people. In the 61-year collaboration, they have brought life-saving assistance to communities in Africa.



启示 #8 Implication

规划疫情中，缓，后期不同阶段的营销计划

在疫情上升阶段，舒缓阶段，完全受控后消费者的心态与需求有别
品牌应在不同的阶段做出侧重点不同的营销计划

- 疫情中：非常时期，非常措施，非常需求的及时回应
- 疫情缓：应对谨慎理性的需求，提供可靠放心的信任感
- 疫情后：针对报复性消费心态，在舒适圈中给予欲望的满足

PHASING OUT PLAN FOR DIFFERENT STAGES OF DEVELOPMENT

Consumers 'mindset and needs are different at different stages of crisis development, so brands should plan our accordingly

- Survival mode: quick response, quick solution, answering special needs for special times
- Recovery mode: Building trust to answer to still cautious and rational mindset
- Rebound mode: Satisfy deprived desires for consumption... but still in the comfort zone

案例 Cases



网易严选以实际行动鼓励疫情中缓 “在家用心生活，等春来” NetEase from “Stay Safe at home” to “Stay well at home”

疫情中 Virus Rising

从春节前至今，严选已经累计调集了近100w件口罩及其他紧缺防护用品，上线供应。其中有超过20万只口罩，1分钱专供湖北，同时也以低价销售给全国用户。



疫情中捐款1亿给湖北，
电商上线100万免费防护用品给
全国，20万供湖北
Sourcing 100M masks to sell on
the platform at extremely low
prices among which 200K sold
for free to citizens in Wuhan



商城上线“防疫大集结”
不涨价，保证供应
方便用户一站式购买
Sourcing and configuring
“anti-virus home kit”. No
price increase. One stop
shopping for all items

疫情缓 Virus Slowing



公众号发布多篇“宅家”
攻略，让用户宅在家也能
幸福感up
Launching “comfort &
quality home stay” online
content and products



在民众放松警惕纷纷上街时
利用户外广告号召民众少去公众场合，
在家用心生活，等春来
Clever OOH messaging:
Don't watch this ads. Even though
situation is getting better, you better not
stay here for too long. Go home and enjoy

Haier 海尔应对非典危机，快速转型为健康化家电品牌 Haier responded to SARS crisis quickly and transforms into a healthy appliance brand

疫情中 Virus Rising



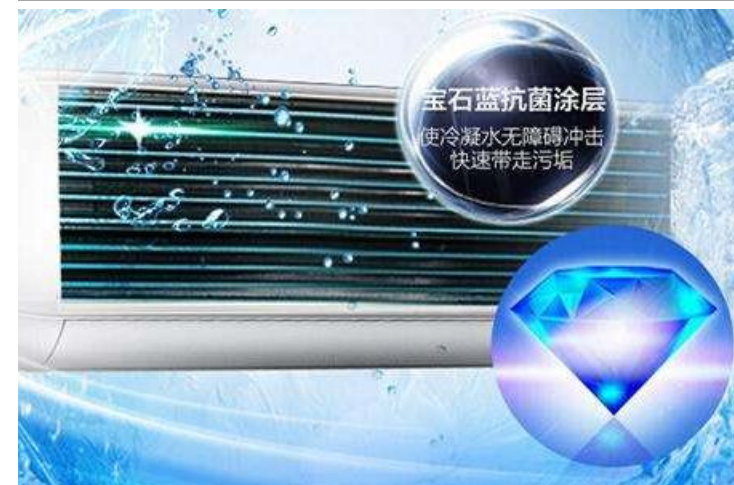
向全国137个非典医院捐赠健康家电
36小时完成小汤山杀菌空调安装
Haier donated health appliances to 137 SARS
hospitals and completed air conditioning
installation of Xiaotangshan in 36 hours

疫情缓 Virus Slowing



免费提供空调杀菌、推出杀菌健康家电、
支持在家电话购物
Provided free air-conditioning sterilization,
launched sterilization health appliances,
supported home phone shopping

疫情后 Virus Ending



海尔品牌顺应健康化家电市场
快速转型为健康家电品牌
Haier adapted to the healthy appliance
market, rapidly transformed into a healthy
appliance brand

启示 #9 Implication

线上线下的新标配，全渠道创新与赋能，构建多渠道一链式生态

2020疫情“零接触”“宅生活”催化线下对线上的加速转移，但线上绝不会完全取代线下。新的营销模式是O2O的升级与线上线下新标配：

- 提升线上线下消费者体验
- 加速线上购买决策旅程
- 创建一链式的品牌认知信息销售服务生态
- 赋能线上线下新阵地新技能，找到破局新出口
 - 加强企业自媒体运营，培养从文案到视频编辑的“全能战士”
 - 无图无真相，短视频和直播的能力就是说服消费者所见即所得的能力
 - 谨慎与流量性自媒体合作，更侧重“企业自媒体+传统媒体+有公信力的垂直自媒体及KOL”
 - 赋能线下销售拓展线上多渠道获客/沟通/销售/维护关系的能力
 - 升级线上创新服务体验

O2O 2.0 TO CREATE ONE SEAMLESS ECO-SYSTEM

“zero contact” and “home stay” accelerate the shift from offline to online, but online will never completely replace offline.

The new marketing model is the upgrade of O2O:

- Improve the seamless O2O experience
- Shorten decision making journey
- Create a complete brand eco-system from brand awareness, information, conversation to service.
- Develop new skill for new channels / platforms for new opportunities
 - Improve the ability to manage owned media and cultivate “Decathlete” from copywriting to video editing
 - Develop the ability to create short videos and live streaming to create persuasive marketing
 - Focusing more on “own media + traditional media + credible vertical media and KOL”
 - Empower offline sales with online platforms and skills for customer acquisition, communication, sales and CRM
 - Upgrade online innovative service experience

案例 Cases



摩登天空 X 线上平台，推出七天线上音乐节 7 days online concert by Modern Sky + Online Platforms

摩登天空号召乐迷朋友们特殊时期不出门不聚会，和线上平台合作推出两个线上音乐节，上线40分钟观看人数破百万，直播间观看峰值达131万。
Modern Sky calls on fans to stay at home in the crisis. In cooperation with online platforms, they launched two online music festivals, with over 40 million viewers in the first 40 minutes and a peak of 1.31 million in live viewing.



抖音“在家云游博物馆”，沉浸式线上交互体验 Tik Tok: Immersive Virtual Tour of World's Museums

抖音联合九大国内博物馆，通过全景直播带领用户云游博物馆，在抖音搜索「博物馆」即可预约直播、VR 逛博物馆，满足用户宅家的精神文化消费需求
In alliance with museums in 9 different countries, Tik Tok creates “Cloud tour of World's Museums' VR technology. Type in “museum” in search, cultured netizen can make reservation for the tour, and enjoy the live streaming session while sitting back at home



结语 EPILOGUE

非常时期，社会从来不缺乏危急时刻挺身而出的脊梁、忘我奉献舍身取义的英雄，也不缺群体围观以讹传讹的乌合之众、投机取巧哗众取宠的商家。

恰恰缺乏的是：狂热之中的冷静、纷乱中的思考，利益面前的淡泊、危急之下的从容、公益背后的纯粹，懈怠中的自律自善。

往往也只在非常时期，我们会看到最美的，最丑的，最无能的，最了不起的，最有价值的，最历久弥新的。

社会如是，个体如是，品牌如是。

In the time of crisis, our society is never short of brave souls or selfless heroes. Neither opportunists or spectators.

What the society is short of: calmness, clarity of thinking, purity of heart, accountability for oneself and for greater good.

It is the testy times that reveals the best, the worst, the strongest, the weakest, the most trusted, the most loved, the most timeless

It is so for the society, for the individuals, and also for the brands.