THE ROAD TO RECOVERY:

How to Navigate the New Marketing Landscape

“Only a crisis — actual or perceived — produces real change. When that crisis occurs, the actions that are taken, the actions that are taken depend on ideas that are lying around.”

– Milton Friedman
From one day to the next, the COVID-19 crisis has redefined what “normal” means for consumers and companies around the world. Our way of life has been completely turned on its head, as terms like “social distancing” and “flatten the curve” have forever changed how we think about community. We’re donning masks to walk outside. We’re sanitizing our groceries. We’re constantly washing our hands. Doom and gloom headlines have continued to roll in over the past months as we see the full severity and ripple effects of this crisis roll out week after week.

But we’re also starting to see glimmers of what our new normal could be. China and the larger regions initially impacted are slowly beginning to open. And the weeks ahead will start to reveal to us what our post COVID reality will ultimately look like, little by little.

What is clear is that no nation, region or business sector has been spared. Companies that provide essential goods and services during this time of crisis are faring better and will recover faster as economies and societies reopen. We’ve watched them quickly adapt as they’ve had to shoulder tremendous burden to scale and serve their customers in entirely new ways. Others — including some that were facing disruptions before the pandemic hit — will be left sifting through the aftermath, and the unfortunate reality is that many will fail. The majority will be left in a nebulous in-between, contending with unprecedented change in uncharted territory. They will have to rapidly adapt their business models and create new ways to connect, inform and engage with their customers.

To face this new chapter, companies and governments alike will need to prepare and plan.

We believe our post COVID reality will require more collaboration and orchestration among discrete earned disciplines than ever before. Whether we’re talking about public relations, design, social or content marketing, sports and entertainment, sponsorship, experiential or influencer activation — marketers will be tasked with generating meaningful conversations, engagement and stories that shed a spotlight on brands and who they serve in this new reality.

Big shocks demand big change.

Across the globe, companies are pulling back on marketing spend significantly. With less money to invest in their brands, products and services, marketers will need to develop completely new strategies to cut through the noise with creativity and clarity. They will work leaner and need to prioritize and allocate their resources. And there will be new rules and expectations of companies and corporate leaders. Marketers will need to quickly assess how consumers are informed, entertained, shopping and staying healthy as the restrictions lift to maximize impact.

Here are some of the global trends we are currently exploring

Understanding and acting on them will equip companies with the insight to navigate this evolving landscape and ultimately come out on top.
Emerging Trends

The People Imperative: Prioritizing Employees During the COVID-19 Crisis
Kate Bullinger, Anthea Hoyle & Sarah Clayton, United Minds

Rewriting the New Corporate Reputation Playbook
Scott Farrell, Golin

Equity and Inclusion: Using Lessons from COVID-19 to Realize the Promise of Diversity
Margenett Moore-Roberts, CMG

Harnessing Value Creation Through Transformation
Jon Tipple, FutureBrand

Pivoting Toward Adaptive Strategies
Johannes Smith, Hugo & Cat

Igniting the Next Big Creative Movement
Sung Chang, Weber Shandwick

The Power of Earning Attention
Paul Parton, Golin

Experiential Retail Beyond Brick-and-Mortar
George Gottl, Queenie Lo & Asell Yusupova, UXUS

Redefining Influencers, Entertainment and The Return to Sports
Simon Wardle, Octagon
Emma Shulham & Charlotte Hoare, ITB Worldwide

Experiential Marketing Goes Hybrid
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Navigating the Infodemic
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Understanding People’s Hopes and Vulnerabilities
Jon Tipple, FutureBrand

The Delicate Balance of Public Safety and Personal Privacy
Brian Buchwald, Tom Campbell & Danti Chen, Weber Shandwick

ABOUT US
This report looks at the opportunities and challenges facing the global marketing industry, with a focus on specialty practices across public relations, digital, social, sponsorships, brand, influencer, analytics and experiential. As part of IPG, Constituency Management Group (CMG) is a global collaboration of 29 marketing specialty brands anchored across FutureBrand, Golin, Jack Morton, Octagon and Weber Shandwick. Our shared purpose is to bring impact and resilience to our clients through creative and collaborative ingenuity, to innovate where others can’t and market where other don’t, by fostering deep specialization.

Throughout this report, there are links to deeper dives from our global teams sharing how marketing will evolve as the world reopens and recovers.
The People Imperative: Prioritizing Employees During the COVID-19 Crisis

This crisis has changed how — and where — we work overnight. And leaders, employees and organizations are rising to the occasion by taking critical actions to live their values, evolve quickly and deliver on commitments to society. Beyond being the right thing to do, the way a company treats, engages with and inspires employees plays a significant role in shaping reputation — now more than ever.

In a recent national survey by KRC Research, 76% of employees said their employers have provided information on the COVID-19 crisis but only 6% said they will feel safe returning to workplaces when their employer says it is safe. For companies to return to pre-COVID-19 productivity and engagement levels they will need to ensure their people feel supported — physically, emotionally and psychologically.

In responding to the COVID-19 crisis, companies have faced many challenges unique to their operations and industry. The next big hurdle — navigating how to bring people back to work — will be unifying in its complexity for companies across sectors. In a period where traditional rules no longer apply and norms are being negotiated daily, now is the time to define what the new world looks like and employees’ role within it. Those who do will come back stronger than ever.

### U.S. Employee Attitudes Toward Their Employers

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am proud to work for my employer</td>
<td>78%</td>
</tr>
<tr>
<td>My employer is taking care of employees as best as it can</td>
<td>74%</td>
</tr>
<tr>
<td>My employer is going above and beyond to help the community</td>
<td>64%</td>
</tr>
</tbody>
</table>

### U.S. Employee Attitudes Toward Feeling Safe and Returning to Work

<table>
<thead>
<tr>
<th>Description</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>When there is a vaccine/treatment</td>
<td>34%</td>
</tr>
<tr>
<td>When public health officials say it’s safe</td>
<td>26%</td>
</tr>
<tr>
<td>When their employer says it’s safe</td>
<td>6%</td>
</tr>
</tbody>
</table>

Source: KRC RESEARCH CORONAVIRUS PULSE POLL
Rewriting the New Corporate Reputation Playbook

How Important is it that Companies do Each of the Following?

- **TAKING CARE OF THEIR EMPLOYEES, EVEN IN TOUGH TIMES**
  - Very Important: 67%
  - Somewhat Important: 23%

- **HAVE THE PRODUCTS YOU NEED WHEN YOU NEED THEM**
  - Very Important: 65%
  - Somewhat Important: 25%

- **CONTRIBUTE TO SOCIETY**
  - Very Important: 46%
  - Somewhat Important: 38%

- **STAND FOR SOMETHING BEYOND JUST PROFIT**
  - Very Important: 51%
  - Somewhat Important: 31%

Most companies are completely rewriting the conventional corporate playbook response to large-scale disasters and crisis in real time as the pandemic continues to unfold around us. Appropriately, the epicenter of this response centers on employees. And as a result, companies are also discovering the true power that corporate social purpose delivers in driving reputational and business value.

Unlike the 2009 financial crisis, companies are not facing blame for the pandemic. In fact, companies that realigned manufacturing operations to produce medical equipment or are pivoting to quickly create treatments and vaccines are actively contributing solutions. A recent IPSOS survey reported that seven in ten respondents expected companies to offer aid during the COVID-19 epidemic. Corporate leaders now must carefully weigh their actions to balance supporting people and communities with the economic realities of restarting their businesses, a true test of character.

How does managing corporate reputation change post COVID-19?

Click here for a report from Golin

Scott Farrell, President,
Global Corporate Communications
Equity and Inclusion: Using Lessons from COVID-19 to Realize the Promise of Diversity

The crisis provides concrete examples of the downstream consequences of systemic inequities in our society. Heeding the warnings and accepting the learnings around systemic inequities from this crisis will help brands realize the full promise of an inclusive, equitable and diverse organization, including expanded relevance, stronger innovation, revenue growth and long-term viability.

Using this time to assess people, business, and market systems for inequities and then addressing those inequities by redesigning these systems, as appropriate, will enhance brand reputation, strengthen organizational resiliency, and support sustained progress for inclusion and diversity efforts.

To successfully emerge from the COVID-19 crisis, organizations should commit to:

- **Affirm** Inclusion, Equity and Diversity as core values and business imperatives. Invest immediately and accordingly.
- **Acknowledge** and demonstrate understanding of the pandemic’s unique impact on different communities within your employee and your consumer base.
- **Evaluate** organizational purpose, values and mission in the context of this crisis.
- **Audit** and rebuild organizational systems for equity and equality with specific attention toward compounded inequities on certain communities.
- **Invest** in external causes that address societal inequities that your employees and consumers care about.

What’s the impact of COVID-19 on diversity and inclusion?

Read more from CMG
Harnessing Value Creation Through Transformation

Many brands are innovating, staying top of mind and boosting goodwill by pivoting to help people and save lives. These efforts largely fall within two categories. First, the entrepreneurial brands “making things”— those that have diverted marketing and production resources to fight the disease. We’ve witnessed dozens of companies around the world transform their production lines to quickly manufacture masks, sanitizers, respirators and personal protective equipment (PPE). Other companies established funds to support front-line health workers and initiatives in their local communities which have been hit hard by COVID-19.

These are clear signs that “walking the walk” has powerful dividends. Future-proofing your business, whatever the times, starts with your brand and how it behaves to elevate what it means in the lives of your customers.
With the relentless rise of the digital economy, an entire industry has emerged around digital transformation. Now, in a world where uncertainty is the new normal, companies need to speed up multi-year digital transformations and deliver on their promise.

Companies must shift their focus towards building an “adaptive strategy” mindset at every level of the organization. They should start by focusing on data insights, adopting a product mindset, and getting closer to their customers. These are the foundations for new digital operating models designed around adaptability and value creation.

The organizations that embrace change through digital-first cultures and processes will ultimately emerge as winners.

How to better manage digital transformations?
See this report from Hugo & Cat →

Johannes Smith,
CEO
Never has creativity been more important. Today’s creators will become tomorrow’s influencers.

During this pandemic we have seen people tapping into their innate creativity. They are sewing masks, launching storefronts on Etsy, enthusiastically cooking old favorites or attempting at-home meals for the first time; taking up crafts or new hobbies, and creating TikToks and Twitch streams. Digital channels have led to more outlets, and now more than ever there’s an influx of content creators for them.

In this new environment, brands should not only try to engage consumers, but find ways to inspire and bring like-minded creators together. For marketers, inspiration will come from creators and define the next cultural zeitgeist. Brands should ultimately build communities and advocates for their shared purpose, elevated through their products and services.

For marketers, inspiration will come from creators and define the next cultural zeitgeist.

What People Have Been Doing at Home Because of the Outbreak

<table>
<thead>
<tr>
<th>Activity</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spending more time watching news</td>
<td>66%</td>
</tr>
<tr>
<td>Watching videos (e.g. YouTube)</td>
<td>54%</td>
</tr>
<tr>
<td>Spending more time with family</td>
<td>50%</td>
</tr>
<tr>
<td>Spending more time on social media</td>
<td>47%</td>
</tr>
<tr>
<td>Spending more time cooking</td>
<td>41%</td>
</tr>
<tr>
<td>Spending more time on hobbies</td>
<td>39%</td>
</tr>
<tr>
<td>Listening to more streaming services</td>
<td>39%</td>
</tr>
<tr>
<td>Spending more time on apps</td>
<td>36%</td>
</tr>
<tr>
<td>Listening to more podcasts</td>
<td>14%</td>
</tr>
<tr>
<td>Spending more time on e-sports</td>
<td>11%</td>
</tr>
</tbody>
</table>

Source: GLOBAL WEB INDEX

How can companies harness their customers’ creativity?

Read more in Campaign US by Weber Shandwick →

Sung Chang, Chief Impact Officer
How can marketers leverage earned disciplines in the new marketing mix?

See this report from Golin

Paul Parton, Group Chief Strategy Officer

The Power of Earning Attention

All forecast models predict the virus will cycle in and out of our lives for the foreseeable future. We can’t expect an on-switch to flip us back to “normal.” And as a result, we aren’t expecting a paradigm shift from this crisis. Instead, we’re looking at an acceleration of underlying change. A reprioritization of earned disciplines within the marketing mix.

Over 40 million of us now live without access to cable television. The number of “cord-cutters” will likely only increase as consumers grapple with a looming recession. We’re relying on streaming services more than ever before. According to Ypulse, 54% of people surveyed consumed more content on streaming services and social media as they hunkered down for self-isolation. But consuming content on digital platforms means we’re skipping advertising altogether at an alarming rate. On average, 47% of us are ad skippers. And that number jumps to a whopping 82% of Gen Z who skip advertising.

However, advertising continues to play a vital role in both shaping corporate reputation and selling products and services. But marketers may find it increasingly difficult to disproportionately rely on paid advertising to drive consumer engagement. Instead, marketers must consider cross-collaboration and orchestration across earned disciplines such as public relations, design, social or content marketing, sponsorship, experiential or influencer activations in a way they haven’t previously.
The COVID-19 pandemic is propelling retail brands to completely rethink their customer experiences. Despite the rapid proliferation of e-commerce, brick-and-mortar maintains its primary role as the most important touchpoint for many of the world’s leading B2C brands. But now more than ever, customers will demand more from these in-person retail experiences.

Experiential retail doesn’t exclusively start in-store anymore — it’s also at home, on mobile, wherever customers are. The fundamental need for more fluid, blended and frictionless customer journeys already existed, but now it’s coming to life.

Consumers don’t think in channels, they want to shop everywhere. The winning retailers of tomorrow will switch from an omni-channel mentality to a completely “frictionless” customer experience that meets consumers wherever they are. This is especially crucial in the context of accelerated digital adoption as a result of COVID-19.

The winning retailers of tomorrow will switch from an omni-channel mentality to a completely “frictionless” customer experience that meets consumers wherever they are.
Redefining Influencers, Entertainment and the Return to Sports

"We can finally see who the true heroes are; not the Insta-stars but instead scientists, doctors, nurses, teachers, bus drivers, people working in the supermarkets — these are the real heroes." – Forbes

We’ve seen a new side to the old “celebrity”. With events cancelled, entertainment, sports and news personalities are communicating from their homes without the make-up, lighting and sets we are used to.

Influencers who demonstrate a sense of community (emphasizing people and purpose over products and self-promotion) during this time will see greater engagement and subsequently relevance and appeal in striking brand partnerships. Influencer marketing effectively gives a brand a human voice, allowing brands to become a trusted peer to guide an audience through this crisis. Partnerships will thrive when the messaging is focused on people (not products) and drive a positive brand perception — through educational, inspirational or philanthropic means — that will continue to resonate with consumers after the lockdown is lifted.

We will likely see amongst the talent and influencer community a change in ego and a move towards more community-centric messaging and partnerships between talent and brands where there are shared values coming together for the greater good. As a result, marketers will now need to fundamentally review their influencer strategies to better understand the relationship between celebrities and their brands to act accordingly in this new reality.

Sport, music and entertainment historically have helped unite and heal society. They’ve taught us valuable life lessons on the benefits of physical activity, teamwork, honesty and respect. They’ve broken down racial barriers, promoted equality, inspired humankind and initiated diplomacy when all other paths have stalled. And the recovery from COVID-19 will be no different. The return of live events will be a significant cultural moment that will bring joy and relief to all stakeholders and fans.

Who are the new influencers?

Explore this report from ITB Worldwide →

Emma Shuldham,
Managing Director

Charlotte Hoare,
Sr Strategist Talent & Partnerships

Explore this report from Octagon →

Simon Wardle,
Chief Strategy Officer
Experiential Marketing Goes Hybrid

Live experiences, as we knew them, will be different going forward. Once people are able to congregate again, doors will not magically re-open and immediately welcome back large, in-person engagements. Social closeness will follow a slow curve back up. Geographies will vary. Venues will vary. People’s mindsets will vary.

Experiences will need to be redesigned to address these variables. This means they will need to be a blend of live and digital. In isolation, brands and consumers have embraced online activities as evidenced by the growth of gaming and virtual socializing apps. Millions tuned in to NASCAR’s broadcast of its virtual iRacing series. Millions downloaded apps like Houseparty and Zoom. Millions will want to stay connected via technology even when they don’t have to anymore.

In the physical world, the evidence of the pandemic won’t be washed away. Venues will need to invest in protective measures to meet government mandates — new seating plans, standing areas, sanitizing stations and more. Brands will need to alter the way they interact with consumers in person, prioritizing low or no touch technologies — such as voice-activated versus touchscreens.

Consumers will have different expectations. They’ll respond best to experiences that blend the old with the new. They’ll look to brands that allow them to explore, play and create in extraordinary ways, blending physical and digital with the likes of AR, VR or mixed reality. And they’ll prioritize the brands they love — brands that have a purpose and deliver on it.

Experience Brands.

In isolation, brands and consumers have embraced online activities as evidenced by the growth of gaming and virtual socializing apps.

How can brands engage with consumers when live events and experiences return?
To learn more, see this report from Jack Morton →

Craig A. Millon, Chief Client Officer
Navigating the Infodemic

Sources Used vs. Trusted

<table>
<thead>
<tr>
<th>Source</th>
<th>Used</th>
<th>Trusted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Updates</td>
<td>50%</td>
<td>49%</td>
</tr>
<tr>
<td>News on Television</td>
<td>60%</td>
<td>44%</td>
</tr>
<tr>
<td>Health Org Updates</td>
<td>47%</td>
<td>34%</td>
</tr>
<tr>
<td>Social Media</td>
<td>14%</td>
<td>12%</td>
</tr>
<tr>
<td>Updates from Employers</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>Updates from Brands</td>
<td>34%</td>
<td>29%</td>
</tr>
</tbody>
</table>

With trust in traditional media at an all-time low, we are left with a blank slate for new sources offering reliable information to emerge. Constant alerts and news updates result in content overload, news fatigue and confusion over who to trust. Both trust and attention is shifting from the old guard to a wider range of media influencers, comprised of industry-specific experts, celebrities and representatives of minority and niche communities. Today’s “infodemic” reveals a need for traditional outlets to quickly adopt to modern formats and deliver essential facts and science in times of crisis, while quashing rumors and disinformation.

How do we navigate the infodemic?

For insights from Weber Shandwick, click here

Chris Perry,
Chief Innovation Officer
What are We Learning from China’s Consumers?

China has been leading the global retail revolution, pushing both local and international brands to continually innovate in an effort to outpace competition and gain market share. For many international brands, the speed and density of retail in China, along with a highly sophisticated consumer, has turned the country into the most important stress-test for new concepts. As China recovers, international brands will bid on an intensified retail presence, compensating for dire losses in the first half of 2020. With travel restrictions in place, international brands will also attempt to capture the Chinese consumer at home. We can expect an increased saturation of new retail marketing initiatives, launches and retail pop-ups towards 2021. The first signs from China demonstrate shoppers will return — especially to the brands they love and trust. Be one of those brands.

During a crisis, consumers everywhere rely on a mix of both essential goods as well as escapism.

During this crisis, we have seen that consumers everywhere rely on a mix of both essential goods and escapism. And China is a unique market. As a result, it may take longer for shoppers to return to in-store experiences in other markets. Fear of a prolonged economic recession will limit non-essential spending. And the reality is that some retail brands may not survive until consumers return.

What does China teach us about the consumer journey?

Read more from UXUS here →

George Gottl, Founder, CCO
Queenie Lo, CEO
Asell Yusupova, Strategy Director
Threading the Needle Between Data and Decision Making

Data alone does not have much value unless it’s harnessed to draw meaningful insights about the marketplace and the customer. What’s needed? A stronger connection between data science and strategic decision-making. Companies need the ability to mine data for consumer insights, but they also need an organizational commitment to use data to guide strategic direction — not just as a reporting tool.

Some sectors are facing major disruption and uncertainty ahead. However, others are balancing this disruption with significant opportunity to capitalize on changing consumer expectations — but only if they can build a truly digital, data-driven business. Companies should approach the customer experience the same way they approach product development — by bringing together data, design, engineering, marketing, and operations.

Companies should also double down on building collaborative business structures and replacing siloed teams, each with different priorities and agendas. Teams must be ready to listen to data, apply design thinking to solve problems fast, course-correct and pivot if research tells them they are wrong.

### COVID-19 Impact On Large Purchases

<table>
<thead>
<tr>
<th>Category</th>
<th>Plan To</th>
<th>Continue</th>
<th>Delay</th>
<th>Cancel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insurance</td>
<td>13%</td>
<td>43%</td>
<td>35%</td>
<td>10%</td>
</tr>
<tr>
<td>Video On Demand</td>
<td>33%</td>
<td>29%</td>
<td>20%</td>
<td>17%</td>
</tr>
<tr>
<td>Property</td>
<td>21%</td>
<td>12%</td>
<td>46%</td>
<td>21%</td>
</tr>
<tr>
<td>Car</td>
<td>20%</td>
<td>7%</td>
<td>55%</td>
<td>17%</td>
</tr>
<tr>
<td>Travel</td>
<td>9%</td>
<td>6%</td>
<td>61%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Source: FACEBOOK, CORONAVIRUS WEEKLY BRIEFING 2020

How can marketers use data more effectively?

Read more from this report by Hugo & Cat →

Johannes Smith,
CEO, Hugo & Cat
Understanding People’s Hopes and Vulnerabilities

This pandemic has exposed vulnerabilities across society as a whole and in our individual lives. Brands emerging from this crisis will be able to leverage their understanding of how they can meet human vulnerabilities, as well as people’s hopes and dreams into opportunities. For example, the utility or hospitality company that understands which parts of their customer journey to automate and which require a personal connection, the drug company that helps people pay for their medicine, or the telecom firm that is large enough to ensure that every child has sufficient internet speeds to learn remotely.

In the immediate term, understanding people’s fears and worries will be required from every retailer and employer to reopen their business with a supported, locally adapted and positive personal experience for understandably nervous workers and consumers.

How can brands demonstrate they understand how they can meet human vulnerabilities?
Explore more in this report from FutureBrand ➔
The Delicate Balance of Public Safety and Personal Privacy

The data privacy debate previously focused on how tech firms, social media platforms, consumer goods companies and retailers used and shared personal data. Now, many countries are partnering with technology companies and telecoms to deploy digital surveillance tools and exert social control. But civil liberties groups are sounding the alarm that surveillance efforts threaten to alter the delicate balance between public safety and personal privacy.

Data used in applications such as epidemiological mapping and anticipating hospital capacities has been instrumental in informing public policy, business strategies and individual decisions. When this crisis passes, will there be a sharp correction back to prior data norms and privacy concerns? Or, as a result of big data’s role in our addressing the pandemic, will we see a permanent shift in the cultural mindset toward greater openness?

As companies reopen in the weeks ahead, the debate will intensify as we measure the impact of this shift across consumers and employees. And marketers will need to monitor shifting public opinion on privacy issues and respond to customer sentiments.

Percentage of Adults Who Say it is Acceptable or Not for the Government to Track People Through Their Cell Phones Who Tested Positive for COVID

- VERY ACCEPTABLE
- SOMEWHAT ACCEPTABLE
- SOMEWHAT UNACCEPTABLE
- VERY UNACCEPTABLE

WHO HAVE TESTED POSITIVE FOR THE CORONAVIRUS IN ORDER TO UNDERSTAND HOW THE VIRUS IS SPREADING

- 24%
- 28%
- 15%
- 33%

WHO MAY HAVE HAD CONTACT WITH SOMEONE WHO TESTED POSITIVE FOR THE CORONAVIRUS

- 19%
- 26%
- 18%
- 37%

Source: PEW RESEARCH CENTER

How will organizations manage consumer expectations around data privacy?

Read more from this report by Weber Shandwick ➔

Brian Buchwald, Head of Global Intelligence

Tom Campbell, Director, Global Intelligence

Danti Chen, Head of Applied Data Science, Global Intelligence
The Road Ahead: Moving Forward with Collaborative Ingenuity

This pandemic has resulted in both a tremendous shock to our lives, livelihoods, and culture — but it’s also served as a catalyst. While the impact of COVID-19 will continue to accelerate change and pose bigger and more complex questions, we have an opportunity to prepare for how we define what comes next.

Recovery begins by remembering that despite it all, our values now more than ever are a rallying cry. Trust, empathy, compassion, authenticity, transparency, dialogue and responsible leadership take on renewed importance. Brands grounded in a shared purpose that resonates with people will forge a powerful relationship with them in the months and years to come.

The road to recovery is not just going BACK to work. Instead, we should strive to go FORWARD to work, with greater purpose, humanity and collaborative ingenuity. We are all global citizens, dealing with a shared cause of disruption, and living in an increasingly interdependent world. If we all lean in with hope and a drive to heal and rebuild, this could be a truly unifying moment.

Trust, empathy, compassion, authenticity, transparency, dialogue and responsible leadership are now more important than ever.

The Road to Recovery: Navigating the New Marketing Landscape

Edited By Jim Meszaros, Powell Tate & Tara Gupta Dabir, FutureBrand · Design & Illustration by Mattias Mackler, FutureBrand
Agency Contributors

**FLIPSIDE**
*Flipside* believes that technology, properly harnessed and deployed, has the potential to change both culture and commerce. And what's more, we have the case studies to prove it. We don’t see ourselves as Marketers, although we all understand the discipline. We’re Architects. And our role is to help brands use technology to design and build the most effective solution to their challenge. We’re a business that not only believes in the transformational potential of technology, we make it a reality. We make what feels like the impossible, possible.

**FUTUREBRAND**
*FutureBrand* is a global brand transformation company. By strengthening the connection between brand purpose and everyday experience, we help businesses grow even when times change. In an increasingly uncertain world, this means anticipating economic, social and technological shifts and using this knowledge to help our clients future-proof their brands. Based in the world’s most exciting cities, we are an entrepreneurial group of strategy, design, innovation and experience experts who seamlessly combine our expertise with knowledge of our client’s businesses. Our values – to be creative, adaptable, positive and entrepreneurial – shape every client engagement.

**GOLIN**
*Golin* is a progressive public relations agency committed to engaging a profoundly diverse global market. Our approach aligns earned-first, data-driven creative with the customer journey, to deliver maximum impact for our clients. In an era of unprecedented disruption, we believe that earning attention has never been more important. As such, we relentlessly pursue brave, creative solutions, designed to generate authentic conversation and connection, and ultimately, drive measurable action – from relevant awareness to advocacy and sales.

**HUGO & CAT**
*Hugo & Cat* is a digital agency with a focus on customer experience, branding, content, and technology. We help our clients transform, innovate and grow. We have a team of 100+ experts in London, New York and Chicago. We have experience across a wide range of sectors, from consumer goods and tourism to healthcare and finance.

**ITB WORLDWIDE**
*ITB Worldwide* acts as a conduit between brands and talent. We help our clients harness the power of talent, influence and culture through strategic and creatively led projects rooted in fashion, design, music, sport, lifestyle, consumer and entertainment for brands and individuals alike. We offer 560 global services to our clients from our headquarters in London, New York and Los Angeles.

**JACK MORTON**
*Jack Morton* is an award-winning global agency focused on building experience brands, best known for event and experiential marketing, integrated campaigns, digital and content marketing, sponsorship marketing and employee engagement. We also have special expertise with virtual and hybrid experiences, experiential technology, public events, trade shows and exhibits, broadcast design and moving image. With 80 years in the industry, we believe that happy humans are the world’s best advertisers.

**OCTAGON**
*Octagon* is a creative marketing agency that specializes in sports, entertainment, culture and cause. Today’s marketing landscape is as difficult to navigate as ever and the sports and entertainment marketplace is no different. We are an organization of marketers first with an incredible heritage to rely upon from the inception of the sports and entertainment marketing industry some 50+ years ago. We listen with a channel agnostic ear and have built an organization full of accomplished specialists who help brand marketers answer a range of marketing challenges each and every day.

**POWELL TATE**
*Powell Tate* is the globally recognized, premiere, DC-based public affairs unit of the Weber Shandwick network. Built for change, we are nimble, data driven and led by people who understand fast changing politics, complex policy debates, emerging cultural trends, the role of third-party stakeholders and digital transformation. We know the motivations that spark movements. The issues that matter most privacy, environment, sustainability, automation, food safety and healthcare. In short: What to embrace. What to avoid. What you didn’t see coming. We solve complex business, policy and social issues. We mitigate risk and build reputation. We shape opinions and build support for issues that matter. This is how we drive change and power results.

**UNITED MINDS**
*United Minds*, a Weber Shandwick consultancy, specializes in organizational transformation by engaging the people who make it all possible - employees. We are a diverse team of consultants and creatives, communicators and HR professionals, who know how to harness the power of people to solve an organization’s most critical business challenges. Whether leaders are navigating mergers or spins, changes in leadership, redefined brand platforms, a need for greater inclusion and diverse teams, digitally driven innovation or the demand for a purpose-driven culture, we can help. Our integrated approach to managing change leverages the art of creative communication with the science of organizational psychology, sparking new behaviors that drive both engagement and business results.

**UXUS**
*UXUS* is a global strategic design consultancy that re-imagines consumer experiences for the 21st century. We harness the power of retail, hospitality and experience to transform the world’s leading brands – from creating the ultimate peer-to-peer education hub for Sephora to the new dining experiences for McDonald’s. UXUS is proud to be recognized by the industry for its creative excellence. Our award-winning team recently won the Best retail Experience at the World Retail Congress for the L’Occitane flagship on Regent Street.

**WEBER SHANDWICK**
*Weber Shandwick* is a leading global communications network that delivers next-generation solutions to brands, businesses and organizations in major markets around the world. Led by world-class strategic and creative thinkers and activators, we are data-led, with earned ideas at the core, and use leading and emerging technologies to inform strategy, develop critical insights and heighten impact across sectors and specialty areas, including brand and B2B marketing, healthcare marketing, change management, employee engagement, corporate reputation, crisis management, data and analytics, technology, public affairs, social impact and financial communications.