## WHO AM I?

**WHY:** TO CREATE POSSIBILITY/ BE A PART OF THE AFRICAN MARKETPLACE REVOLUTION

**HOW:** BY USING TECHNOLOGY AS AN ENABLER TO A VALUABLE AFRICAN MARKETPLACE

## WHERE:

- **FOUNDER & CEO, BEAN INTERACTIVE**

- **PARTNER, SARACEN MEDIA GROUP**
- **DIRECTOR, SOLVIT LIMITED**
- **BOARD MEMBER, NELLIONS MOVING AND RELOCATIONS**
- **ADVISORY BOARD, INTERNATIONAL SCHOOL OF ADVERTISING (ISA)**
- **STANFORD UNIVERSITY, SEED PROGRAMME ALUMNI**
- **ALIBABA BUSINESS SCHOOL, EFOUNDERS ALUMNI**

BE UNREASONABLE

WE ARE LIVING
IN A NEW WORLD

THAT FEELS
LIKE THIS

# BUT IS ACTUALLY MORE LIKE THIS

(SHOULD YOU CHOOSE TO SEE IT THIS WAY)

**I skate to where the puck is going to be, not where it has been.**

*- Wayne Gretzky*

BEFORE COVID

Constants

$$3x - 4y = 7$$

Result

Variables

Pre COVID-19 your variables are your customers and the constants are your products.

POST COVID

Variables

$$3x - 4y = 7$$

Result

Constants

Post COVID-19 your variables are your products and the constant is you, your team, your culture.
The result is still the same.

FINANCIAL CRISIS SPOTLIGHT

# HOW TO MARKET IN A DOWNTURN

**IN EVERY RECESSION** marketers find themselves in poorly charted waters because no two downturns are exactly alike. However, in studying the marketing successes and failures of dozens of companies as they've navigated recessions from the 1970s onward, we've identified patterns in consumers' behavior and firms' strategies that either propel or undermine performance. Companies need to understand the evolving consumption patterns and fine-tune their strategies accordingly.

During recessions, of course, consumers set stricter priorities and reduce their spending. As sales start to drop, businesses typically cut costs, reduce prices, and postpone new investments. Marketing expenditures in areas from communications to research are

by John A. Quelch and Katherine E. Jocz

Phil Wheatley

# Consumer Segments' Changing Behavior

KEY
- **STABLE MARKET** — Slight or no change in opportunities for companies
- **MIXED MARKET** — Slight or no change for stronger competitors; a reduction for others
- **DECLINING MARKET** — Substantial reduction in opportunities for companies

RISK OF SALES DOWNTURN (LOW → HIGH)

BEHAVIOR CHANGE (LOW → HIGH)

| | ESSENTIALS | TREATS | POSTPONABLES | EXPENDABLES |
|---|---|---|---|---|
| **Slam-on-the-Brakes** | Will seek lower-cost product and brand substitutes such as private labels | Will deeply reduce or eliminate treats or seek lower-cost substitutes | Will put off all durable purchases unless forced to make emergency replacements; will delay repairs and personal services, such as dental cleanings | Will eliminate purchases in this category |
| **Pained-but-Patient** | Will seek out favorite brands at lower prices but settle for cheaper, less-preferred alternatives; will stock up on good deals | Will cut back somewhat on frequency and quantity and emphasize value | Will delay major purchases, repair rather than replace, seek value and low ownership costs rather than extra features, and negotiate at point of sale | Will deeply curtail expendables |
| **Comfortably Well-Off** | Will continue to buy favorite brands at prerecession levels | Will be more selective in purchasing luxuries | Will seek better quality for the price; will negotiate harder at point of sale | Rarely regards any purchase as unjustifiable but may reduce the most conspicuous consumption in this category |
| **Live-for-Today** | Will continue to buy favorite brands at prerecession levels | Will continue to buy favorite brands at prerecession levels | May buy if there is a great deal; otherwise may postpone | Is reluctant to regard any customary purchase as unjustifiable; may not want to expand consumption to new types of purchases |

» In recessions, companies must understand customers' shifting needs and then adjust their communications strategies and offerings.

» Marketers should segment customers according to their recession psychology (from fearful to carefree) and how they categorize their purchases (from essentials to expendables).

» Through carefully targeted appeals, brands can connect emotionally with consumers – as Crest did with its Whitestrips ads during the 2008 holiday season, for instance. Aleve connected with people, too, when it reminded them that buying the brand is a sound decision. ("That's value. That's Aleve.")

» Companies that employ such tactics will perform better now and in the long run than those that make cuts across the board.

→ EMPATHIZE

→ RE-STRATEGIZE

→ RE-ENGAGE

→ SURVIVE

# Ways to build empathy

- Observe
- Engage
- Immerse

# IT TAKES 21 DAYS TO FORM A NEW HABIT

**BEHAVIOUR TRANSITION**

We were thrust into new ways of behaving because of the Pandemic.

We hated it at first.

NEW ROUTINES

EMPATHY

**BEHAVIOUR TRANSFORMATION**

New habits of have been formed….at scale. Now we have started liking the aspects of it. Not going to the office, ordering in etc…

We are wondering if we should even go back

NEW HABITS

# EMPATHY IS FREE DATA

Dr. Tom, Stanford Classmate

IT'S NOT WHO SELLS WHAT YOU SELL OR THE PANDEMIC ITSELF, THAT WILL/ IS DISRUPTING YOU,

**IT'S THE DESIRE TO KEEP THINGS AS THEY ARE.**

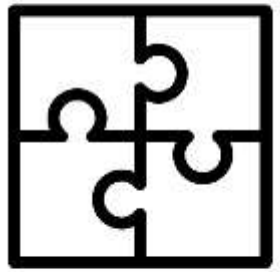
# KEY MINDSETS

Bias towards action

Fail forward to learn

Empathy

Problem = opportunity



Radical collaboration

# IN PRACTICE

**Pawan Kumar Marella** • 1st
Unilever | Sales & Marketing | General Management | Part time teacher - life lo...
6d •

We did it again 👏!

20 days from Idea to Implementation.

Presenting the NEW Lifebuoy HandWash.

Made in Kenya. Ready to save lives across the world.

This is just after we launched the Lifebuoy Sanitizers in Kenya in less than 14 days from idea to implementation.

Amazing work by a determined, gritty, resilient, committed, passionate team.

What a sheer WOW! Hats off to the entire Unilever team across functions, across countries that came together to make this possible.

Who says elephants can't dance?

#unilever #lifebuoy #handhygiene #forceforgood #uniquelyunilever #businessforgood #handwashing #brandsonamission #culturematters

Unilever Samir Singh Kartik Chandrasekhar Justin Apsey Delene Van Der Horst Jeni Hall Richard Bogita Agnes Wahito CPIM Judith Nagery Joseph Sunday Christian Byron Tarryn Payne Barbara Lack Susan Nderitu, MCIM

# CHEAT SHEET

# MARKETING THROUGHOUT A RECESSION

## STREAMLINE PRODUCT PORFOLIOS

Cleaning up your product lines and seize the initiative early rather than waiting to be forced into making changes.
When faced with declining demand, marketers should continue to reduce excessive complexity in product lines.
Overly broad product lines soak up marketing costs and tie up resources and working capital in slow-moving inventory

## IMPROVE AFFORDABILITY

Slam-on-the-brakes and pained-but-patient cus-tomers, in particular, will be shopping around for the best deals. All businesses will increasingly compete on price.

## BOLSTER TRUST

Worried consumers - even in the comfortably well-off and live-for-today segments -see familiar, trusted brands and products as a safe and comforting choice in trying times. Reassuring messages that reinforce an emotional connection with the brand and demonstrate empathy (for example, by conveying a sense that "we're going to get through this together") are vital.

# 7 SMART WAYS TO ECONOMIZE ON ADVERTISING

1 Shift from 30-second to 15-second television spots.

2 Substitute cheaper radio advertising for television, especially when it's important to deliver frequent messages in order to remind consumers to act.

3 Switch to media that allow precise targeting of consumers and detailed tracking of their response. For example, choose search-related advertising on Google over banner advertising.

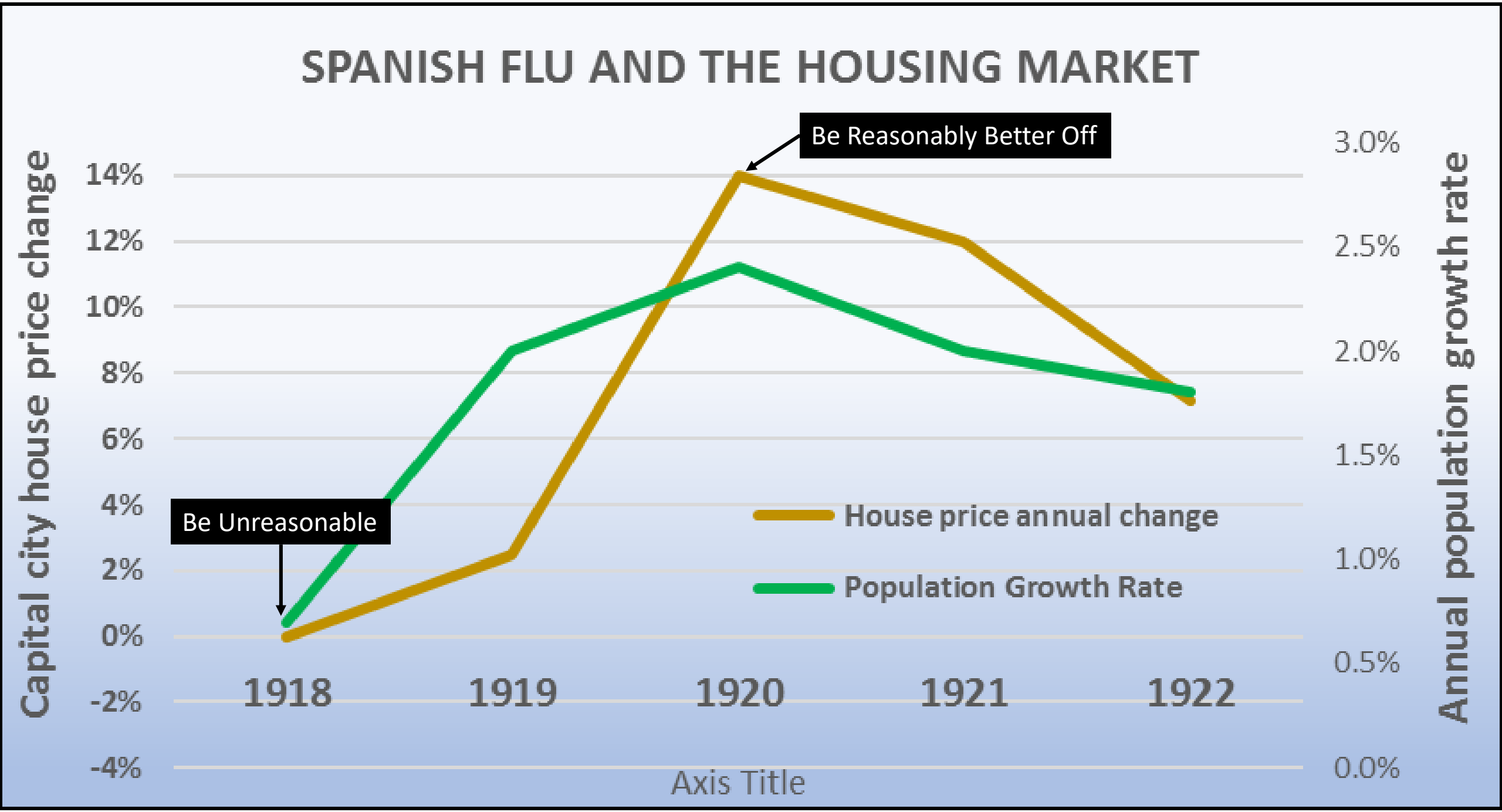
4 Advertise brands jointly with a marketer in a different product category that targets a similar consumer segment.

5 Adapt or extend an existing campaign rather than commission a costly new campaign.

6 Consolidate advertising at a single agency to maximize media-buying discounts.

7 Avoid long-term media commitments at the outset of the downturn; wait for falling spot rates before buying media. Companies with deep pockets should consider locking in favorable rates for the future.

THERE IS NO BETTER TIME TO BE UN-REASONABLE WITH YOURSELF AND YOUR BRAND OR AGENCY


SPANISH FLU AND THE HOUSING MARKET
Be Reasonably Better Off
Be Unreasonable
House price annual change
Population Growth Rate
Capital city house price change
Annual population growth rate
14%
12%
10%
8%
6%
4%
2%
0%
-2%
-4%
3.0%
2.5%
2.0%
1.5%
1.0%
0.5%
0.0%
1918
1919
1920
1921
1922
Axis Title

The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.

— Alvin Toffler —

AZ QUOTES

# THANK YOU