

RESPONDING TO COVID-19 DURING THE ACUTE OUTBREAK IN ITALY

2° Release – 18 March 20

AN EVOLVING EMERGENCY

The explosion of the health emergency in Italy, as well as abroad, encourages us to reflect on the impact that COVID-19 has on **consumer sentiment**, **companies** and **business**.

Facing with this situation that has further worsened over the past few days, it is important to **track** how **lifestyles** and **consumption** are changing (from households expenditures to the media diet). At the same time, it is important to **suggest to marketers** which **opportunities** to oversee in order to manage their own business in the short term.

“

The widening spread of Coronavirus is first a human tragedy. Secondly, it is a social phenomenon that has implications for how technologies are used, such as e-commerce and streaming. It could have political consequences and will certainly have tangible economic consequences for most of the countries to be observed and managed

”

Brian Wieser, Global President Business Intelligence of GroupM

This is the **2° release** of a document that does not end with this first explorations of the events

Updates will follow every week

COVID-19: THE 3RD WEEK

“ *The time has arrived to take a step ahead. And this is the most important. We must be lucid, measured, sober and responsible. This is the power of our country, a community of great people.* ”

Giuseppe Conte – Italian Prime Minister

After the first kickback following the outbreak, the systemic initiatives made by the Government as well as the European Community **make a step change** in the crisis management and in support of the local economies. The first results of these first economic measures will be probably more clear in the next few weeks.

Anyway, there's no doubt that **we're facing the risk of a new downturn**. Will be a '**V**' trend with a quick downturn and an immediate economic recovery, a '**U**' trend with a longer phase of recovery, or a '**L**' trend with a long-lasting stagnation phase?

Although people are following Government rules, the health emergency brings worldwide stock markets their worst day. Against a context of a barrage of sometimes contradictory information and advice, we still believe that the **smart, empathetic use of communication can help brands to demonstrate their true values, relevance and purpose to people at a time when they are most needed**.

History (and data) tells us that **brands** that act **effectively in a crisis, become disproportionately stronger** after the event.

3 PHASES OF CHANGE

As with SARS or any other global health crisis, the Coronavirus outbreak will have **3 distinct phases**.

The **duration** of these phases is as yet **unknown**; however, each stage has implications for the decisions that brands make.

At the time of this second writing, Italy as well as the vast majority of the world is in (or is entering) Phase 1.

We're still in the **Acute Outbreak**, which is the focus of this document once again.

The Acute Outbreak stage is not simply a function of the number of confirmed cases of an illness, but the accompanying **knock-on effect** on the **economy**, the **media** and on **consumer confidence**.

Uncertainty is the over-riding characteristic across these period. At a time when no-one has a clear understanding of how events will evolve and yet so many have an (often ill-informed) opinion, the **need to communicate clearly, calmly and regularly becomes paramount**.

At times of crisis, people can tend towards the familiar. As such, the acute outbreak **phase** is not a time **for brands** to withdraw, but instead to **consider** how they can **actively** and **meaningfully support** all of **their stakeholders**.

1.

CRISIS

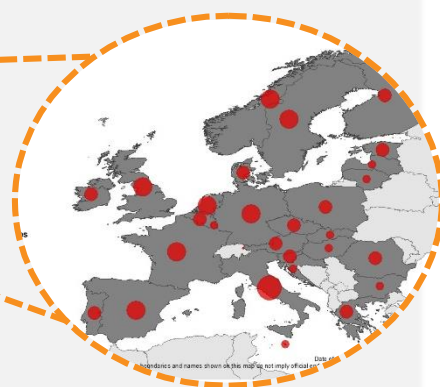
2.

RECOVER

3.

**NEW
NORMAL**

THE COVID-19 DIFFUSION MAP



FORECASTS ON THE ITALIAN ECONOMY

Loss in **overall consumption**
vs 2019

-18€ Billion

Forecast %var.
Italian GDP
vs 2019

Worst case
scenario

-3,4%

Best case
scenario

-1,0%

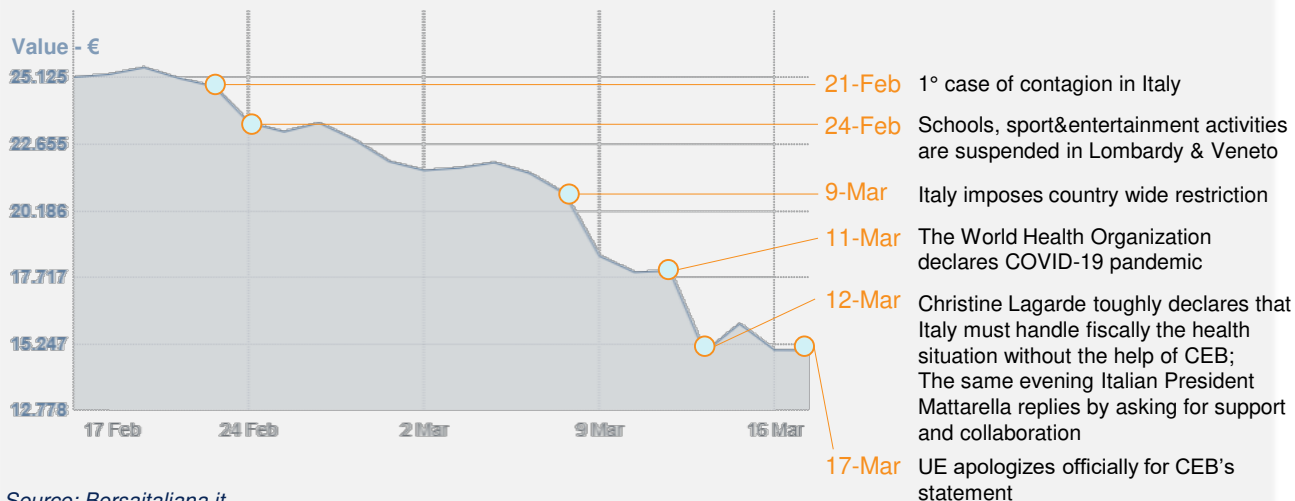
%Var. **industrial production**
Feb-20 vs Feb-19

-3,7%

Source: Confcommercio, Confindustria

ITALIAN STOCK EXCHANGE TREND

FTSE MIB trend – from 17-Feb to 17-Mar



Source: Borsaitaliana.it

THE CONTAGION TIMELINE IN ITALY

1/2

January

Whuan and the Province of Hubei enters in Quarantine

23

Italy bans flights from China

31

Febraury

1' case of contagion in Italy

21

First launch of special measures: the Red Zone in Lodigiano & Vo Euganeo areas (south Lombardy & Veneto)

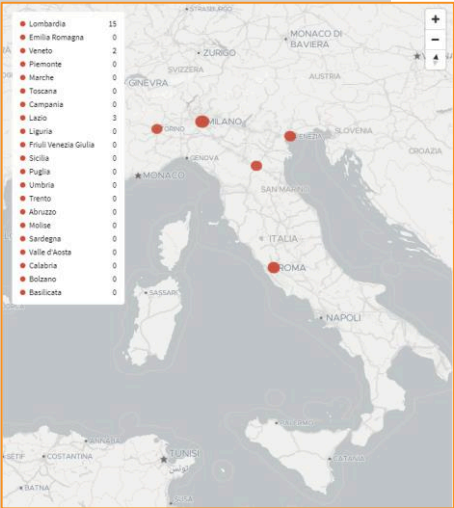
22

Schools, sport & entertainment activities suspended, Public places closed in Lombardy & Veneto

24

1000+ infected in Italy

29



THE CONTAGION TIMELINE IN ITALY

2/2

March

7.375 infected in Italy
Lombardy and other 14 provinces become **RED ZONE**

9.200 infected in Italy
Italy imposes **COUNTRY WIDE RESTRICTION**

12.400 infected in Italy
The World Health Organization declares coronavirus **pandemic**



15.100 infected in Italy
Macron announces restriction measures in **France**



17.600 infected in Italy
Donald Trump declares the national state of emergency in the **US**



24.700 infected in Italy
In **Spain**, Sanchez closes the country.
COVID-19 affects **115 countries**.



31.500 infected in Italy
After criticism on "herd immunity", Boris Johnson chooses for **UK** quarantine

8

9

11

12

13

15

17



AGENDA



CONSUMERS' BEHAVIOUR

CONSUMERS' REACTIONS TO LOCKDOWN

- THE IMPACT ON THE SHOPPING
- THE IMPACT ON THE MEDIA CONSUMPTION

THE IMPACT ON THE INDUSTRIES

HOW TO MANAGE PHASE 1 - CRISIS

CONCLUSIONS

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ITALIANS' BEHAVIOUR: WORRIED BUT CONFIDENT THAT NORMALITY WILL RETURN IN THE NEXT WEEKS (AT LEAST FOR ITALY)

CONSUMERS' CONCERN



WORRIED

17%

1° week

25%

2° week

58%

3° week

Source: Nielsen Survey «Impact of COVID-19 on Italians» Coronavirus - 2.000 interviews per week, nat. rapr. 18+ yo.

THE EFFECTS OF THE RESTRICTIVE MEASURES IMPOSED BY THE GOVERNMENT – Locally & Globally



58%

AGREE with the Italian Government



73%

Consider that the MEASURES of the OTHER COUNTRIES are WEAK

Source: Nielsen Survey «Impact of COVID-19 on Italians» Coronavirus - 2.000 interviews per week, nat. rapr. 18+ yo.

THE SENTIMENT TOWARDS THE END OF THE CRISIS



37%

OPTIMISTIC the recovery will happen into 4 weeks in Italy



9%

NEGATIVE the recovery will happen into 5 month in Italy (-5 pp vs. previous week)

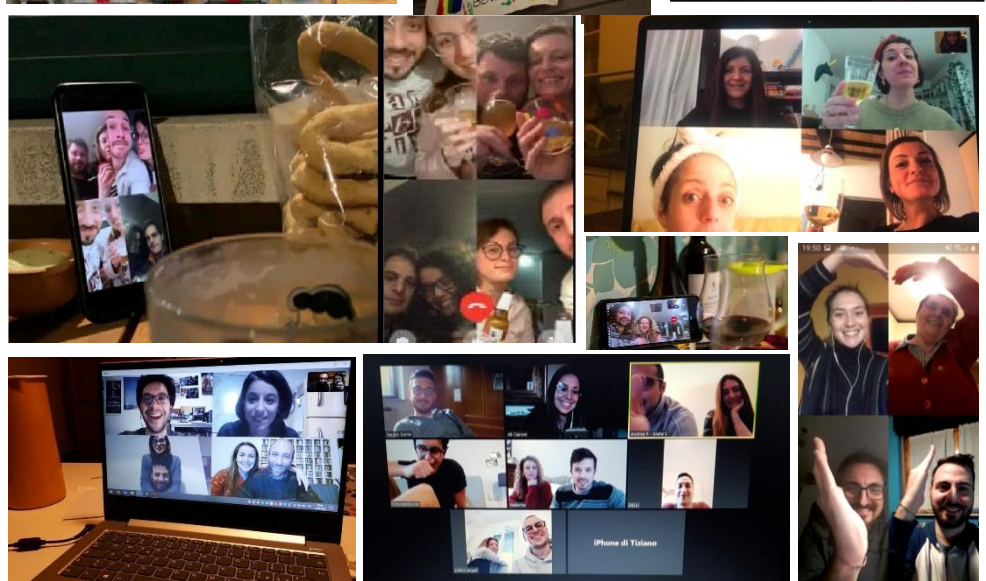


88%

NEGATIVE the recovery will happen IN MORE than 2 month globally (+6 pp vs previous week)

Source: Nielsen Survey «Impact of COVID-19 on Italians» Coronavirus - 2.000 interviews per week, nat. rapr. 18+ yo.

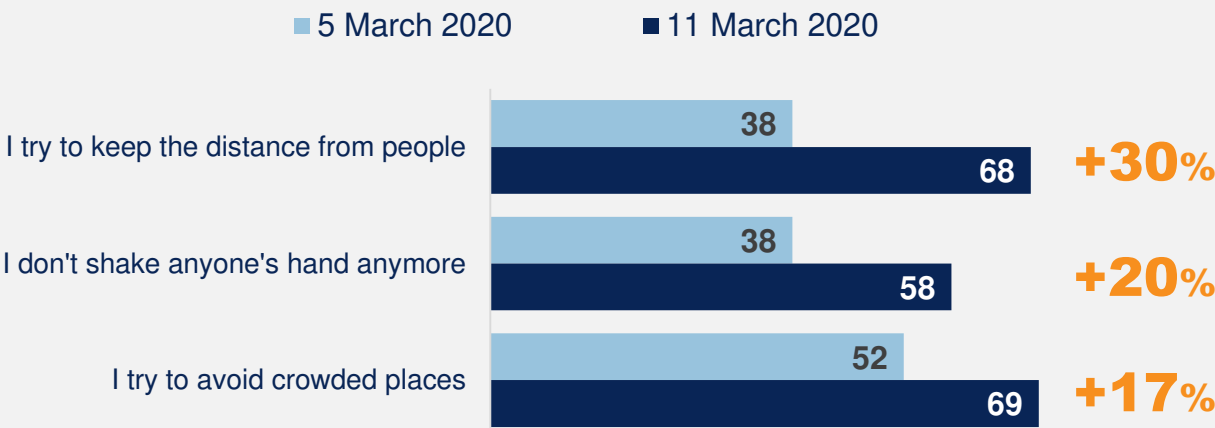
#andratuttobene



THE CHANGE IN HABITS OF THE ITALIANS: LESS PHYSICAL, MORE ONLINE

ITALIANS' BEHAVIOURS DURING CORONAVIRUS QUARANTINE

% of people who declare to implement the following behaviors

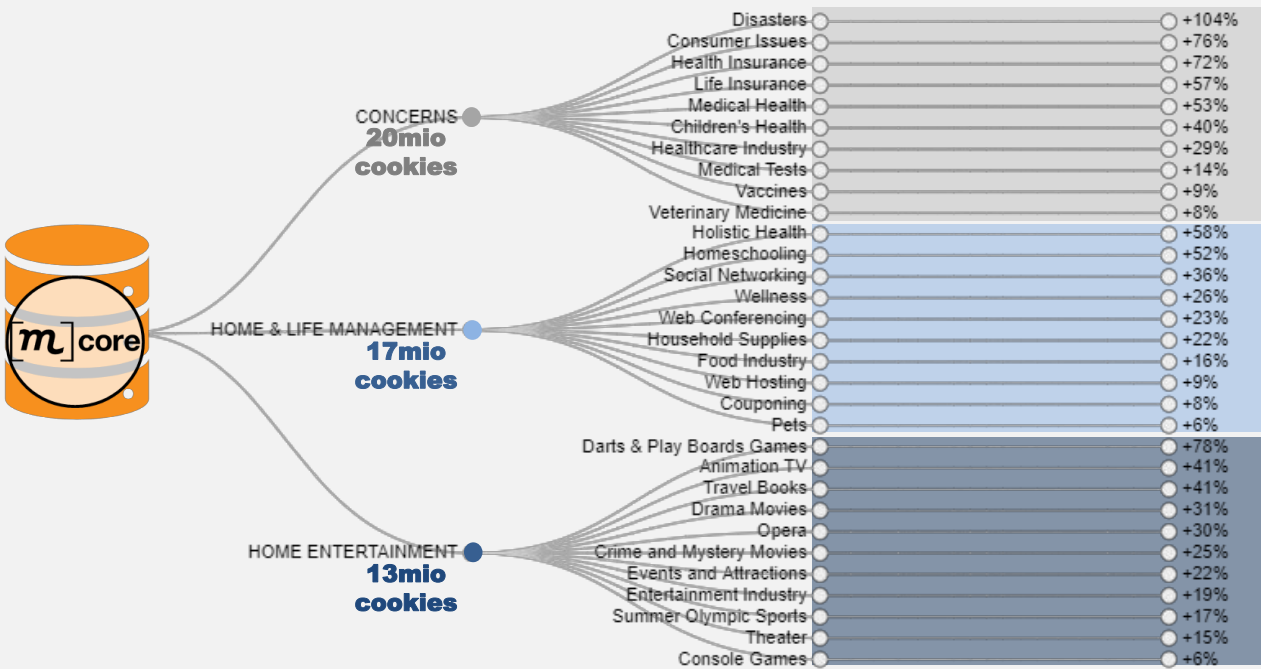


Source: SWG

ITALIANS' ONLINE INTERESTS SINCE THE BEGINNING OF THE EMERGENCY

- The online digital interests tracked from our proprietary DMP since the beginning of the crisis converge towards 3 macro areas: **Concern**, **Home & Life Management** and **Home Entertainment**, reflecting the Italians' digital life adaptation and reorganization to the lockdown situation

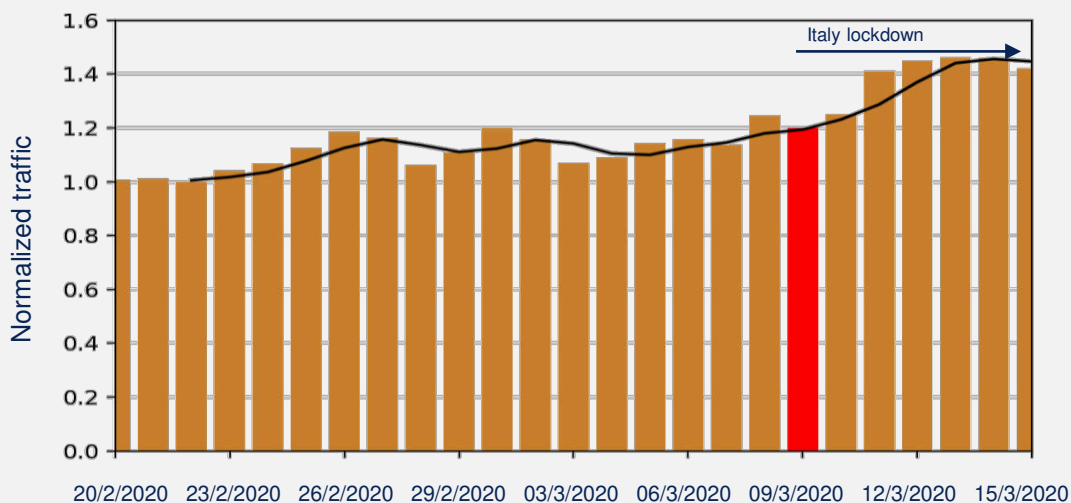
var% W4 (9-15 Mar 2020, after DPCM) vs W1 (17-22 Feb 2020, before patient 1)



Source: [m]Core - GroupM Proprietary DMP, 4 weeks tracked data on online Italian population.

THE SHIFT TO ONLINE IS DRIVEN BY MOBILE: ITALIANS DOWNLOAD APP FOR MANAGING WORK & DAILY LIFE

MOBILE TRAFFIC INCREASE



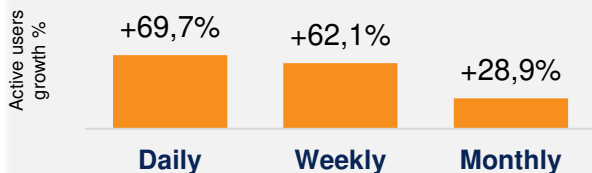
Source: Cloudflare

THE APP USAGE: SMARTWORKING AND ONLINE SUPERMARKET



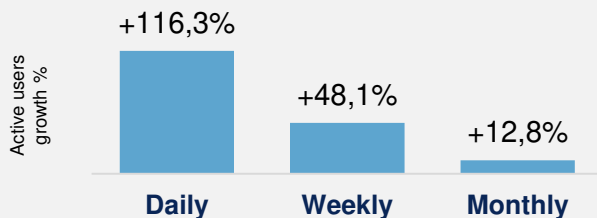
Remote working APP

+183,7%
possession growth%



Supermarket APP

+21,2%
possession growth%



Hangouts Meet	+546,9%
Microsoft Teams	+235,6%
Cisco Webex Meetings	+114,1%
Skype for Business	+11,5%
Skype	+ 10,5%



Esselunga	+27,6%
Conad	+24,0%
COOP	+16,5%
Supermercato24	+16,7%

Source: Ogury . Jan/Mar 2020

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CONSUMERS' BEHAVIOUR

CONSUMERS' REACTIONS TO LOCKDOWN

- THE IMPACT ON THE SHOPPING
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THE IMPACT ON THE INDUSTRIES

HOW TO MANAGE PHASE 1 - CRISIS

CONCLUSIONS

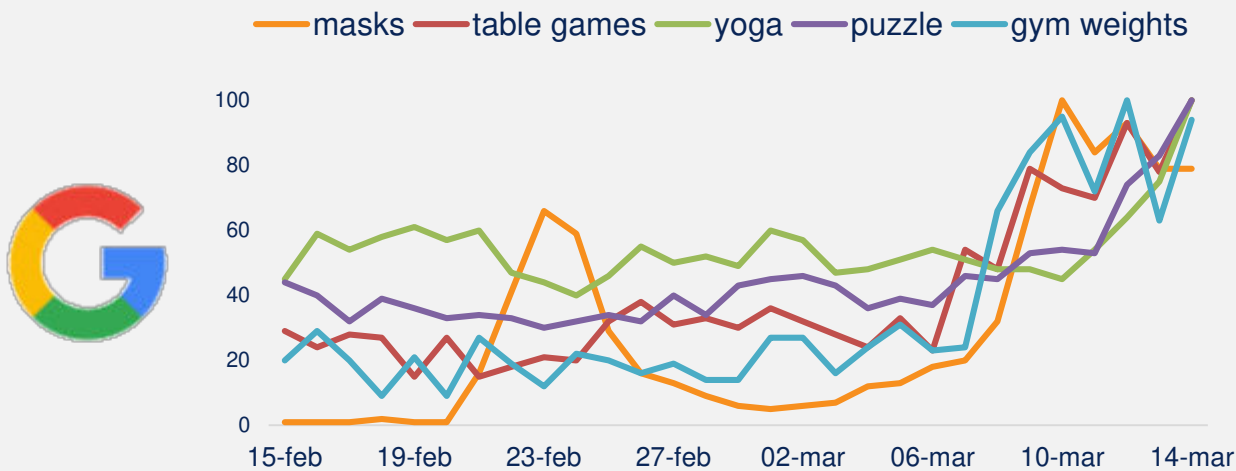
WHAT IT LOOKS LIKE TO GO FROM CONTAINMENT TO LOCKDOWN

NEW CATEGORIES ARE EMERGING IN ONLINE PURCHASE & SEARCHES

- Almost half of the top 200 product searches on Amazon & Google are still related to **Prevention & Health**, interesting increase on new products related to **Home-Entertainment** and **Personal Wellbeing**



Source: Amazon top 200 keyword search (8-14 Mar 2020)



Source: GoogleTrends – Interest Index on Google Search (15 Feb – 14 Mar 2020)

THE QUARANTINE EFFECT: SEEKING FOR LONG-TERM SOLUTIONS

RETAIL SALES (HYPER, SUPER-, FREE SERVICES, DISCOUNT)

%value sales var. vs. previous year



Progr. year
30 Dec. 2019 – 08 Mar. 2020

Progr. month
24 Feb. – 08 Mar. 2020

	Progr. year	Progr. month
Tot. Italy	+4,4%	+11,7%
Area 1	+3,4%	+8,9%
Area 2	+4,5%	+10,1%
Area 3	+4,3%	+12,9%
Area 4	+6,9%	+18,3%

Source: Nielsen Survey «Impact of COVID-19 on Italians»

THE THREE EFFECTS ON THE SHOPPING CART

- Isolation is affecting the spending in two ways: people are stocking goods spending more for long-life foods or prevention/health products, while decreasing their spending for products that are not needed in quarantine

STOCK



+29,6%
pasta



+32,7%
red preserved



+57,7%
flour



+19,3%
UHT milk

PREVENTION & HEALTH



+94,9%
medications



+17,3%
toilet paper



+216,3%
wet wipes



+64,3%
soaps

EFFIMERAL



-51,5%
ready-to-eat



-23,1%
perfumes



-17,3%
cosmetics



-6,7%
shaving

Source: Nielsen Survey «Impact of COVID-19 on Italians» - week 3/02-3/08 (%var vs same week in 2019)

THE EXPLOSION OF THE E-COMMERCE: IS IT SUSTAINABLE?

E-GROCERY KEEPS ON GROWING

eGrocery %var. vs same week in 2019



Source: Nielsen Survey «Impact of COVID-19 on Italians»

E-COMMERCE STRUCTURAL LIMITS

Amazon – The strike at the Castel San Giovanni hub

Trade unions "employee's health is not protected" –The company replies "We protect the safety of workers and customers"



Amazon, sciopero all'hub di Castel San Giovanni. I sindacati "Non tutelata la salute dei lavoratori"



L'azienda replica "Tuteliamo la sicurezza di lavoratori e clienti"

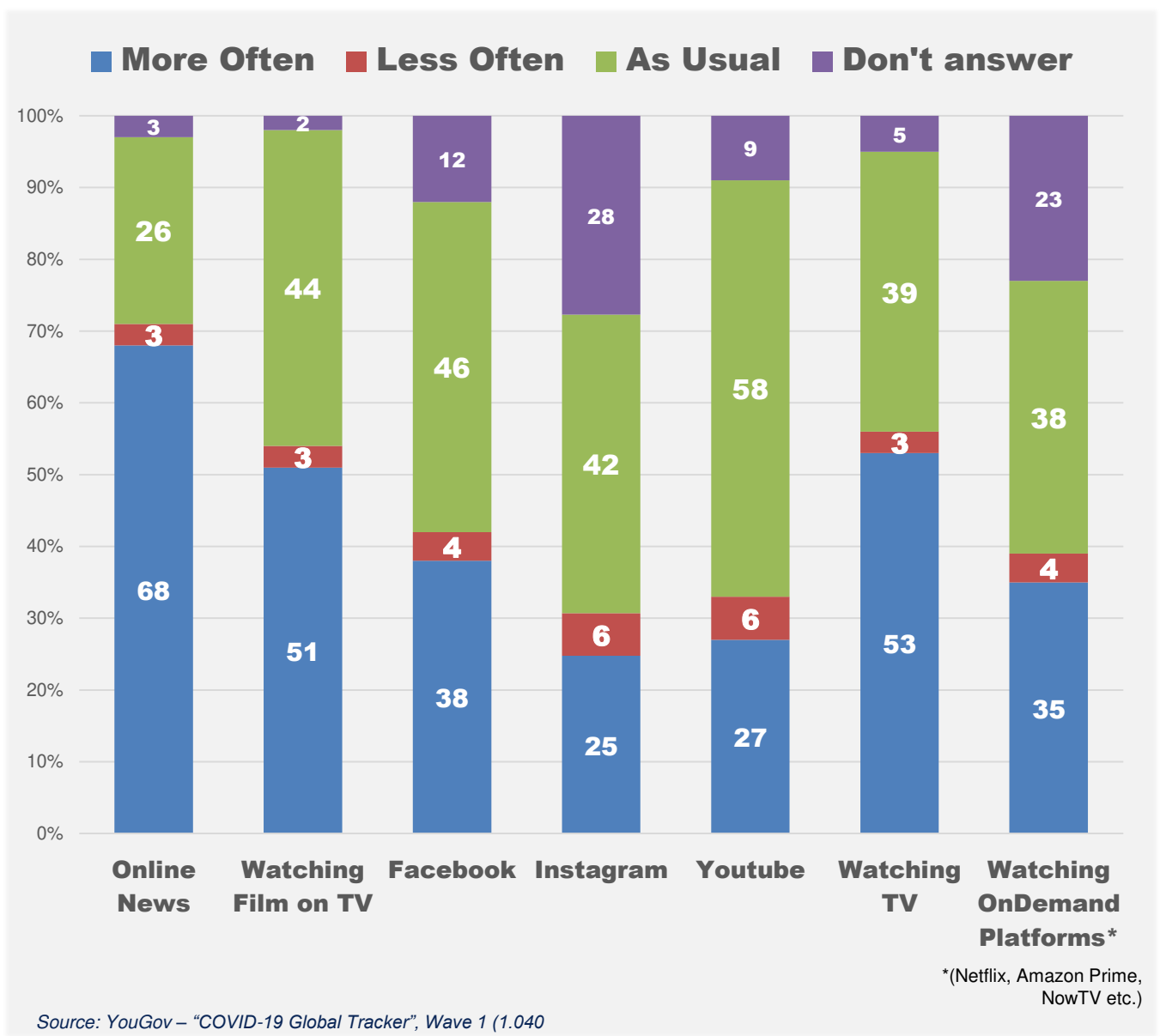
- Coronavirus, eGrocery in tilt due to the excessive number of orders. Deliveries are suspended or delayed: an average delivery takes at least 10 days to arrive



THE QUARANTINE EFFECT ON THE MEDIA DIET



CHANGE OF THE THE MEDIA CONSUMPTION PATTERNS IN THE LAST 2 WEEKS

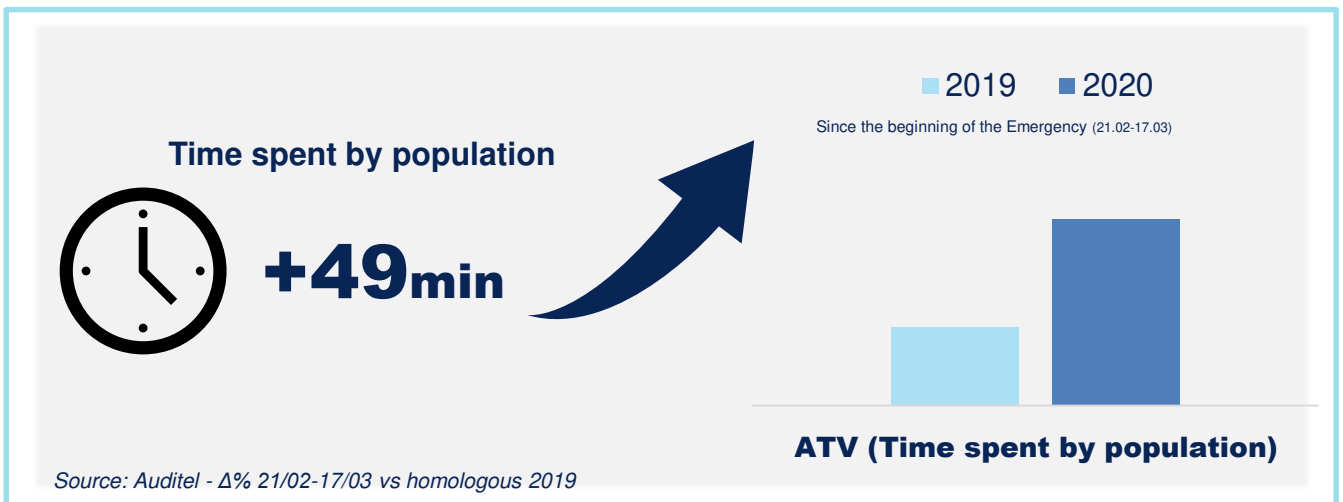
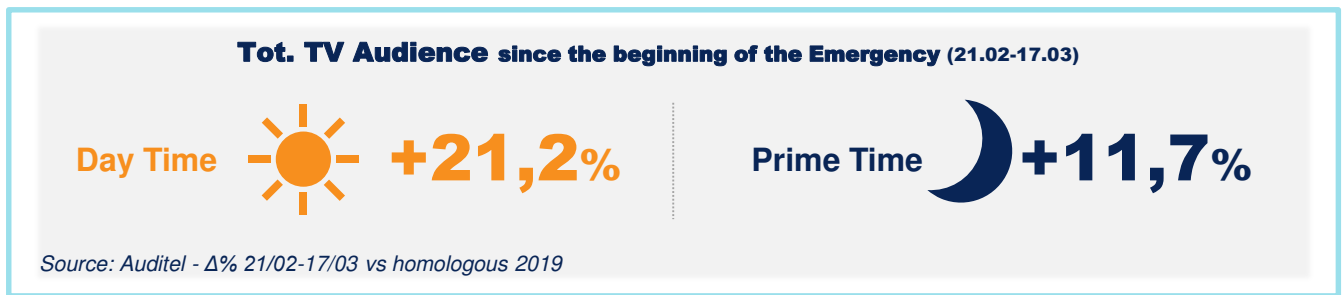
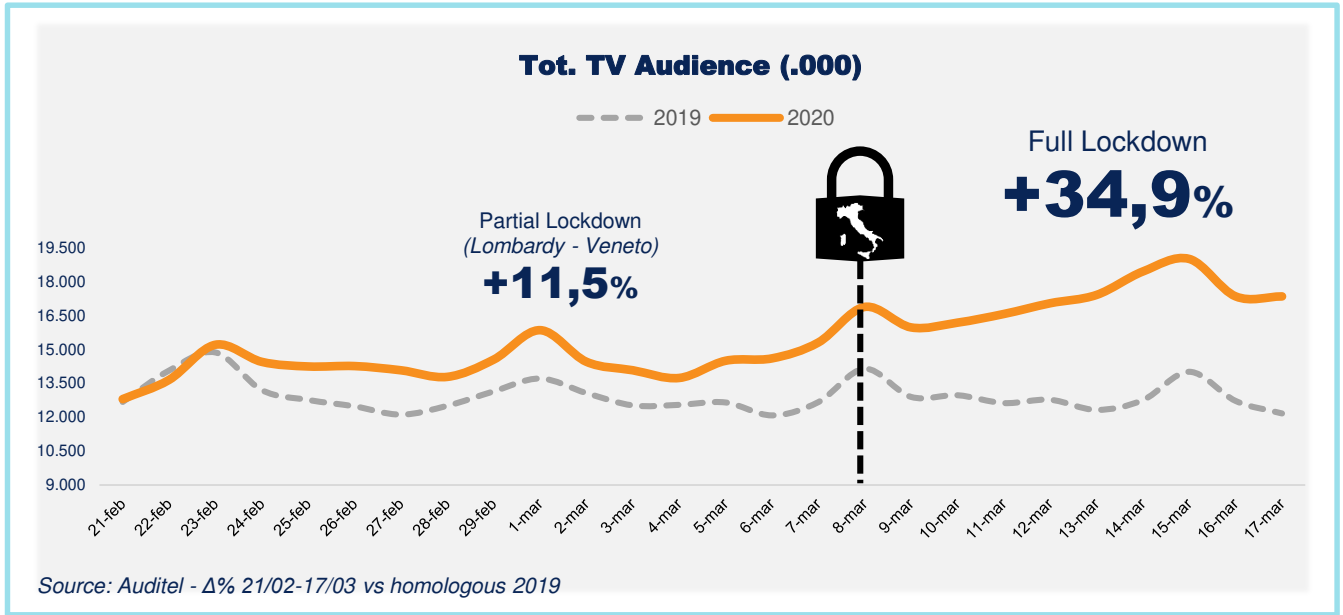


THE EXPLOSION OF TV AUDIENCES



TV AUDIENCE INCREASES AFTER THE LOCKDOWN

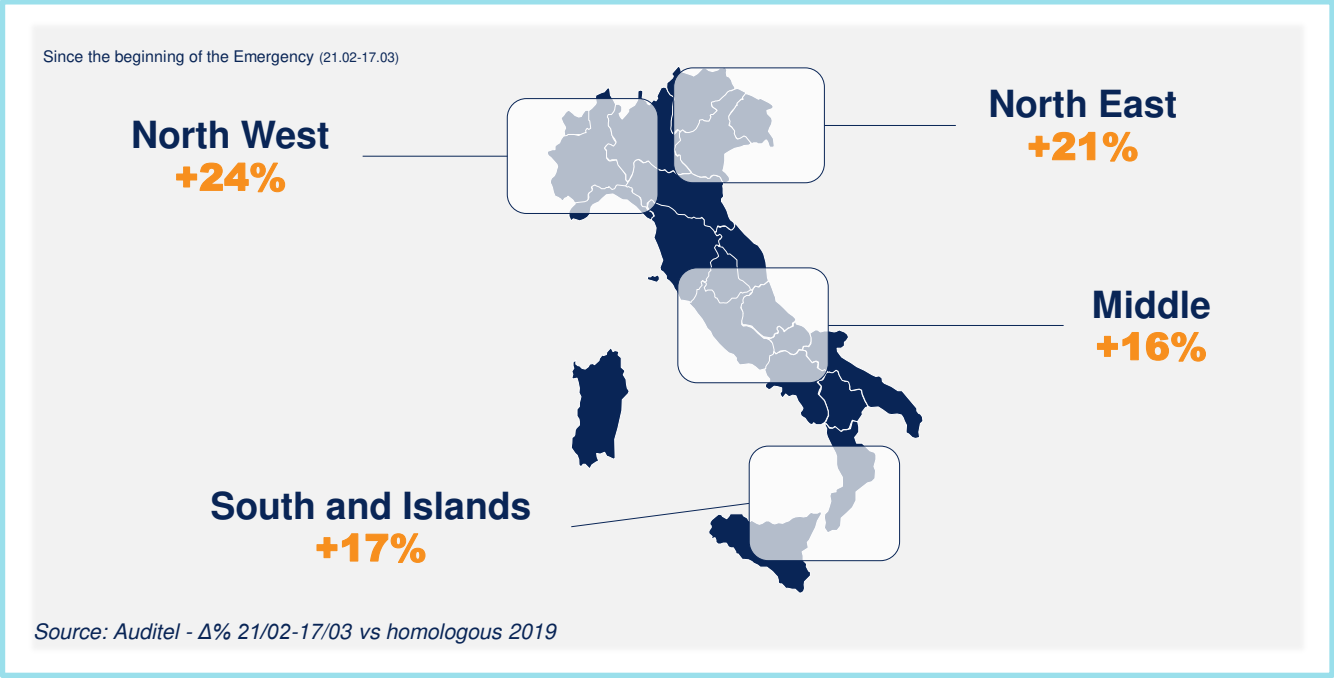
- Before 8th March only Lombardy and Veneto were effected by emergency measures. After PM extends lockdown to entire country, TV audience growth rate triples



THE EXPLOSION OF TV AUDIENCES

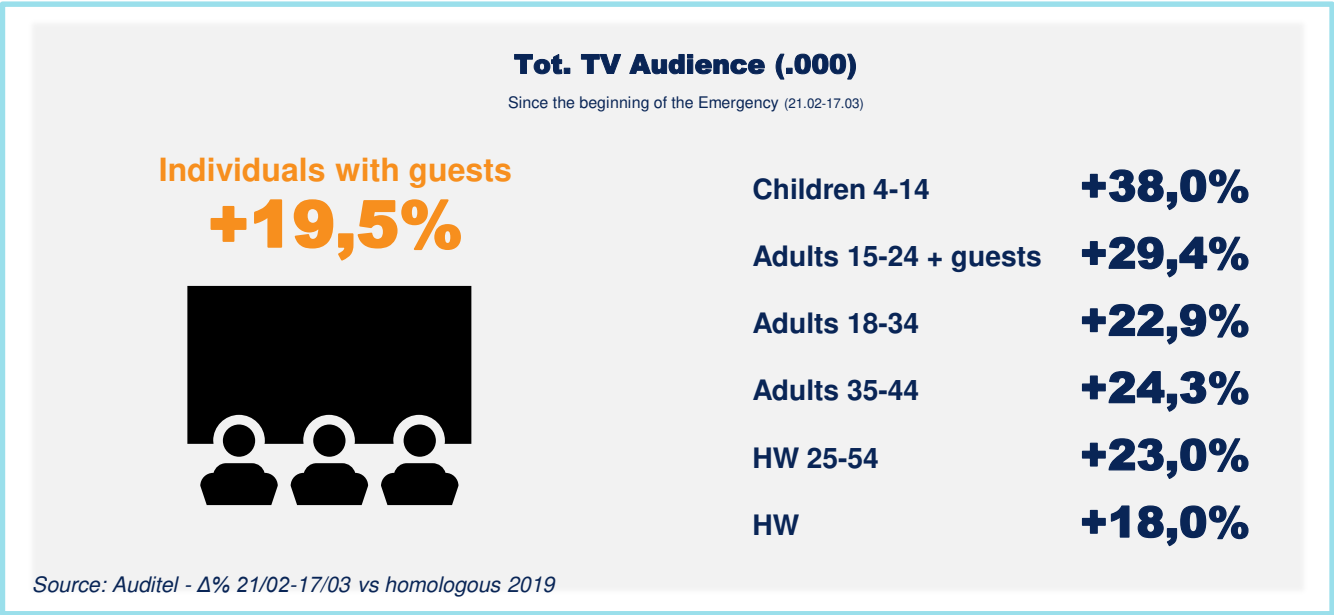


TV AUDIENCE IN ITALY



TV AUDIENCE INCREASES ACROSS ALL TARGETS

- After the lockdown TV audience's keeping on growing on all target groups, especially on young one (+36,2% Kids; 27,7% 15-24 y.o.; +21,4% 18-34 y.o.)

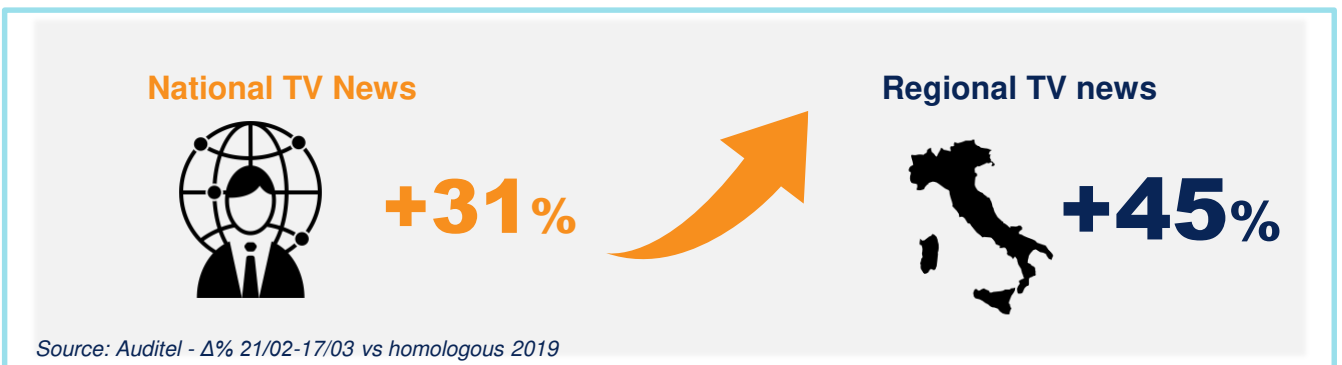
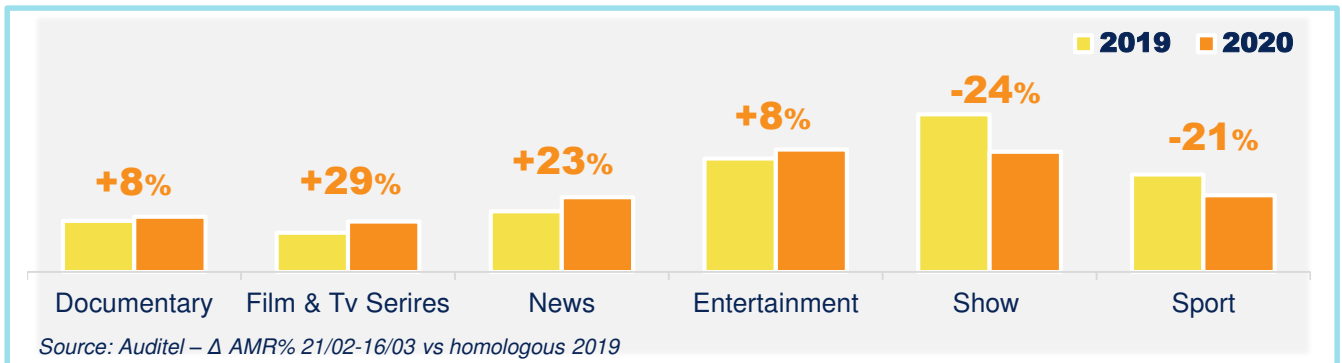


THE EXPLOSION OF TV AUDIENCES



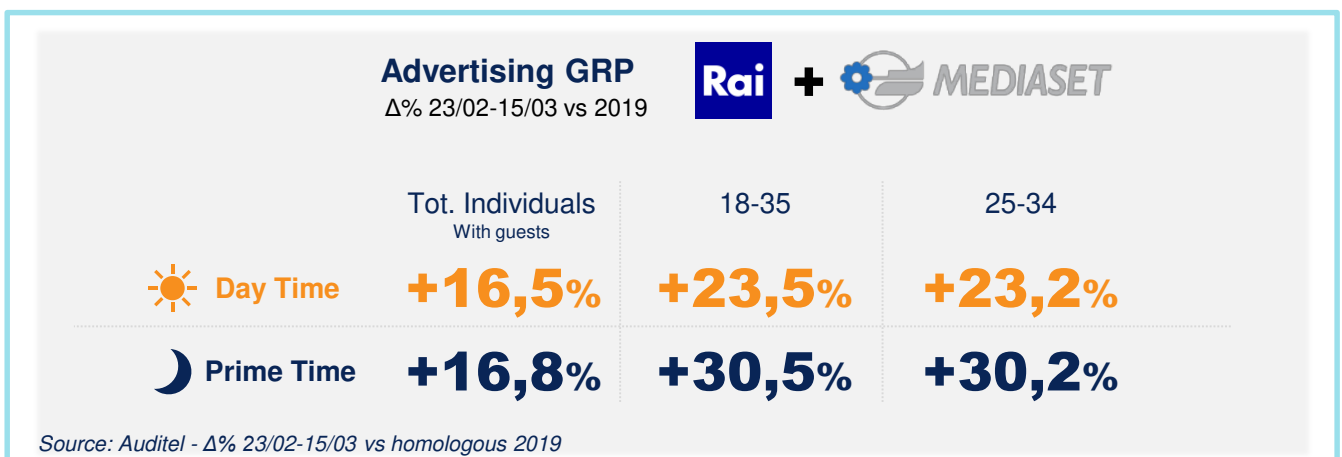
TV AUDIENCE FOCUSED INTO NEWS AND ENTERTAINMENT

- **Tv viewers** are more **interested** into **news** due to the emergency.
- **Generalist TV reshapes TV Schedule**: Shows and Sport blocked to avoid people assembly. From this restriction News, Film & TV Series and Entertainment audiences benefit



GRPs GROW ON GENERALIST NETWORKS

- During the first three weeks of health emergency, the **average GRP** grows on generalist networks, both on Individual and the main planning targets.
- To highlights the growth on **18-35** and **25-34** targets.



INFORMATION AND GAMING PUSH WEB AUDIENCES



AUDIENCES ON NEWS WEBSITES: TOP 5 BY UNIQUE USERS

Week 2
02 - 08 mar 2020

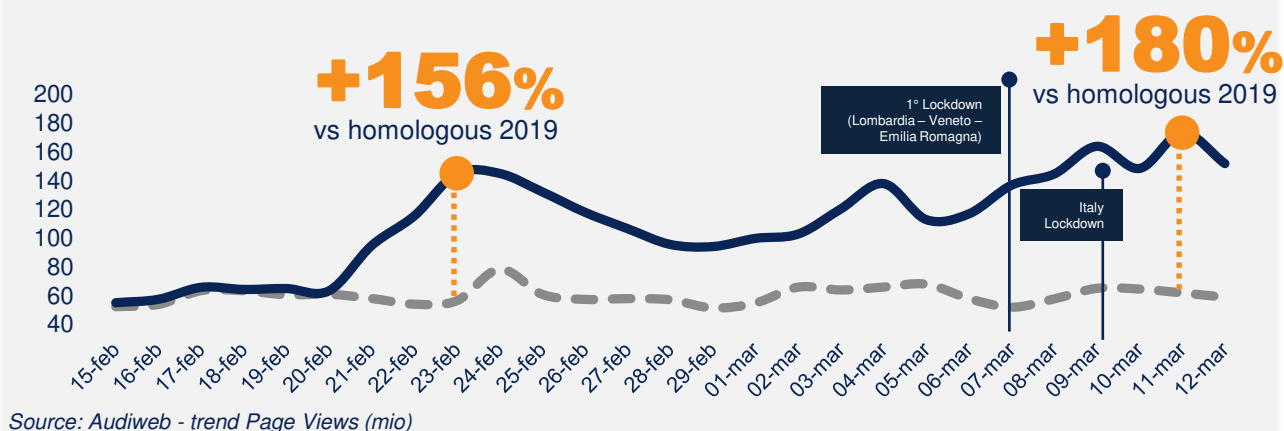
1. **CORRIERE DELLA SERA**
2. **la Repubblica**
3. **Il Messaggero**
4. **TGCOM24**
5. **fanpage.it**

UU weekly

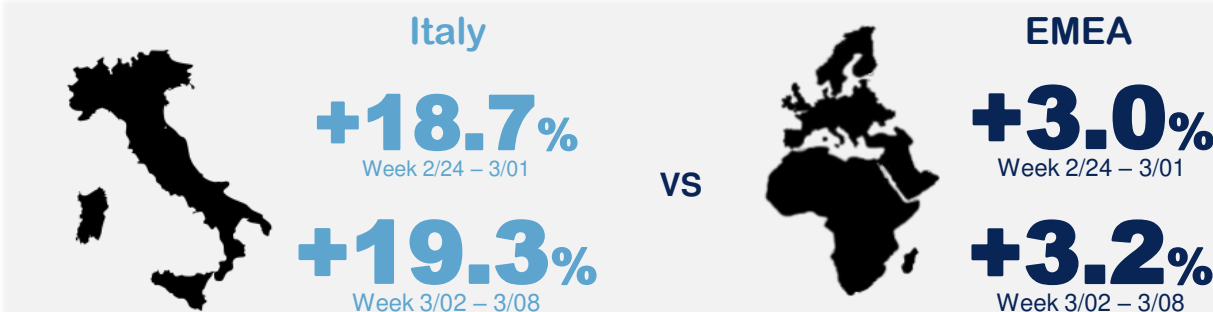
22,0 mio	+129%
19,9 mio	+102%
13,8 mio	+63%
13,5 mio	+70%
12,0 mio	+56%

Source: Audiweb – top 5 News&Information websites (%var vs homologous week 2019)

PAGE VIEWS ON NEWS WEBSITES



THE GAMING APP USAGE



Source: Network AdColony - %var vs week before the emergency

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THE IMPACT ON THE INDUSTRIES

HOW TO MANAGE PHASE 1 - CRISIS

CONCLUSIONS

FOOD RETAILS ARE BENEFITING FROM THE CRISIS



KEY TOPICS

- From the beginning of the outbreak Federalimentare has communicated the **productive and distribution continuity** and of most of Food companies
- In most of the **POS safety measures are taken** for consumer and workers
- Most of the Retailers activate **home delivery programs**
- **Free home deliveries** for consumer **65+** from some Retailers



KEY ISSUES

- **53%** of the Italian Food Companies has received **cancellation** from **abroad**
- Coldiretti launches **#Mangiaitaliano** the plan to save the export and to manage fake news and disinformation
- The **demand increase** starts to **paralyze** the **online delivery**
- Online delivery time are longer than normality: **2+ weeks**
- The safety measures taken by POS create **long-lasting queue**



IMPLICATIONS



- A local recovery plan is key to manage the loss from the foreign markets
- E-commerce platforms can be a competitive advantage, but in this situation the delivery system can be really a critical part of it
- Communication is fundamental: optimize drive to web, drive to commerce: make online visibility & transaction easier

THE IMPACT ON ITALIAN INDUSTRIES



GROWING MARKETS



Food & Beverage



Pharma



Food Delivery



STABLE MARKETS



Personal care



Entertainment



Telco



SUFFERING MARKETS



Clothing & Footwear



Tourism



Automotive



Tech



Retail (no food)



Small Business

GROWING MARKETS

FOOD, PHARMA, FOOD DELIVERY



FOOD & BEVERAGE



+7.361 millions €
(+2,7%)

Source: Confcommercio – «Effetto Coronavirus su Economia» - %var. on homologous 2019 – consumption data

PHARMA



+1.165 millions€ (+2,1%)

- Similar trend pushed by the prevention & health effect

+112% Pharma&Parapharma products

+158% Personal Hygiene

Source: Confcommercio – «Effetto Coronavirus su Economia» - %var. on homologous 2019 – consumption data

FOOD DELIVERY



- Since the beginning of the crisis most of restaurants have being loosing around 90% of their business, but positive signs from Home Delivery Programs
- **10%** of the Italian restaurants has increased its revenue thanks to home delivery programs
- OffLunch – a foodtech society – is offering free consultancy for the restaurants that need to activate an online based on the menu, packaging, and all the necessary certifications

Source: Il Sole 24 ore – 16 march

STABLE MARKETS

PERSONAL CARE, ENTERTAINMENT, TELCO

PERSONAL CARE



POSITIVE impact on Toiletries

+2,9% sell-out of hygiene products

+39% usage of hygiene products



NEGATIVE impact on Beauty&Cosmetics

-21% reduction of consumption of cosmetics



Source: Cosmetica Italia, Istituto Piepoli

ENTERTAINMENT



POSITIVE impact on in-home Entertainment



is launching the new streaming platform



is offering 2 months of free access to the service



allows to use the offer without registration



NEGATIVE impact on out-of-home Entertainment

All the new Italian and international movies release have been postponed. Some titles:

«Si vive una volta sola» Carlo Verdone, «Ritorno al crimine» Massimiliano Bruno, «Cambio Tutto» Guido Chiesa, «Il Commissario Montalbano Livia mia»

«Peter Rabbit 2» (August), «No Time To Die», 25° chart James Bond (November), «Fast and Furious 9» (April 2021), «A Quiet Place 2» e «Mulan» (TBD)



Source: Cinetel – Movieplayer.it

TELCO



POSITIVE impact on consumptions

+70% traffic fixed telephone network

+10% traffick on mobile network



• **NEGATIVE** impact on 5G development



Source: Il Sole 24 ore – 16 march

SUFFERING MARKETS

TOURISM, AUTOMOTIVE, TECH



TOURISM



- **-7,4 bn€** if the crisis lasts until May 2020
- **-22 million tourists** in the next 3 months
- **-8 bn€** estimated losses for **restaurants**
- According with the decree of 11 March, restaurants can open only for **food delivery**

Source: Confcommercio – «Effetto Coronavirus su Economia» - %var. on homologous 2019 – consumption data

AUTOMOTIVE



- **-15%** (-300.000 cars) forecast for new car sales in 2020
- **79%** dealers declare a low level of affluence since the outbreak
- **-90%** short-term car rental since the outbreak
- **-60%** car sharing services since the outbreak

Source: UNRAE, Aniasa Centro studi Promotor

TECH & ELECTRONIC

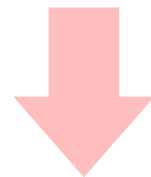


- **-8,4%** tech products sold decrease in the 1° week of the outbreak vs. the average of the previous 4 weeks
- A negative trend that is particularly pronounced in the **Traditional Point Of Sales** (-8,9%) but also in **Online Stores** (-6,1%) as well as Technical Superstore (-8,4%)
- The most affected products: dryers (-31,4%), air conditioners (-27,4%), vacuum cleaners (-24,1), espresso machines(-17,4%)
- Mobiles & TV sets that drive the sector registered -6,7% and -10,2%
- Apple, Sony and Microsoft announced delays of new electronic devices productions. New product launches postponed to 2021.

Source: GFK

SUFFERING MARKETS

FASHION, NON FOOD RETAIL, SMALL BUSINESS



CLOTHING



- **-3,4 bn€ %** clothing and footwear sector
- 1/3 of luxury purchases in the world comes from the Chinese (70% annual growth)

Source: Confcommercio – «Effetto Coronavirus su Economia» - %var. on homologous 2019 – consumption data

RETAIL (NO FOOD)



- With the decree of 11 March, retail commercial activities are suspended, except for the sale of food and basic necessities
- The exception concerns both small, medium and large-scale distribution, shopping centers included

SMALL BUSINESS



- All the Small Business Activities (local Shops, restaurants, pizzeria, car dealers etc.) have been closed down due to the lockdown
- We expect a strong impact on local as well as national economy on all activities: Tourism, Daily Catering and Restaurant (-8 bn€ estimated losses for restaurants as seen before), Car rental, Car Sharing (-90% short-term car rental & -60% car sharing services since the outbreak)
- Negative impact also on the Advertising Market: direct consequences for local advertising on Press, Print and OOH, but also on Google and Facebook (SB represents around 50%)

EVENTS AND LIVE COMMUNICATION

THE MOST AFFECTED SECTOR

- All Events have been postponed or cancelled due to the emergency
- Here below, we've highlighted the most significant ones

POSTPONED



- Art Week Milano
- Salone del Mobile
- Vinitaly
- Biennale di Venezia
- Ultra Music Festival
- Giro d'Italia
- Cannes Festival
- UEFA European Championship

?Ocotber?


!2021!

UNDER EVALUATION



- Tokio Olympics 2020
- Tour de France
- Wimbledon
- Eurovision Song Contest

CANCELLED



- Tomorrowland Winter2020

BRANDS ARE INCREASINGLY STEPPING UP TO SHOW THEY ARE HELPING

BIG FASHION BRANDS DONATIONS

-  **D&G** funded a research project of Humanitas University in collaboration with the virologists of the San Raffaele Hospital in Milan
-  **Bulgari** donated a new 3D microscope to the Lazzaro Spallanzani hospital in Rome
-  **Giorgio Armani** has allocated 1.250.000€ to the Sacco, Cancer Institute, San Raffaele, Spallanzani hospitals and to finance Civil Defence
-  **Etro** made a donation to the virology laboratory of the Sacco Hospital involving numerous influencers

SOLIDARITY PROJECTS FROM LARGE RETAILERS

-  Free delivery for online and in-shop shopping for people over 65 y.o. Every 500 Fidelity points used Esselunga will donate 5 euros to hospitals
-  Will ensure free delivery of online shopping until April 3 in Lombardy, Piedmont, Veneto and Campania
-  100.000€ donation for hospitals in Rome and Milan
-  From 9 to 31 March Eataly will donate to Sacco Hospital in Milan 1€ for each pizza sold
-  Free delivery in Milan for people over 65 y.o.

DONATIONS AND COLLABORATION FROM MEDIA AND BROADCASTER

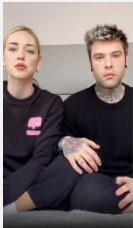
-  Sky launched a campaign to raise awareness and funds **Sky#IoRestoACasa** in support of the Civil Protection
-  Caltagirone group, **donated 500k €** to the Gemelli Hospital of Rome and **500k €** to the Spallanzani in Rome
-  RCS + La7 have organized a the fundraising to purchase basic medical equipment.
-  Facebook donated 10 million dollars to World Health Organisation

MANY OTHER BRANDS HELPING ITALIAN SANITARY SYSTEM WITH MONEY AND MEDICAL SUPPLY



DIGITAL CHARITY FROM INFLUENCERS AND TECH COMPANIES

CELEBRITIES CROWDFUNDING



- **Chiara Ferragni and Fedez** started a fundraiser for the creation of new intensive care places. 3mio€ raised in less than 24h
- The fundraising campaign **#sevuoi puoi** of **Elisabetta Franchi Onlus Foundation**



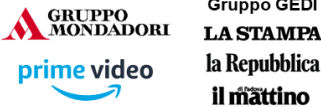
Solidarietà digitale

The **Minister of Innovation and Technology** is working with some companies to reduce the social and economic impact for people living in critical areas. The initiative provides services and solutions for working, studying, information and leisure

fast and free connectivity
with advanced **smart**
working platforms



free access to
Newspaper, Books,
Movies and TV series



e-learning platform,
according to MIUR
indications



free **infrastructure**
services and **connectivity**



AGENDA



CONSUMERS' BEHAVIOUR

CONSUMERS' REACTIONS TO LOCKDOWN

- THE IMPACT ON THE SHOPPING
- THE IMPACT ON THE MEDIA CONSUMPTION

THE IMPACT ON THE INDUSTRIES

HOW TO MANAGE PHASE 1 - CRISIS

CONCLUSIONS

THE ROLE OF COMMUNICATION & MEDIA

1. CRISIS

EVALUATE THE IMPACT OF LOCKDOWN TO REDEFINE THE **ROLE OF COMMUNICATION**

- Monitor the short-term changes in **products' consumption** and **categories** purchased (i.e. replacement/integration of products/services, etc.)

- Adapt the selection of **touchpoints** on the new **customer journey** (i.e. relationship between physical-digital channels, commercial information channels, etc.)

- Reshape the **media mix** to take full advantage of the evolution of new **in-door media habits**

- Activate **real-time communication** defining the best content (language, tone of voice) around the current **consumer sentiment**

AGENDA



CONSUMERS' BEHAVIOUR

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HOW TO MANAGE PHASE 1 - CRISIS

CONCLUSIONS

WE NEED TO LOOK FORWARD TO EMBRACE THE NEXT CHALLENGES

1

THE INCREMENTAL GROWTH OF INTERNET PENETRATION

- The emergency can increase **Internet usage** on those segment of population which are not saturated yet, such as **Senior** and **Countryside areas**

2

EMERGING AND EVOLVING PHENOMENA

- **Smart working** as an emergency measure for the most advanced part of the population can become **a widespread model** to make working hours and life times more flexible and agile
- People have the possibility of getting closer to technologies and new ways of communication not only through entertainment platforms but also thanks to the adoption of **e-learning** technologies for teachers and students

3

SMART CITY EVOLUTION

- Because of the necessity of a constant and **real time** monitoring of the areas, it becomes more strategic to **digitalize the infrastructures of our cities**. The sharing of open source data becomes essential both in an operational and in a communicational perspective

4

DIGITAL BUSINESS AND RETAIL

- Facing these sudden and unexpected phenomena the **supply chain** can learn how to become more **efficient** and **flexible**: goods monitoring, integration with other platforms, increase of reactivity to the demand, process automation, etc.

5

DON'T FORGET THE STRATEGIC ROLE OF COMMUNICATION

- In this context, communication is more than ever a **strategic resource** for **brand value**. Keeping the relationship with the consumer alive or building a new one, will be essential to increase proximity and relevance with its consumers, avoiding to leave rooms to competitors.
- Brands can play a key role in crisis management and can experiment with new ways of connecting with consumers by focusing on issues of **reassurance**, **sustainability** and **purpose**.

COPING WITH THE UNCERTAINTY

‘The times, they’re a change’

The last weeks are teaching us that we are definitely not in control over our destinies and the events that happen are not always manageable and need time to be recovered.

This is the time. Although there ‘s a lot of bad in the world, this specific situation is not free from positive aspects. The warm heart of the Italian population rediscovered solidarity and collaboration. Corporations and companies are increasingly stepping up to show they are helping – first of those who are in the front line, secondly offering secure working conditions moving to policies of managed remote working.

And, above all, we have realized the importance of the digital, especially in the daily life!

The Italian emergency is widely known and life in Quarantine is becoming a normality also for other western countries. It is deeply changing our habits among individuals, countries and inside organizations.

Also communication and media consumption patterns are changing. It’s time to think to a paradigm shift also in the advertising.

And this will be also our commitment.

We’ll continue to navigate within this emergency and ride the wave to be prepared to pick up the exit signs immediately.