

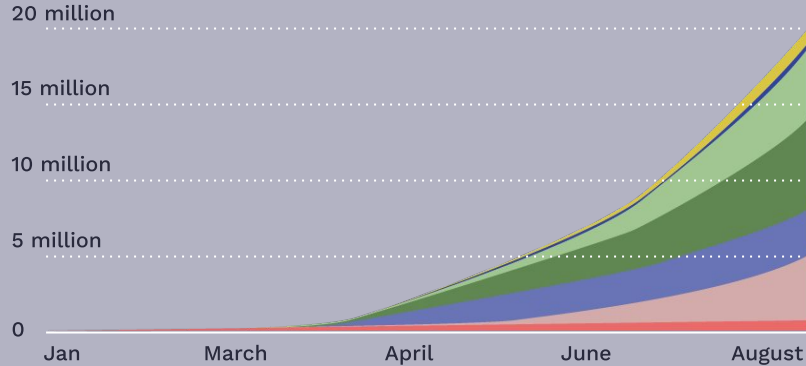
**FALSE
DAWN
PLAYBOOK**

CANVAS8

INTRODUCTION

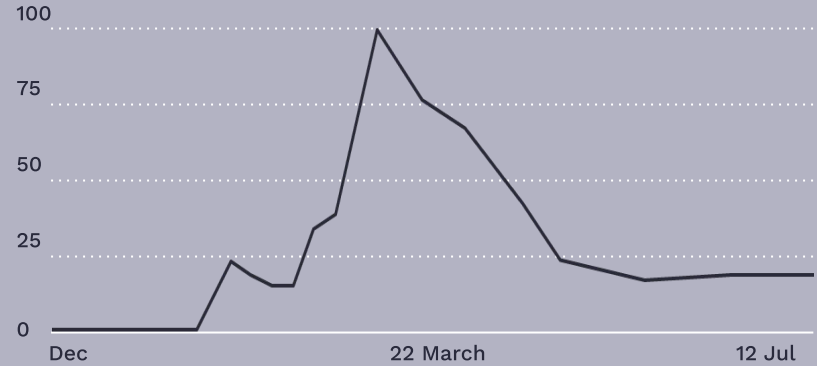
THE PANDEMIC IS NOT CLOSE TO BEING OVER

CASES ARE RISING



In January 2020, the WHO raised the highest level of alarm and declared COVID-19 a situation of international concern. Six months later, countries have made progress, but the disease is accelerating globally. In the six weeks up until the start of August, cases doubled.

ATTENTION IS FALLING



At the same time, attention has waned. People are getting tired and patience is wearing thin. As the Director-General of the WHO recently acknowledged: "We all want this to be over. We all want to get on with our lives. But the hard reality is: this is not even close to being over."

Now more than ever we cannot take our eye off the challenge, or the changes, or the consumer. We have to closely observe, empathize, and react to people's behaviors – both large and small – and the vast new schemas, lifestyles, and changes they are coping with through this pandemic.

The crisis will continue to demand substantial sacrifices from everyone. Our expectations of the future will be tested, fears of unemployment will rise, and the limits of positive thinking will be stretched. The uncomfortable reality is that an effective vaccine is a long way away – likely 2021. Until then, all we have is willpower.

As willpower wanes, one thing hasn't changed: brands still have a major responsibility and opportunity to help in this epic struggle.

This is still a collective trauma. This is still a major societal challenge. And, equally, it is still an impetus to change and adapt, for society and businesses alike to rethink things to work better. We are still on the precipice of change. It is still a defining moment.

THIS DOCUMENT AIMS TO REIGNITE THIS CONVERSATION

summarizing five months of in-depth research, over 50 expert interviews, and 500 slides worth of information into one place. It is your handbook – rich in resources, tools, frameworks, and insights to support you and your teams in following and adapting to the twists and turns of this global crisis.

WHAT'S INSIDE?

THIS ISN'T WHAT YOU THINK IT IS

/ We are not in the new normal / We are never going back to how things were / We are not all in this together / This isn't the only thing that matters / There is hope

RESOURCES TO HELP

/ CULTURE:

Navigate the environment you're in

CULTURAL SHIFTS:

Radical Care
Preparedness As A Value

TOOLS:

Webinar: Change
Canvas8 Library: Macro Behaviors
Canvas8 Library: Daily Signals
Canvas8 Library: Understanding COVID-19
Glossary: Pandemic A-Z

NEWSLETTERS:

Eight by Canvas8

/ AUDIENCE:

Understand who you're serving

TOOLS:

Webinar: Audience
Pandemic Segmentation
Report and Webinars: Is It A Thing?

NEWSLETTERS:

Is It A Thing? – The Long Read

/ COMMUNICATION:

Speak and listen to people

CULTURAL SHIFTS:

Return to Expertise

TOOLS:

Webinar: Communication
Report and Webinars:
Pandemic Response Framework
Online Course: Learn the Framework

/ COMMERCE:

Adapt to new ways of consuming

CULTURAL SHIFTS:

Restrained Consumption
Massive Digitization

TOOLS:

Webinar: Commerce
Canvas8 Library: Sector implications

A large orange circle containing the text "THIS ISN'T".

**THIS
ISN'T**

**WHAT YOU
THINK IT IS**

**WE ARE NOT IN THE NEW NORMAL, WE ARE NEVER
GOING BACK TO HOW THINGS WERE, WE ARE NOT
ALL IN THIS TOGETHER, THIS ISN'T THE ONLY
THING THAT MATTERS, THERE IS HOPE.**

Things are getting back to how they were 🥰

We're over the worst of it



WE ARE
NOT IN

**THE NEW
NORMAL**

The new normal has become so overused as an expression that it's hard to remember what it means. Let's recap:

THE NEW NORMAL IS A **POST-CRISIS** STATE OF RELATIVE SOCIETAL STABILITY

With lockdowns being reintroduced in regions that had been recovering, and with global cases at an all-time high, this crisis is far from over. We'll only begin to enter a new normal once COVID-19 has been eradicated or its impact mitigated. At best, that's months away, but it could be longer and it's certainly not soon.

CRISIS

POST-CRISIS

Stage 1
DENIAL

Stage 2
ANXIETY

Stage 3
ADJUSTMENT

Stage 4
RE-EVALUATION

Stage 5
NEW NORMAL

IF WE ARE **NOT** IN THE NEW NORMAL,

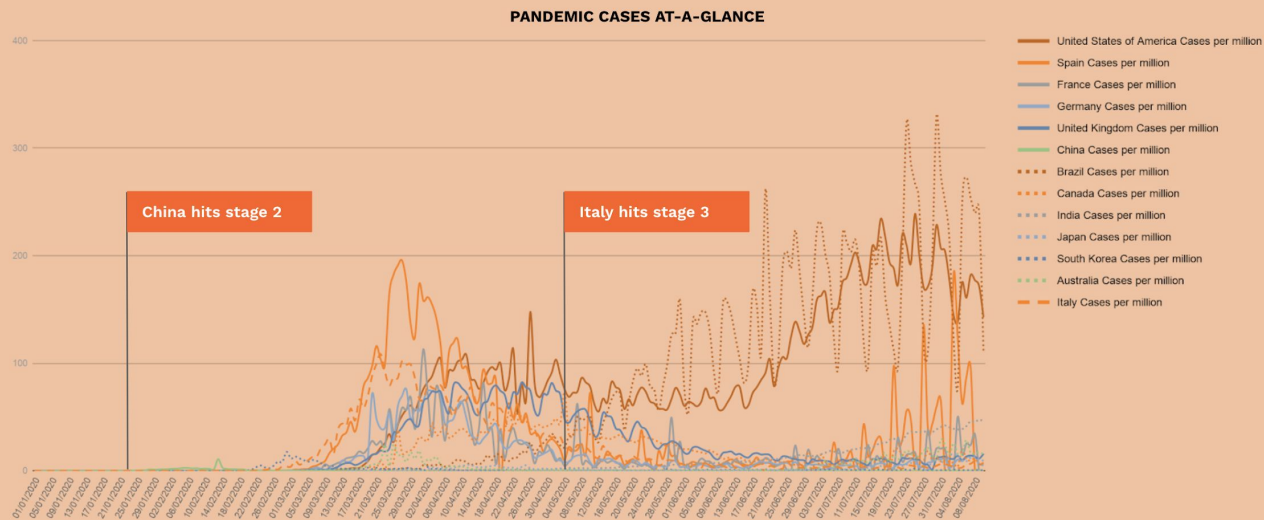
WHERE ARE WE?

Where core markets sit

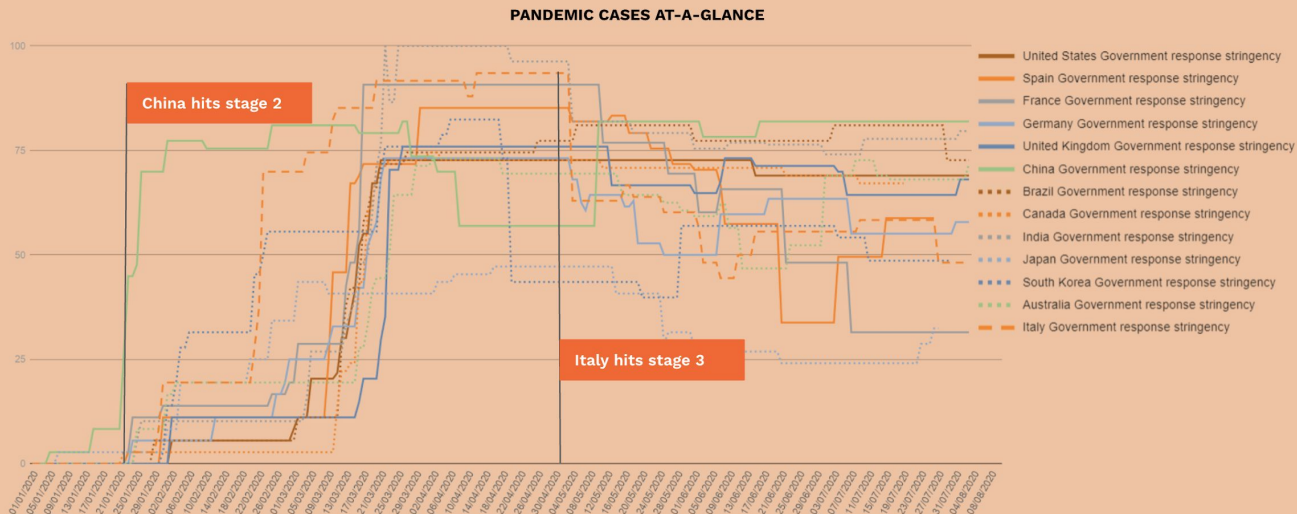
The majority of markets are still in or around the Adjustment phase. Some are tentatively entering the re-evaluation phase.



Daily cases per million, tracked markets



Government stringency, tracked markets



Because of the peaks and troughs of the Adjustment phase, people sometimes feel as if they're closer to the finish line than they actually are. It's like getting to the top of the hill only to look up and see the actual summit towering above you.

Unlike the Anxiety stage, Adjustment isn't defined by the strong valence of one emotion. Instead, it's characterized by a wide range of feelings of fluctuating intensity – from frustration to fear, sadness to boredom. It's a rollercoaster.

WHAT THIS MEANS

In basic psychology, 'adjustment' is defined as a cognitive strategy that enables a person to adapt to stressful events or a change in circumstances by managing their emotional responses. What makes adjustment challenging is how it requires people to sacrifice familiarity. Stressful under regular conditions, this process has been intensified by COVID-19 as any sense of normalcy has been disrupted by outside forces at a macro scale.

People need support through this. The term 'emotion management' became mainstream in the US during the Cold War as the government urged people to transform 'irrational' panic into a 'healthy' and controlled fear. Doing so ensured that people were motivated to pay serious attention to the crisis without sacrificing their productivity or social cohesion.

We will witness something similar over the Adjustment phase as people self-regulate to cope on an individual level while also ensuring their relationships and community bonds remain healthy and robust.



People will disengage

Ask: How can I keep them stimulated?



People's spirits may weaken

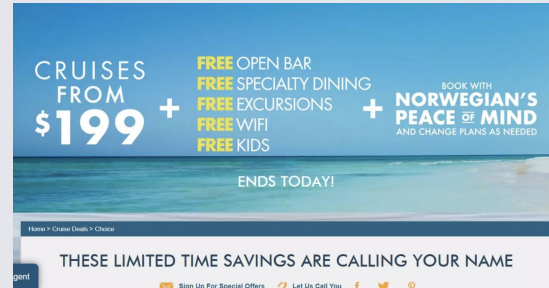
Ask: How can I help them build resilience?

WHAT'S WORKING



Coca-Cola: The Great Meal

Brands can emphasize values and benefits over 'wants', which can, in turn, help to inspire strength and resilience rather than a feeling of lacking – as Coca-Cola did with a campaign that highlighted the emotional weight of precious moments with family and friends.



Norwegian Cruise Lines:

#FeelFreetoFeelMore campaign

On the other hand, brands that ignore the context of the crisis – such as the offer of a cruise vacation that encourages guests to 'free themselves' from the pressures of everyday life – will fall flat. People need resilience for the reality they face, not unattainable escapism.

RESOURCES + FURTHER READING

[Pandemic Adjustment phase deep dive ↗](#)

A guide to navigating the Adjustment phase

[Pandemic Re-evaluation phase deep dive ↗](#)

A guide to navigating the Re-evaluation phase

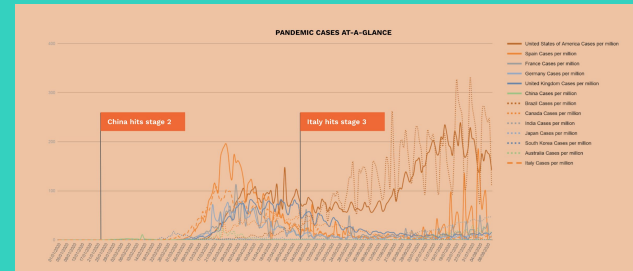
[Google COVID-19 community mobility reports ↗](#)

A useful resource for tracking the ongoing impact of the pandemic on current behaviors

[Our World in Data coronavirus statistics ↗](#)

A useful tracker of global medical developments and the current state of play

Pandemic Lifecycle



Pandemic market tracker

Rolling updates of where different markets are currently sitting in the Pandemic Lifecycle.

[See market tracker data ↗](#)

**WE ARE
NEVER
GOING BACK
TO HOW
THINGS**

WERE

“People are creatures of habit”

“Things will go back to exactly how they were”

IT'S QUARANTINE DAY

... AGAIN

“The pandemic hasn't changed people's attitudes. Their behaviors won't change either”



Studies have shown that

45%

of people's behavior is repeated on a daily basis.

Unless we are forced to change these behaviors, people are 'comfortably lazy'.

**BUT STAY-AT-HOME ORDERS
HAVE BROUGHT ABOUT THE
LARGEST SCALE
DISRUPTION TO HABITUAL
BEHAVIOR THE WORLD HAS
EVER SEEN**




WE ARE NEVER GOING BACK TO HOW THINGS WERE

8 in 10

people in the UK and US had altered their behaviors due to COVID-19 as of March

([GlobalWebIndex, 2020](#))

**THIS IS AN
UNPRECEDENTED RESET**



To fully understand
the impact of this
reset, we need to
understand how habits
are **formed** and **broken**.

Each habit consists of three parts:

✓ **The cue:** something that triggers the habitual behavior

✓ **The routine:** a recurring behavior

✓ **The reward:** a rush of dopamine that makes you feel good

For habits to stick, **rewards** should be regularly switched up to keep people interested and the dopamine flowing.

But the opposite is true for **cues**. These need to stay consistent:



Alexis gets the train to work every day. Before boarding, she picks up a newspaper, walks through the turnstile, and buys a coffee from a small café on the station platform. One day, the station is closed, so she takes a bus. Despite there being lots of cafés around, she doesn't buy a coffee, because the actions immediately preceding the behavior aren't present.

Because cues are often environmental (as in the example above), when our environment is radically disrupted, our habits are as well. This causes old habits to break and new ones to form – which we might prefer.

Some things will change forever – like an increase in remote working – but even as people return to their old environments, they'll be approaching them from a new perspective.

WHAT THIS MEANS

THIS IS A THREAT AND AN OPPORTUNITY

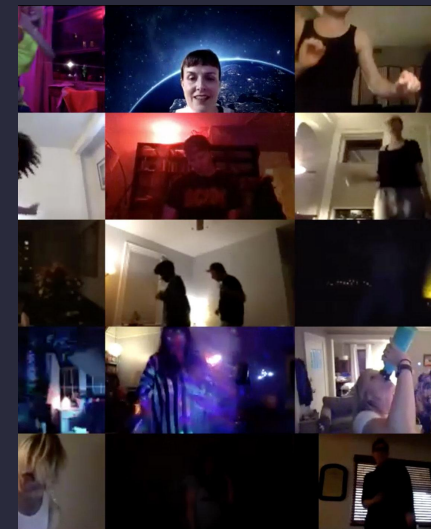
People are picking up new behaviors they're going to keep for life.

One in three people plan to use mobile payments and video calling services more frequently post-pandemic. ([GlobalWebIndex](#), 2020)

So, it's important to adapt quickly to the new cultural context.

"In unsettled times, people have to reinterpret culture around them in order to get by, new innovations happen, and long-standing ideas and norms start shifting." – Dr. Ryan Hagen, sociologist

Old cues – like the daily commute – have been disrupted. But new cues – a lunchtime walk around the local park – have emerged. The trick is knowing what this new environment looks like for your audience so you can turn up at the right place, at the right time, with the right offer.



WHAT THIS MEANS



For a habit to be carried on, it needs to 'pass' two tests. First, it needs to bring some benefits. Second, the constraints of keeping up with the habit need to be low.

– Dr. Benjamin Voyer, visiting fellow at LSE's Department of Psychological and Behavioural Science



People are still creatures of habit

Ask: Where am I seeing positive momentum? Do we have a new role we need to embrace to foster new habits?



People will get bored

Ask: How can I keep things fresh and update rewards?



People will still be lazy

Ask: How can I lower barriers to entry?

WHAT'S WORKING



Amazon Fresh for Prime members

From the 28th of July, Amazon made its Fresh grocery delivery service freely available to existing Prime members with select UK postcodes. During the pandemic, demand for home deliveries has soared as people look to swerve the dangers of the supermarket. Amazon is capitalising on this to embed Fresh as a go-to service for long after the pandemic is over.



Kraft: 'Kraft for breakfast'

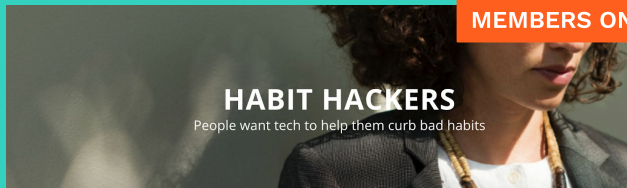
Parents – especially mothers – are being challenged to balance everyday tasks with childcare and working from home. After finding that 56% of parents have given their kids mac and cheese for breakfast more often during the pandemic than before, Kraft released [a campaign](#) positioning the meal as a perfectly acceptable breakfast option and endorsing parenting hacks.

RESOURCES + FURTHER READING



Sign up to our weekly myth-busting newsletter, [Is It A Thing? ↗](#)

MEMBERS ONLY

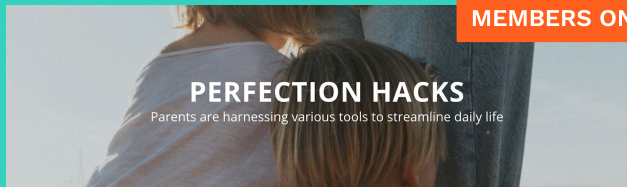


HABIT HACKERS

People want tech to help them curb bad habits

[MEMBERS: Read on the Library ↗](#)

MEMBERS ONLY



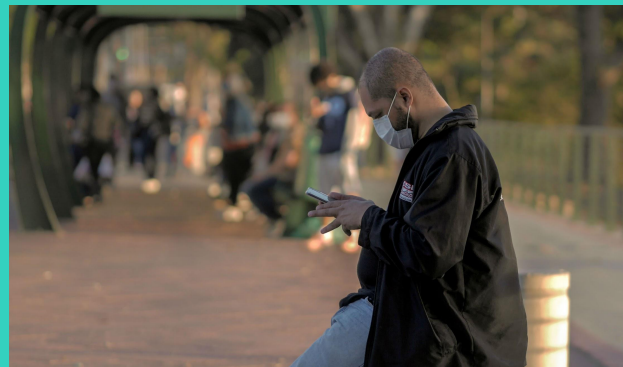
PERFECTION HACKS

Parents are harnessing various tools to streamline daily life

[MEMBERS: Read on the Library ↗](#)

MEMBERS ONLY

LIBRARY



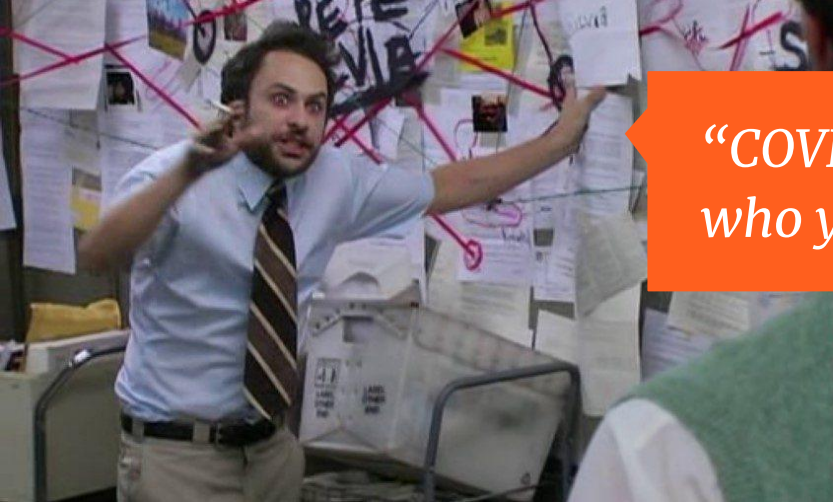
CANVAS8 LIBRARY

The Canvas8 library is updated with 10+ articles daily, analyzing key signals of cultural change and brand responses during the pandemic.

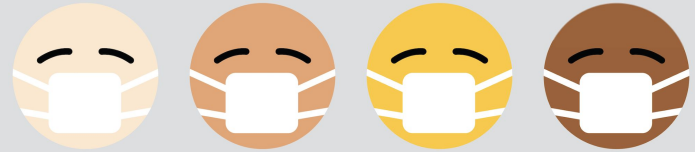
[MEMBERS: Explore on the Library ↗](#)

**WE ARE NOT
ALL IN THIS**

T O G E T H E R



“COVID-19 doesn’t care who you are”



“It affects us all equally”

Throughout the pandemic, you'll have read a lot of headlines along the lines of 'people are doing x' and 'people have stopped x'. These broad observations can be useful to understand shifts in culture – and there are plenty in this report. But just because *some* people are doing something, it doesn't mean *everyone* is.

The pandemic is affecting everyone differently, which is why so much of the reporting during this time appears contradictory:

“

When people experience uncertainty, they tend to respond by seeking greater control over their environment, which can be achieved by pursuing familiar products and activities

IPSOS, Behavioral Science Insights Amidst the COVID-19 Outbreak

50%

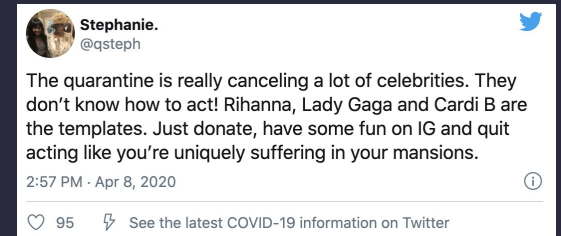
of adult consumers are trying new brands and services

PwC, Evolving priorities: COVID-19 rapidly reshapes consumer behavior

These different experiences are happening because:

FAR FROM BEING A LEVELER, THE PANDEMIC HAS EXPOSED AND WIDENED SOCIETAL INEQUALITY

The vast differences in how people have experienced the pandemic have fueled feelings of anger and resentment, adding impetus to movements demanding greater social equality. It's why we've seen a strong backlash against celebrities recording videos about a 'shared struggle' while they're standing in front of the marble pillars and lavish artworks in their multi-million-dollar homes.




We are not all in this together:

GEN ZERS

Gen Z have been disproportionately affected by lockdowns. A study conducted by [University College London](#) found that 18- to 24-year-olds reported the lowest levels of life satisfaction and wellbeing among UK adults during lockdown. What's more, they're likely to feel the effects of the recession long into the future. People who graduate in recessions earn less money than those who graduated in more favorable economic times, and these negative wage effects have been found to persist for decades.



A photograph of a woman with short dark hair, wearing a white t-shirt and a red skirt, sitting on a red chair at a desk. She is looking towards a laptop screen. A young girl in a blue hoodie is sitting at the desk next to her, also looking at the laptop. The desk is cluttered with various items, including a water bottle, a laptop, and papers. In the background, there is a wooden bookshelf filled with books and other items. The room appears to be a home office or a study area.

WE ARE NOT ALL IN THIS TOGETHER

We are not all in this together:

MOTHERS

Mothers have taken on a disproportionate amount of unpaid labor. Single moms face an additional burden as they juggle work, childcare, and chores alone, with the long-perpetuated 'supermom' myth adding further pressure. On average, mothers were doing 31 more hours of housework per week during lockdown than they were pre-COVID-19 ([Boston Consulting Group, 2020](#)), and the share of British mothers reporting that they handle 90-100% of childcare rose from 27% to 45% during lockdown ([University of Sussex, 2020](#)).

We are not all in this together:

WOMEN

Reports suggest that lockdowns across the globe have resulted in a huge increase in violence against women. ([United Nations Population Fund, 2020](#)). In the UK, Refuge, which runs the national domestic abuse helpline, saw a ten-fold increase in visits to its website in May ([BBC News, 2020](#)). Women are also more likely to have been financially hit by the economic downturn. Since February 2020, women have lost over eight million net jobs in the US, accounting for 55% of overall net job loss ([National Women's Law Center, 2020](#)).



WE ARE NOT ALL IN THIS TOGETHER

We are not all in this together:

MINORITY ETHNIC GROUPS

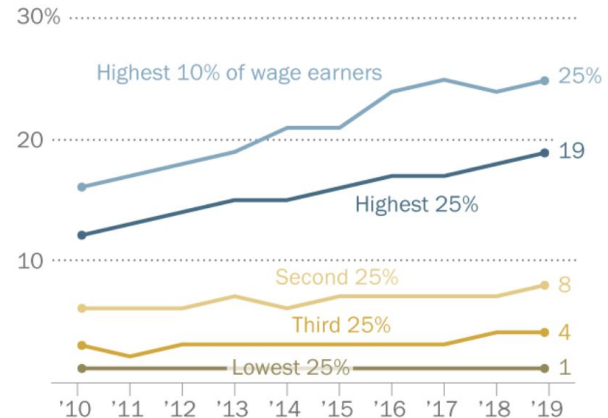
Analysis of UK data suggests that people from Black and Asian backgrounds are more likely to experience severe symptoms of COVID-19 than people from White ethnic backgrounds. They're also more likely to be hospitalized by the virus and have higher rates of death. ([Public Health England, 2020](#))

We are not all in this together:

SOCIO-ECONOMIC STATUS

Working from home has made it possible for some people to significantly reduce their exposure to the virus while still functioning in their job and receiving pay. But this is a luxury split squarely along socio-economic lines. A [University of Chicago](#) study found that working from home is an option for only around 37% of the US workforce, but that those roles account for 46% of all US wages – i.e. the more you earn, the more likely you are to be able to work from home. This holds up globally, with lower-income economies having a smaller share of jobs that can be done remotely.

Share of U.S. private-sector workers with access to telework, by average wage level



Source: 2019 National Compensation Survey, U.S. Bureau of Labor Statistics.

WORKING WITH THESE DIFFERENCES

People are having very different experiences of the pandemic. Not being sensitive to these differences risks alienating parts of your audience.

To navigate these differences, we need to segment our audience.

There are a number of ways to achieve this, but we'd caution against demographic-led approaches. To reflect reality, demographic segments would need to account for the intersectionality of people's circumstances and identities. Doing this properly would create an unmanageable number of segments to work with.

Instead, we've used an attitudinally-led segmentation based on two questions that have had a disproportionate impact on individuals' behaviors during the crisis.

/ How open are you to change?

(Based on the rigidity of your existing views and the levels of disruption you've experienced.)

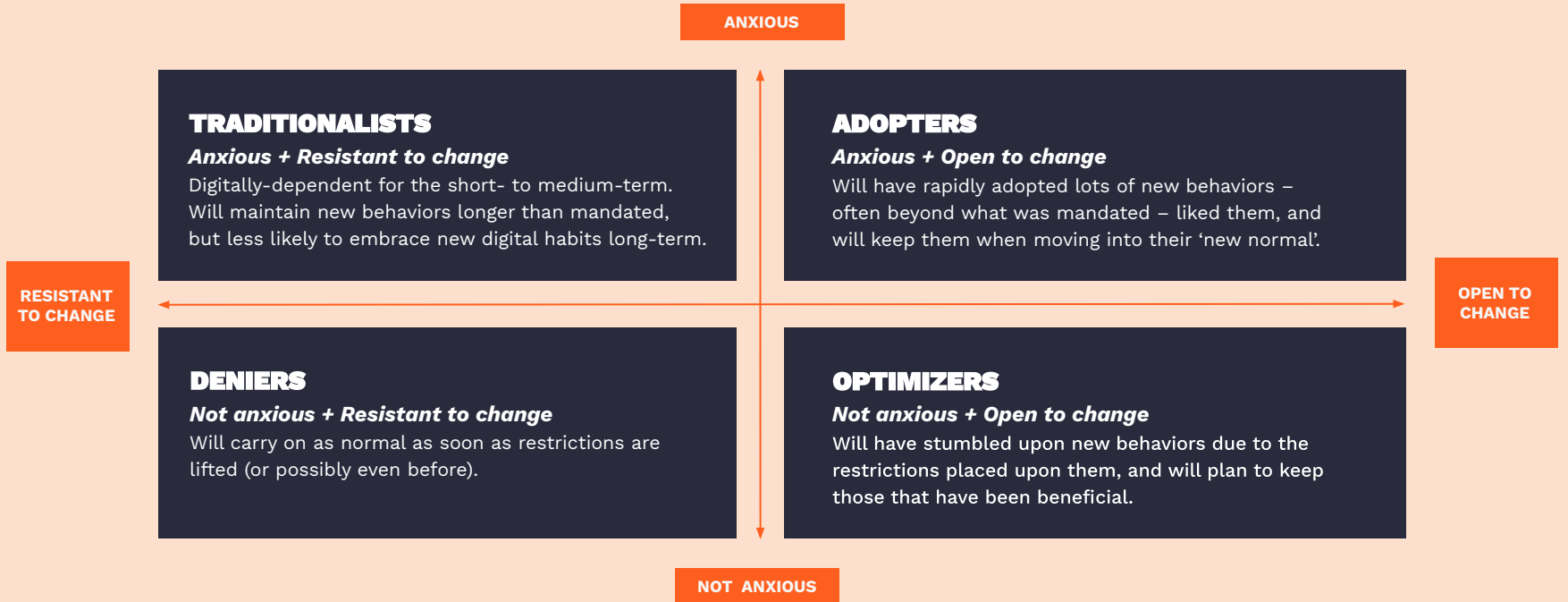


/ How anxious are you?

(Based on your level of financial and medical risk and your predisposition to worry.)



THE FOUR PANDEMIC MINDSETS



WHAT'S WORKING



Heinz: Ballpark hot dog kits

Kraft Heinz is offering baseball fans the chance to get their hands on iconic stadium-style ketchup dispensers, affording them a piece of the ballpark experience at home. This directly appeals to those longing to go back to how things were, while creating a bit of harmless fun for everyone else.



Neverspoons: The pub backlash

At the start of the pandemic, Tim Martin, the founder of UK pub chain JD Wetherspoon, vowed to keep his pubs open “for the duration.” It was a message meant for the Deniers – resistant to change and ambivalent to the risks. But these early remarks, compounded by the poor treatment of staff, have fueled a backlash, with #boycottwetherspoons trending on Twitter and the Neverspoons app directing drinkers to alternative venues.

WHAT THIS MEANS



People want different things

Ask: In appealing to one mindset, am I alienating another?



People are having different experiences

Ask: Are we being sensitive to these differences in our comms?

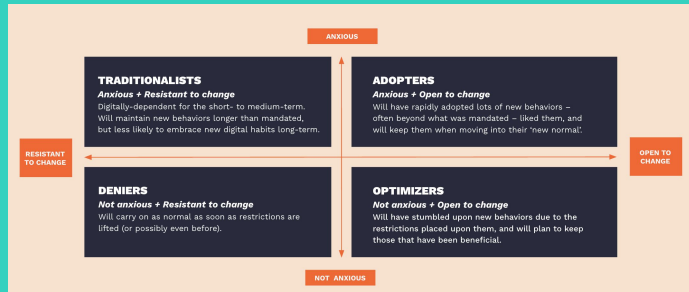


People are experiencing friction

Ask: How can I bring people together?

RESOURCES + FURTHER READING

MEMBERS ONLY



PANDEMIC SEGMENTATION

[See Pandemic Segmentation ↗](#)



LIBRARY REPORT

WHY BLANKET MESSAGING ISN'T ENOUGH IN A CRISIS

[Read on the Library ↗](#)

MEMBERS ONLY

LIBRARY

COVID-19 IMPACT ON GENERATIONS

[Gen Alpha ↗](#)

[Gen Z ↗](#)

[Gen Y ↗](#)

[Gen X ↗](#)

[Boomers ↗](#)

[Seniors ↗](#)

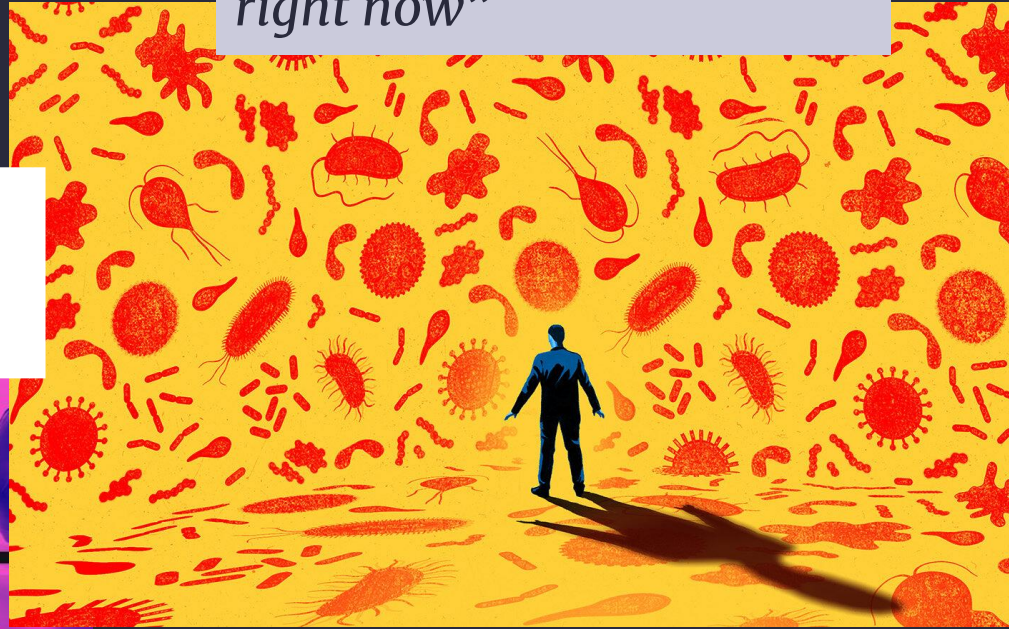
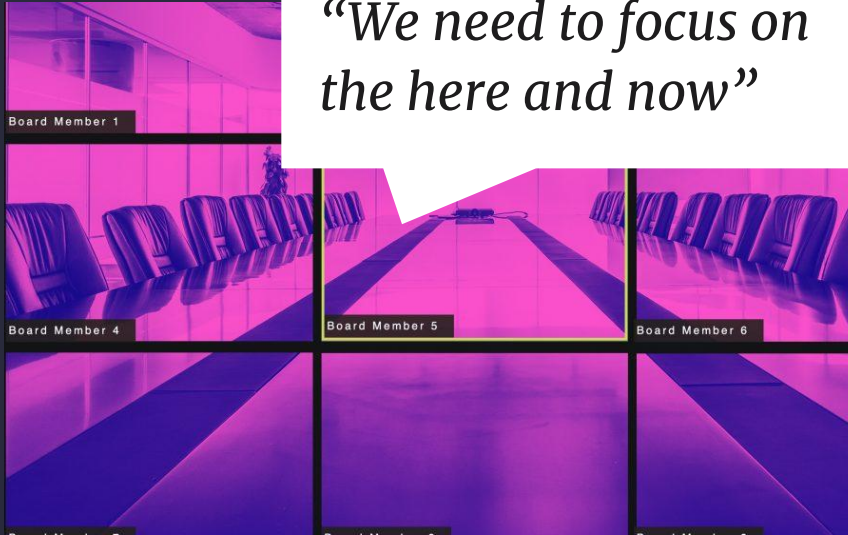
**THIS
ISN'T
THE
ONLY
THING
THAT MATTERS**



“The pandemic is all-consuming”

“People can’t see past this right now”

“We need to focus on the here and now”

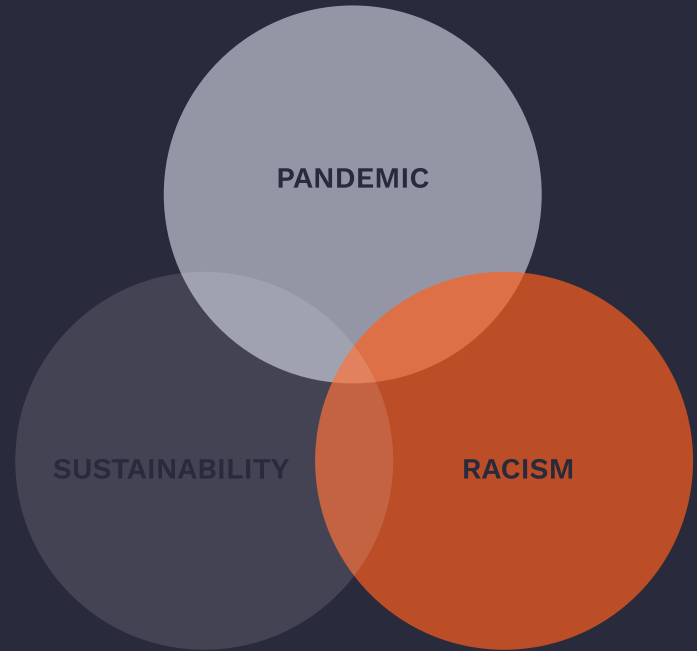


THIS ISN'T THE ONLY THING THAT MATTERS

The pandemic has monopolized attention since the early outbreaks. It's dominated the media and been an inescapable topic of conversation. But it doesn't exist in a vacuum.

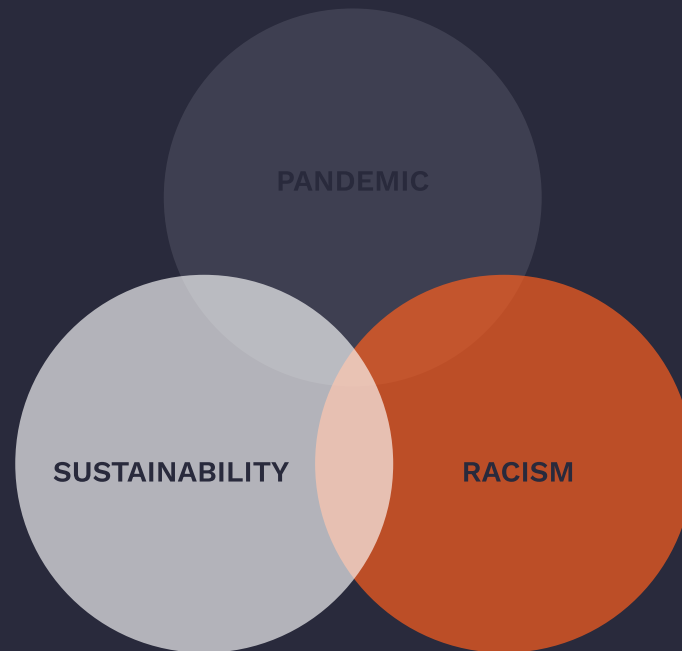
/ PANDEMIC + RACISM

The 2020 Black Lives Matter protests were described as one of the largest movements in US history by *The New York Times*. While they were catalyzed by police brutality and address centuries of oppression, their power has been stoked by a growing sense of inequality highlighted by the pandemic, which has disproportionately impacted people of color. An estimated 15-26 million people have participated in the demonstrations in the United States alone.



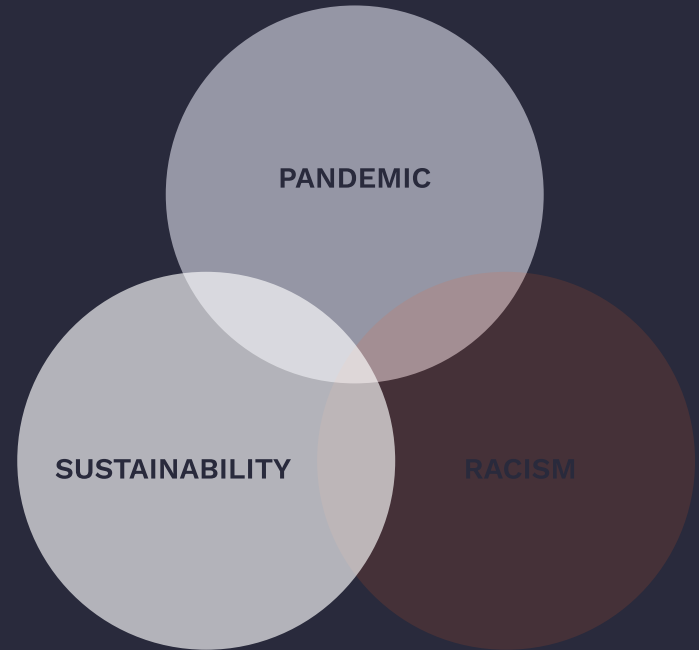
/ RACISM + SUSTAINABILITY

The conversations around Black Lives Matter have been rich and intersectional. Within these streams of discussion, there has been a focus on environmental racism. Black people are exposed to 56% more air pollution than White people – circumstances that, in turn, put Black communities at higher risk of death from COVID-19. In April, a Harvard University study found that areas with greater levels of air pollution see higher COVID-19 death rates.



/ SUSTAINABILITY + PANDEMIC

The climate crisis has emerged as a highly unequal reality, not a distant future. But the immense mobilization of resources to mitigate COVID-19, as well as the positive consequences of lockdowns, have offered a glimmer of hope for our ability to tackle climate change. As a result of stay-at-home orders, global CO2 emissions dropped by more than 25% in April 2020, and UK bike sales have soared up by 60%. Research suggests that Britons plan to retain the sustainable habits they've formed during this period, even after restrictions are lifted. And we are seeing growing demand for businesses to maintain this momentum in an economically sustainable way.



WHAT THIS MEANS



Epidemics put pressure on the societies they strike. This strain makes visible latent structures that might not otherwise be evident. As a result, epidemics provide a sampling device for social analysis. They reveal what really matters to a population and whom they truly value.”

– [Dr. David S. Jones, professor of the culture of medicine at Harvard University](#)

COVID-19 has swept away the veil of plausible denial, shining a critical light on failing healthcare systems, the precarity of working on the frontlines, and the disproportionate impact of the virus on people from ethnic minority backgrounds. **We are confronted with how our society has failed to support and, in many ways, actively enabled the suffering of the majority of people.**

As a result, people have become much more cynical of brand communications, and are treating initiatives with greater scrutiny. Saying ‘the right thing’ with no track record will be called out as shallow bandwagon-jumping or, worse, outright hypocrisy. Hopping from issue to issue doesn’t work.

So, while the pandemic continues to dominate conversations, now is the time to quietly invest in other causes that matter, helping to build future credibility.

WHAT THIS MEANS



People expect rapid responses

Ask: How can I lay the structural groundwork for faster crisis responses in the future?



People see issues as connected

Ask: Does our pandemic response align with longer-term responsibilities?



People want long-term commitments

Ask: What should we invest resources into away from the limelight to build future credibility?

WHAT'S WORKING



Ben & Jerry's

The ice cream giant invested in anti-racist action long before the issue entered the mainstream. Its consistency has been applauded by consumers who have been otherwise skeptical of brand involvement with the Black Lives Matter movement. From its long-term partnerships with activist organizations to educational content, the brand has gained credibility with a 360° approach.



Starbucks: Plastic-free cups

Eco-conscious consumers might normally opt for reusable cups when buying a coffee, but COVID-19 concerns mean that these options aren't hygienic enough. In response, Starbucks is rolling out plastic-free single-use cups that are easier to recycle, satisfying hygiene- and eco-conscious consumers.

RESOURCES + FURTHER READING

MEMBERS ONLY



CITIZENSHIP SECTOR

[MEMBERS: Read on the Library ↗](#)

MEMBERS ONLY



LIBRARY REPORT

WHY ANTI-RACISM IS THE NEXT STANDARD FOR BRAND ACTIVISM

[Read on the Library ↗](#)

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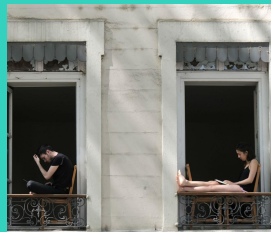


LIBRARY REPORT

WILL COVID-19 CAUSE SHOPPERS TO TRASH THEIR ECO VALUES?

[Read on the Library ↗](#)

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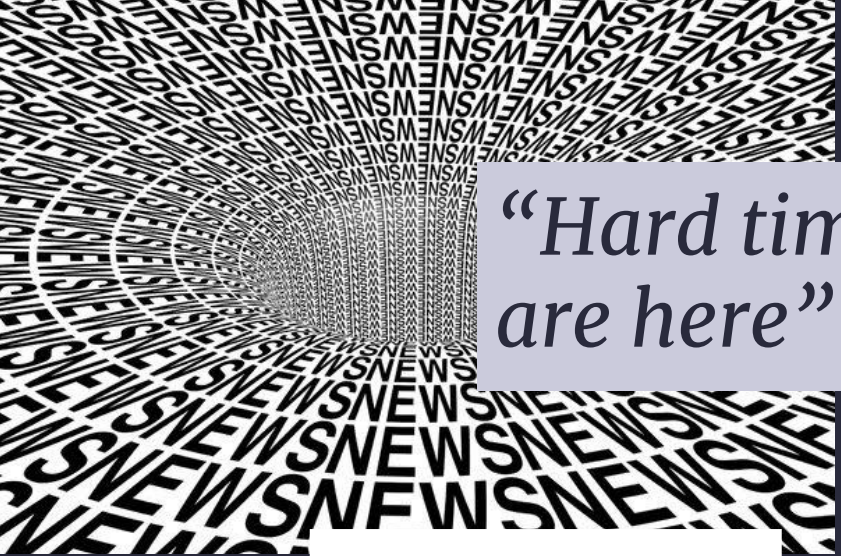
LIBRARY REPORT

IS A SUSTAINABLE UTOPIA WITHIN REACH POST-COVID-19?

[Read on the Library ↗](#)

THERE IS

HOPE



“Hard times
are here”

“It is what it is”



“There’s no end in sight”



The cascading tragedies of the pandemic have tested the world and continue to bring new challenges and uncertainty into everyday life – grief, economic hardship, and mental health. Though more of us are turning to escapist pursuits to deal with these realities, it's an unsustainable coping mechanism.

Individually, people's moods have improved in the US and UK since April. Yet in the UK, the proportion of people feeling that others are doing a good job of managing the pandemic has dropped. People are feeling slightly better but also finding they behave less responsibly. In other words, the risk of returning to collective denial is rising as people grab whatever freedoms they can as restrictions ease. But escapism is risky without hope.

In any crisis, hope is a crucial psychological resource that not only helps individual wellbeing but can be shared and experienced vicariously to uplift society. During the Anxiety phase, people shared hope – singing from balconies, clapping for key workers, and volunteering to support their neighbors. As the difficulties mounted, this initial honeymoon period of community cohesion has waned.

Hope is always there, but it can lay dormant, and it's vital people feel there's a sense of meaning in their lives and a clear pathway to their goals – factors that ignite social hope, but will continue to feel challenged.



WHAT DOES THIS MEAN?

Brands can play a role in maintaining hope but must be wary of a 'hopeful' master narrative. While campaigns are starting to push broad messages of positivity (Nike's [You Can't Stop Us](#), Coca-Cola's [Open Like Never Before](#)), there is a risk of reprising the initial indistinctiveness of 'pandemic piano' adverts, only this time with a 'hope trope'.

Data from System 1 shows that adverts that are more everyday yet distinctive and relevant to a brand (Coca-Cola's [Great Meal](#), Heinz's [Squeeze the Most out of Summer](#)) seem to be performing better. As the research notes, COVID-19 has moved from being the content to the context, making room for a variety of emotions and creative possibilities – from excitement to humor.



People will lose focus on their goals

Ask: How can we re-engage them?



People will be wary of master brand narratives

Ask: What kind of hope will resonate and feel true?

WHAT'S WORKING



Heinz: Squeeze the Most out of Summer

Heinz's ad doesn't focus on COVID-19 itself, but rather the different summer experiences people are having because of it. It takes a positive look at people's renewed appreciation for the little things, encouraging viewers to 'squeeze the most' out of the things they love, whether that time with friends, sunny weekends, or the brand's sauces.



Nike: You Can't Stop Us

Nike's ad artfully edited together over 70 clips of sports footage, sending a message of unity, hope, and resilience. Though praised for its aesthetic appeal, the narrative could feel too broad and may incorporate too many stories to feel relatable for audiences.

RESOURCES + FURTHER READING

	CRISIS				POST-CRISIS
	Stage 1 DENIAL	Stage 2 ANXIETY	Stage 3 ADJUSTMENT	Stage 4 RE-EVALUATION	Stage 5 NEW NORMAL
SOCIETAL RESPONSE	Investigating and broadcasting information	Mobilizing resources and energy	Policing behavior and mitigating fallout	Identifying and applying long-term measures	Assimilation of new and old behaviors
EMOTIONAL NEED	Authority Direction	Clarity Security	Support Entertainment	Reflection Recovery	
BRAND RESPONSES	Responsibility Intervention	Generosity Solidarity	Innovation Adaptation	Hope Regeneration	
LEADERSHIP STYLE	Communicative	Confident Reassuring	Inventive Open	Decisive Strategic	

CANVAS8 PANDEMIC FRAMEWORK ↗

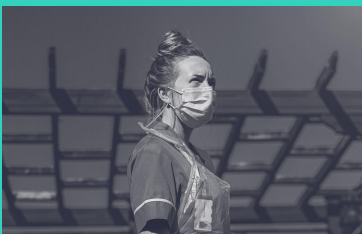


CoronavirusTracker

We have over 20 years experience of talking to people online, all over the world, in the comfort of their own homes. The predictive qualities of our methodologies are validated by some of the world's largest businesses.

SYSTEM 1 CAMPAIGN MEASUREMENT

[See Coronavirus Tracker ↗](#)



COMMUNICATION PRINCIPLES ↗

By speaking to global experts and digging into the literature, we've uncovered four guiding principles to help you stay relevant to your audience.

RESOURCES TO HELP



CULTURE

*Navigate the environment
you are in*



AUDIENCE

*Understand who you're
serving*



COMMUNICATION

Speak and listen to people



COMMERCE

*Adapt to new ways of
consuming*

RESOURCES TO HELP

/ CULTURE:

Navigate the environment you're in

CULTURAL SHIFTS:

Radical Care
Preparedness As A Value

WEBINARS:

Principles of Change

TOOLS:

Canvas8 Library: Macro Behaviors
Canvas8 Library: Daily Signals
Canvas8 Library: Understanding COVID-19
Glossary: Pandemic A-Z

NEWSLETTERS:

Eight by Canvas8

/ AUDIENCE:

Understand who you're serving

WEBINARS:

Principles of Audience
Is It A Thing?

TOOLS:

Pandemic Segmentation
Report: Is It A Thing?

NEWSLETTERS:

Is It A Thing? – The Long Read

/ COMMUNICATION:

Speak and listen to people

CULTURAL SHIFTS:

Return to Expertise

WEBINARS:

Principles of Communication
Pandemic Culture

TOOLS:

Pandemic Response Framework
Online Course: Learn the Framework

/ COMMERCE:

Adapt to new ways of consuming

CULTURAL SHIFTS:

Restrained Consumption
Massive Digitization

WEBINARS:

Principles of Commerce

TOOLS:

Canvas8 Library: Sector implications

CULTURE

Navigate the environment you are in



The pandemic has fundamentally changed society on both a micro and macro level. Some of these shifts may be short-lived – like virtual hang-outs or commutes by bike – while others look set to stick in the long-term – like new remote working policies.

People continue to exist in a state of flux as the economic and social impacts of the pandemic are yet to fully manifest. But the psychological impact is already shifting world-views and sparking a re-evaluation of priorities.

How can we anticipate what people will do next and separate the fads from the substantial changes in behavior?

CULTURE

By speaking to global experts and digging into the literature, we've uncovered three guiding principles for decision-making amid change:

[Watch our webinar with Dr. Jonah Berger, author of *Contagious*, and digital anthropologist Rahaf Harfoush ↗](#)

01

RECOGNIZE THE SIGNALS OF CHANGE

These occur on three levels: individual (attitudes, beliefs, and values), social (group norms and behaviors), and environmental (school, work, the economy). The crisis has catalyzed change across all three levels, with the intersection of these levels presenting opportunities for brands to innovate.

02

PROMOTE STABILITY

Through periods of change, routines are disrupted and the continuity of life as we know it can seem threatened. In these situations, people may look to brands to seek a sense of control and preparedness.

03

ENCOURAGE NEW BEHAVIORS

For habits to stick in the long-run, they need to bring clear benefits, and new behaviors need to be easy to adopt to override the status quo. By highlighting these benefits and reducing the friction between trial and adoption, brands can reinforce long-term changes.

RADICAL CARE

/ Mass-mobilization for the greater good

Globally, COVID-19 has put pressure on societal pain points while highlighting the strength of community and individual efforts. From mutual aid groups formed between neighbors to 'low-skilled workers' now being recognized as essential, people are aware of how their wellbeing is maintained by the actions of many. And they're responding well to businesses that have shown tangible support for the communities they're embedded in.

MEMBERS: [Explore on the Library](#) ↗

/ Brand responses



SPORTSBANGER

Through the sale of its bootleg NHS x Nike Swoosh tee, the UK streetwear label raised thousands of pounds for the NHS and delivered fresh food to medics working at the frontlines of the pandemic.

/ Planning for Radical Care

Begin to re-evaluate the substance of your shared values and the strength of your support systems for employees, customers, and stakeholders.

ASK:

- / Do we really care about our stakeholders?
- / Did we act on our values? If not, why?
- / How do we strengthen the social safety net?

PREPAREDNESS AS A VALUE

/ Moving toward collective responsibility

Governments and businesses alike have been forced to act quickly in the face of the pandemic, whether that's by revising data policies to enable digital contact-tracing or adapting the designs of restaurants, stores, and public spaces. But while some people are welcoming outside intervention for the sake of everyone's safety, others see these actions as an infringement on their personal freedoms. Encouraging collective responsibility has become a delicate but crucial balancing act for both the public and private sectors.

MEMBERS: Explore on the Library ↗

/ Brand responses



STELLA ARTOIS

Stella Artois' mural at the Old Truman Brewery in London encourages social distancing at pubs through an engaging street art installation that doubles as a seating guide.

/ Planning for Preparedness as a Value

Embed long-term crisis planning in real-time decision-making. Develop preventative measures while ensuring consumers retain autonomy and agency.

ASK:

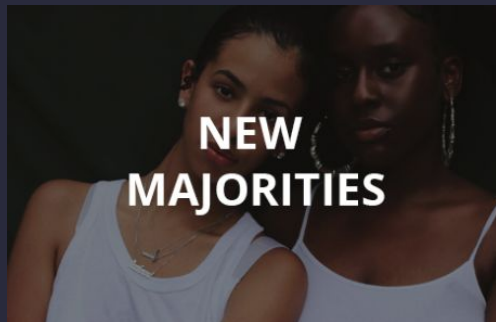
- / Does our pandemic response align with longer-term responsibilities?
- / Are we empowering people to make informed decisions?
- / Are we ensuring collective safety?

CULTURE: TOOLS

MACRO BEHAVIORS

From intensifying expectations for immediacy to boosting respect for emotional intelligence, the pandemic has accelerated broad patterns of cultural change. Use our 19 Macro Behaviors to identify, understand, and track major cultural shifts as they happen.

MEMBERS: [Explore on the Library ↗](#)



DAILY SIGNALS

Stay inspired and keep up with emerging cultural developments with the daily Eight by Canvas8 newsletter.

[MEMBERS: Sign up for Eight by Canvas8 ↗](#)

YOUR DAILY DOSE OF INSPIRATION



Shopping

PRIMARK RECYCLE SCHEME RELIEVES FAST FASHION GUILT

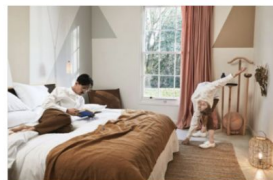
Amid greenwashing tactics and hiked-up prices, shopping sustainably isn't always the most convenient option. To help people out, Primark has launched an in-store recycling scheme that stands as an example to other brands of how to prioritise progress over profit and competition.



Eating and drinking

BRITONS SCALE BACK ON LOCKDOWN COMFORT MEALS

At the start of lockdown, many Britons opted for comfort over convenience, with leisurely morning fry-ups making their way back to the breakfast table. But as anxiety and novelty wear off and health concerns gain traction, they're looking to take stock of their waistlines and early-morning indulgences.



Luxury

BIRCH HOTEL REDEFINES THE LUXURY RETREAT FOR GEN YERS

Although the pandemic has disrupted the travel industry, people are still on the lookout for luxury retreats, preferably closer to home. And as Gen Yers' buying power increases, the definition of a luxury trip is in flux, with emotionality increasingly valued above indulgence and excess.

UNDERSTANDING COVID-19

As the crisis unfolds, access the most relevant Reports, Case Studies, and Signals via our COVID-19 research hub. Monitor shifts in behavior, follow brand communications, gain expert guidance, and understand which pandemic-born habits will remain in the 'new normal'.

[MEMBERS: Explore on the Library ↗](#)

The screenshot shows the Canvas8 website's COVID-19 research hub. At the top, there is a navigation bar with the Canvas8 logo, a 'LIBRARY' tab, and a search icon. Below the navigation bar, there are several menu items: LATEST, COVID-19 (highlighted), SECTORS, LOCATIONS, GENERATIONS, BEHAVIOURS, EXPERT OUTLOOK, and ARCHETYPES. The main content area features a large image of a person wearing a face mask. Overlaid on the image is the text 'COVID-19' and 'What the impact of COVID-19 means for consumer behaviour'. Below the image, there is a section titled 'LIFE UNDER COVID-19' with a paragraph of text and a list of five key insights.

CANVAS8 LIBRARY

LATEST COVID-19 SECTORS LOCATIONS GENERATIONS BEHAVIOURS EXPERT OUTLOOK ARCHETYPES

COVID-19

What the impact of COVID-19 means for consumer behaviour

LIFE UNDER COVID-19

The COVID-19 pandemic has sparked immediate and lasting changes in human behaviours. With over a fifth of the world's population in lockdown, a recession on the horizon, and businesses under pressure to adapt, how are people responding to these unprecedented times?

As the crisis unfolds, use our Reports, Case Studies, and Signals to monitor shifts in behaviour, follow brand communications, gain expert guidance, and understand which pandemic-born habits will become the 'new normal'.

- Track six macro behaviour shifts in response to the crisis
- Use behavioural science to anticipate people's reactions
- Discover expert perspectives to inform business decisions
- Monitor current sentiment to stay relevant
- Be inspired to pivot and adapt your business
- Stay informed with the latest behavioural insights

CULTURE: TOOLS

PANDEMIC

A-Z

New words for new realities

New slang and portmanteaus are often the first signals of a cultural shift. Neuroscientist Lisa Feldman Barrett's 'theory of constructed emotion' considers how identifying and naming a new feeling can set off a wider social experience of it as people pick up on its traits in their own behavior.

Aunt Rona

Otherwise known as 'Miss Rona', Gen Zers are using a bit of gallows humor to make light of the coronavirus as a demanding family member who's canceling all their plans.

Bubble

Otherwise known as a 'pod'. In some countries where restrictions are easing, people are encouraged to pick a small 'pod' or 'bubble' of trusted individuals outside their household who they can see without social distancing precautions.

Coronacation

Canceled exams and school closures have marked the start of 'coronacation'. Across social platforms, US and UK Gen Zers are processing how COVID-19 is impacting their everyday lives, creating TikToks about pigging out on stockpiled snacks and YouTube make-up tutorials for "having nowhere to go."

Doom-scrolling

The experience of scrolling through social media feeds that are filled with negative stories about the COVID-19 pandemic.

CULTURE: TOOLS PANDEMIC A-Z

Elbow bump

The pandemic-friendly act of greeting someone by touching elbows – supposedly safer than a traditional handshake.

Flatten the curve

A now-ubiquitous phrase used by governments and health officials relating to getting the pandemic under control. Describes the visual representation of COVID-19 cases – curving upwards to denote new infections and flattening out if there are no new infections.

Hermit tech

The layer of technology used to facilitate working in isolation – noise-canceling headphones, Wi-Fi boosters, Peloton bikes, Slack channels, remote therapists, etc.

Infodemic

A global affliction defined by the WHO as “an overabundance of information – some accurate and some not – that makes it hard for people to find trustworthy sources and reliable guidance when they need it.”

Key workers

Also known as frontline workers or essential workers. Once described by governments and media outlets as ‘low-skilled’ or ‘unskilled’, these individuals are being recognized for their significant role in holding society together.

Learning pod

A variation on the ‘bubble’ or ‘pod’ for parents trying to educate their children despite school closures. Parents pitch in for a private tutor who can then keep a small number of children on-track with their studies.

Maskne

Spots, zits, and blemishes caused by the humid environment created between your face mask and your skin.

New normal

An ever-receding horizon of normalcy, requiring societal stability and virus immunity.

CULTURE: TOOLS PANDEMIC A-Z

O_n-nomi

A Japanese term for virtual happy hour, literally meaning 'drink online'.

PPE

Personal protective equipment – an acronym once only used by medical staff, now well-known in the public thanks to various shortages and scandals.

Quaranteam

The group of people you choose to live with or socialize with during lockdown. Related to government regulations around forming 'social bubbles' or 'pods'.

Quarantini

Drinking a concoction of whatever alcoholic beverages are available in the house, so long as it gets you drunk – ideally during on-nomi.

Rona

From 'coronavirus' to 'corona' to simply 'rona', people have shortened the term to make up for just how often we have to speak about it.

Social distancing

The act of keeping two meters or six feet apart from other people to minimize the risk of infection.

Super-spreader

A highly contagious individual who causes a localized spike in cases – such as the South Korean clubber who came into contact with over 1,500 people while celebrating the 'golden holiday' long weekend.

Un-pause

The act of reopening New York City after lockdown, as coined by Governor Andrew Cuomo.

CULTURE: TOOLS PANDEMIC A-Z

Vietnamese pho noodles

As the Chinese government attempted to staunch the flow of information around its COVID-19 outbreak, people used the code-word ‘Vietnamese pho noodles’ to discuss VPN workarounds.

WFH

Though the acronym, meaning ‘work from home’, existed before COVID-19, its use has become widespread as employees have transitioned to remote working en masse.

Zoom-bombing

When uninvited guests disrupt a virtual meeting. This could be contacts joining a room uninvited on Houseparty. But it can also be more troublesome, with stories of intruders watching private business meetings and even disrupting them with violent or offensive images and words.

Zoom Hangover

The malaise that follows too much virtual social contact, largely because there are few valid excuses to decline video call invites.

AUDIENCE

Understand who you're serving



COVID-19 has resulted in a kaleidoscope of experiences, fragmenting existing social groupings and creating brand new ones. While many people have chosen to focus on the way the pandemic has brought us closer together, it has also emphasized our differences, exposed social inequalities, and revealed shortcomings in how many brands and organizations approach their audiences.

As we continue to inhabit an extended period of adjustment, brands are under pressure to respond on various fronts. From meeting new cultural expectations around social responsibility to remaining empathetic and responsive while weathering the recession, it's not an easy balancing act – and no one can afford to drop the ball on consumer experience. How can we hone in on exactly how the pandemic is changing our audiences, looking beyond demographics to reveal lasting shifts in behaviors, attitudes, and values?

AUDIENCE

By speaking to global experts and digging into the literature, we've uncovered three guiding principles to help you stay relevant to your audience:

01

TEST YOUR ASSUMPTIONS

There is no one master narrative of how people are living through the pandemic. The COVID-19 experience is atomized – it hasn't impacted everyone in the same way, making it difficult to speak confidently about collectives. In order to respond effectively, the advertising industry, which prides itself on a deep understanding of human behavior, is going to have to find new reserves of empathy for consumers or run the risk of coming across as insensitive.

02

LOOK CLOSER

Audiences are often discussed in broad brush strokes, but the social fragmentation caused by the pandemic necessitates a closer, more nuanced understanding of human experiences. New priorities have surfaced from prolonged lockdown, shifting people's relationships with home, work, and tech. In turn, they will be looking for brands to create or adapt products and services to reflect their new realities.

03

CHECK YOUR SIGNALS

In quarantine or not, human beings are social animals who are constantly interacting with each other. Brands and marketers would do well to consider the new social behaviors that have sprung up around the pandemic – from privileged status-signaling to local do-goodery – keeping their fingers on the pulse of how their context is changing.

[Watch our webinar with **Juliana Horowitz** of the Pew Research Center and cultural anthropologist **Grant McCracken** ↗](#)

AUDIENCE: TOOLS

IS IT A THING?



From declaring the ‘death of travel’ to defining Gen Z as ‘the lost generation’, people are making a lot of noise about how the pandemic will change our lives. We put trending media stories on trial to differentiate long-term behavioral changes from what’s just a good hook.



[Sign up to ‘Is It a Thing?’ weekly newsletter ↗](#)



[Catch up on ‘Is It A Thing?’ webinars ↗](#)

AUDIENCE: TOOLS

PANDEMIC SEGMENTATION

Understanding what people want and need is difficult right now because there is a lot of contradictory information.

To help, we have developed an audience segmentation. This is built on four key questions that are dominating how people act during the pandemic:

VALUES

/ What people believe

How entrenched are your values, and how receptive are you to change?

CULTURE

/ What people are surrounded by

To what extent have your habits been disrupted, bringing about a 'reset'?

CAPABILITIES

/ What people are able to do

How capable are you based on your current health, financial circumstances, and risk exposure?

INSTINCT

/ How people are predisposed to act

How predisposed are you to worry about your health and finances, and that of others?

AUDIENCE: TOOLS

These influences can be distilled further into two criteria at the heart of pandemic consumer behavior:

Values

How entrenched are your values, and how receptive are you to change?

Culture

To what extent have your habits been disrupted, bringing about a 'reset'?

Capabilities

How capable are you based on your current health, financial circumstances, and risk exposure?

Instinct

How predisposed are you to worry about your health and finances, and that of others?

How entrenched your views are + how much disruption you've seen

=

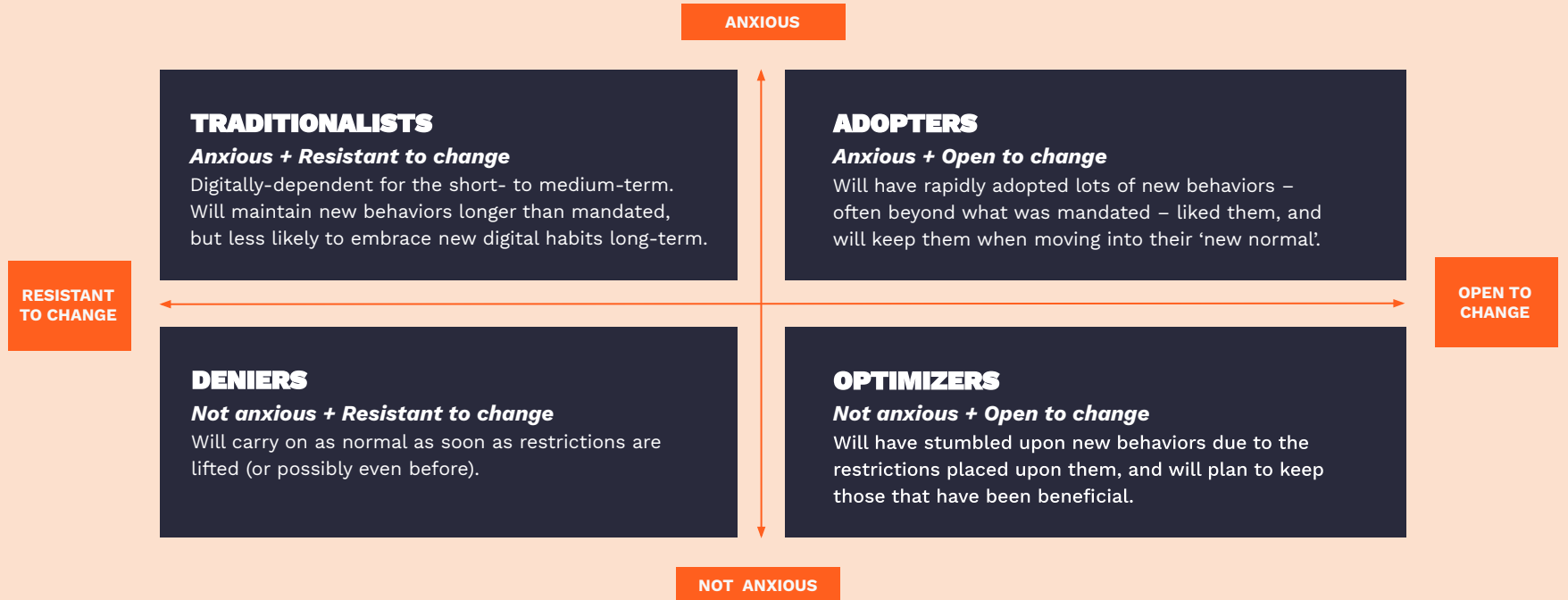
How open are you to change?

Your level of risk + your disposition to worry

=

How anxious are you?

PANDEMIC SEGMENTATION



COMMUNICATION

Speak and listen to people



Global crises fuel panic, rash decision-making, and uncertainty. The stakes are high, and even small risks feel bigger – which is why more than \$60.5 billion in global ad spending evaporated during the Great Recession. It took more than eight years for the industry to fully recover.

But engagement with advertising is still strong, and brands that withdraw during times of crisis find it harder to rebound. While it may seem daunting to communicate well during a period of upheaval when expectations are heightened, there are some basic, unchanged truths rooted in human experience – and these ideas can serve as guiding lights for those communicating now and throughout the economic downturn.

COMMUNICATION

By speaking to global experts and digging into the literature, we've uncovered four guiding principles to help you stay relevant to your audience:

01

DON'T DISAPPEAR

Though it may be tempting to withdraw from the crisis environment, disappearing creates a vacuum and can hurt a brand later on. With media usage higher than ever, attention hasn't disappeared.

02

BE UNIQUELY RELEVANT

In spite of what viral supercuts of pandemic ads might convey, 'genericism' isn't a new problem. It's the result of groupthink and risk aversion. By defining the value that only you can deliver, you can ensure your message is original and tailored to your audience.

03

DON'T BULLSHIT

There's greater scrutiny around inconsistencies, with people ready to call out brands whose words and actions don't align – and celebrate those that do. Be specific about how you're helping and consider the impact of pandemic communications on future brand-customer relationships.

04

MAKE ROOM FOR NORMAL

There's more to the reality of the pandemic than its grave seriousness. Every person's experience has been different, as is the sense of normalcy they're striving toward. But even in pre-pandemic times, 'normal' has always involved highs and lows. There's huge creative potential in addressing people's diverse emotional responses.

[Learn more about the Pandemic Stages ↗](#)

[Watch the Pandemic Culture webinars ↗](#)

COMMUNICATION: TOOLS

PANDEMIC RESPONSE FRAMEWORK

As populations move through pandemic stages, what they expect from brands and leaders will evolve with their changing emotional needs.

	CRISIS				POST-CRISIS
	Stage 1 DENIAL	Stage 2 ANXIETY	Stage 3 ADJUSTMENT	Stage 4 RE-EVALUATION	Stage 5 NEW NORMAL
SOCIETAL RESPONSE	Investigating and broadcasting information	Mobilizing resources and energy	Policing behavior and mitigating fallout	Identifying and applying long-term measures	Assimilation of new and old behaviors
EMOTIONAL NEED	Authority Direction	Clarity Security	Support Entertainment	Reflection Recovery	
BRAND RESPONSES	Responsibility Intervention	Generosity Solidarity	Innovation Adaptation	Hope Regeneration	
LEADERSHIP STYLE	Communicative	Confident Reassuring	Inventive Open	Decisive Strategic	

COMMUNICATION: TOOLS

COMMUNICATING IN THE ADJUSTMENT PHASE

People will be seeking out support and entertainment as they find a way to live with the crisis. They'll be shedding novelties in favor of real, innovative solutions, tested during this period of forced experimentation and proven to make their lives easier. And they'll respond especially well to campaigns that honor or strengthen their social bonds after weeks or months of intense isolation. z

BRAND EXAMPLE

Nike's Premium Training Club has been adopted by many seeking to stay fit in quarantine – but its rewarding, intuitive design means the habit of using the app to track fitness and stay motivated is likely to stick long after gyms reopen.



Stage 3

ADJUSTMENT

Policing behavior and mitigating fallout

Support
Entertainment

Innovation
Adaptation

Inventive
Open

COMMUNICATION: TOOLS

COMMUNICATING IN THE RE-EVALUATION PHASE

As people find the breathing room to reflect on living in 'crisis mode', they'll expect some sort of closure. Even if the pandemic doesn't neatly resolve itself in a Hollywood-style ending, they'll seek proof that lessons have been learned, mistakes won't be repeated, and that a better world awaits on the other side. Messages of hope and regeneration are likely to play well during this phase, as will those that engage in the discourse of societal reinvention.

EXAMPLE

Capturing a widespread hunger for social change during a period of financial hardship and heightened inequality, Barack Obama's 'Yes We Can' campaign resonated among those who wanted to see their nation 'healed' and the world 'repaired'.



Stage 4

RE-EVALUATION

Identifying and applying long-term measures

Reflection
Recovery

Hope
Regeneration

Decisive
Strategic

LEARN THE FRAMEWORK

We've distilled our Pandemic Framework into a four-episode online learning course. Designed by our behavioral analysts together with digital learning expert Ashley Emerson, this fifteen-minute course helps planners, strategists, and decision-makers get up to speed with the extraordinary human shifts that have occurred over the past few months.

[SIGN UP ↗](#)

RETURN TO EXPERTISE

/ A greater scrutiny of credibility

While mainstream news outlets are the most relied-upon sources of pandemic information, the rapidly evolving nature of the crisis allowed rumors and conspiracies to take hold. From 'anti-maskers' to alternative COVID-19 remedies, misinformation has become a life or death matter.

Globally, 74% of people are concerned about COVID-19 misinformation. Many are looking to trusted experts – such as NIAID director Dr. Anthony Fauci – to cut through the noise. In general, business leaders are more trusted than politicians to advise on coronavirus safety, and people are responding well to brands that do their due diligence.

[MEMBERS: Explore on the Library ↗](#)

/ Brand responses



UBER

The #MoveWhatMatters campaign pierces through 'anti-masker' misinformation to make a simple, clear recommendation: wear a mask, protect each other.

/ Planning for the Return to Expertise

Ground informative communications in facts and creative communications in deeper meaning.

ASK:

- / Are our claims grounded in facts?
- / How can we create and sustain meaning?
- / Can we claim expertise in this space?

COMMERCE

Adapt to new ways of consuming



From lockdowns to layoffs, the pandemic has put unprecedented constraints on consumption. Those living outside of China and India are overwhelmingly pessimistic about their financial futures. As a result, they're becoming more cautious with their money and expect to spend less.

But this doesn't mean that they're not willing to try new products or adopt new habits. In fact, 50% of people are trying new brands and products during the crisis. So, how can we account for recession mindsets while stimulating interest and demand?

COMMERCE

By speaking to global experts and digging into the literature, we've uncovered three guiding principles to help you stimulate brand interest and demand:

01

OPTIMIZE YOUR OFFERING

Disruption creates an opportunity to reach new customers as people try new brands and shake up their habits, potentially making changes that will last. To make the most of this appetite for novelty, businesses may consider refreshing and optimizing their offerings so that these new habits will stick.

02

PRIORITIZE THE EXPERIENCE

Even self-described Luddites have become more tech-friendly due to lockdown measures, and every brand is under pressure to create meaningful customer experiences both online and offline by offering convenience and flexibility. But as people re-enter the outside world, it's also crucial to re-invent brick-and-mortar spaces for safety and delight.

03

RETHINK ASPIRATION

Historically, crises shift perceptions of luxury and status. People want to see themselves as sensible during a global crisis, but they're still spending for comfort. Brands can help customers rest, reset, and develop resilience as they shift their priorities and view wellness and togetherness as part of the high life.

[Watch our webinar with **Joe Pine**, author of *The Experience Economy*, and **Ravi Dhar**, director of the Center for Customer Insights at the Yale School of Management !\[\]\(758ebdf4629c903da74c2e079717ae32_img.jpg\)](#)

RESTRAINED CONSUMPTION

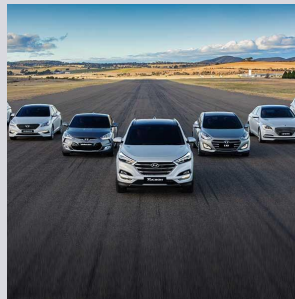
/ Revising relationships to consumption

Consumption is driven by strong motivations such as emotion, identity, and social connection, but COVID-19 has shaken up how people experience these stimuli, with self-isolation and store closures having a major impact.

Even as shelves are restocked and people mingle at a distance, spending habits are changing in-step with the global recession. To cut down on costs, people are buying with more intention and saving where they can. But that doesn't mean they're immune to shopping for stimulation; the popularity of mini-indulgences during a crisis is known as the 'lipstick effect'.

MEMBERS: [Explore on the Library](#) ↗

/ Brand responses



HYUNDAI USA

The auto brand minimized the risk of making a major purchase amid financial uncertainty by offering six months of payment relief for new car owners.

/ Planning for Restrained Consumption

Think creatively about ways to stimulate demand for consumers in physical, psychological, and financial constraints.

ASK:

- / Are we staying close to consumer needs?
- / What barriers are affecting consumption?
- / Are we compromising our brand health?

MASSIVE DIGITIZATION

/ Getting the world online – quickly

As lockdown measures around the world restrict out-of-home activities, much of everyday life has moved online out of necessity. While we probably won't keep hosting Zoom dinner parties as restrictions ease, digital solutions that don't simply replace an in-person activity are likely to stick – from on-demand delivery to innovative ways to engage with fitness, learning, or culture.

To meet the surging demand for convenience and make the most of people's digital explorations, brands are under pressure to provide exceptional online experiences, no matter their specialization.

MEMBERS: Explore on the Library [↗](#)

/ Brand responses



BENTLEY

By launching a personalization tool for its Bentayga model, Bentley has demonstrated how to give a luxury touch to purchasing cars in digital environments.

/ Planning for Massive Digitization

Accelerate digital transformation efforts and find ways to quickly encourage the adoption of such services.

ASK:

- / Which digital behaviors will endure?
- / How have digital expectations changed?
- / How do we deliver value in online settings?

SECTOR IMPLICATIONS

COVID-19 and the 2020 recession are forcing industries to adapt rapidly and at scale. Get to know sector-specific behaviors and keep track of industry implications as they happen with daily Signals, brand Case Studies, and in-depth Reports on the Canvas8 Library.

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THANK YOU

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