

BRAND EQUITY

THE CORONAVIRUS CATCH

A look at what marketers, agencies and brands are doing in this time of crisis

Marketers have postponed or cancelled regular campaigns and films that would have been inappropriate to run in these times. Imagine scenes of people in a crowded cafe or bar, in buses and trains, people hugging, kissing and feeding each other, in a time when social distance is critical to saving lives. (Now would also be a good time to stop sending push SMSes to your customers about holiday offers that don't exist, for instance.)

But brands have launched pandemic-themed films on television and digital channels using stock footage/images and user-generated content, and produced these films from makeshift home-offices, given that many markets are under lockdown. Among the first to bolt out are Vivo, Asian Paints, Dettol, Tata Sky and ITC.

In India, TV consumption continued to spike in the 12th week of the current calendar, as reported by television viewership measurement agency Broadcast Audience Research Council of India (BARC India). March 21 to 27 saw viewership surge 11% as compared to January 11 to 3. The average daily reach grew 62 million from 560 million to 622 million.

Moving Poetry - New York-based agency Droga5 created a film for Facebook that's both heartbreaking and full of hope. It features a spoken word track by British poet Kate Tempest and images of our new world.

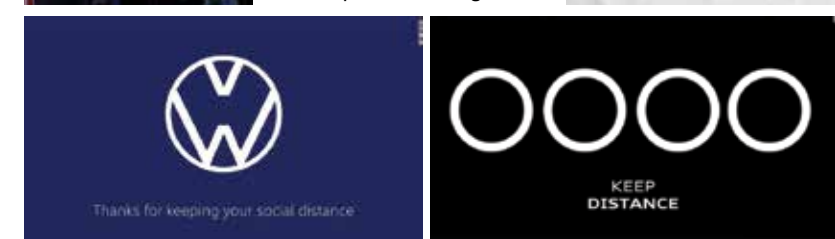


Was that a pivotal historical moment
We just went stumbling past?
Here we are
Dancing in the rumbling dark
So come a little closer
Give me something to grasp
Give me your beautiful, crumbling heart
- "People's Faces", 2019 by Kate Tempest

Please S T O P !



Social-distancing themed public service ads began with a Coca-Cola billboard in Times Square. Many brands followed with their own renditions. Some earned Likes, some failed for being too "gimmicky" and lacking originality. While sportswear brands like Adidas are showing people how to stay fit in their homes, Burger King showed us how to make a quarantine burger.



Sanitiser brewers
LVMH, the world's largest luxury company, was one of the first companies to adapt its production line to make hand sanitizers for local hospitals and communities. Among the big and smaller alcoholic beverage companies producing sanitiser are Diageo, Anheuser-Busch, Radico Khaitan, a brewery in Goa called Goa Brewing Co, and former Aussie cricketer Shane Warne's gin distillery, among many others. FMCG and pharma companies pushed forward plans to launch hygiene products including sanitizers, includes Dabur, Calvinkare (in ₹1 sachets) and Zyudus Wellness-owned Nycil. Leading sanitizer makers such as Hindustan Unilever (Lifebuoy), Reckitt Benckiser (Dettol), ITC (Savlon), Godrej and Dabur dropped prices of their brands by up to 70% in response to the government's notification on price cap.

Luxury brands

PepsiCo's SVP and global chief design officer, Mauro Porcini shared a post that summed up the response of Italy's luxury brands to the Covid-19 crisis in one of the worst affected countries.

"A fun way to share the fact that most of the luxury Italian brands are converting their production lines to support the country in its most difficult moment since WW2... Obviously the products that they will produce won't be branded or expensive. It goes without saying, but let's just make it 100% clear. They are just making their lines available for the production of what the country needs."

FIND ANOTHER COUNTRY
IN THE WORLD WHERE
THE HEALTHCARE DISPOSABLE
COATS ARE MADE BY ARMANI
AND PRADA, THE MASKS BY
FENDI, GUCCI, VALENTINO AND
FERRAGAMO, THE VENTILATORS
BY FERRARI AND THE HAND
SANITIZERS BY BULGARI

WE'RE IN THIS TOGETHER

In a special **Brand Equity** series, industry leaders from across the world share with us their Note of Purpose for colleagues, peers, clients, people and the new world.

By Priyanka Nair & Amit Bapna

It wouldn't be an exaggeration to say that, the virus Covid-19 has thrown everything in our daily lives up in the air. The pandemic is upending peoples' lives, society, companies, industries and countries. As the global calamity unfolds, brand owners are also nervous like never before. Though the biggest challenge is to remain afloat and ensure a secure future, companies have to face newer marketing hurdles too.

Today, marketers have no time to orchestrate carefully composed marketing campaigns. Instead, they are left with no option but to stay in real-time and perhaps for the first time in a long while, understand the true meaning of "purposeful brands".

But, people Brand Equity spoke to also believe that "now or never" is the time for brands to rethink and reimagine their roles in consumers' lives. Empathy is the need of the hour. Acts need to replace ads. Most importantly, pandemic-themed advertising "gimmicks" need to be thrown down the shoot. "Being helpful" is all that businesses need to do.

In this special Brand Equity series called 'We're In This Together', we hear from global marketers about leadership in these



times, dealing with the impact of Covid-19 on life and work, top WFH tips and hacks, and how creativity can make a difference when you stop treating the global pandemic as if it were a new brief.

priyanka.nair@timesgroup.com

Madonna BADGER
FOUNDER/CCO,
BADGER & WINTERS

This is the perfect time to pause and consider your brand's positioning going forward, to create a fresh vision of the future. But brands should remember to avoid the opportunistic play.



Mark READ
CEO, WPP GROUP

Our industry is one that understands human behaviour and emotions; we know what makes us tick, and why it does. There's no better time to put that insight and expertise to work via the Innovators, Creative and the Media Experts.



Ian DAVID
FOUNDER, FEARLESS

Big ideas require big thinkers. Ad agencies used to be full of them. But not anymore. Thanks to downsizing and ageism, there are as many smart people outside of agencies as there are in them.



Vikas MEHTA
CEO, OGILVY AFRICA

We could reset a new purpose for humanity that's beyond the industrial revolutions and towards a human revolution in solving other human challenges.



Michael MOSZYNSKI
CEO, LONDON ADVERTISING

Now is the time for audacity and creativity to prepare innovative plans so that when the medics tell the world it is safe to travel, we can help give consumers the confidence to do so.



Jonathan MILDENHALL
CEO, TWENTYFIRSTCENTURYBRAND

As we lean into this new world, let us redefine ROI and think not about our return on 'investment' but more about our return on integrity. If we act with absolute integrity, we will be rewarded with absolute loyalty.



Tripti LOCHAN
CO-CEO, VMILYBRASIA

The brands with the power to make a difference but are staying quiet, those are the brands that can increasingly use their voice for the better. This isn't a time to be afraid of acting.



Chris HIRST
GLOBAL CEO, HAVAS CREATIVE

At a time like this, it becomes incumbent on the leaders to be like the energiser bunny; still banging the drum long after the others have toppled over. And to do this, it is imperative to look after your own mental health as much as that of your team.



Sean DONOVAN
PRESIDENT, TBWA/ASIA

This is not the time for either/or leadership, but the time to drive the agenda for AND. Protect team-mates physically AND do what's needed to protect their livelihoods. Focus on baseline delivery AND innovation in products and services.



BE Best

A masterpiece of moment marketing

In a campaign that imparts art education and entertains the public in self-isolation, Getty Museum in LA is inviting people to recreate works of art at home. Responses so far would impress the original creators and artists, and perhaps have them somersaulting in their graves.



A GLOBAL BRIEF AND SCREENSAVER

In a 19-page document, the UN announced its first-ever "open brief to creatives everywhere" that aims to support the World Health Organization (WHO) with campaigns to raise health and hygiene awareness, to promote social-distancing, to tackle misinformation, and more, in media from print and radio to social media. "You have the power to change the world," the brief states. "We need help translating critical public-health messages - not just into different languages - but into different cultures, communities and platforms - reaching everyone, everywhere."

Bizarrely, an online petition that was reportedly started by a group at a large holding company is calling for all major awards to ban COVID-related ads. "Because this is not an ad," says the introduction on CannesWeNot.com. "It's not the Super Bowl, or a new holiday." Given the state of the world, and if awards like Cannes Lions do take place next year (2020 events are cancelled) then petitioners should account for a lot of banned ads.

Meanwhile, the famous Palais in Cannes, France where the biggest ad fest is held is currently being used to house the homeless.

A London-based creative team has created Covid-19 screensavers to remind users to wash their hands and disinfect their screens every time they unlock their phone, which is very often.

Morale & Spirits

WHAT AGENCIES ARE DOING TO KEEP EMPLOYEES HAPPY AND BATTLE-READY.

Fitness contests, wellness initiatives, informal and interactive Zoom sessions, recreating coffee-break chats and house parties in the virtual world, help people bond and feel connected.

Though these can never replace in-person social interactions, initiatives like these do help people feel less isolated.

Many agencies like Ogilvy and BBH have also released documents and briefings on marketing in the time of COVID-19. BBH's is on how brands stay trading, stay helpful and emerge strong.

"David Ogilvy never wrote anything in the office. 'Too many distractions,' he explained. Eventually he even adopted the practice of working from home permanently. Admittedly the home was a 50-roomed 12th Century Chateau on the banks of the Vienne, but my point still stands: in an ideas business, location needn't matter much"

Rory Sutherland is Vice-Chairman of Ogilvy in the UK

KNOW YOUR ROLE

Be the best you can be. Know your role. Know your team. Know your client. Know your market. Know your competition. Know your future.

"IN THE PAST, WE'VE SEEN LOTS OF COMPANIES THAT HAVE HAD THE BEST, BRILLIANT INTENTIONS BUT THE INTENTIONS WERE POORLY EXECUTED. THIS IS NOT THE TIME TO BE BEATING YOUR OWN CHEST. THIS IS THE TIME TO BE A GOOD CORPORATE CITIZEN TO CONTRIBUTE TO THE PUBLIC GOOD, AND NOT TO BE 'SEEN' AS A SUPER GOOD COMPANY"

The world is bat-shit-crazy right now. We are all terrified for our health. We are all anxious about our financial security. We are all exhausted through inactivity and working from home. We are all lonely, even those who live with others feel isolated and for the people who live on their own, the feelings of disconnection have never been greater. We have all become addicted to the relentless news cycle of doom but we are all distrusting of government leaders who make up the majority of the news we consume. We are all angry, why are countries outside of China taking so long to get this under control? And, now, we are all one.


The feelings I describe are universally felt and this is the first time in a generation that the world feels united in fear and frustration.

A portrait of a man with a beard and mustache, smiling. He has his hands clasped in front of him. He is wearing a dark shirt. The background is a warm, brownish-orange color.

I cannot believe I'm saying this...
In light of the above, the one thing that brands **MUST NOT DO** is see the pandemic as a marketing opportunity. Although it really pains me to call this out, Coca-Cola's Times Square outdoor ad is riddled with opportunistic gimmickry. After the seven years, I spent crafting the social sensitivity of that iconic brand, believe me, nothing hurts me more than having to write this.

The world as we know it is changing. A decade from now, humanity will look back at 2020 as an inflection point, and it's up to us right now to influence which way things go. Over the last few weeks there are a few key ideas and thoughts I remind myself of each day – ways of working and ways of being – to not just cope, but thrive in this new world.

Human connection is important, even in times of social distancing. At the very beginning of this pandemic, we did a virtual brainstorm at VMILY&R focused on how to make remote working more productive, and more human. The outcome of this has led to an internal Remote Working Guide, that includes everything from meeting etiquette to enhancing collaborative outputs, virtual stand-ups and knowledge sharing. There are some things there which



to your con
international organisations.

to remind myself of initially, like using calls wherever possible, but over the weeks it has become a habit and I find it so much miscommunication when I can see someone as well as hear them. I encourage 5 minutes of "watercooler" time in virtual meetings first begin, to in-person meeting environments, pre-

In challenging times like this, how brands respond is especially significant. This is **a time for companies to demonstrate how they are working beyond profits to stay close to their customers and fulfil their societal roles in a wider community.**

The wrong communications and the wrong actions will be remembered by consumers, just as the right communications and the right actions will be remembered - and rewarded.

A close-up portrait of a middle-aged man with short, wavy grey hair. He is looking directly at the camera with a slight, pleasant smile. He is wearing a dark, possibly black, suit jacket over a light-colored, button-down shirt. The background is a solid, light beige or cream color. The lighting is soft and even, highlighting his facial features.

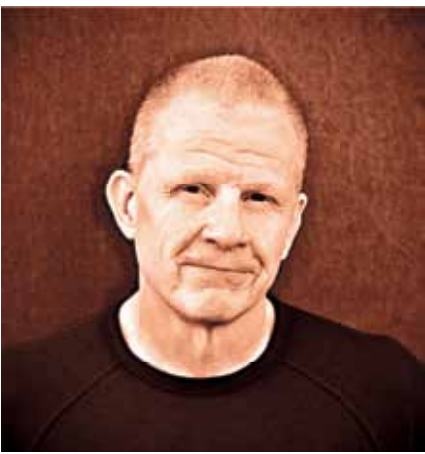
We're seeing a lot of stories circulate about brands that haven't taken cultural sensitivity into account over the last few weeks. Some brands are posting vacation photos while they

According to **Vikas Mehta**, chief executive officer, Ogilvy Africa, now is not the time to be opportunistic and focusing on gaining market share, it is all about building the trust

I saw a great example a couple of days ago in Kenya. When an entire nation is trying to work from home, it puts tremendous pressure on the internet connectivity as the demand for bandwidth balloons exponentially. Kenya has solved the problem using balloons. The country has signed an agreement to allow Google Loon balloons to access the Kenyan airspace to enhance 4G network coverage. A simple partnership between the government, a local telco and Alphabet Inc., coming together to help schools, hospitals, businesses and remote areas, all stay connected in these trying times.

However, what I feel enough people aren't talking about is the brands who aren't doing anything. **The brands with the power to make a difference but are staying quiet, those are the brands I'd like to see use their voice for the better. This isn't a time to be afraid of acting, especially if you have earned the right to speak in your arena.** Over the last few days, there have been some great examples of marketers not afraid to speak out but for genuine reasons rather than selling gimmicks, and those are the brands we should applaud – Lush, who has turned shop windows in the UK into handwashing stations, Coca Cola with their socially distanced Times Square placement, Nike with their latest “play inside” ad – **more influential brands need to take a stand.**

**a pandemic,
a brief'**



Find the currency of survival

Ian David, founder of Fearless, the agency that believes in ageless creativity, writes about why big ideas require big thinkers during tough times.

Honesty is the watchword for me. For years brands have been wittering on about authenticity and brand purpose, yet here we are in the midst of an existential crisis, and almost all of them have come up empty. Yes, **the likes of Apple and Levi's have guaranteed wages and benefits, but that's not brand purpose - that's doing the right thing.** When the all-clear sounds, there's going to be a lot of brands

with a mountain climb and a reduced budget with which to do it. The answer? Restore the primacy of the big idea to the creative process. Not second behind data, or third behind analytics, but number one. Big ideas require big thinkers. Ad agencies used to be full of them. But not anymore. Thanks to downsizing and ageism, there are as many smart people outside of agencies as there are in them.

As the big shops try to adjust to working remotely for the not inconsiderable future, the big work hack might be to realize that freelance networks afford the savvy CMO with a genuine alternative to the slow-moving multi-national dinosaur. Impactful ideas are about to become the currency of survival. A creative network of flexible, ageless talent will be a great resource to turn to when the time comes to reset and start anew.

'Learn to fly when the weather is bad'

Chris Hirst, global CEO, Havas Creative, says ensuring mental-wellbeing should be a priority in these tough times.

energy, commitment and conviction, to get our client's businesses and our industry up and about. To do that, we need to take care of ourselves and each other now, as a family and as a global community.

LEARNING TO FLY WHEN THE WEATHER IS BAD

Nobody can see the future; everybody is building on what feels like shifting sands. But the danger this poses to the leader is that the greater the uncertainty, the greater the inertia. It's like becoming a pilot at the end of a runway waiting for the clouds to lift so that you can take-off. Unfortunately for today's leaders, this fog is going to last a while - so we must learn to fly when the weather is bad.

TAKE TIME FOR YOURSELF TOO

At a time like this, it becomes incumbent on us as leaders to be like the energiser bunny; still banging the drum long after the others have toppled over. In order to be able to do this, it is imperative to look after your own mental health as much as that of your team. After this uncertainty is all over, we are going to need to work harder than ever, to have boundless



DEAR MARKETERS, PLEASE DON'T...

The worst thing a brand can do right now is to appear to try and take advantage of this unprecedented crisis. It's so obvious it's hardly worth saying. Which is not to say brands and businesses of all sorts don't have a huge and potentially vital role to play. But they must do so with authenticity and because it is the right thing to do, not for themselves, not even just for their customers, but for society as a whole. What has been heartening about the response of business is how many have grasped this and are making a huge impact, from the superb response of supermarkets in keeping the shelves stocked and their employees and customers safe, to brands such as LVMH and Zara producing vital safety equipment. And I'm sure there will be many more fantastic examples before we are all through this.



According to **Sean Donovan**, president, TBWA\Asia, agencies have a lot to re-plan and should start preparing for recovery.

When we talk purpose, right now, our primary purpose as industry leaders is to remember our obligation to our team-mates and our clients. As employers, we provide meaningful employment and a livelihood to thousands and their dependents. We provide hope and we provide the salaries needed to live. Our duty is to try our utmost to protect that in these trying times. We will succeed in doing this only if

we ensure we do not get distracted from our obligation to clients. With them, we are an important cog in the economy. We have a significant part to play in fueling the economy's restart. And with it contributing to our clients' success and sustaining the jobs under our charge.

Strong leaders step up and act with speed, they won't let the fear of the

'This is not the time for either/or leadership'

unknown be the weapon that paralyses their companies. Their number one priority will be to provide physical safety and security to their team-mates, suppliers and clients. While their second priority will be to provide them with psychological safety and security by being absolutely focused on their clients' business for when this crisis passes.

This is not the time for either/or leadership. This is the time to drive the agenda for AND.

Protect team-mates physically AND do what is needed to protect their livelihoods. Focus on baseline delivery AND innovation in products and services. Plan AND adjust. Help clients with what they are going through right now AND help them prepare them for recovery.

Using AI and Data Science to Combat Health Pandemics

In exclusive piece for Brand Equity, NYU professor and author **Anindya Ghose**, writes that working together and creating narrow exceptions to data sharing across different datasets is the call of the hour

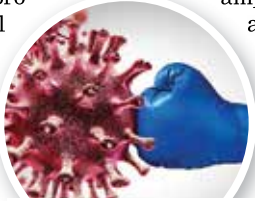
AS COVID 19 continues the rattle the world, scientists and health officials around the world have been puzzled by at least one issue - the exceedingly high infection and fatality rates in Italy, compared to the rest of the world. Several theories have been floated. Was it due to the disproportionately high percentage of senior citizens in Italy? But then Japan also has a very aging population, and yet the impact of Covid-19 in Japan was not anywhere near as bad as in Italy. Was it the high percentage of smokers in Italy and their lung capacity? But then countries like Greece and Russia rank higher in smoking rates and yet the extent of Covid's penetration in these countries is relatively minuscule compared to Italy. Vodafone recently provided Italian officials with anonymized customer data to track and analyze population movements in Italy, where there is a government-mandated lockdown. A crucial insight from the analyses of telecom data was that up to 40% of residents in Milan still moved every day beyond a 300 to 500 meters range from their home, despite the lockdown. While entirely legal, the tracking had not been previously announced to residents. It was the real time data from telecom carriers that revealed the extent of non-compliance of social distancing measures. This non-compliance of social distancing and self-isolation is likely to be a significant factor in the extent of Covid-19's diffusion in Italy. The use of such data analytics in our understanding of the causes of health pandemic is a result of significant transformation in the ability of firms to collect massive datasets and harness them using AI algorithms.

The pace at which firms have innovated to collect and process real time data is simply astonishing. Tech firms in Asia have developed mobile apps to help people check if they have taken the same flight or train as confirmed virus patients. Government officials

have used such data to track down individuals who may have been exposed, screen them, and if necessary, quarantine them. Baidu used infrared and AI-powered facial recognition to screen people at airports and railway stations for fever. Machine-learning programs have analyzed social media posts and search engine query data to predict the size and speed of the outbreak in different part of China. Chinese firms are using drones and robots to perform contactless delivery and to spray disinfectants in public areas. Google's DeepMind is using deep learning to find new information about the structure of proteins associated with Covid-19, which in turn can provide important clues to the coronavirus vaccine formula.

Thus, today's pandemic response can be different in part due to advances in data collection and harnessing that data through AI algorithms. It is notable that a small Canadian AI startup BlueDot spotted Covid-19 nine days before the WHO alerted people to the emergence of this coronavirus. Scientists have used real-time maps and sophisticated forecasting algorithms from epidemiology to predict the number of infected people who left Wuhan and track the spread of the novel coronavirus by analyzing air traffic patterns across China.

The World Health Organization (WHO) has urged countries to trace and track every Covid-19 case. Active contact tracing and monitoring of people who have come into contact with any suspected Covid-19 patient is imperative in mitigating the impact and the scale of this pandemic. Successful ex-



PANDEMICS DO NOT HAPPEN EVERY DAY. CHALLENGING TIMES CALL FOR MORE INNOVATIVE AND EFFECTIVE MEASURES WITH RESPECT TO REGULATORY THINKING.

amples of these data-driven and technology enabled predictive practices have been shown in Taiwan, China, Singapore, Israel, and South Korea. Patient 31 is a brilliant case of such data analytics. During previous outbreaks like SARS, H1N1 and MERS, the penetration of smartphones, the accuracy and granularity of consumers' location data, the diversity of social media and web data, and sophistication of machine learning algorithms to harness all this information were still in their infancy. Today's smart phones

are sophisticated enough to do detailed trajectory mapping of consumer traveling patterns. Consumers are glued to their smartphones, thereby providing telecom providers, digital platforms, wearable technology firms, and app developers access to real time data. In Singapore and South Korea, officials have also used CCTV footage and ATM transaction records to contact trace thousands of citizens. In Hong Kong new arrivals from abroad are required to wear electronic bracelets to enable authorities to track their movements.

With such increasing examples of AI and data science to track consumer behavior, an important

question that has been forced upon us is the trade-off between data privacy and human survival. Skeptics of AI are complaining that access to such atomic consumer data is an infringement of our civil liberties. That may be one way to look at this. The other perspective is that since lives are at stake, it is imperative that we all look at data privacy from a different lens, at least till this pandemic is mitigated and suppressed. We need to enable effective coordination of data sharing between public and private sectors. To facilitate this, governments have to provide assurances to telecom providers, and tech firms that such data sharing will be exempt from any adverse regulatory action or private lawsuits, now or later. These mandatory data sharing exemptions are desperately needed. Working together and creating narrow exceptions to data sharing across different types of datasets is the call of the hour. Of course, appropriate caveats have to be built into these data sharing practices such that there is zero tolerance for the misuse of data by government authorities that might violate individual privacy.

Pandemics do not happen every day. Challenging times call for more innovative and effective measures with respect to regulatory thinking. Tech platforms, telecom companies and governments need to come together at a time like this to work together towards addressing the balance between protecting individual privacy and data sharing that is critical to the public good. Consumers have to recalibrate what is an acceptable level of privacy and internalize that they can't expect the same level of personal health privacy during public health emergencies involving infectious diseases.

The author is the Heinz Riehl Chair Professor of Technology, Analytics and Marketing at New York University's Leonard N. Stern School of Business. Views expressed are personal.



WE'RE IN THIS TOGETHER



Tips & Tricks of WORK-FROM-HOME

TRIPTI LOCHAN: Create a specific, designated workspace, and try not to work from the bed or couch! Your mind recognizes different spaces and associates them with certain activities, so this will help you be productive in your workspace but give your mind a rest when you go to bed!



Stick to a routine - shower in the morning, wear real clothes (not pyjamas!) make your coffee, settle down to work. Take a break at lunch, even take a short walk around your garden or up and down the corridor of your apartment building in the morning and evening to replicate "going" and "coming" from work. It's important to create a routine even if you aren't actually leaving the house.

Get everything you need together in the morning, before you settle down at your workspace. You wouldn't come and go from the office 20 times looking for a charger, then a hair tie, a pen, glass of water, etc. These would all be at your desk, or in your bag, before you start the day. Switching focus between the work you're doing and the glass of water at your bedside makes it harder to concentrate.

MADONNA BADGER: A routine helps me, so I am not in my pyjamas all day. Meditating and prayer help lift my spirits. Staying connected via Facetime, Google Hangouts, Zoom, etc. help with not feeling lonely. I have heard of a dance party every Thursday via Instagram Live which is so fun. Having the technology, we do is such a blessing to stay connected.

VIKAS MEHTA: Being in multi-country roles, working with remote teams has been long normalized for some of us over the years. Isolation, however, is the new one. Given one is unable to socialize physically for some time, it's important to spend time with people, without an agenda. At Ogilvy Africa, we are starting to host virtual get-togethers for our teams over BlueJeans calls. Our social media team recently held a full-blown virtual party with over 50 colleagues from seven countries in attendance, all sitting in their living rooms alone, having a good time together.



Jonathan Mildenhall's 5 TIPS TO STAY CALM

BUY FRESH produce once a week and learn how to cook. It's a great and safe source of creative stimulus and meditation



BE CONSCIOUS of the fact that the more news you consume the more anxious you become. **EXERCISE IN** the morning even if it's a simple as stretching back and forth as soon as you get up. You simply won't get around to it at the end of the day.



DRINK LOTS of water and caffeine-free teas. Being well hydrated reduces anxiety and helps you think clearly.



BE KIND and compassionate to yourself and others. The person opposite you is tired and scared, just like you.

How to navigate THE NEW NORMAL

By **Chris Hirst**, Global CEO, Havas Creative



Working from home is the new normal. And after the initial novelty it becomes hard work and draining - if you let it. Here are Havas' Chris Hirst's tips to remain energized in the challenging times, even as he tries to get used to "the endless rows of video calls that he is finding far more draining than old fashioned (!) face to face meetings."

Keep as close as possible to the structure and order you have when you normally go to work: shower, have breakfast, a cup of tea and get dressed (although it doesn't have to be in a suit!) - and set yourself a clearly defined 'work-time': 9-5 for example.

Do the other things you also do at work: ring a colleague just for a chat; stop for coffee and a biscuit;

keep a clear lunch break; don't stay in the same chair for more than 60 mins at a time.

You don't have to fill every waking minute! You don't when you're in the office.

Exercise. Imagine it's like being on the longest ever long-haul flight - you know just sitting in your seat eating chocolates and drinking wine isn't a great idea so get up, walk about, work-out, do yoga, meditate. If you haven't

got your 'thing' now is a really important time to find it - mental health is as important as physical health especially in such difficult times.

Switch off. I've started building model aeroplanes (an SE5a for those who are interested in these things) and my sourdough starter is just coming to the bubble (literally). So, mine are: planes, bread and

history books and each absorb me, work different parts of my brain and give reward in different ways. Make sure you find yours!



BRAND EQUITY MARKETING AWARDS 2020 JURY E-MEET: EXPERTS' TAKE



Aditya Bagri
managing director, Asia Pacific, InMobi

There is a wide array of very interesting and innovative work happening on the mobile marketing side of things. "From dynamic and interactive creatives to personalization based on data and audiences. It was great to see not just the innovative work, but the scale and impact/ ROI created for brands, using the medium of mobile marketing. It was a tough call choosing and deciding from so many entries across verticals given the amazing work happening across the board."

Mayur Hala
head of global brand, Oyo

Niche media-targeting (location/behaviour based) gets numbers for brands on mobile. Releasing a film alone on digital doesn't make it a 'mobile idea'. However, when you add mobile behaviour to it as with the "heart", which ladders onto today's emoji epidemic and gives it a nice positive spin, it's a winner. Some ideas really captured how mobile marketing can be cool, edgy for customers yet engaging for brands. Those were good examples of mobile forward/first thinking.

Sunder Madakshira
head - marketing, Adobe

It was a deep learning experience to witness and judge the entries. The elements that also stood out were the use of an integrated platform to ensure that omnichannel communication is effective and efficient.

WHAT I LIKED: 1) the maturity of the campaigns in terms of content, measurement and quick rewiring of the approach to meet the outcomes, 2) the creativity and innovation that fostered the brands' core messages in an impactful way.

Manisha Lath Gupta
former marketing head, Uber India

It was nice to see the breadth of entries in the New Launch category. While all of them had interesting multimedia campaigns, what stood out for me were the ones which had a strong consumer insight in the product idea, or at least a strong insight in the creative idea. Irrespective of the budget, the insightful campaigns fared better in the marketplace, and impressed the jury too.

TOP TIP: I would urge marketers submitting entries to put more effort into their submissions. The jury members are seeing some campaigns for the first time, and clarity of thought and objective will only come across through the application. Some entries may have lost out because you didn't work hard enough to explain the context, the idea and the outcomes.

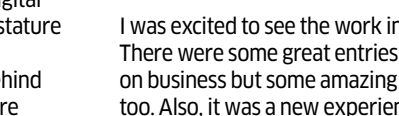
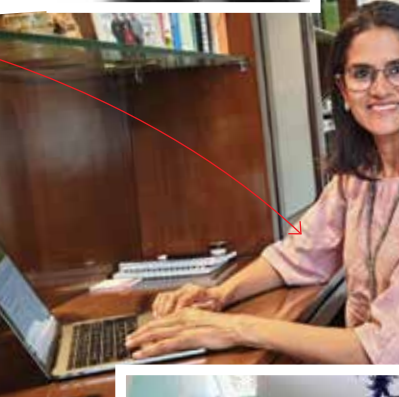
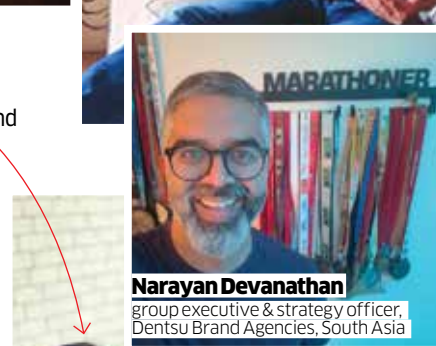
Shashank Srivastava
executive director - marketing and sales, Maruti Suzuki India

The diversity of the brands made judging the Brand Equity awards that much more exciting, and at the same time difficult. CSR initiatives, media properties and eWallet brands gave stiff competition to the anticipated entries from FMCGs and automotives. To make the exercise even more challenging, there were ads resonating with their TG on hitherto taboo subjects and at the same time some brilliant work using computer graphics and showcasing grandeur and opulence.

A number of CSR initiatives made it to the final round. It was humbling to see how brands today are shouldering their corporate responsibility. And that too in a contemporary and creative manner.

The nominations also had an underlying theme - the coming of age of digital advertising. Nearly every entry was backed by an elaborate digital strategy. This was true irrespective of the stature of the brand.

WHAT I LIKED: Small towns are no way behind when it comes to brand building. There were



After a successful and exciting first round of judging in Mumbai, the Delhi judging round of the Brand Equity Marketing Awards was meant to be a day as full of live and animated in-person debates and discussions as the previous one. However, given the escalations in the Covid-19 crisis here, the entire jury of over 30 industry leaders and experts was moved to the virtual world. Despite the changes and hurdles, all our judges came together to help pick the best-in-class in Indian marketing, the finalists for the Brand Equity Marketing Awards 2020.

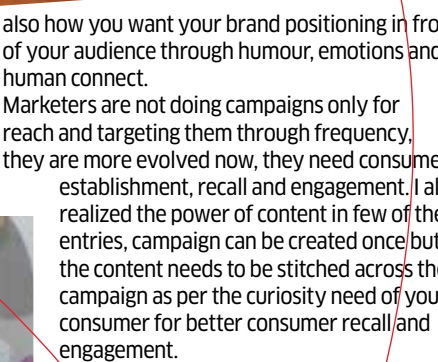
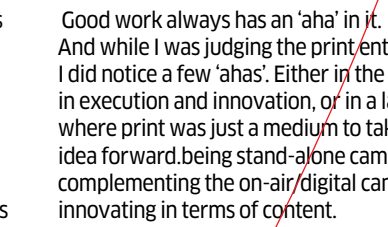
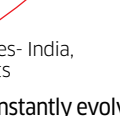
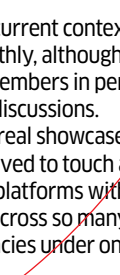
Here are key takeaways from the deliberations of the stellar Expert Jury that worked hard to choose the finalists across the remaining four categories -

Print, Integrated Marketing, Mobile and Brand Launch.

Also, since the jury members e-met in the first week of WFH (Work from home) we asked the judges to share snapshots of them at their home work-stations. Take a look at some of these spaces that are now doubling up as satellite offices.



Shantanu
head of marketing, Uniqlo India



also how you want your brand positioning in front of your audience through humour, emotions and human connect. Marketers are not doing campaigns only for reach and targeting them through frequency, they are more evolved now, they need consumer establishment, recall and engagement. I also realized the power of content in few of the entries, campaign can be created once but the content needs to be stitched across the campaign as per the curiosity need of your consumer for better consumer recall and engagement.

Karthik Nagarajan
chief content officer, Wavemaker

I absolutely loved the diversity of submissions. Two things that stuck out for me: 1) The sheer proportion of human stories as against just brand POVs and 2) the high proportion of ideas that were fundamentally Indian, as against the Indian version of something else.

WISH-LIST: One thing I missed was humour. We need to have more fun with our brands.

Akshay Gurnani
co-founder and CEO, Schbang

At the outset, it was quite a tough competition with the myriad of interesting entries I've seen, across so many sectors. It's great to see many campaigns being digital-first with all other mediums and platforms forming a surround around the digital thought. This also enabled a lot of the ROI to be tracked and presented objectively. It was also great to see how irrespective of budget (ranging from a few lakhs to over 40 crore), brands were able to pull off such integrated campaigns and deliver a considerable ROI. It was naturally getting a bit difficult to judge every brand on a level playing field because of the scale of budgets, but I was pleasantly surprised to see some of the smaller brands coming out with more creative solutions, probably because they didn't have the freedom of infinite monies.

Pankaj Duhan
chief marketing officer, RB Health South Asia

The strongest work had a central powerful 'idea' that allowed it to run meaningfully across different mediums. In today's always-on treadmill world - this often gets neglected and activity completion takes precedence over a strong idea holistically leveraged across mediums. But the Strongest brands are usually stronger on account of it.

work digitally in the current context. The process was conducted smoothly, although I missed meeting other jury members in person and having more intense discussions. All the entries were a real showcase of how marketing is now evolved to touch all the audiences across the platforms with innovative technologies. I came across so many thrilling ideas from brands and agencies under one umbrella.

Puneet Das
VP marketing, beverages - India, Tata Consumer Products

Print advertising is constantly evolving and

remains relevant even in today's digital age. Print campaigns have evolved from 'relying on a smart copy' and being stand-alone campaigns, to complementing the on-air/digital campaigns and innovating in terms of content.

Debarpita Banerjee
president, FCB Ulka, North & East

Good work always has an 'aha' in it. And while I was judging the print entries this year, I did notice a few 'ahas'. Either in the concept, or in execution and innovation, or in a larger idea, where print was just a medium to take the 'aha' idea forward. Being stand-alone campaigns, to complementing the on-air/digital campaigns and innovating in terms of content.

Amit Tiwari
vice president - marketing, Havells India

After evaluating all the entries, I realised marketing campaigns are not just about showcasing your product or their features but