



# The show must go on

Success stories during a pandemic. March 2021

SCOPEN

The lack of economic activity, budget reductions, lockdowns, distance, remote working,.. everything is making it difficult to continue with life as normal. And, as we cannot live alongside the virus, this situation has forced us to do things differently.



## We must rise to challenges. If we don't overcome them, they defeat us

Our industry has been immersed in a process of change for more than twenty years: the launch of the internet, the financial crisis and now, the pandemic. In little more than two decades we have had to adapt to many new realities such as social networks, new shopping behaviours, a multitude of screens, endless offers and countless other changes.

The corona virus has again moved us out of our comfort zone. And once more we have confirmed that we don't want to live under difficulties. What we can do is tap into creativity in its broadest sense and find an opportunity in the situation. And then we discover that difficulties make us stronger.

In this 2020 review we want to pay tribute to the agencies and advertisers who, when faced with unique circumstances, came together and creatively tackled difficulties. We want 2021 to further strengthen collaboration and creativity.

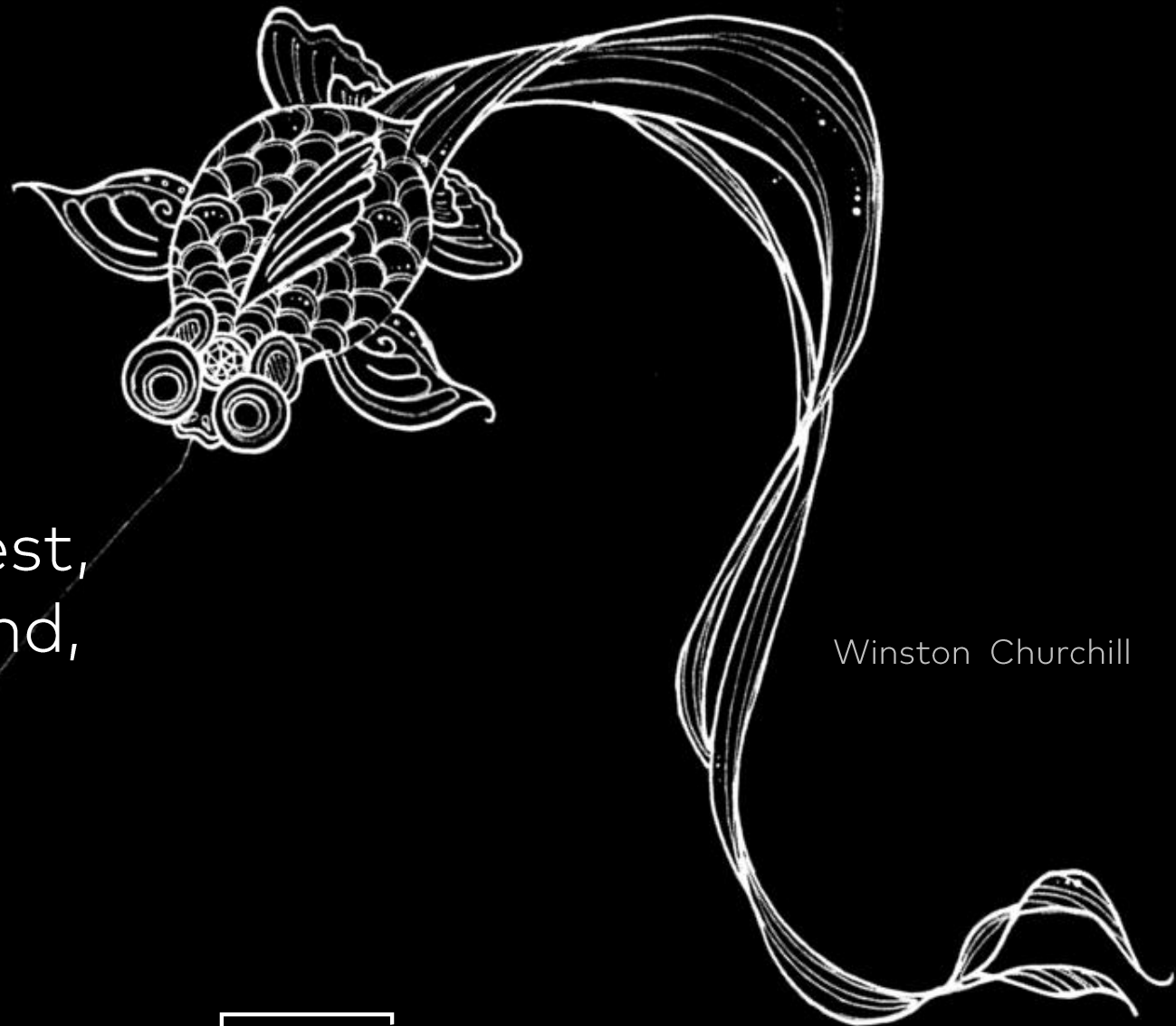


We had better beat them

Kites rise highest,  
against the wind,  
not with it

Winston Churchill

SCOPEN



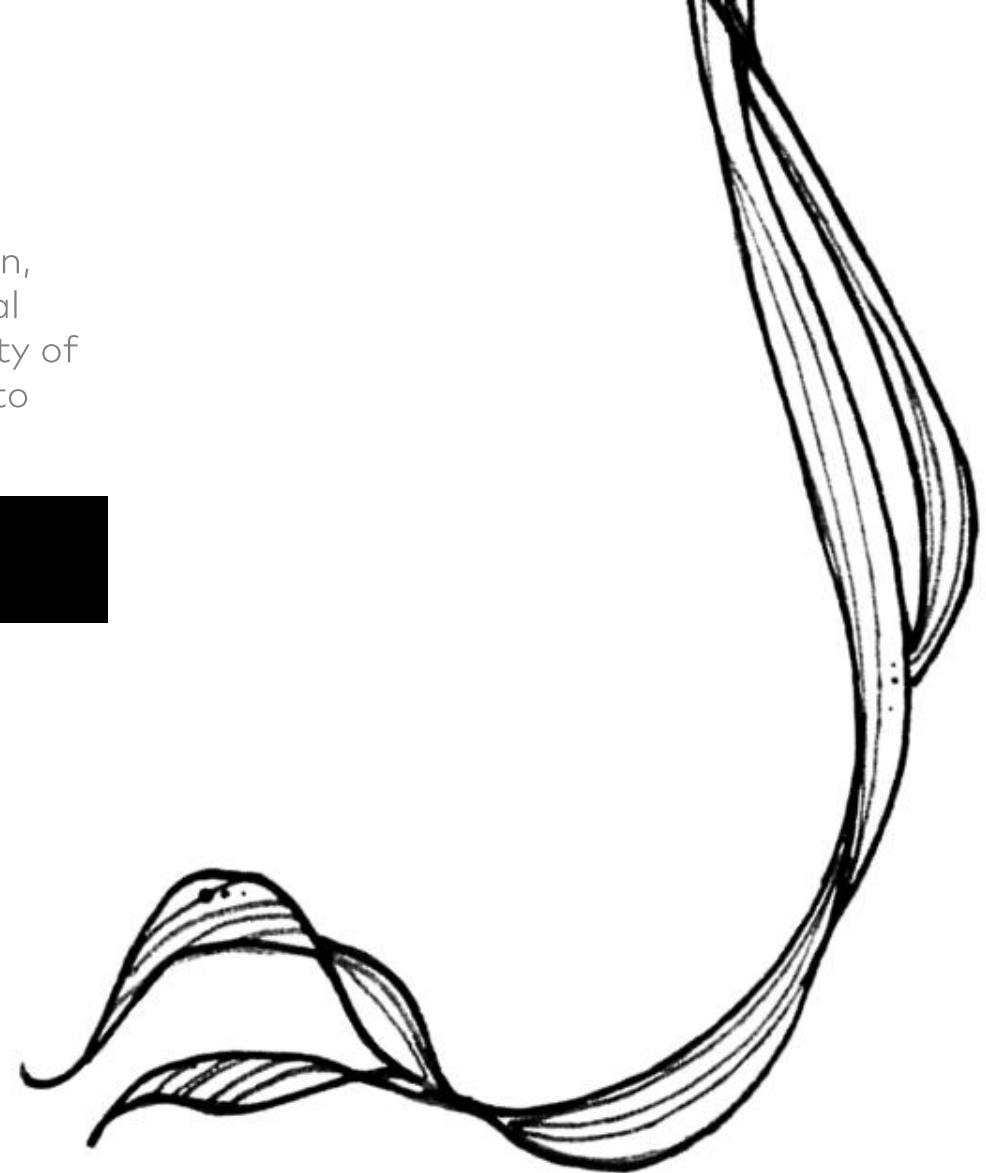
We asked our international network to share cases of collaboration, strategies that have been able to adapt to the circumstances, local campaigns that have managed to demonstrate the strategic agility of this industry and ability to harness less favourable circumstances to rise and surge ahead. This is the result:

# Index

## 1. Cases

- Argentina: Itaú
- Brazil: Burger King
- China: Nike
- Colombia: Ramo
- Spain: Bankinter
- France: Orange
- India: Cadbury's
- Mexico: AMVO
- Portugal: Super Bock
- South Africa: Shoprite Checkers Group
- Uruguay: Tres Cruces

## 2. Learnings from a Pandemic Year





# Cases

Success stories in times of a pandemic

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ARGENTINA



Jose,  
Digital Transformation

Argentina

01

**Solidarity in its purest form.** Itaú implements *Pension Delivery* (retirement pension home service) so that retirees do not have to leave home while in confinement

**We do not want retirees to come to Itaú**

# 02 Some of the people



Carolina Belzunce  
Marketing Manager  
Itaú

*"When you are convinced of something and you think it is a really good thing to happen, even if they tell you that it is impossible, you find a way."*



Diego Medvedocky  
President, Grey Argentina  
CCO, Grey Latam

*"I can't believe we were able to do it. It is a common sense idea but the innovation was in convincing an entire bank that it was worth changing some of their business formalities in a month."*



# 03 The campaign

In Argentina, retirees personally visit the bank and withdraw their pension every month to have the cash. With the lockdown this continued to happen and long lines formed to withdraw the cash, in spite of the risk. This fact inspired us to think about how we could help.

Thus was born, in record time, the *Pension Home Delivery service*, challenging the bureaucracy of the banking system to help limit the elderly's exposure to COVID19. In 30 days, it was set up.

This development involved an unprecedented number of approvals, just as if it were a new product. The communication campaign was simple, clear and direct, explaining how to request the service and giving all the relevant information to avoid fraud. The main actors were the employees of the bank, which added to the accessibility and transparency of the message. The campaign had multiple points of contact: TV, radio, outdoor and digital. All communication led to a page with Frequently Asked Questions to build confidence.

# 04 The numbers

25,000

Users, clients of Itaú, retired, who were able to request the *Pension Delivery Service*

10%

Requests in the first month

7.5 million

People impacted through earned media

6 million

Value (in pesos) of organic media coverage

88 points

NPS, while financial industry average is 30 points

9.66

User satisfaction rating

BRAZIL

01

The gamification of a duty. Any obligation is more easily endured when there is an emotional or material reward for fulfilling it.



LOCK  
DOWN  
WHOPPER.



# 02 Some of the people



Thais Nicolau  
Marketing Director  
Burger King

*"We understand how serious the topic was. But even with the social distancing recommendation, we wanted to be present in people's daily lives in a relevant way. That is why we developed an unprecedented and innovative action, that also encouraged people to stay at home by rewarding them."*



Rafael Donato  
Creative VP  
DAVID

*"We gamified the quarantine, turning the isolation time into benefits at Burger King."*

# 03

## The campaign

<https://youtu.be/UjIDJ84dQPc>

In one of the countries most affected by the pandemic, could a fast-food chain help control the spread of the virus?

When we had already lived through three months of lockdown, it was a challenge to keep people home. Fatigue, exhaustion, boredom and anxiety left people itching to go out.

Through the *Lockdown Whopper* campaign we turned the Burger King app into a social distancing device.

Using a geolocation feature, the brand created a reward program with gifts for those who stayed in their home the longest.

The application monitors users who accept the initiative and, those who spend more time at home, receive gifts such as snacks and even free meals, making it easier to stay at home, avoiding contagions.

We gamified "stay home".

# 04 The numbers

238,000	People stayed at home for over 27 days
143 hours	Average isolation per person registered at over 27 days
306,000	Rewards given out by Burger King
Thousands	Media mentions all over the world

CHINA



哪儿  
挡得了  
我们

看不清的强敌，  
更能让我们看清一起强大的意义。



China

01

From local to global. No matter how bad it gets. We will always come back stronger because nothing can stop us if we face it together.

SCOPEN

# 02 Some of the people



John Donahoe  
CEO  
NIKE

*"Having overcome the crisis in China, the company now has an instruction manual that can be used in other countries. The great connection of Chinese consumers with our home training applications, translated into a huge connection with our e-commerce application as well."*

*'We may not be playing together. We may not be playing for our countries yet. We may not be playing for giant crowds. But today we're playing for 7.8 billion people.' Nike*

# 03

## The campaign

The pandemic has been a time of learnings for Nike. It first struck in China, a key market for the brand's global sales. And despite the confinement and the crisis, Nike grew in China and learned lessons that it later applied in other markets.

The main learning was that a strong digital sales and marketing strategy is always necessary. Because there has to be a consumer oriented strategy.

When China started its lockdown, Nike took a radical turn towards digital commerce. They pushed the use of their fitness app with a network of professional trainers encouraging them to be active in confinement. The campaign was locally adapted by inviting followers to upload videos and encouraging brand engagement activities. This way losses were curbed.

Later, they reopened the physical stores strategically, relying on a sophisticated monitoring system based on distribution and supply chain.

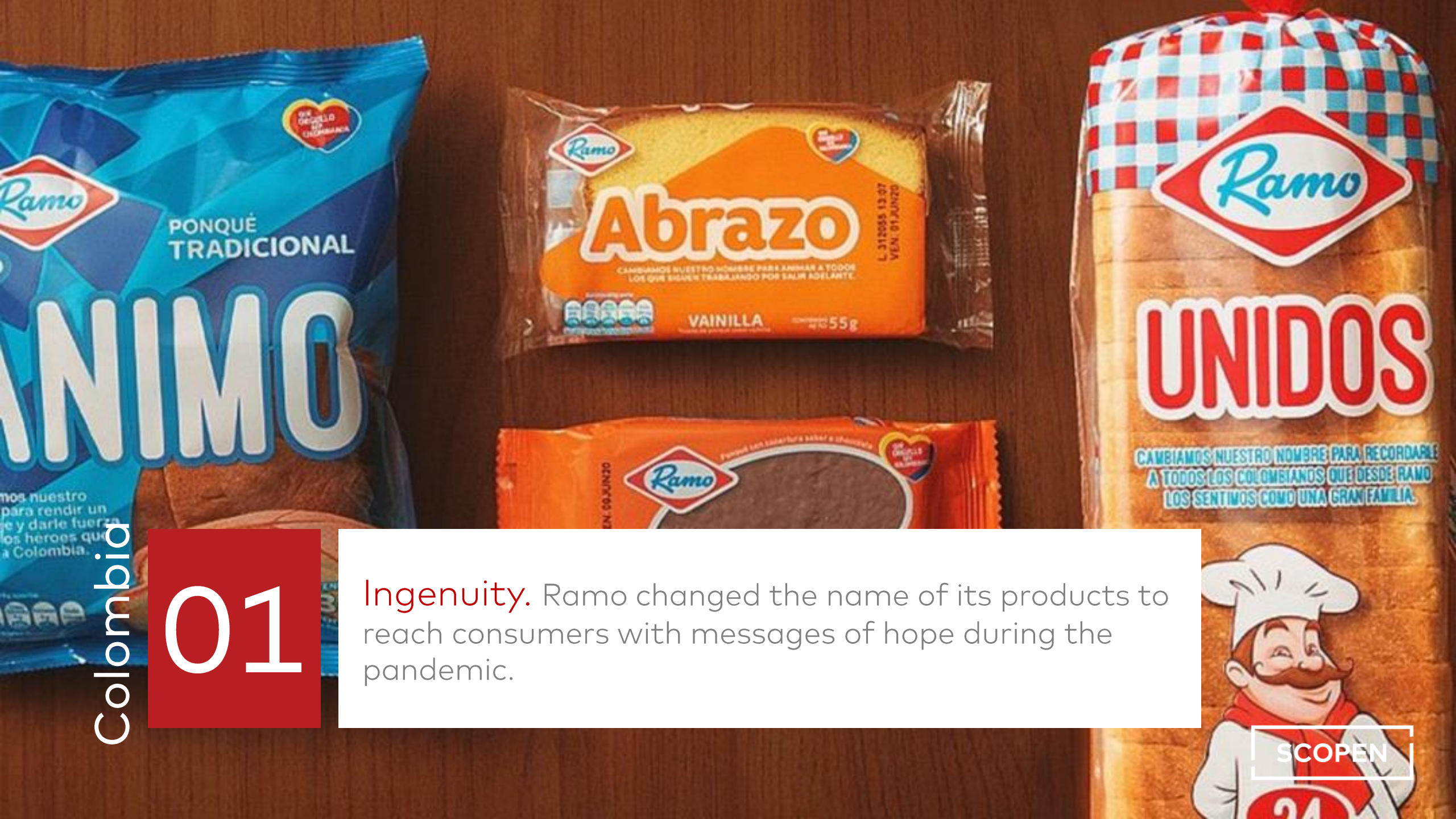
# 04 The numbers

7.5 million	Video reproductions of the global campaign on Twitter
1.2 million	Views at Weibo (social network in China)
5 million	Video reproductions at Douyin
479,000	Videos uploaded to Douyin social network
+4,000	Films were revised to make a 90-sec. commercial
80%	Growth in the use of their fitness app

COLOMBIA

# 01

**Ingenuity.** Ramo changed the name of its products to reach consumers with messages of hope during the pandemic.



# 02 Some of the people



Camilo Deckers  
CMO  
Ramo

*"Given the uncertainty, the budget was on hold and this was understandable. But when we sat down to review the paths that Grey presented to us, we realized that we already had awareness and we concluded that it was powerful. The result has been wonderful. "*



Jorge Serrano  
CEO  
Grey

*"The packaging obeys a fundamental reason: Ramo is a mass market company and the main way to reach consumers is through it. The products reach millions of Colombians, so there was no better vehicle to do it."*

# 03

## The campaign

When we were starting the fight against Covid19, Grey and the Colombian food company Ramo met to relook their communication strategy. They decided that it was necessary to send a message of hope to all Colombians. The resulting idea was very brave and complex: they changed the names of their products.

The new names tell us about it all: '*Pa'lante*' (go ahead), '*Abrazo*' (Hug), '*Ánimo*' (Cheer up) , and '*Unidos*' (Together). And using the claim: Today, more than ever, every word of hope bring us together as a country.

The campaign has been a huge success. It is an example of collaboration between the marketer and agency. They sat down together to determine how to join forces and design a strategy that would work as a brand-building campaign in times of crisis.

The agency played its role by putting its creativity at the service of the advertiser to seize the opportunity and to launch a campaign that benefited the brand at this very unusual moment. Bravo.



# 04 The numbers

800 million Pesos in media coverage (for free)

+32 million Reached people

1 Tweet A very special one. That of the Vice President of Colombia

ESPAÑA



Spain

01

**Brave.** Bankinter, a bank that values people's efforts beyond money.

SCOPEN

# 02 Some of the people



Gonzalo Sáiz  
CMO  
Bankinter

*"At such a difficult time we decided to communicate but not to sell anything. We bet on the strength of the bank to help families and companies and we adopted some measures that went beyond those established by the Government."*



Roberto Lara  
Partner & founder  
Sioux

*"We have basically done it between four or six people. If you know the business, which tries to generate added value for brands, and you meet a brave client who wants to change things..., some campaigns do appear to transcend mere advertising, and becoming a social phenomenon."*



Alfonso González  
Chief Strategy Off.  
Havas Media Group

*"To be able to align the business strategy with the brand and communication strategy, we need will, generosity and listening skills. With Bankinter this is a clear example of collaborative intelligence between two agencies and a marketer with a strong commitment to society and a transformative way of looking."*

# 03

## The campaign

<https://www.youtube.com/watch?v=fBXWTeXHmWnk>

<https://youtu.be/SXxMIcQiXdc>

A new agency (formed by proven professionals), a client looking for new creative alternatives, a particularly sensitive moment in general and even more so with regards to money: it was, as Roberto says, "the perfect storm". And from this perfect storm is where this Bankinter campaign was born.

A campaign that communicates that the bank values its clients' efforts to obtain money. A message that empathized with what was happening in Spain at that moment: both economically and socially.

*Medidas Concretas* (Specific Measures) by Bankinter brought us hope in a situation of uncertainty, and reminded us that the covid situation would pass and is not our final destiny. We all needed to believe in statements like this one. And against all odds, it was a bank that also supported this intention with specific products.

Instead of just being a campaign it has become a new brand positioning that demonstrates, more than ever, that creativity can move mountains.

# 04 The numbers

2<sup>nd</sup>

Bank in brand awareness, after Banco Santander

Top 5

One of the brands most recognized by its commitment to society during the pandemic, and the only bank in the TOP10

8.6% reduction

Attraction cost vs. 2019

+ 18 points

Purchase consideration growth

+21%

Online clients growth

The largest

Liability aquisition of the last 10 years

FRANCE



# #OnReste Ensemble

01

*A very real Insight.* A unique space to send messages to the elderly in an environment that they dominate.

France

SCOPE



# 02 Some of the people



Béatrice Mandine  
Comms. Brand &  
engagement  
Orange

*"It has been an absolute success. More than 700,000 connections, more than 130 videos with 390 messages broadcast. And all this achievement, while telecommuting. But above all, a campaign that became magical in the times for which it was developed, the massive participation of French people and the excitement and joy we could see from the recipients of the campaign."*



Eric Tong Cuong,  
CEO  
La Chose

*"Communication is essential in times of crisis , especially for a telecommunications company. In the context of social distancing, thanks to the telephone and the internet we have been able to maintain contact with our loved ones. They create connections and they have helped us to maintain the social bond that we needed so much. This is the meaning of this campaign: We are Together."*

# 03 The campaign

<https://youtu.be/aenDMgRVbCO>

While in confinement, technology has been the facilitator of communication with our environment. We have gone from meeting physically to watching one another on the screen, but at least we saw each other.

The Parisian agency La Chose and Orange France came together with a very important insight: if communication takes place through technology, what happens with those people who do not have easy access to technology due to their age? They are the ones who have suffered the most from the loneliness of confinement and they are the ones that still watch more TV.

Taking all this into account, they created a campaign through which Orange gave advertising spaces in which you could send your messages of care and encouragement, almost in person, to those relatives or loved ones who find it more difficult to use technology and who, quite often, are alone.

You just had to send a recorded message and after a selection they would notify the lucky ones so that they could arrange with their relatives to receive their message.

# 04 The numbers

97,000,000	Contacts
25,000,000	Impressions
636,000	Visits to the platform
+5,000	Uploaded videos
79%	Media coverage
61%	Credibility of Orange, vs. the 28% of TV standards
11	Points of differentiation vs. other competitors

Stéphane Richard, CEO at Orange, was ranked #1 in the CAC ranking of the 40 CEOs with the best communication during confinement

INDIA

Cadbury  
Celebrations

# Not just a Cadbury ad

India

01

**Generosity.** A great company that cares about small local businesses while celebrating Diwali.

SCOPEN

# 02 Some of the people



Anil Viswanathan  
Insights & Analytics Dir.  
Cadbury

*"Over the years, Cadbury Celebrations has become synonymous with partying in India. This year, more than others, some of the actions mean new beginnings and the strength of Good in an imperfect world. Our recent Celebrations campaign communicates this thought while supporting generosity."*



Suresh Nayak  
Chief Creative Off.  
Ogilvy

*"At the heart of the campaign lies generosity, especially in difficult times. This geolocated and personalized data-driven campaign captures the generosity that emerged locally due to the pandemic. Through the campaign we gave local retailers a space to advertise and to invite people around them to remember them when they think of gifts for this Diwali."*

# 03

## The campaign

<https://youtu.be/gBWLm6Sx1WI>

Data at the service of creativity. *Not just a Cadbury Ad* is a campaign by Cadbury Celebrations, Ogilvy and Wavemaker. The aim was to publicize and encourage the purchase of products in local shops during the Diwali festival to alleviate the losses caused by the lockdown. Many small businesses, at risk of closing, had a digital presence for the first time.

Facebook and YouTube were the main platforms used. They showed personalized ads in real time, in a geolocated way.

An algorithm customized the ad according to geographic location; for example, a person who saw the ad in Pune received advertisements from different businesses in Pune. And the same for someone in Mumbai or Delhi.

In the advertisement that was used as, the basis of the campaign, we see an Indian family celebrating Diwali. The mother gives things to all members of the family, gifts from local stores. It ends with a call-to-action to support small local businesses.

# 04 The numbers

6 cities	In India
+ 1,800	Local businesses involved
+260	Pin codes used to map the stores
Thousands	Different ads created in real time



MEXICO

Mexico

01

The future is to go back to *yesterday*. A campaign based on a particular insight: we will go back to who we were.

WWW.HOTSALE.COM.MX



# 02 Some of the people



Pierre Blaise  
General Manager  
AMVO

*"1 out of 4 consumers who shopped at an online supermarket, used Digital for the first time during COVID19. We also registered a 16% increase in the frequency of purchase, mainly 3 times a week."*



Álvaro Dopico  
Manolo Techera  
Mónica Anaya  
M&C SAATCHI

*"We get tired of campaigns using image banks, people in front of laptops surrounded by children with whom they shared moments that already seemed forgotten in our lives. They are too obvious in communications."*

# 03

## The campaign

**Dopico:** Due to the pandemic, the Hot Sale 2020, was the obvious opportunity for a campaign that would benefit from online commerce.

**Manolo:** But it could be seen as opportunistic. Therefore, instead of focusing on the present, we decided to look forward to the hope that the future will bring us. And we posed that hope in a word that said it all: "Vuelve" (Come back). To go back to doing what we had stopped doing, to live as before, to see friends, to play sports outdoors, to buy online again for the simple pleasure of doing it and not out of necessity.

**Dopico:** "Da el clic y Vuelve" (Click and come back) was an immediate success. A colorful and dynamic campaign which, with a modern and simple art direction, immediately stood out within the different formats and media.

**Mónica:** Although the scenario seemed propitious to making HOT SALE 2020 a success, the challenge was much greater due to the economic context and uncertainty; since 3 out of 10 Mexicans had lost their jobs. But the results are crystal clear.

# 04 The numbers

14.4 million	Sesions. 103% growth vs. 2019
20.1 million	Sales. 158% growth vs. 2019
110 million	Search requests. 125% growth vs. 2019
525 million	Visits to participating Brand sites. 99% growth vs. 2019
79%	Conversion rate. 164% growth vs. 2019
88%	Of the Brands exceeded or at least, equaled their aimed sales

POR**TUGAL**

**Tribute and rebranding.** Super Bock launched a very special edition to thank the doctors for their effort. It was called Super Doc, a beer without the alcohol they used to produce disinfectant gel, which they donated.

# 02 Some of the people



Bruno Albuquerque  
Marketing Manager  
SuperBock

*"I think this campaign stood out because it differentiated itself and was well aligned to the unprecedented context in which it was created, because of peoples' involvement and because it had a real impact on society".*

*"We were able to donate more than 50,000 litres of alcohol disinfectant gel, we could help more than 20 hospitals and we reached more than 60,000 health professionals with our initiatives."*

*"At the same time, in terms of communication, we also managed to obtain good results. On social media, our alcohol gel content was the most effective in two years, breaking all records by impacting a total of 4,000,000 people. During the first phase, we were recognized by the Portuguese as one of the most relevant brands in supporting the country, along with some brands essential for the normal functioning of society, which manufactured other essential goods."*



# 03

## The campaign

<https://youtu.be/0SvcXq9XiPw>

At the beginning of the pandemic crisis, the Portuguese beer Super Bock launched a special edition of a product called "*Super Doc*" to pay tribute to health professionals who were on the front line of the fight against the pandemic. They renamed their non-alcoholic beer. Super Bock used the alcohol in their beers to produce hydroalcoholic gel that they then donated to hospitals, when prices were excessive due to a higher demand. The campaign was carried out together with their creative agency O Escritório, their media agency, Initiative, and the production company, Ministério dos Films.

The beer industry, which was one of the most affected by the crisis with the closure of bars and restaurants, showed their desire to remain relevant. Portuguese people considered Super Bock in the Top-5, as one of the most important brands in supporting society at the beginning of the crisis, and beer brands are not usually present in that ranking (according to the SCOPEN ranking that stands out 'Brands that most support social causes and society', quarterly monitored and carried out since 2008).

# 04 The numbers

4,000,000

Consumers impacted by social media

50,000

Hydroalcoholic gel liters donated to hospitals

60,000

Health professionals reached by the campaign

Top 5

Among the outstanding Brands involved with social causes to support society during the crisis

+20

Hospitals benefited from the campaign

SOUTH AFRICA



South Africa

01

Awareness. Shoprite Group kept supply chains opened during lockdown, minimizing risks for customers, and providing essential products and services without profiteering.

SCOPEN

# 02

## Some of the people



Willie Peters  
Marketing Director  
Shoprite Group

*"The foundation of the working relationship between the Shoprite Group and 99c has always been built on mutual trust and a shared passion for what we do. 99c has always been a partner and not a service provider and has always taken a vested interest in our brands. So when the extraordinary circumstances of the lockdown forced us into new ways of working and demanding the very best of us, this foundation made it relatively seamless, because the principles on which it was built are the principles you need to prevail in a crisis."*



Andrew Brand  
CEO  
99C

*"99c is proud of the initiatives and operational excellence Shoprite and Checkers delivered during the pandemic. They've remained true to their brand promises and have continued to deliver world-class services and products despite the obvious difficulties. We're privileged to have been entrusted to bring those campaigns to life and have worked extremely hard to deliver an extraordinary number of executions across all channels during this challenging time."*

# 03

## The campaign

Checkers launched their customer loyalty programme, Xtra Savings, just prior to Christmas 2019. The success was immediate, and it accelerated the Group's plans to launch Shoprite Xtra Savings during the national lockdown. In addition, Checkers launched a pilot online home delivery service, Sixty:60, shopping in 60 seconds with delivery guaranteed within 60 minutes. Another success. The initiative was extended across the country within a matter of weeks. The website and App have garnered praise and awards for both the concept and UX. Strategic axes: strictest hygiene standards, brilliantly managed supply chains, low prices and innovative solutions to people affected by the lockdown.

These initiatives required appropriate marketing and communication across all channels. Both Shoprite and 99c had the challenge of having to work from home, with very short deadlines and with additional pressures and challenges.

It has been exceptional - the manner in which both, marketer and agency, have managed to work together in new ways, while still maintaining the highest standards in such difficult times.

# 04 The numbers

New format

New Checkers FreshX supermarket format offering world-class food hall experience

300 million €

Gained in market share despite the poor economy and impact of COVID, and grown sales by 6.4% YOY

4.7 million

New Checkers Xtra Savings customers in only 9 months (at end-June) benefitting by savings of over 54 million € collectively

13,5%

YOY growth in mid- to upper-income segment

URUGUAY





Tres  
Cruces



... todos los destinos.

Uruguay

01

**Initiative.** Commerce has suffered from the health crisis due to confinement and security measures. Tres Cruces led, against their interests, the recommendation to stay home.

SCOPEN

# 02 Some of the people



Ximena Lema  
Marketing Manager  
Tres Cruces Shopping

*"Before the reopening, we had to reconnect with our clients, with a communication that, for the first time, did not invite them to consume at the mall. The search for that insight was demanding and extensive. We included all audiences and we were very satisfied with the result."*



Nacho Vallejo  
Creative General Mng  
Amén

*"Those topics that occupy a space in emotion are a good way to achieve a link with the target market and the pandemic managed to occupy that space with an unusual significance. Worry, uncertainty, loneliness and other emotional factors homogenized a heterogeneous audience, offering us an opportunity to seek them out with greater impact. This is how we built a more powerful bond"*

# 03 The campaign

On March 17th, 2020, shopping centres closed their doors on their own initiative in Uruguay. A huge act of responsibility to face an unusual scenario. A reopening campaign, with no specific date, was carried out with the aim of generating a sense of security, at a time without advertising noise. Counteracting the feeling of an empty city with a message of authenticity and power. We needed to explain to business people and also to customers, that it was not the time to open doors but rather to cancel promotions and brand experiences in the mall (a great trend in marketing).

It was necessary to maintain the relationship with the clients that we could not receive in the mall with a kind message to take care of the bond. A photo campaign (because of the confined conditions), with authentic photos taken in quarantine by ordinary people. And we included a powerful text that strengthened the message. Prior to the reopening, which had to be specially controlled, a business idea arises: Espacio Moos, a place for small and medium-sized entrepreneurs to have their first experience in a shopping centre. Success.

# 04 The numbers

	1	New business model born during confinement
+ 800		People interested in participating <b>Espacio Moos</b>
Better sales		Espacio Moos produces more sales than any other equivalent space in the mall
+ 70%		Increase in followers



What have we learned?

1. Not everything can be done remotely. But there are many things that can.
2. We only change if the circumstances push us to do so.
3. Advertising has a return on investment if it is relevant and empathizes with the consumer.
4. To be relevant, advertising also has to adapt to the moment.
5. It is not a question of doing more with less, it is a matter of doing it better.
6. The best advertising is a result of a close marketer-agency collaboration.
7. In crisis we must continue working towards recovery.
8. Crisis moments are bad for on-time sales.
9. Crisis moments are good for brand building.
10. If we face them, crises make us stronger.

# SOME INTERESTING READING

Lessons from 2008 for digital marketers in an age of coronavirus (COVID-19)

<https://www.brainlabsdigital.com/blog/lessons-from-2008-for-digital-marketers-in-an-age-of-coronavirus/>

10 Predictions for 2021. 10. Becoming the agency's client of choice

<https://wfanet.org/knowledge/item/2020/12/15/10-Predictions-for-2021>

New research suggests Covid-related ads draw more attention

<https://www.warc.com/newsandopinion/news/new-research-suggests-covid-related-ads-draw-more-attention/43551>

Is Your Marketing Organization Ready for What's Next?

<https://hbr.org/2020/11/is-your-marketing-organization-ready-for-whats-next>

Crisis marketing: How brands are addressing the coronavirus

<https://www.thinkwithgoogle.com/future-of-marketing/digital-transformation/coronavirus-crisis-marketing-examples/>

Crisis marketing: How brands are addressing the coronavirus

<https://www.weforum.org/agenda/2020/06/coronavirus-advertising-marketing-covid19-pandemic-business/>

**SCOPEN**

# Thank you!

The logo for SCOPEN, featuring the word "SCOPEN" in a bold, white, sans-serif font centered within a white rectangular border. The border has a unique design with small notches at the corners, giving it a modern, architectural feel.

**SCOPEN**

ARGENTINA · BRAZIL · CHILE · CHINA · COLOMBIA · INDIA · MEXICO · PORTUGAL · SINGAPORE · SOUTH AFRICA · SPAIN · UK