

Consumers in Lockdown: Business Models to Reach at-Home Consumers During COVID-19

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INTRODUCTION

Scope

Key findings

COVID-19 to result in worst recession since the Great Depression

Three potential COVID-19 scenarios

The COVID-19 pandemic impacts both supply and demand

Pivot to digital or face decline

Be prepared to reinvent business models

DIGITAL DIVERSIFICATION

Digital or decline: Embracing or improving online channels is key

However, e-commerce is not immune to COVID-19

Content is now king for retailers reliant on physical deliveries

Youla: Russian marketplace looks to video content as transactions stop

Piggyback on more effective sales channels

Forest Cabin: Cosmetics brand turns to livestreaming in China

Smarter digital marketing: programmatic, sensitive ads

KFC: Poorly timed campaign receives backlash

NEW BUSINESS MODELS

Agility and innovation in changing business models

Radical business pivots can ensure survival

Haunxi: Movie studio pivots from cinemas to social media

Restaurants can adapt to new household habits

Subway: Fast food chain moves to selling groceries

Relinquish "command and control" culture

Zillow: US property major to work from home until end of 2020

Change pricing structures to keep clients onboard

Walgreens lowers prices on hundreds of medications

CONCLUSION

Diversify digital channels, content and marketing

Agility and innovation vital in successful pivot

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