

A surreal illustration of a person's head inside a transparent sphere. The person is wearing a dark blue shirt with green polka dots. The sphere is surrounded by various digital and abstract elements, including a yellow and green pixelated character at the top, a blue and white pixelated character on the left, and a white pixelated character at the bottom. A white jagged line, resembling a lightning bolt or a signal, runs across the sphere. The background is a light gray with small black specks, suggesting a digital or space theme.

# Learnings from brands who adapted to the difficulties of 2020



Candyspace

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# How did you cope with 2020's Covid emergency?

We asked four brands Camden Brewery, Mars Petcare, MoJu and Rolls-Royce about doing business in a time of crisis – the vital things they learnt, the issues they wish they'd handled better, and how they found the sweet spot to drive growth through their digital platforms and product.



**Andre Finamore  
Amaral //**

Camden Town Brewery



**Gordon  
Cameron //**

Mars



**Richard  
Goldsmith //**

MoJu



**Mark  
Goodhind //**

Rolls-Royce



# Welcoming new customers in new ways







For Andre Finamore Amaral, Marketing Director at Camden Brewery, the closure of Britain's pubs in the first national lockdown prompted a rapid rethink.

"We'd opened a web shop in 2019. It had done relatively well, selling more merchandising than beer – people paying £5 to buy T-shirts or stuff that they wouldn't have access to."



***Then the pubs shut.. sales of beer started increasing, jumping 1,200%. Overnight people really shifted their behaviour.***

So how do you create the sweet spot between customer need and business goals when you have very little experience of direct to consumer online sales?

"We started selling mainly small packs of beer, because we thought people would want to try a bit of everything, then we increased to a 10-pack, then a 12, then a 24. And now we're launching a 48. It's bulky and heavy, so we learnt that buying online is actually massively convenient".

The problem was adapting the data architecture of Camden's web shop for the new normal, tying in supply chains and orders, using data to anticipate demand.

"We made a lot of mistakes, I'd check every day and we'd be out of stock on half the items because we were not able to anticipate demand. We eventually understood we didn't have the capability to do this properly. So we hired someone specifically with an e-commerce background.. and that has made a massive difference."

Camden's Healthcare Heroes lager sold out repeatedly.

"We learnt to use e-commerce as a critical part of our marketing plan, with QR codes that allowed people to redeem beer at our webshop."

They used discount offers to drive consumers to the site, generating more data, and turning buyers into repeat purchasers. For example, a QR offer that ran in a TV ad during the Champions League semi final generated 20,000 responses.

"I was like wow! Twenty thousand people have just watched my ad for a minute all the way through, opened their camera, scanned a QR code and are now sitting in my webshop waiting to get a discount. That was super powerful."

Without the Covid crisis, Camden would never have moved into e-commerce at such a scale, or engaged so directly with the consumer. Future plans include a subscription drive, giving consumers the opportunity to pre-buy new beers before they're launched, and offering next-day delivery. ■

## Partnerships enabling speed



# MARS

At Mars Petcare, Global Design and Innovation Leader Gordon Cameron was already developing an online pet nutrition project when Covid struck. Suddenly there was a change in pace and he found that getting an edge relies on seizing the opportunity quickly.

“Pre-Covid, e-commerce or Direct-To-Consumer (DTC) felt like steady channels to build over time.



***As Covid hit, e-Commerce and DTC grew at an unprecedented rate which confirmed to me that we were working on something consumers would really value. My focus then became how we could deliver our project with speed.***

Cameron was already leading a project to provide pet parents - as he refers to them - with better, more personalised ways to choose the right products and services for their pet.

“Our legacy business has been built on retailers being our customers,” explains Cameron,

“But the consumer expects a much higher understanding of what they need rather than just a sort of one-size-fits-all. While that remains important, I think opportunity lies in giving consumers a more personalised and tailored product experience, and that is only possible if we get to know consumers directly.

The Covid crisis brought all the planning into focus. “In terms of urgency it’s been really helpful, it brought a sense of urgency, focus and clarity.” But that demand for speed also pushed up against established ways of doing things. Mars is a large organisation which nurtures its reputation for careful planning and excellent products and services. It does not compromise on quality for the sake of speed.

“We are incredibly stringent – and rightfully so – with our standards over quality and safety. We put food into the hands of people and into the mouths of pets. And you have to take the same care in the delivery of digital products and services even if, you know, someone might say, ‘what’s the harm in an app falling over?’”

What was essential for Cameron was finding the right partners quickly. Creating apps was not a core expertise for him or others in the Pet Nutrition business. “We have the best product formulators in the world, the best pet health nutritionists, brilliant process engineers, amazing marketers. But ..

..we needed to partner with the right technical talent in an area that’s constantly changing and shifting. ”

In the end, the answer to many of the problems came in collaboration and building relationships. “It was a leap of faith ..” But finding the right partners meant the Mars team could focus on the difficult creative challenges and find the right answer. ■



# MOJU

## Make it different, make it better



# MOJU

For Richard Goldsmith, founder of healthy juice shots startup MoJu, the Covid crisis offered the opportunity to create a completely different relationship with their customers.

No longer were consumers just looking for his brand in shops and supermarkets, they were also looking for it online. But with that came another problem – how to get cautious buyers to sample the product.



***We fundamentally changed the journey. We split it into two, essentially a shop journey and a subscription journey. And that was a big change.***

“A big, big component of our marketing is sampling – we know we’ve got a brilliant product and when people experience it, they tend to love it and repeat. Now we needed to come up with smart ways of getting the product into peoples’ hands, whether it be through social media or working to get your product into, say, meal delivery boxes.”

Direct to consumers sales leapt sixfold in the first lockdown. MoJu had already decided to overhaul its website when Covid hit. The crisis gave the changes a fresh impetus. “New website, new customer journey, all to be delivered by 5 April,” says Goldsmith. That was completed in three months.

“There were elements of pain along the way. We are always resource limited, a team of 17 working with external developers and designers.” As soon as the new website was launched. MoJu started work on a second revamp – customer journey number two.

The changes were both data driven, and more subjective in nature. They gathered feedback, but also noted where consumers were dropping off.

In retrospect, he feels those changes would have come about without the Covid crisis, but at a much slower pace. He knew MoJu’s product would suit a subscription model, as people wanted to drink them daily, but there was less urgency in exploring new channels.

Now MoJu is developing products purely with subscription in mind, offering 30 and 60-day options – defined periods of time over which MoJu suggests you drink their juices for maximum efficacy.

“We’re really excited by that. We’ve put a lot more focus on it and we’ve brought expertise into the team, rather than treating it in the way of we’ll sell in retail and we’ll also sell some online – which would have been our approach last year. Back then, the online journey didn’t do anything unique. It just provided a place where you could buy the product online, at the same price as in the retailer.”

Now, he says, MoJu is at the tipping point where it can build “quite a significant channel” without too much further development. It also has much better consumer data to work with. “The retail data from shops was never that granular,” he adds.

The challenge in the future lies around the consumer experience of subscription management, and how MoJu balances its focus between acquiring new customers while retaining old ones. “Through the Covid crisis, we’ve been forced to learn how to run two channels, DTC and retail, which is not easy as it’s too very different mindsets.”

What’s clear is that increasing sophistication of its online proposition offers real opportunity. “Overall, it’s made us much more resilient.” ■





# Learning to flex



At power solutions manufacturer Rolls-Royce, Mark Goodhind, Chief Product Officer of subsidiary company Yocova, was already looking at launching an innovative B2B data sharing platform even before the Covid crisis hit. The agenda was a means for open and fluid exchange of data in industrial markets to help improve services and products and address bigger agendas such as fleet efficiencies and sustainability that really require many stakeholders to align. The worry was that, in a fiercely competitive industry, sharing data would be anathema to many stakeholders.

And that comes with risk. Learning how to evaluate at a time when things are either moving very fast or – in the aviation industry’s case – subject to unprecedented circumstances and uncertainty, is another challenge. Add to that the cultural leap required in establishing a purely digital business, that seeks to develop a wide ecosystem of providers and open agenda inside a cautious and relatively conservative industry means there can be a lot of resistance.

Running a beta version of the site allowed Rolls-Royce to test many of the aspects of Yocova before launching formally. “It doesn’t mean you’re not being as diligent in terms of what you do with regards to worrying about risk. You just acknowledge there is risk and you have ways to deal with it.”



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*Don’t be afraid of putting stuff out there, but make sure you have a technology stack that allows you to switch things on and off quickly, and then customise.*

Running a fully functional beta version of the platform allowed Rolls-Royce to test many of the aspects of Yocova before launching formally and scaling its membership. What we have found is fundamental to engagement and trust in the platform is an understanding of risk and its management as you change the context of use, the user base and the functionality you offer.

The upshot is a platform business which Goodhind believes offers “high levels of stakeholder communication” and a global Approach to extracting value from data and bringing new and collaborative networks together at a time when national boundaries are being ever-more-rigidly enforced, due to the Covid crisis is a game changer.... ■

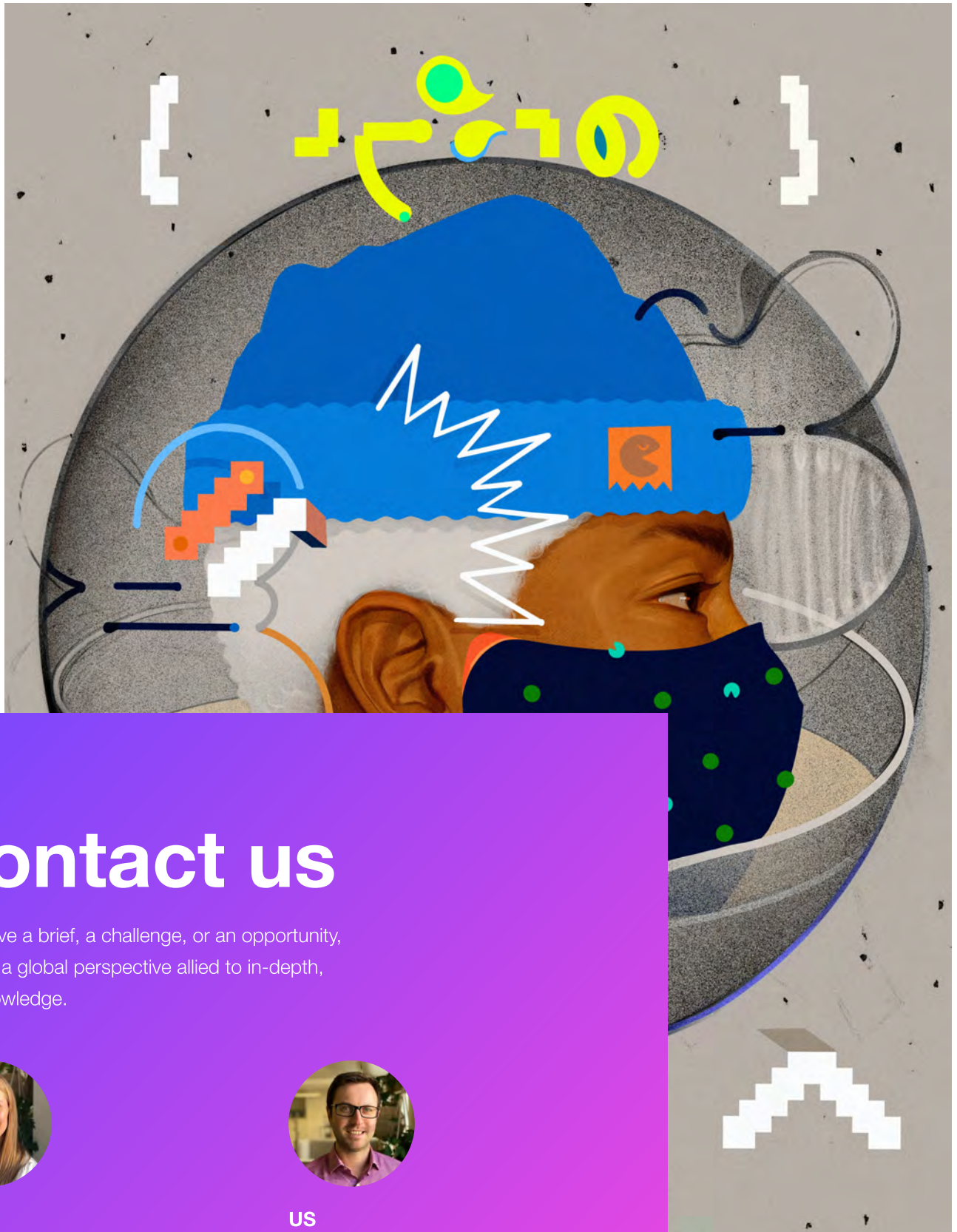
# Delight your customers. Grow your business.

So for all these diverse businesses the crisis has provided both the impetus and opportunity, helping identify those sweet spots where customers' needs intersect with business demands to fuel growth.

Their three keys learnings:

- 1 React swiftly to changing expectations and get your digital product live rapidly with an MVP
- 2 Use data to empower you with insights that drive impacts, and enable you to evolve and grow
- 3 Be mindful of your customers' changing behaviours, constantly challenging your own preconceptions with usability testing and a test and learn mindset.





# Contact us

If you have a brief, a challenge, or an opportunity, we have a global perspective allied to in-depth, local knowledge.



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