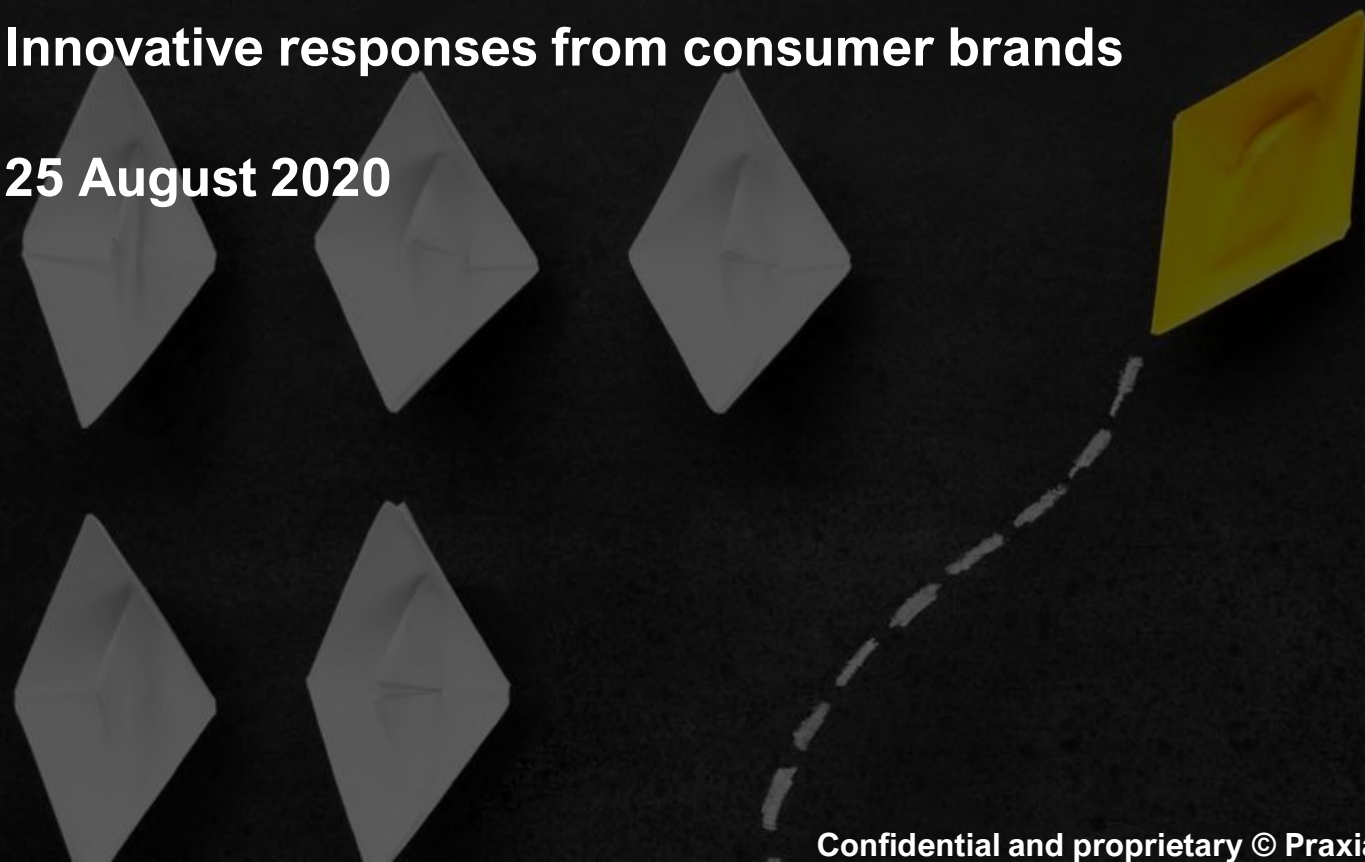


‘Beating the odds’ in COVID-19

Innovative responses from consumer brands

25 August 2020



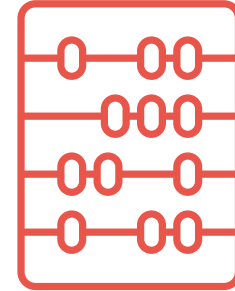
Objectives of the study



Highlight innovative responses by consumer brands to the pandemic



Identify trends in consumer behavior driving innovation



Reflect on themes of innovation and opportunities for consumer brands

Key takeaways

- Consumer brands have responded to the COVID-19 pandemic by **innovating across four different business axes – product, operations, marketing, and customer experience**
- Agile companies **changed their ingredient mix** in response to consumer demand for health-oriented products
- **Expansion into adjacent offerings** and **creation of new product categories** has helped cater to changed consumer lifestyle
- Innovators followed their customers and **implemented new touchpoints across channels**
- Organizations **narrowed their focus to core products** and **repurposed existing resources** to “do more with less”
- Innovative companies **showed more empathy in their communications** and built brand equity
- First movers **adopted digital technology and tools** to create safe, seamless and, enjoyable experiences

Four axes of innovation: product, operations, marketing, and customer experience



Product

- 1 Products for the season
- 2 New category and consumer needs
- 3 New 'capability' adjacencies
- 4 New service formats: DIY kits
- 5 Fill product whitespaces



Customer experience

- 1 Re-designed Zero contact shopping
- 2 Virtual after-sales service



Operations

- 1 Tele-assisted shopping
- 2 Collaborative selling
- 3 Experience on wheels
- 4 Direct to consumer channels
- 5 Community selling
- 6 Process optimization
- 7 Become inclusive



Marketing

- 1 Solution selling: Product bundling
- 2 Sharp, relevant communication
- 3 Re-communicate the digital proposition



Brands featured in the report





Product innovation

“A piece added or replaced to the product can change it’s entire purpose”





**Tweak ingredients to
meet the demand for
immunity boosting
products**



**Create new product
categories based on
altered customer
needs**



**Expand offerings to
cater to changed
customer lifestyle**

Products for the season: Packaged food companies using immunity-boosting ingredients to meet consumer need for healthier options

Ready-to-drink



Turmeric and aloe juices



Turmeric flavoured milk



ACE and Heart Smart drinks



Instant mixes



Turmeric shots for instant turmeric latte



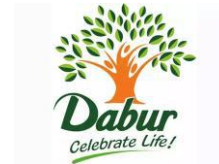
Infusion tea bags



Health and wellness supplements



Immunity capsules



Ayurvedic Tulsi drops



Turmeric protein powder **



Breakfast mixes and cereals



Turmeric breakfast cereal **



Immuno bread with turmeric, ginger, etc



Products for the season: Acquiring new customers and up-selling to existing to cover the immediate need to cover short term health risks



Launched shorter-term, lower priced insurance policy for customers looking for COVID-19 protection

Corona Kavach - Family Health Insurance Plan for Covid-19

A health insurance plan designed to safeguard you and your family from COVID-19.

Individual

Family

Cover Available:
Up to Rs. 5 lakhs

Pre Existing Diseases:
Covers Comorbidities arising from COVID-19

Family Combination Applicable:
Up to 2 Adults & 4 Children

Tenure:
3.5 months, 6.5 months, 9.5 months

Home Care Treatment:
Up to Sum Insured

Cover starts from:
₹ 50,000 - ₹ 5 lakh

Premium starts from:
₹ 1039

Comprehensive Plan COVID-19 Covered*
Your Health First

Do You Or Any Other Member You Are Purchasing This Policy For Reside With Or Has Resided In Last 21 Days With A COVID-19 Positive Person ?

OR

Have You In Last 21 Days Attended Any Gathering Or Visited Anyone, Where Any Person Was Or Tested, COVID-19 Positive After The Event ?

OR

Has Anyone Visited Your House (Like House Help, Delivery Person, Driver, Cook, Gardener, Cleaning Person Etc.) Tested Positive For COVID-19 In Past 21 Days ?

No Yes

NEXT →

Other brands with similar offerings



Reasons to choose HDFC ERGO Health Insurance for Coronavirus Hospitalisation

No room rent capping

Worried that you can't afford a hospital room of your choice with your insurance plan? With the Health Insurance you can bank in health care services.

Wide network of cashless hospitals

We have a huge tie-up with 10,000+ cashless network hospitals to make sure you don't have to pay for medical bills. With cashless facility, you can get coverage for hospitalisation without paying out of your pocket.

#1.1 Crore+ Happy Customers

Your healthcare network at HDFC ERGO. We constantly strive to make insurance easier, more affordable and more dependable. These promises are kept, claims are fulfilled and lives are nurtured with utmost commitment.

Immediate claim settlement

We pre-authorise cashless claims within 22 minutes*, which means you do not have to wait for long when it comes to claims settling. We also settle reimbursement claim within 8 hours*.



Corona Rakshak - Individual Health Insurance Policy for COVID -19

Benefits

Fight against **Coronavirus** by securing your health with us.

100% of SI*
as lump sum benefit

Hassle Free
claim settlement

Coronavirus disease (COVID-19) is an infectious disease caused by a newly discovered coronavirus. The COVID-19 virus spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes. With every day passing by the cases are increasing rapidly across country & worldwide. Currently, there are no specific vaccines or treatments for COVID-19. All the infected patients with Coronavirus are being treated in hospitals & the treatment expense are very high. But, if you have a comprehensive health insurance, you can easily avoid the financial burden & take care of hospitalization expense.



• CORONA RAKSHAK POLICY-ORIENTAL INSURANCE •

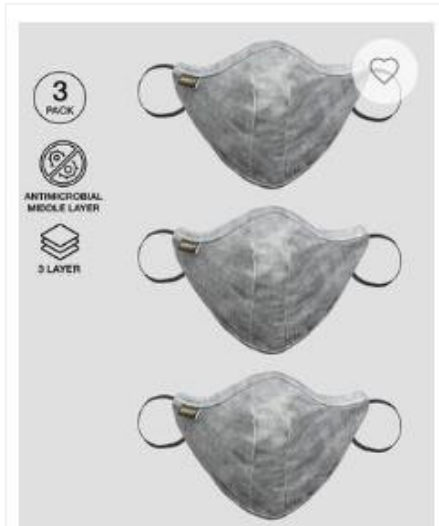
"CORONA RAKSHAK POLICY-ORIENTAL INSURANCE"

1. Policy Wordings
2. Customer Information Sheet
3. Salient Features
4. Proposal Form
5. Claim Form A

(To read or print PDF, you will need the Adobe Acrobat Reader, version 4.0 or later, installed on your computer. This is available free on [Adobe's website](https://www.adobe.com/india/acrobat/).)

New category formation from changing needs: Creating a new product category (masks in fashion) catering to a new customer need

Medical / functional



FABRIC PANDIT

Bewakoof®**Honeywell**

Formal wear

**PARK AVENUE**

Allen Solly™

VAN HEUSEN

Active wear



Luxury / Designer



CHUMBAK

Louis Vuitton

maskaba

Expansion into 'capability' adjacencies: Expanding product lines and services based on altered consumer lifestyles



Added 2W rentals to cater to demand for private transportation



Magicpin started deliveries of groceries and food from local stores



Launched 'Awfis@Home' with a subscription model for WFH infrastructure

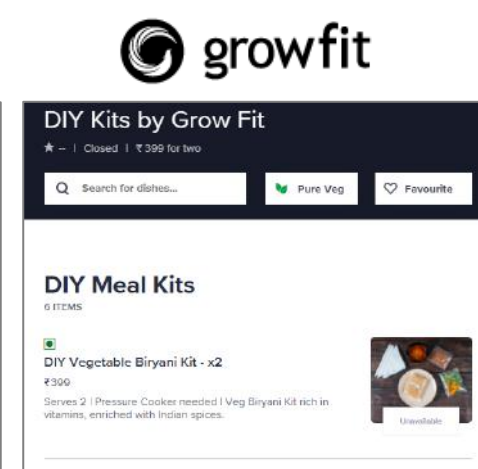
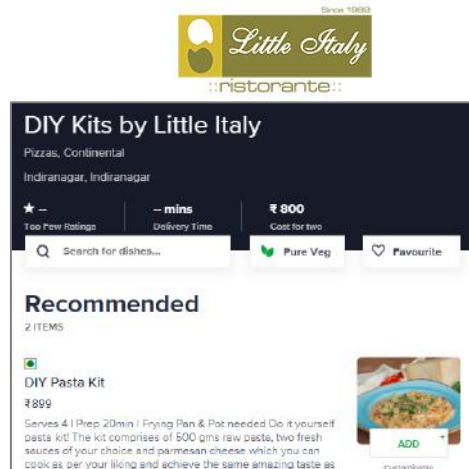
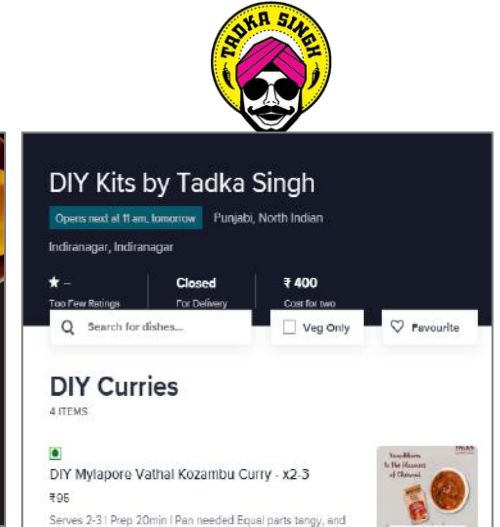
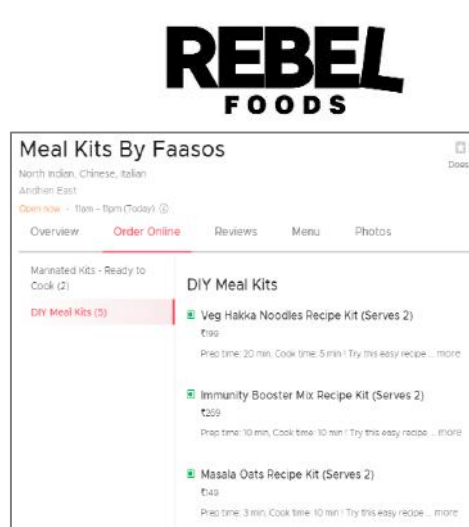


New service formats: Food service brands are diversifying into alternate formats (DIY meal kits) to provide customers with the same experience



2,000+
bottles sold
within one month

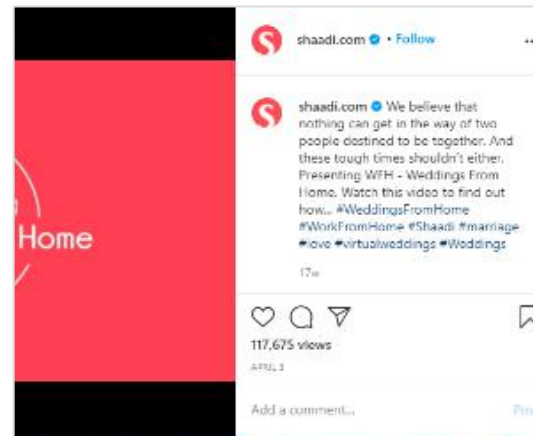
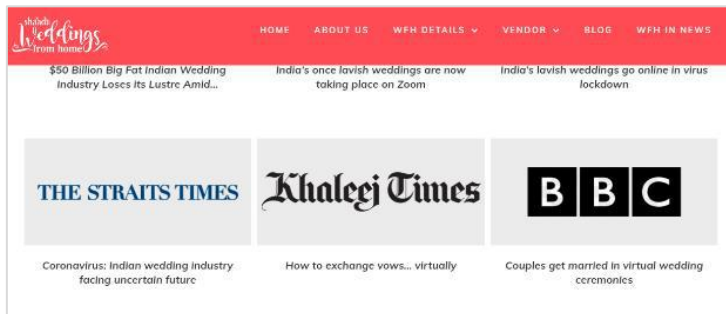
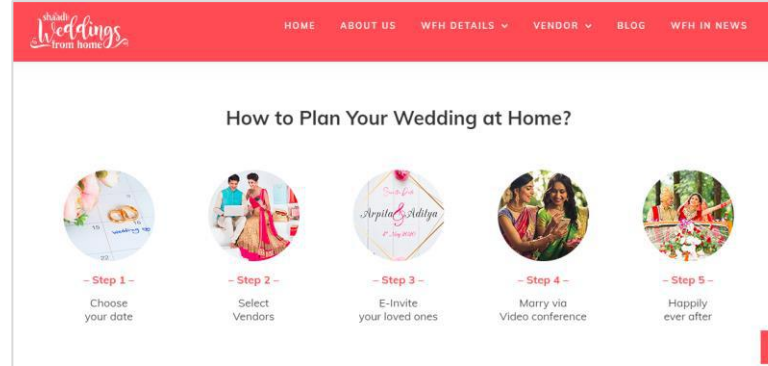
Other brands with similar offerings



New service formats: Out-of-the-box service delivery while also demonstrating empathy



shaadi.com

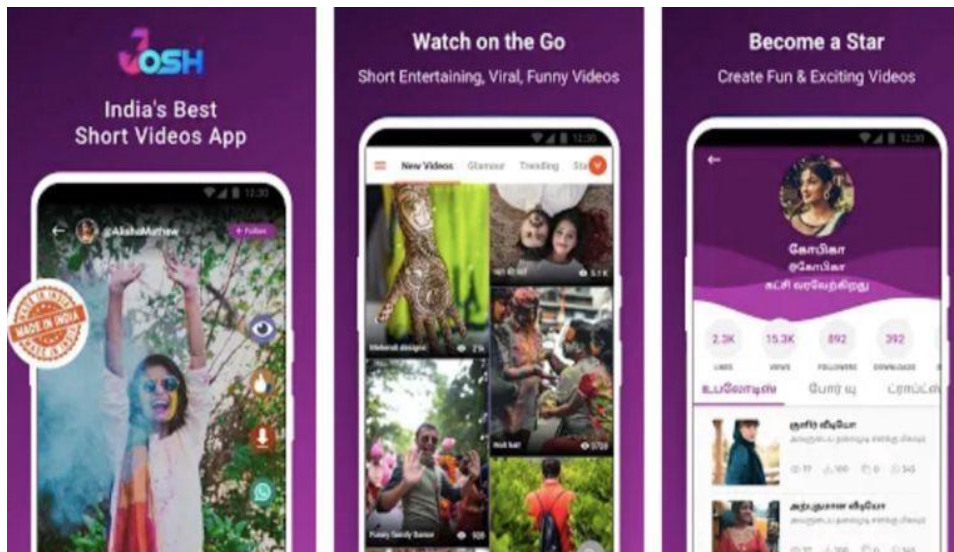


- 1 Free of cost service for arranging weddings virtually
- 2 Innovative solution for people struggling to postpone their wedding
- 3 Users can select wedding related vendors, share e-invite and get a free wedding video
- 4 Received widespread positive social and media coverage

Fill product whitespaces: Digital media players have innovated rapidly



Launched a short video app within 7 days of ban on TikTok



28M+
downloads
In 45 days

Other brands with similar offerings



ShareChat

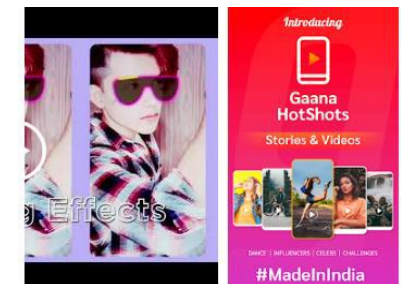
Launched
Moj



Launched
MX Taka Tak



Launched
HotShots



Fill product whitespaces: Brands rushed to fulfil demand for hygiene products



Launched hand and surface sanitizers to consolidate portfolio in the hygiene space

asianpaints
Viroprotek 200

Rinse-free hand sanitizer
Safe on skin
Fortified with clove oil

Your family's safety is now in your hands

Expert Advisory Regular use of sanitizers protects you from germs, infection and viruses.

Other brands with similar offerings



Zydus Wellness



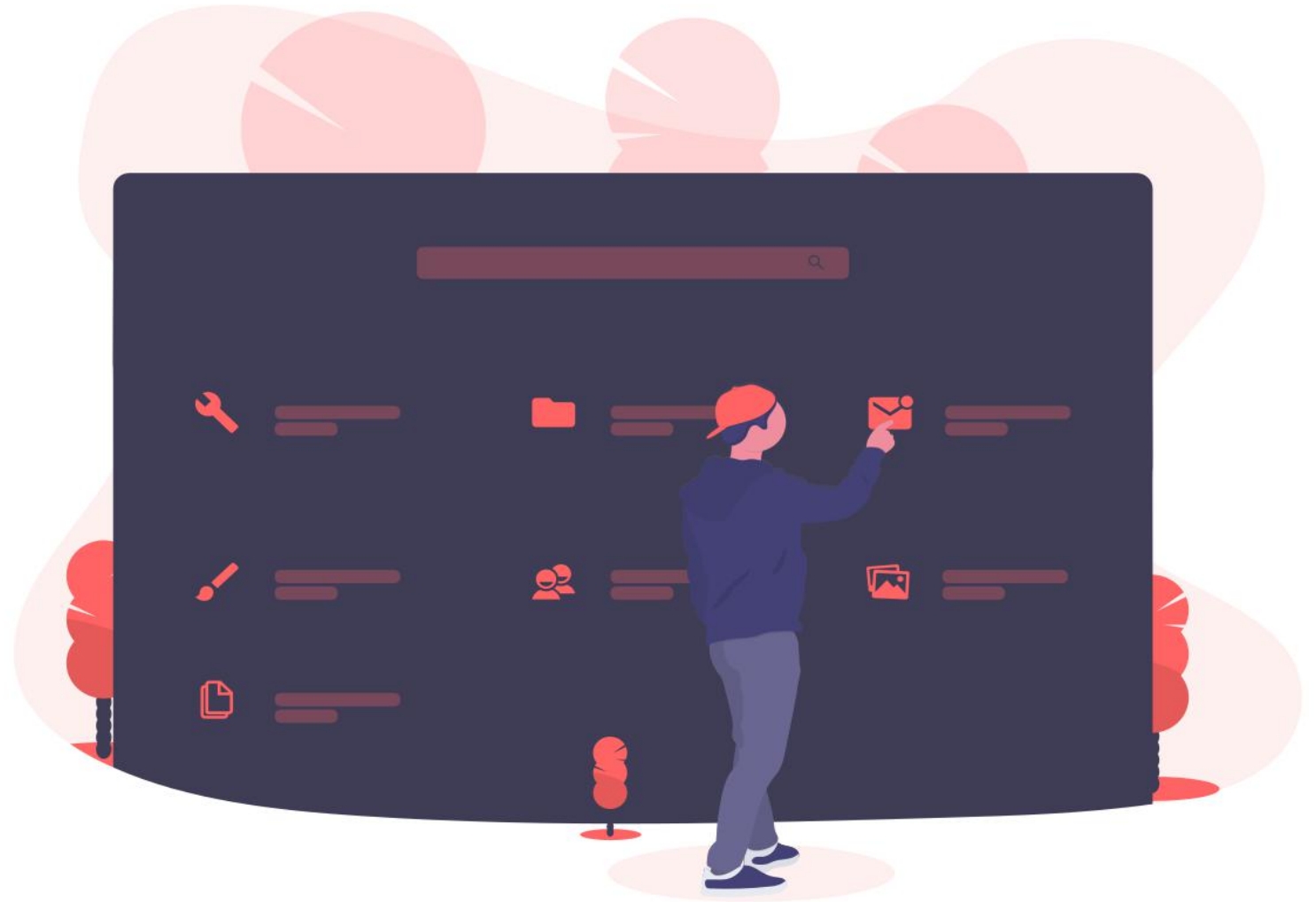
WILD STONE





**Operational
innovations**

"Opportunities don't happen, you create them"





**Reach customers
through new channels
to serve them during
tough times**



**Do more with less
resources through
community and group
selling**



**Collaborate with other
organizations to
navigate the crisis**

1

Tele-call assisted shopping: Telephonic shopping for the less tech-savvy



Delivery At Your Doorstep in Rajasthan

JAIPUR-PINK SQUARE MALL	: 9829677954
JAIPUR-TONK ROAD	: 8427533416
JAIPUR-NEW SANGANER ROAD	: 9925125014
JAIPUR-VAISHALINAGAR	: 7340007820
AJMER	: 9024871966
SRI GANGANAGAR	: 8955649044
JODHPUR	: 9983121000
KOTA	: 9772464211
BHIWADI	: 8130639584



1 Omni-channel experience for the non-tech savvy

2 Salespeople at Big Bazaar turned into distant shopping assistants preparing orders



250

stores operationalized

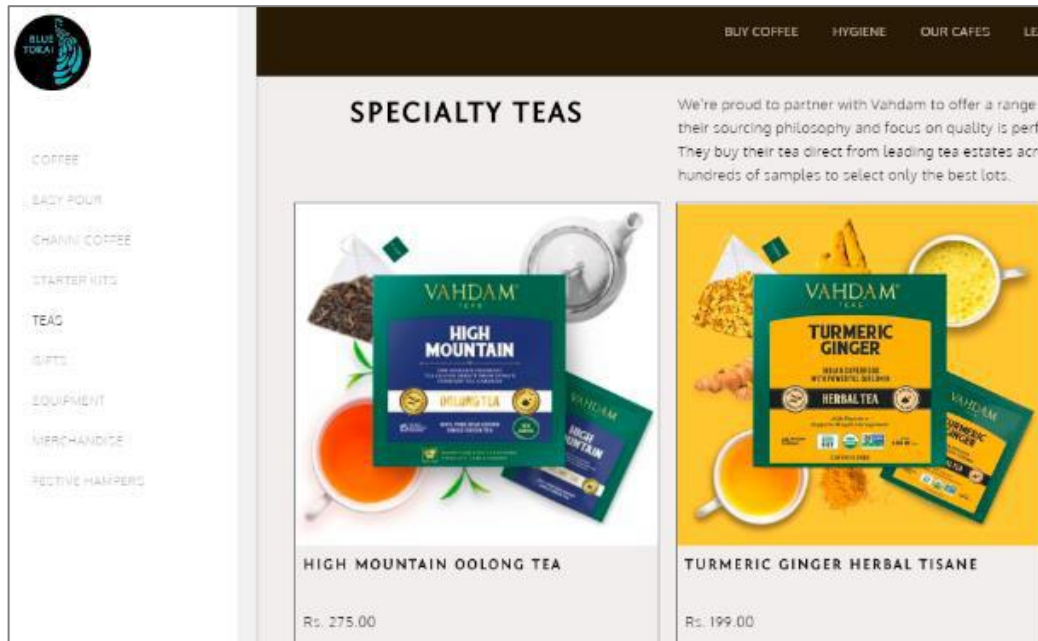
10,000

orders a day

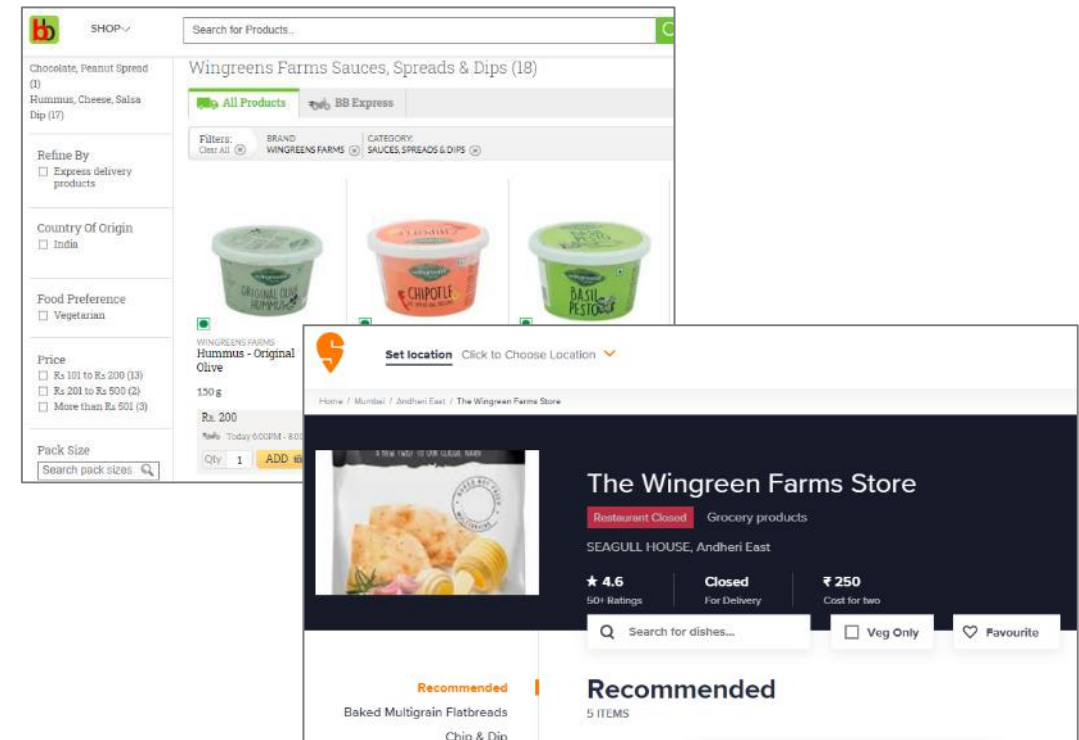
Collaborative selling: Creating reach and availability across channels through partnerships



Partnership with Blue Tokai for sales on online platform



Wingreens listed on hyperlocal players including Swiggy, Zomato



Experience on wheels: Brands are taking the experience where the customers are



Mobile shops in customer neighborhood offering doorstep trials and alteration through nearby stores



ITC employed food trucks to act as mobiles stores and reach customers in their apartment complexes

ITCstore

STORE ON WHEELS

We are just a call away!

📞 9902444337 ✉ itccares@itc.in

To book your slot

Apartments reached **700+**

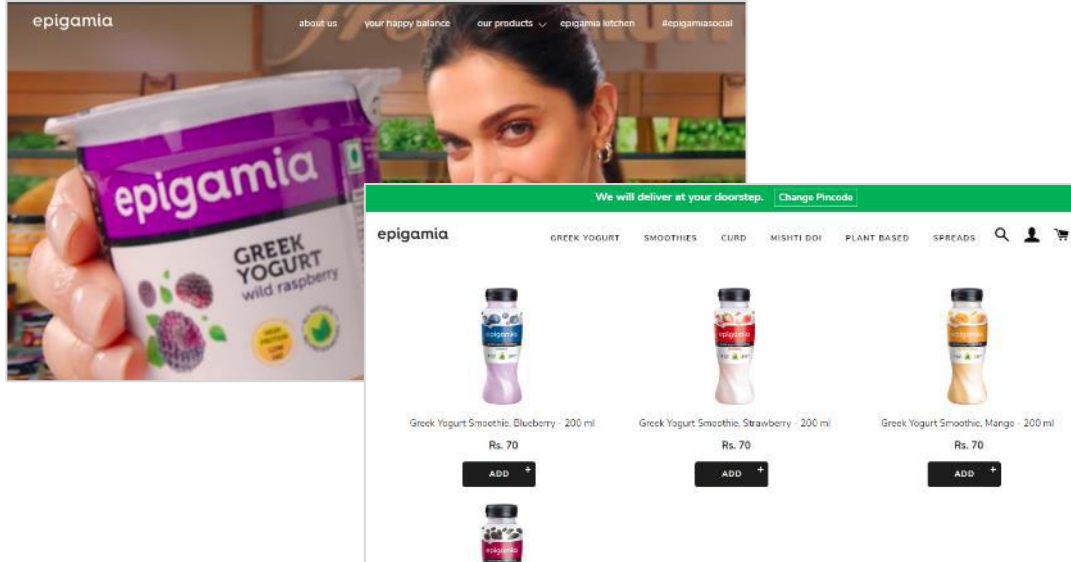
Family served **30000+** and counting

10% off on purchase above ₹1000

All your favourite ITC products delivered to your apartment

Direct to consumer channels: Strengthening own channels to build loyalty

epigamia



Other brands with similar offerings



- 1 Shift from MT retail to direct to consumer through own website
- 2 Focus on core, loyal customers
- 3 20-30% savings on commissions and retailer margins

20,000+
online orders since May

Community selling: Maintaining availability



Community selling through tie-ups with apartment complexes



Optimized visits to an apartment complex

3 – 4

Visits a day



~3

Visits a week



Launched 'Trust Shop 2.0' for deliveries at residential complexes without any payments



Unmanned vending machines

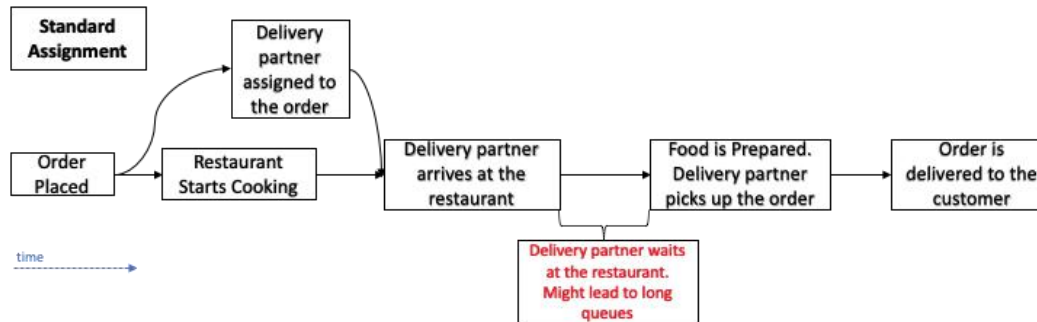


Trusts customers to make payment via e-wallets later

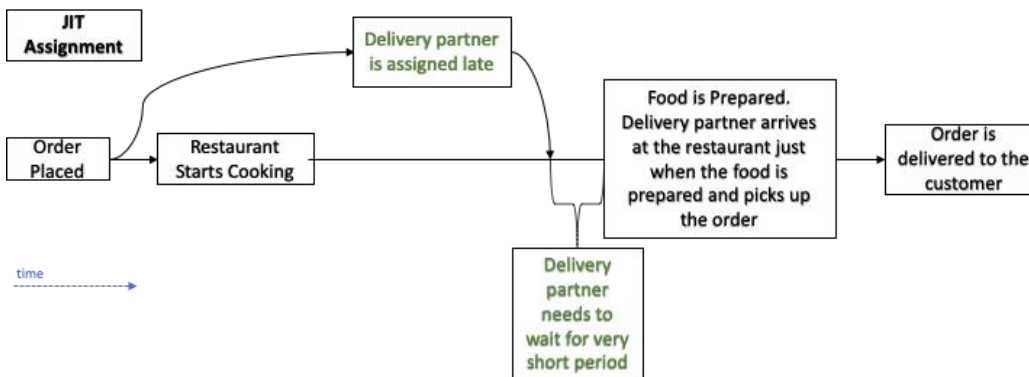
Process optimization: Operational excellence for safety of customers, and delivery personnel



Old assignment system



New assignment system



1 Introduction of contactless deliveries

2 Switched to just-in-time model for assignment of delivery partners

3 Reduction in queues and crowding at restaurant partners



25%

Reduction in wait time for delivery partners

Becoming inclusive: Providing access to services in remote locations



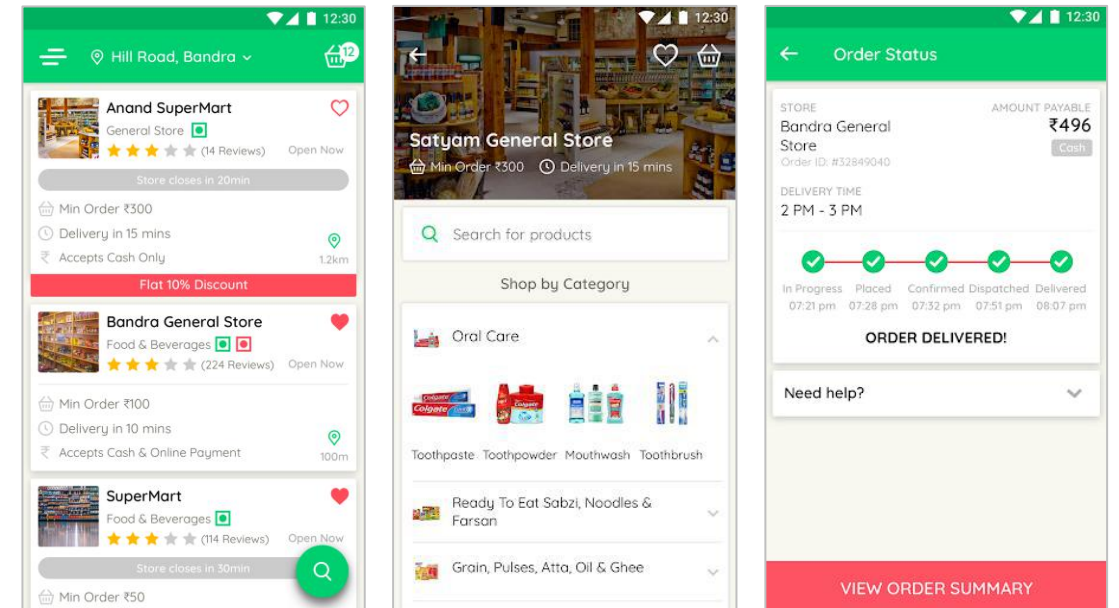
Facilitated withdrawal of DBT funds and cash through its network of banking correspondents



8.5 lakh

Transactions per day

Expanded hyper local discovery and purchase platform 'BuyNearby' to pan-India operations



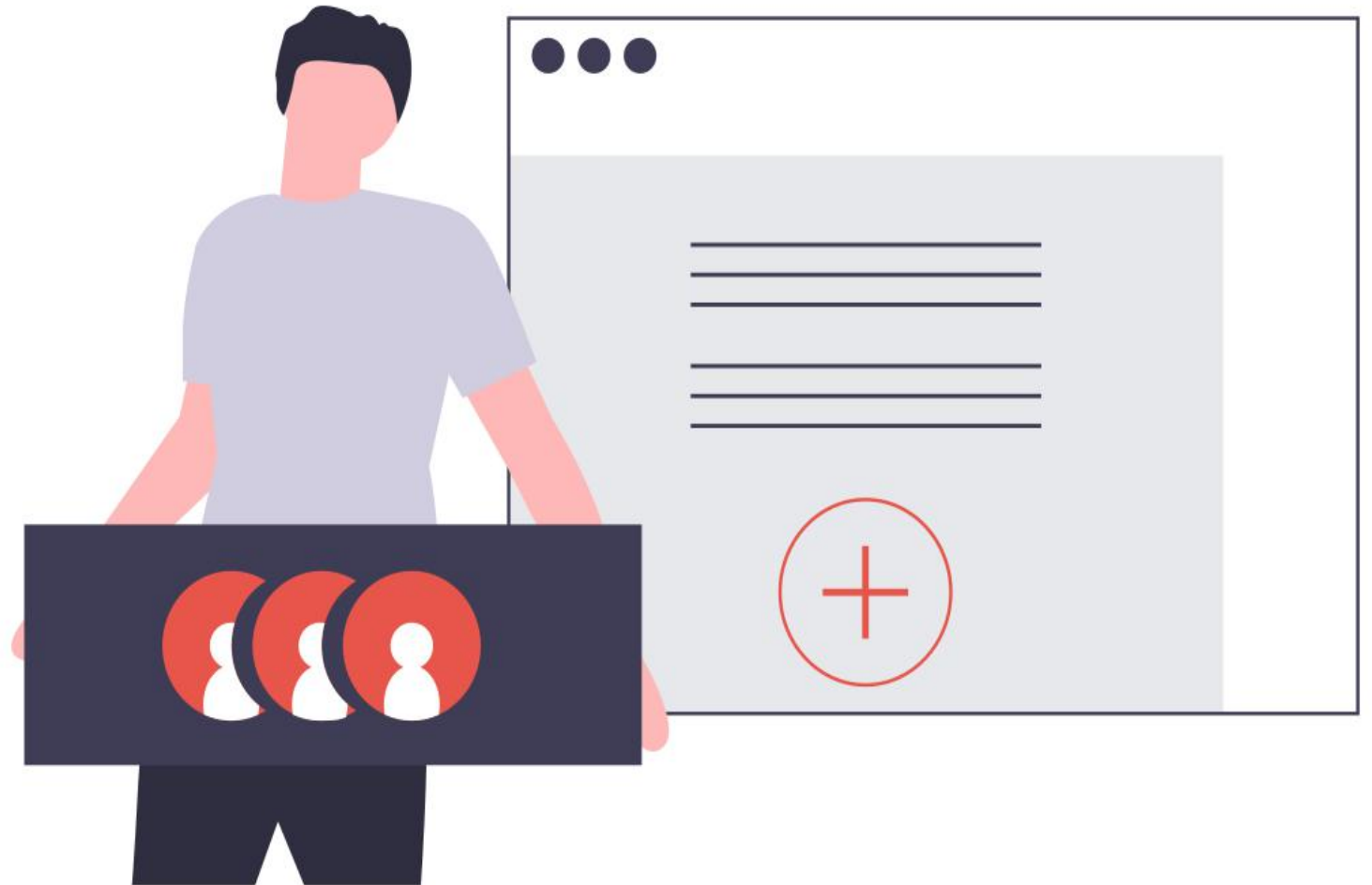
>2 lakh

kiranas equipped with online services

“Marketing is no longer about the stuff that you make, but about the stories you tell”



**Marketing and
promotions**



The background of the first panel is a solid red color. Overlaid on this are several faint, semi-transparent icons of popular social media platforms, including YouTube, LinkedIn, Facebook, Twitter, Google+, and Pinterest, arranged in a scattered pattern.

**Change marketing
messages based on
consumer preferences**

The background of the second panel is a solid orange color. In the center, there is a faint, semi-transparent image of a yellow rectangular sign with the word "Sorry" written in a cursive, handwritten-style font.

**Tailor offerings and
communication to
address new customer
segments**

The background of the third panel is a solid teal color. It is filled with a dense, overlapping pattern of various analog wall clocks. The clocks have different designs, including some with owl faces and others with simple dials, creating a complex, textured background.

**Build lasting brand
equity through
empathy and
thoughtfulness**

Solution selling: Bundling similar products to target customer need holistically



Launched 'Immunity Kit' containing ayurvedic formulations like *Chyawanprash*, *Giloy Ghanvati* and others



Other brands with similar offerings

PATANJALI®
Prakriti ka Aashirwad



AGE AYURVEDA



ORGANIC
INDIA®



MAHARISHI
ayurveda



Sharp, relevant communication: Renewed focus on health and hygiene benefits of products



Educating customers on the need for a hygienic mattress and *neem fresche*

YOU ARE SAFE WHEN CONFINED AT HOME

But is your mattress hygienic?

Introducing neem fresche

Protects from skin allergies and breathing problems*

Ensuring sanitized and safe installation at the doorstep

Sleepwell @ HOME

Sleepwell Mattress with **neem fresche** technology

Now at Your Doorstep

- Expert Visit
- Sanitized Packaging
- Cashless Transaction
- Exciting Offers

Give a missed call on **9717-544-944**

HOME DELIVERY

#StaySafeWithSleepwell campaign emphasizing health benefits of sleep

Staying indoors is good for health. So is 8 hours of sound sleep.

neem fresche

All Sleepwell mattresses are treated with Neem Fresche technology to keep you healthy.

3

Re-communicate the digital proposition: Leveraging conversational AI bots to focus on educating customers on digital products



- 1 Conversational marketing on social media and digital channels
- 2 Dedicated campaign focusing on new internet banking features like account opening

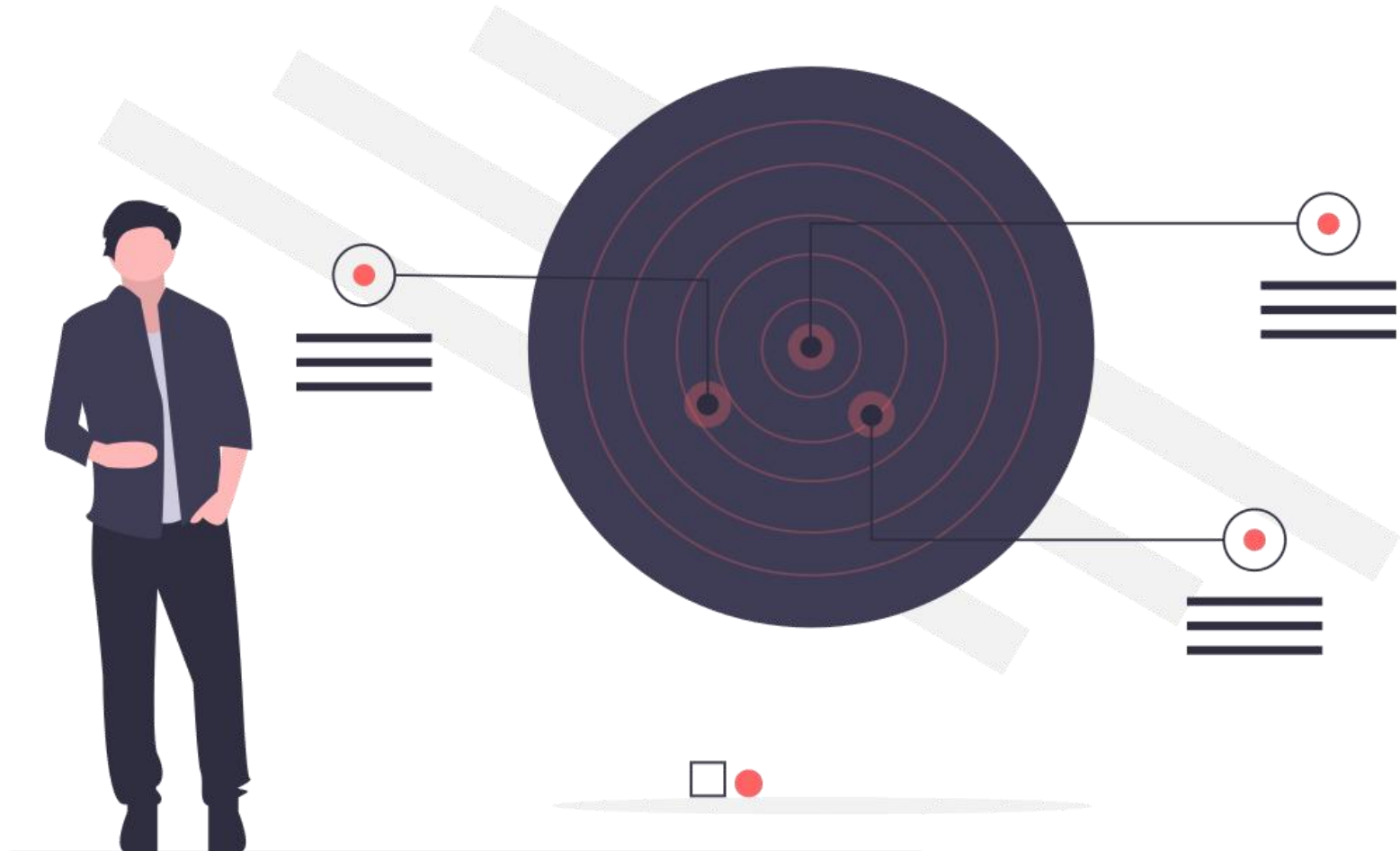
500k+

new conversations
on messenger bot



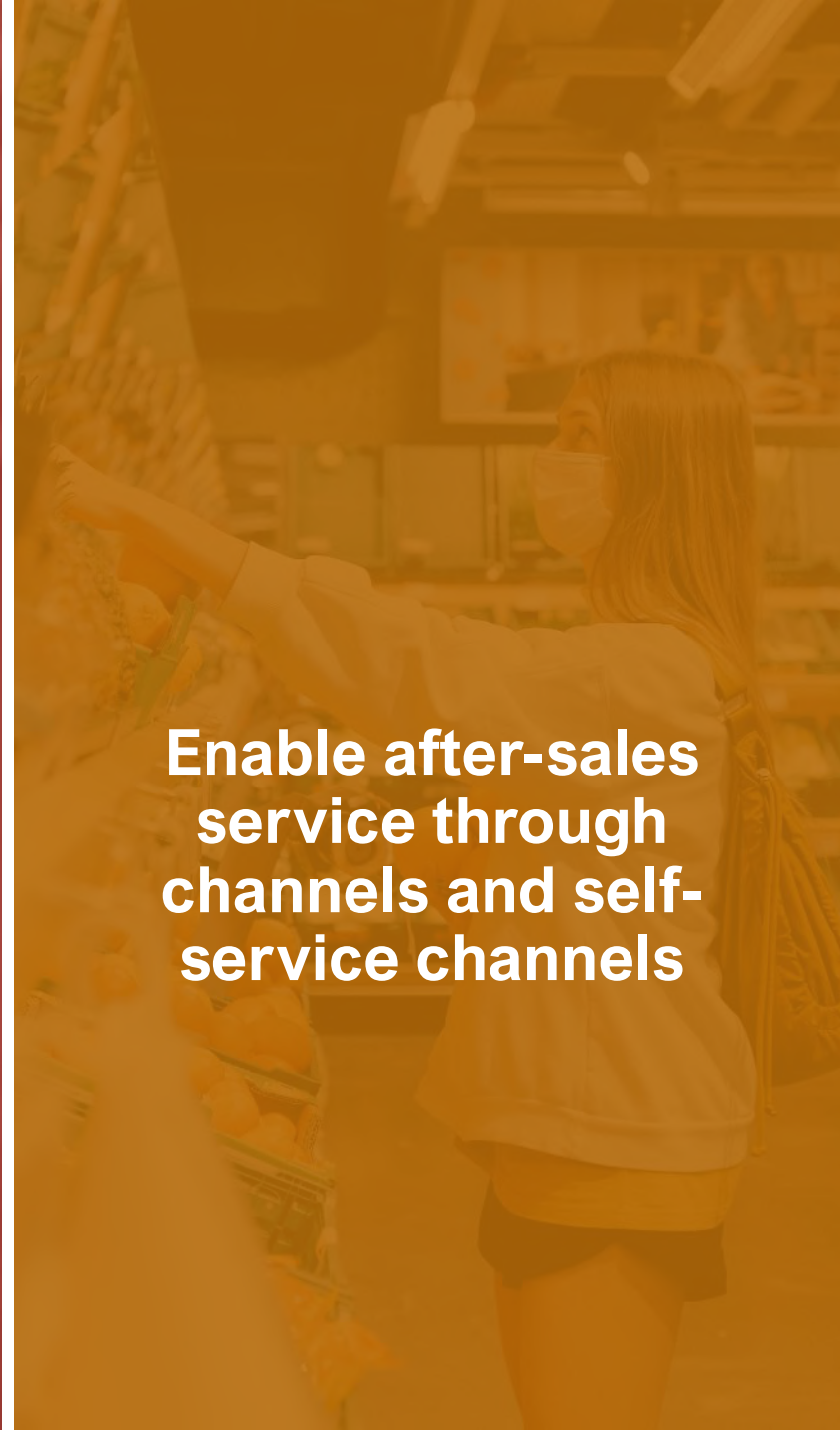
Customer experience

“People will forget what you did, but people will never forget how you made them feel”





**Adopt digital
technology to create
safe, seamless and,
enjoyable shopping
experiences**



**Enable after-sales
service through
channels and self-
service channels**



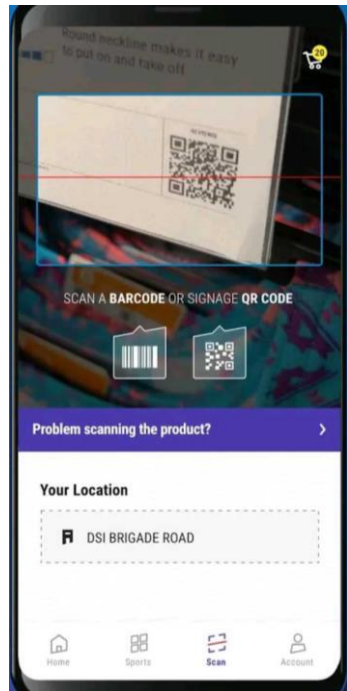
**Build trust and
confidence with the
customer**

Re-designed zero contact shopping experience: Allowing safe, technology enabled shopping experience without modifying customer behavior

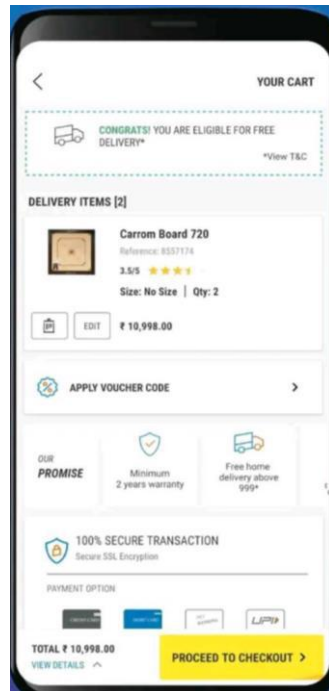


“Scan & Go” app to ensure contactless shopping and payments in-store

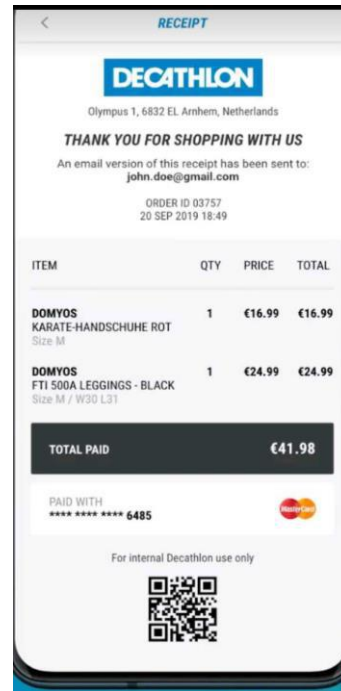
“Reserve and Collect” allowing customers to purchase online and pick-up from the store without any delay



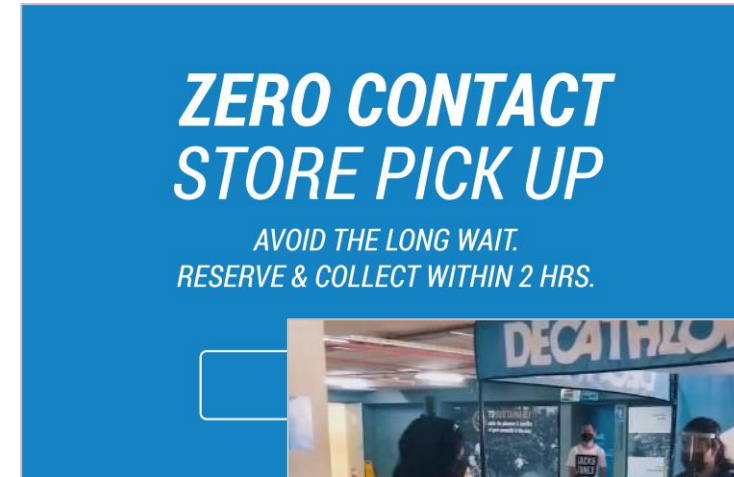
Scan the product you like or want to buy



Review your purchase summary and pay online



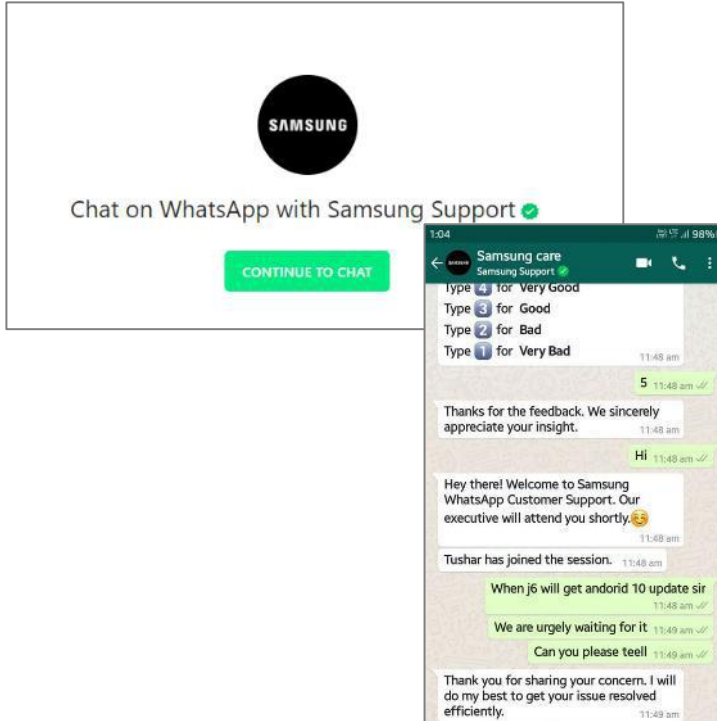
Collect your baggage with digital receipt



Virtual after-sales service: Remote support, live chat option, technical assistance through call center and do-it-yourself (DIY) videos

Samsung

Whatsapp's live chat support to identify the issues and troubleshoot



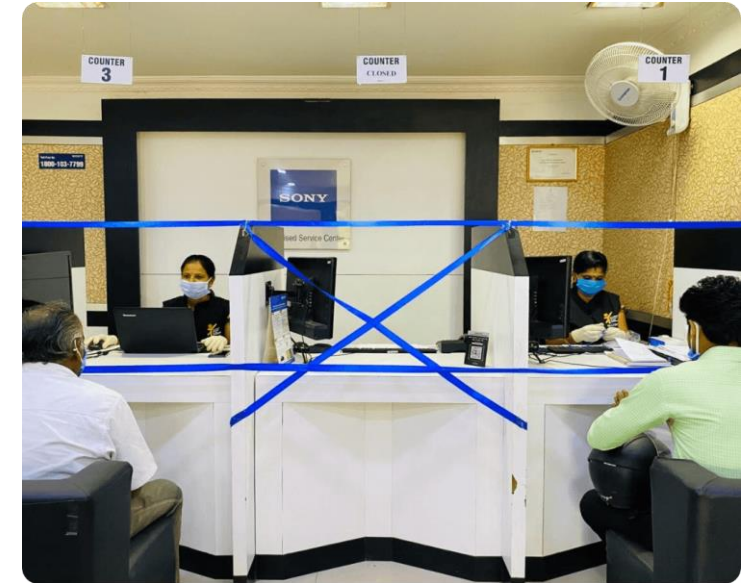
Panasonic

DIY videos on social media for self-maintenance of the appliances



SONY

On-call technical assistance to avoid the limited crowd at service centers



Closing thoughts: Four axes of innovation



Product

- 1 Products for the season
- 2 New category and consumer needs
- 3 New 'capability' adjacencies
- 4 New service formats: DIY kits
- 5 Fill product whitespaces



Customer experience

- 1 Re-designed Zero contact shopping
- 2 Virtual after-sales service



Operations

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- 5 Community selling
- 6 Process optimization
- 7 Become inclusive



Marketing

- 1 Solution selling: Product bundling
- 2 Sharp, relevant communication
- 3 Re-communicate the digital proposition



Brands featured in the report





Consumer and Retail

Specific practitioner expertise



Subrata Siddhanta

Practice Leader
Fashion and Apparels



Madhur Singhal

Practice Leader
Consumer and Retail



Samaresh Parida

Practice Leader
FMCG & Supply Chain
Management



Aryaman Tandon

Practice Leader
Ecommerce and Consumer
Internet



Nidhi Agarwal

Advisor
Consumer Goods and
Apparels



Sandeep Zutshi

Practice Member
Food & Beverages and
FMCG



Sahil Mehta

Practice Member
Internet brands and Omni-
commerce



Sushman Das

Practice Member
Home and Furniture

How we help our clients

We have partnered with India's largest consumer brands and have helped shape winning strategies in the continuously evolving retail landscape



Digital Transformation

Enabling our partners navigate the tectonic digital transformation to deliver growth and operational efficiency



Customer Insight & Brand Loyalty

Measuring and driving improvement in NPS scores and customer loyalty through detailed customer insights and proven frameworks



Cost Transformation

Identifying sustainable opportunities for profit improvement by focusing on strategic cost management



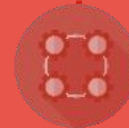
Growth and Scale Up

Growing fast and scaling up by optimizing client offerings, pricing, promotion, and distribution to the right target



Profitability and unit economics

Developing unit economics for any new product / market launch and driving profitability by operational efficiency



Process Re-engineering

Designing and implementing processes based on the principles of design thinking to enhance customer experience

Connect with us - We will be happy to share perspectives



Madhur Singhal

Managing Director, Mumbai

madhur.singhal@praxisga.com

M: +91 908 221 8254

Vaibhav Tamrakar

Vice President, Bengaluru

vaibhav.tamrakar@praxisga.com

M: +91 962 522 6697

Aryaman Tandon

Director, Gurugram

aryaman.tandon@praxisga.com

T: +91 11 4932 3564

Seema Karwa

Vice President, Gurgaon

seema.karwa@pgalabs.com

M: +91 962 522 6696

For media queries, please contact

Parul Singh

Head, Marketing and Communications

marketing@praxisga.com

M: +91 782 794 4926

Diksha Bhutani

Lead, Marketing and Communications

marketing@praxisga.com

M: +91 989 999 7679

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#BuildTogetherWinTogether

