

Situational Phases	CRISIS COMMUNICATIONS	CONSTRAINED COMMUNICATIONS	TARGETED EXPANDED COMMUNICATIONS	"NEW NORMAL" BAU
Customer Sensitivities	Initial shock, macro economic stress, uncertainty, and risk of alienating customers.	Prolonged period of duress. Consumers reduce spending and focus on essentials.	Segments of customers begin to adjust or recover disproportionately.	Customers accept and are accustomed to the new normal. Increased recovery.
Business Impact	Protect customer equity, customer trust and goodwill, and capture the lowest hanging fruit.	Reduce/save churn, continue to capture the lower funnel, protect Customer Experience (CX) value, and stimulate loyalty.	Conquering weaker competitors and fuel new growth from key customer segments.	Establishing a new baseline of acquisition for product lines, segments, and cross-sell.
<b>UTILITY</b>				
Challenge	Limited assortment, limited awareness of brand category, and need to migrate large segments online.	Essential items potentially served elsewhere, lack of awareness of specialty "utility," and essential products.	Shopping behavior and sources engrained for essentials and "utility" products.	Brand loyalty re-established for essentials and "utility" products.
Key Use Cases	Email push to ecommerce, CRO, and performance marketing.	Email triggers, performance marketing, CRO, offer optimization, and direct mail drive-to-web.	Email triggers, performance marketing, CRO, offer optimization, and direct mail drive-to-web.	Integrate "utility" products into emails, product recommendations, and cross-sell.
Messaging Strategy	Reassurance, to-the-point, and focus on alignment to needs.	Subtle cues about additional utility categories (e.g. toys and books for kids).	Direct reference to the products and categories that you need.	Limited focus.
<b>COMFORT</b>				
Challenge	Limited assortment, limited awareness of brand category, and need to migrate large segments online.	Help consumers feel more comfortable in the new normal/WFH and match to product categories.	Consumers are actively looking to create and ensure more comfort in their evolving lifestyles.	With increased normalcy, the need for comfort expands into everyday life.
Key Use Cases	SEM, CRO, in-cart up-sell, transactional email up-sells, and email follow up to new segments.	Performance marketing, CRO, in-cart up-sell, transactional email up-sells, and email cross-sell.	Expanded performance marketing, increase cross-sell email, offer optimization, new look-alike modeling, and loyalty program.	Develop new micro-segmentation and 1:1 personalization across channels.
Messaging Strategy	Reassurance, trust-based messaging, help consumers feel good during a tough situation.	Increasing but subtle direct highlight of comfort and need, trust and gratitude.	Direct reference to the products and categories that make life more comfortable and joyous.	Focus on convenience, emotional tie to comfort, joy, and reintroduce urgency.
<b>RETAIL THERAPY</b>				
Challenge	Brand should not appear opportunistic in the early phase of this crisis.	Hard to identify the segments with the highest propensity for retail therapy while under duress.	Need new segmentation and ability to scale addressability to reach and engage these audiences.	Retail therapy morphs into HVC behavior and establish engrained behavior with favorite brands.
Key Use Cases	Self-segmentation, in-cart up-sell, transactional email up-sells, and CRM follow up to new segments.	Badging, email product bundling and themes, cross sell, product recommendations, and homepage messaging to segments.	Expand performance marketing, increase cross-sell email, offer optimization, new look-alike modeling, and loyalty program.	Develop new micro-segmentation and 1:1 personalization across channels.
Messaging Strategy	Organic and self-guided feel, help consumers feel pride and no guilt in decisions.	Tap into serendipity, immediate gratification, curiosity, and exploration.	Subtle highlight of the serendipity, immediate gratification, curiosity, and exploration.	Product benefits and attribute messaging, emotional tie to gratification, and fascination.
<b>GIFTING</b>				
Challenge	Consumers are not sure about sending gifts amidst the current confusion.	Consumers are feeling isolated and don't know where to turn for social interaction.	Gifting is becoming more prevalent with extended periods of limited mobility.	Maintain gifting behavior as consumers revert to some of their previous shopping preferences.
Key Use Cases	CRO, home-page messaging, and email to self-selecting segments.	Performance marketing, CRO, home-page messaging, and CRM to segments.	Integrated messaging across channels, performance marketing, CRO, CRM to segments, gifting, and loyalty program.	Integrated messaging across channels, performance marketing, CRO, CRM to segments, gifting, and loyalty program.
Messaging Strategy	Organic and self guided feel, help consumer feel pride and no guilt in decisions.	Non-opportunistic, human connection, joyous, intimate, and indirect connection to the current situation.	Encouragement, joyous, intimate, and gratification of connecting with and helping others.	Reminder of convenience, emotional tie to comfort, joy, and reintroduce urgency.