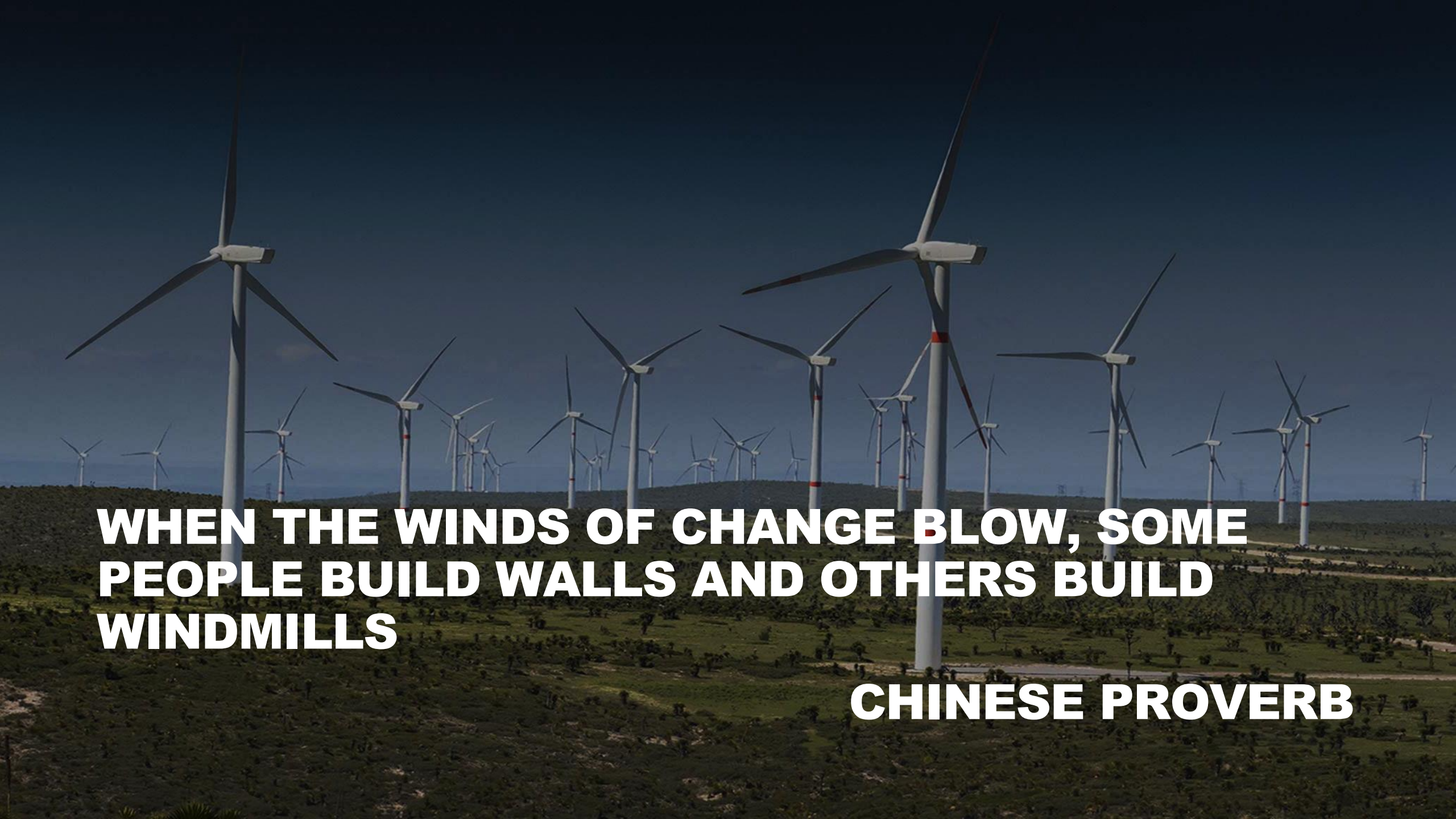


SPEED AND FLEXIBILITY FOR GROWTH

How 2020 accelerated what was always a key for success





**WHEN THE WINDS OF CHANGE BLOW, SOME
PEOPLE BUILD WALLS AND OTHERS BUILD
WINDMILLS**

CHINESE PROVERB

IT SEEMS THAT 2020 BROUGHT US A LOT OF NOVELTIES... BUT ACTUALLY, IT ACCELERATED ADOPTION OF ALREADY- GROWING NEW SECTORS AND TRENDS



FOOD DELIVERY

71%
growth



ONLINE EDUCATION

24%
growth



ECOMMERCE

DOUBLED
penetration in five years
(it did not start in 2020!)

WHO BENEFITED FROM THE “NEW REALITY”?

THOSE WHO ZOOMED IN ON CONSUMER NEEDS!

КУХНЯ НА РАЙОНЕ x
КУХНЯ НА СТС



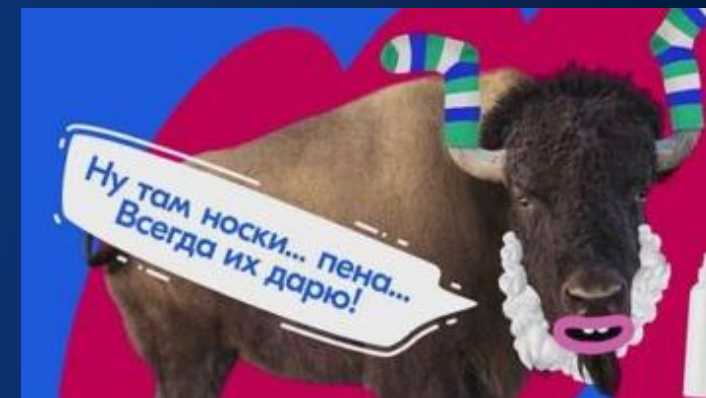
Desire for high cuisine at home
+ immediately delivery

ОККО



Mobile-shot creatives from home
to reflect in-the-moment mood

ECOM “MARKETPLACIFICATION”



Ecom brands widen proposition
and advertise based on demand
dynamics

THE BIGGEST SUCCESSES WENT FARTHER, TRANSFORMING THEIR BUSINESSES

MIXIT



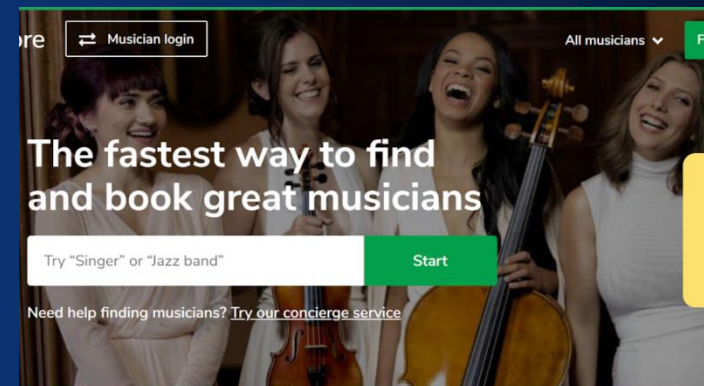
A local cosmetics company switched to making sanitizers to survive, not to gain PR

ROSIE ON FIRE



180-turn from delivering clothing to delivering kits for home parties

ENCORE



From booking musicians for events to ordering musical personal messages online

ANOTHER SHAPE OF BUSINESS TRANSFORMATION ACCELERATED IN 2020 IS “THE PEAK OF THE ECOSYSTEMS”



Rapid horizontal growth



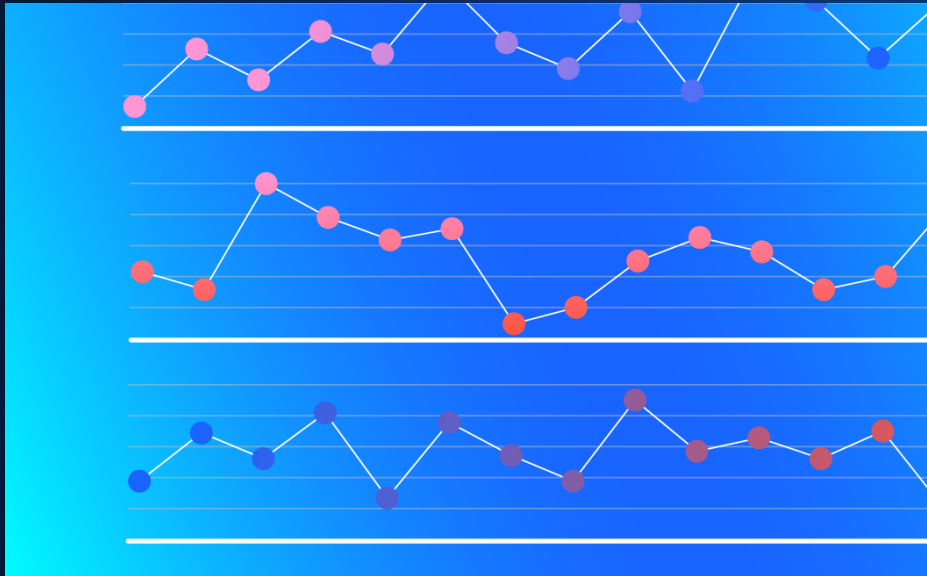
Never-ending test & learn



Quick fine-tuning to consumer needs

AS AGENCIES, WE ALSO ADAPTED OUR BUSINESS

FUELING OUR PLANNING WITH DATA AND FAST-PACED ANALYTICS



FORECASTING

Business-based, mathematically-sound approach = more planning scenarios with less resources. As a result, we are ready for anything.

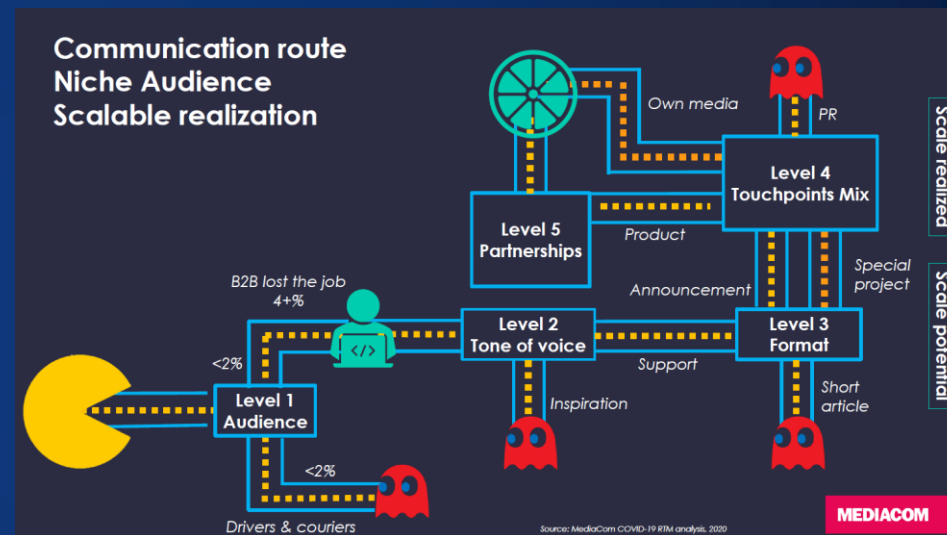
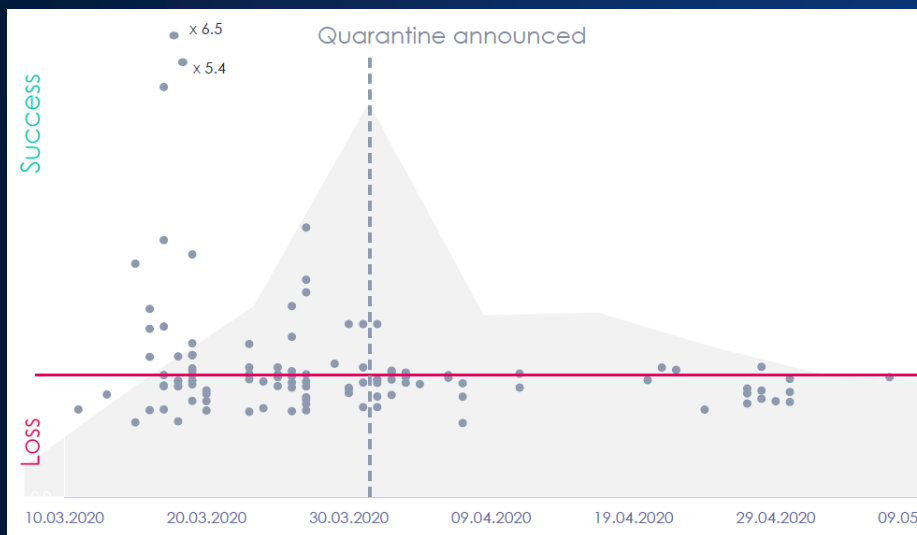


EARLY WARNING SYSTEMS

We define specific conditions when reactive scenarios need to go in effect – so we react faster and more accurately.

AS AN INDUSTRY, WE HAD A LOT OF PRACTICE IN REAL-TIME-MARKETING

SO NOW IT'S NO LONGER OPTIONAL. EVERYONE NEEDS IT, AND NEEDS TO DO IT WELL



Most of successful RTM cases during first wave were initiated in March!

There is no time to stop and think.

Success at RTM requires very specific mix of elements depending on audience, goal and environment.

But it CAN be distilled into a set of rules!

WHAT WILL WE TAKE WITH US AND WHAT IS NEXT?

BUSINESS WILL PUSH
NEW RELEVANT
PRODUCTS FASTER
WE WILL NEED TO PLAN
THOSE LAUNCHES FAST!

SYSTEMIC APPROACHES
TO BALANCE OF SHORT-
TERM AND LONG-TERM
EFFECTIVENESS – CAN'T
FORGET EITHER

FORECASTING+EARLY
WARNING BECOMES
THE NEW NORMAL IN
ACTIVATION SCENARIOS

MORE REAL-TIME
MARKETING WITH
HIGHER EXECUTION
STANDARDS

TRADING WILL NEED TO
BECOME MORE FLEXIBLE
AS WELL!