

 COLUMBIA UNIVERSITY
School of Continuing Education



11.21.2014



AGENDA

1. Mission
2. Journey
3. Results
4. How to Apply
5. Takeaways



1. MISSION



OUR MISSION

1. Develop a metric to measure the degree to which a brand is leaning into or away from culture
2. Empirically test our hypothesis that brands that lean into culture are ultimately more financially successful than those that don't
3. Detail and document the process

RESULTING IN...





CULTURE



CULTURE



CULTURE



WHY DID WE THINK THERE WAS A NEED TO DO THIS?





2. JOURNEY



OUR PLAN

1. Define culture
2. Test against consumers
3. Generate a summary Culture Muscle™ score
4. Correlate against financial success



THREE INITIAL QUESTIONS

- What Is Culture?
- What Is Financial Success?
- How Do We Measure This?



WHAT IS CULTURE?





WHAT IS CULTURE?

cul·ture

ˈkəlCHər/

noun

noun: **culture**

1. the arts and other manifestations of human intellectual achievement regarded collectively.



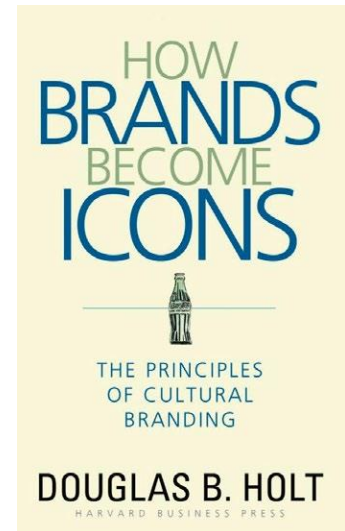
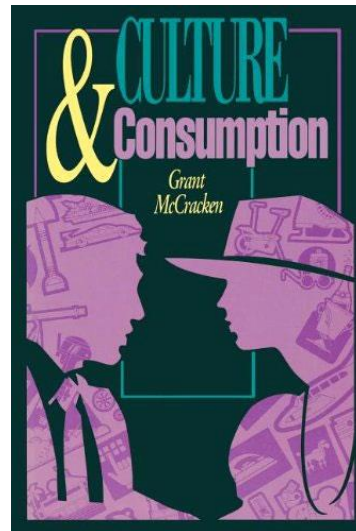
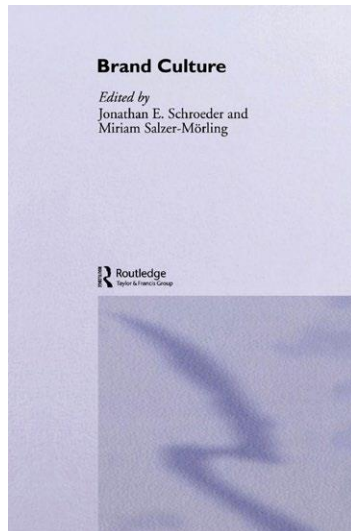
WHAT IS CULTURE?



PLANNING-NESS

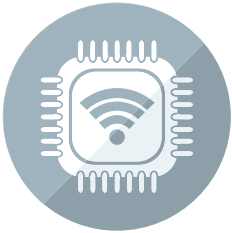


JWT
INTELLIGENCE





12 BUCKETS OF CULTURE



TECHNOLOGY



**ARTS/
AESTHETICS**



**LEISURE/
RECREATION**



**COMMERCE
PRACTICES**



**POP
CULTURE**



RELIGION



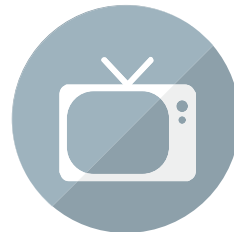
**POLITICS/
GOVERNMENT**



ECONOMICS



SOCIAL NORMS



MEDIA



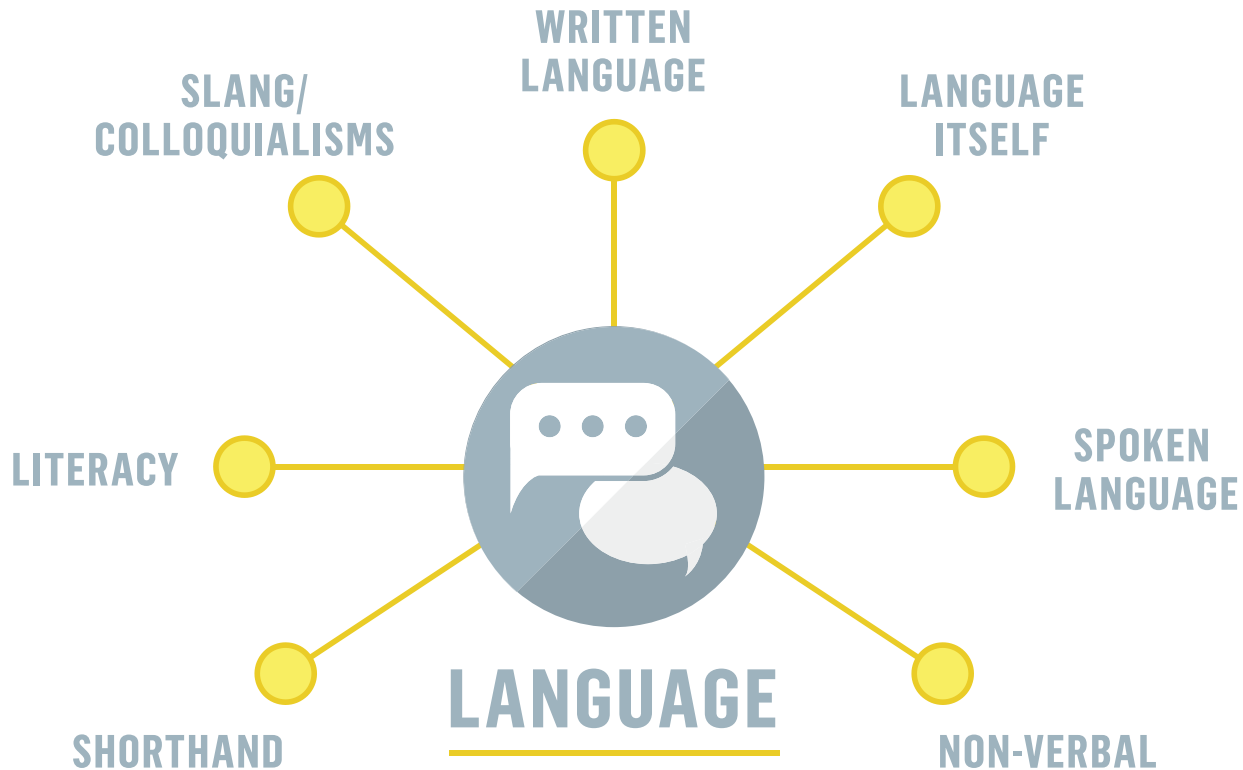
LANGUAGE



FOOD/COUISINE



BUT CULTURE IS MUCH MORE NUANCED THAN THIS





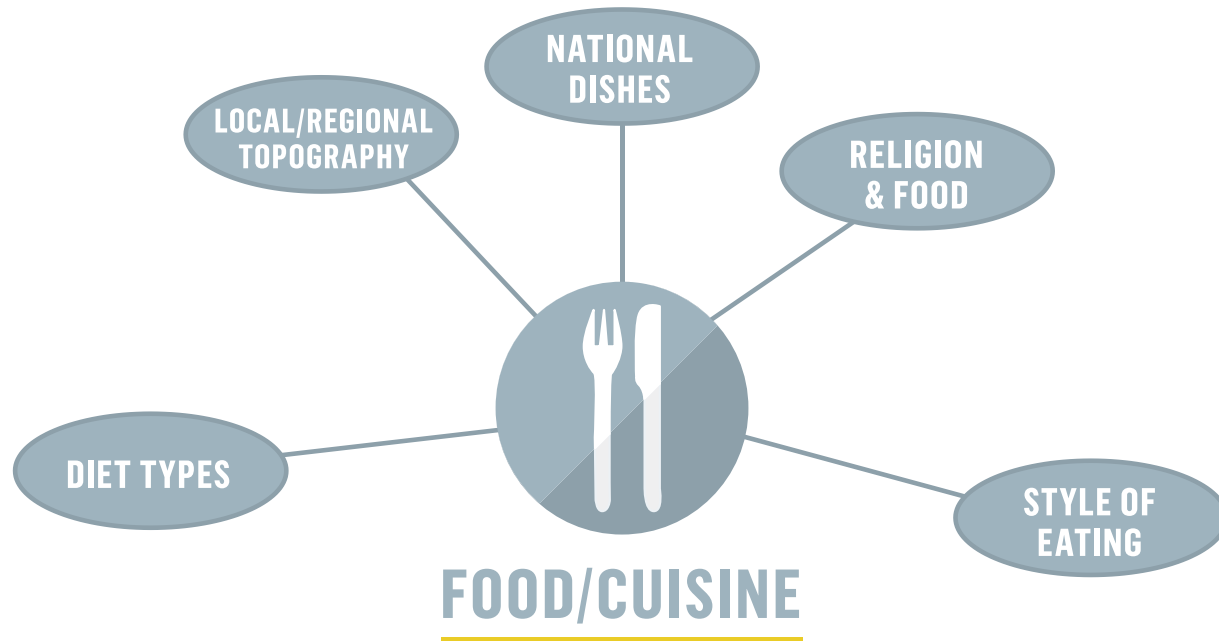
MUCH MORE NUANCED.



FOOD/CUISINE

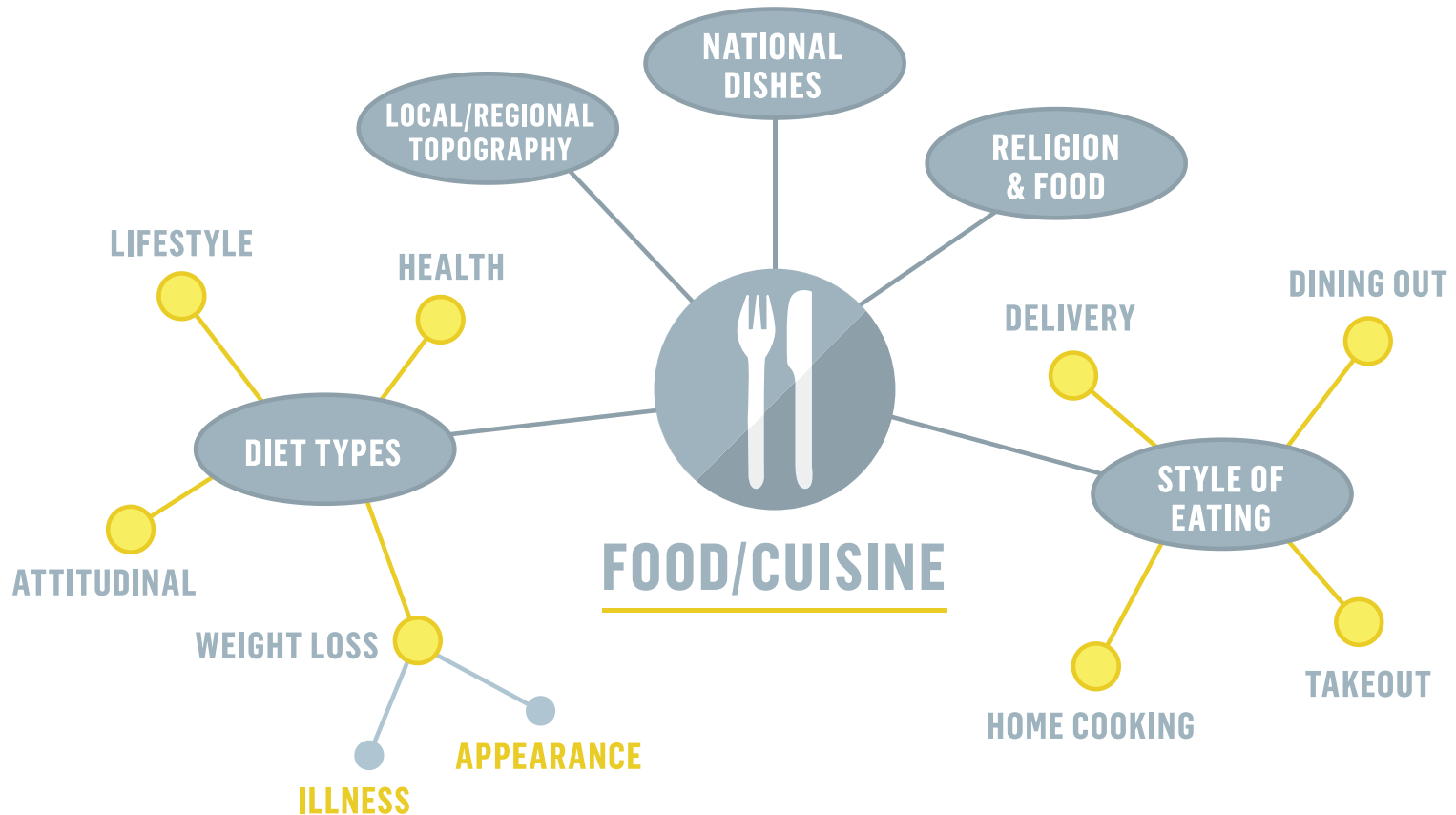


MUCH MORE NUANCED.





MUCH MORE NUANCED.



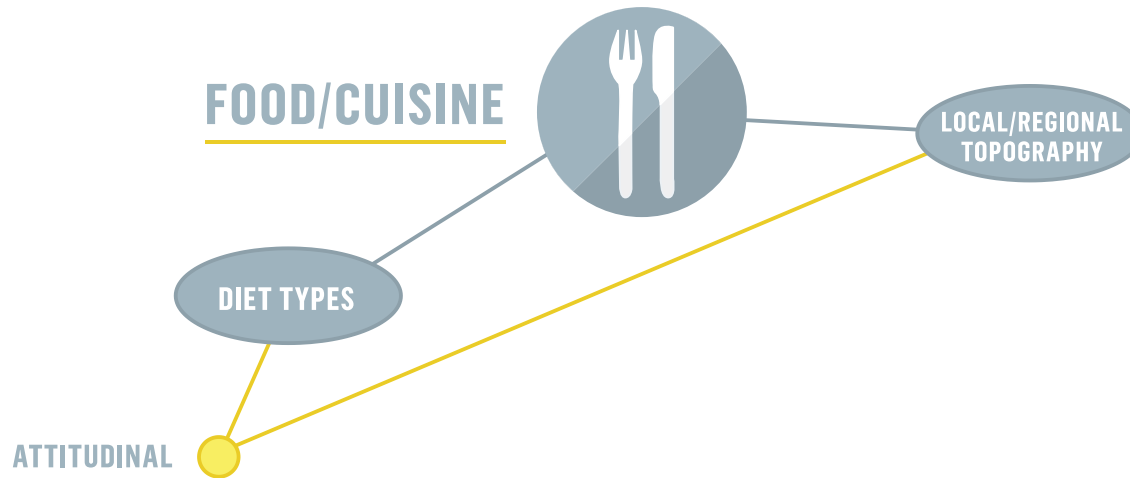


BUT THESE BUCKETS/DIMENSIONS ARE NOT INDEPENDENT



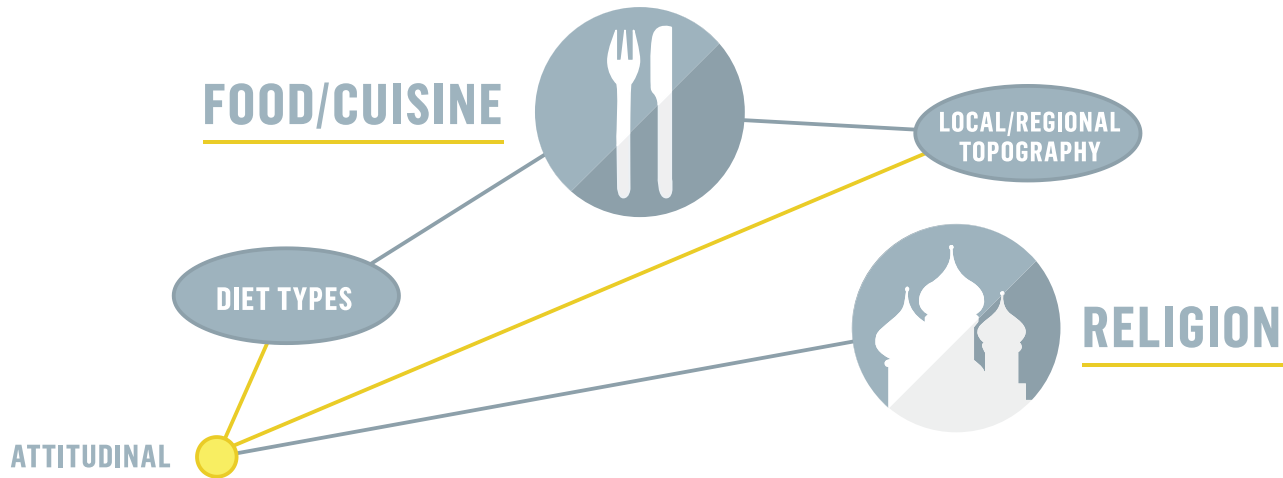


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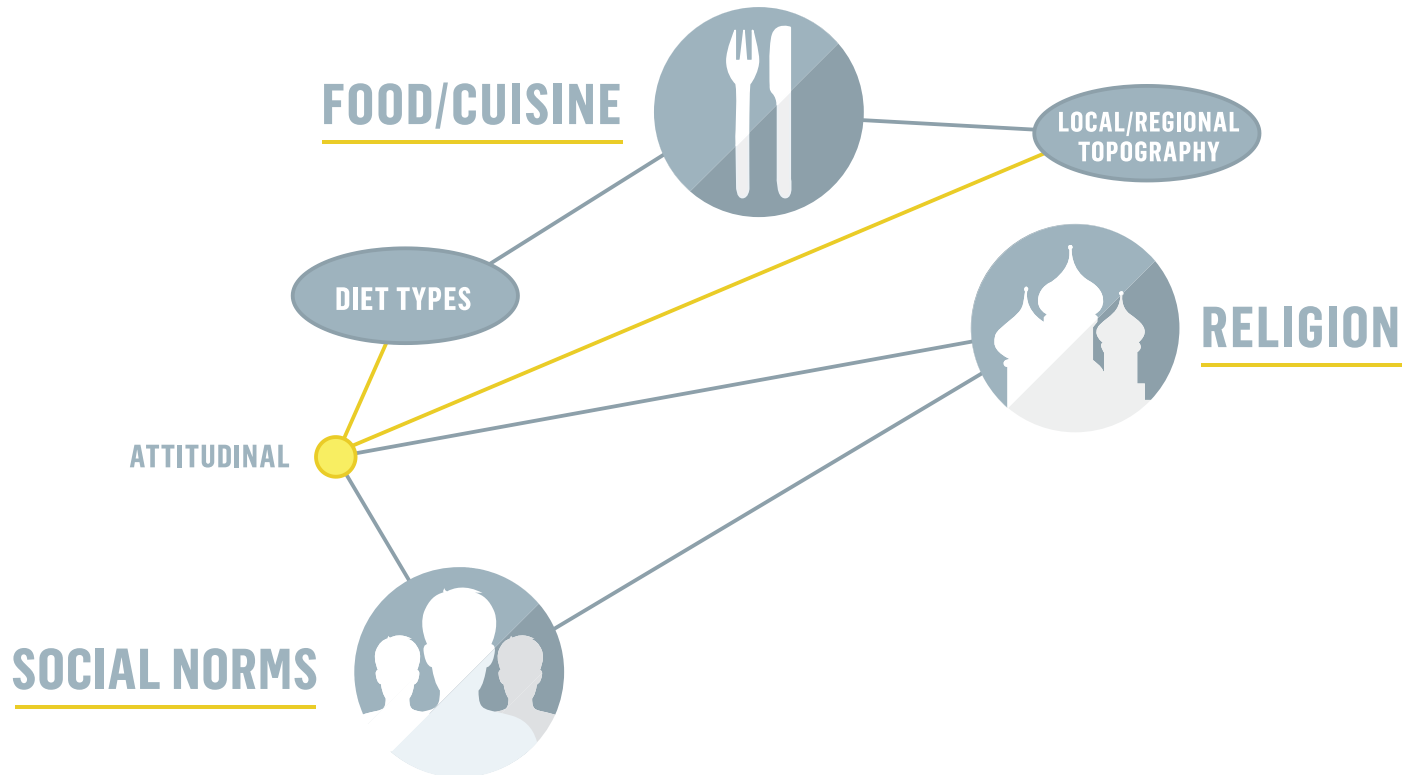


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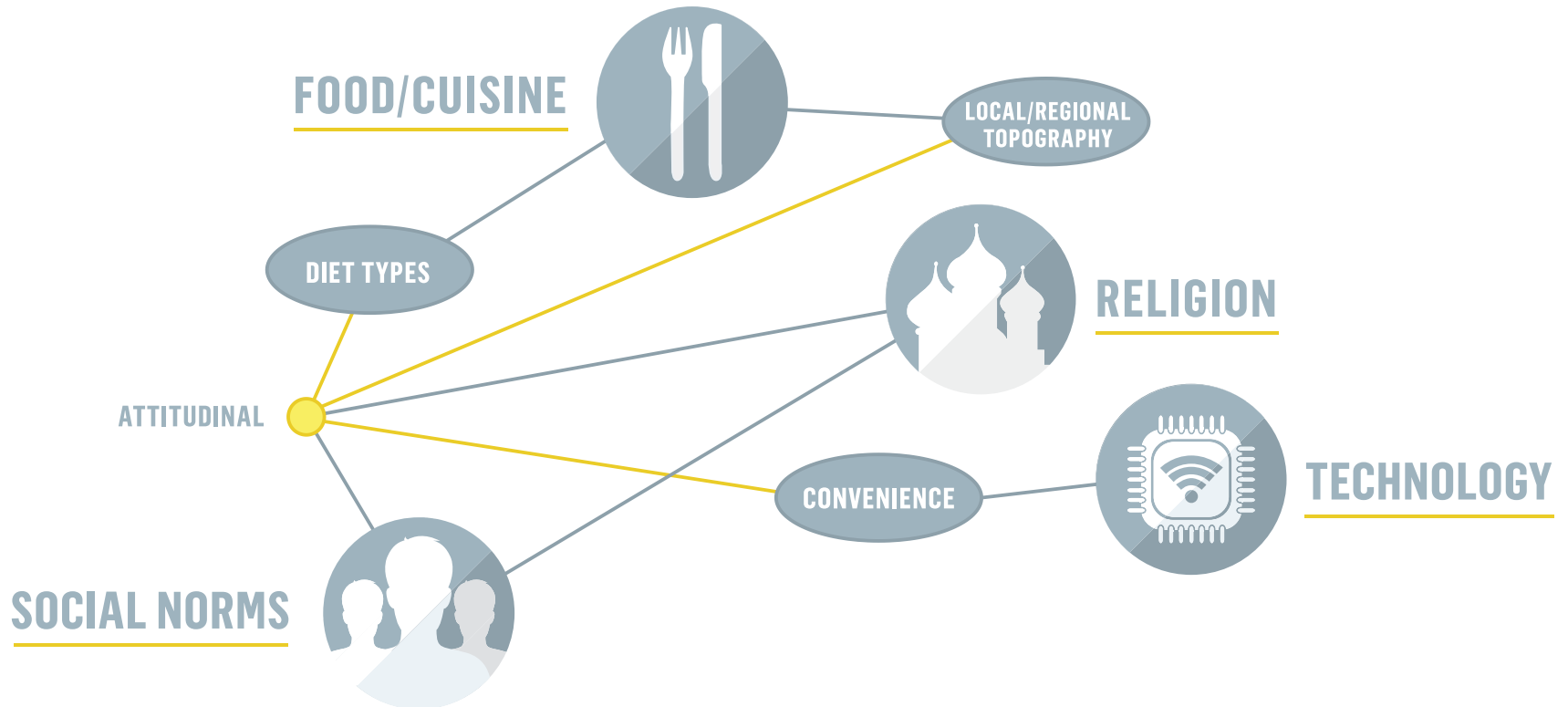


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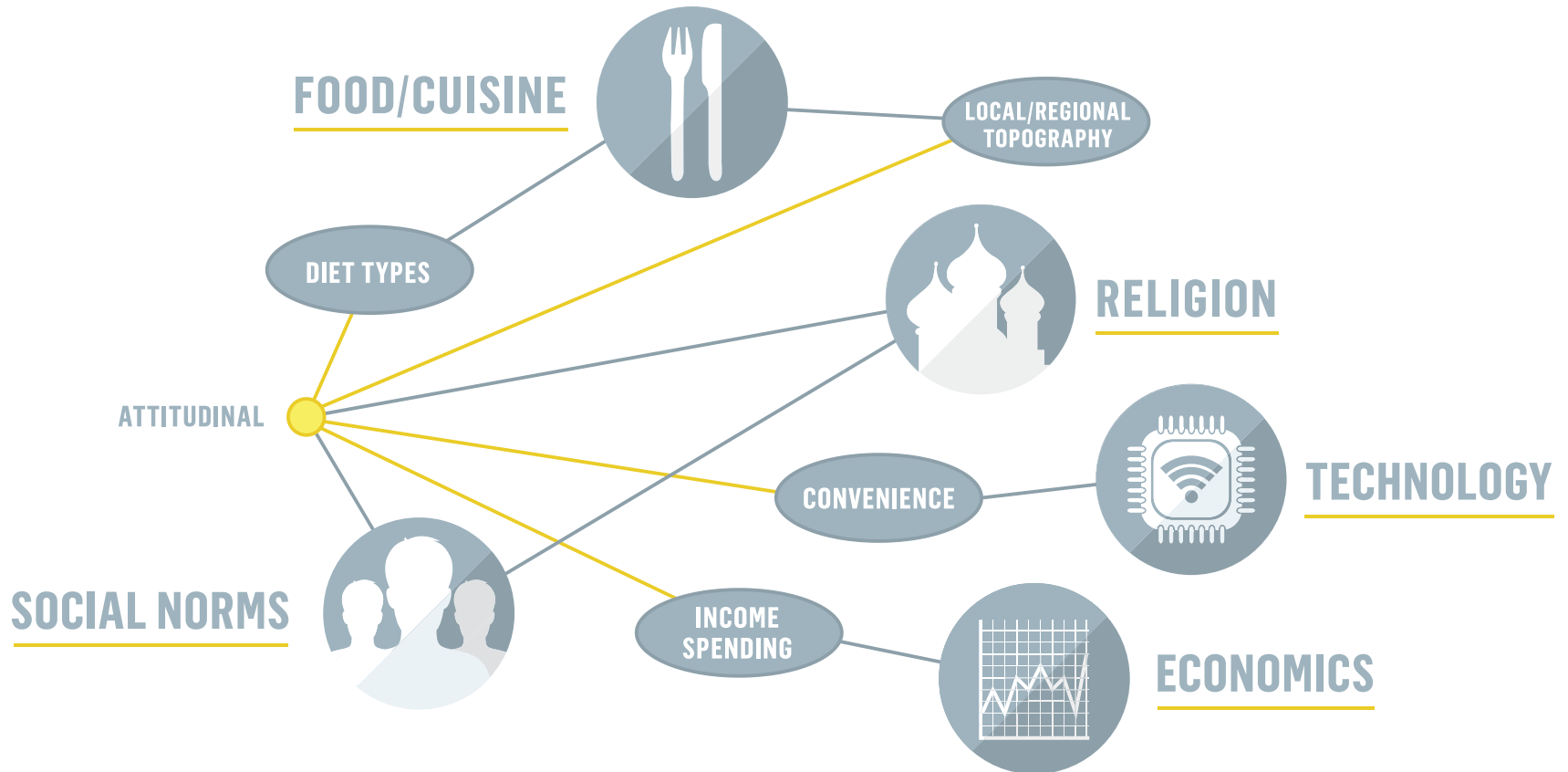


BUT THESE BUCKETS/DIMENSIONS ARE NOT INDEPENDENT





BUT THESE BUCKETS/DIMENSIONS ARE NOT INDEPENDENT





WE STARTED TO QUESTION WHAT WE HAD SIGNED UP FOR





THEN SOMETHING DAWNED ON US.





YOU CAN'T REALLY MEASURE CULTURE

CULTURE





...BUT YOU CAN MEASURE
SHIFTS IN CULTURE

CULTURE





TRENDSPOTTING WITHIN CULTURE



TECHNOLOGY



**ARTS/
AESTHETICS**



**LEISURE/
RECREATION**



**COMMERCE
PRACTICES**



**POP
CULTURE**



RELIGION



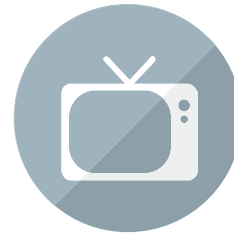
**POLITICS/
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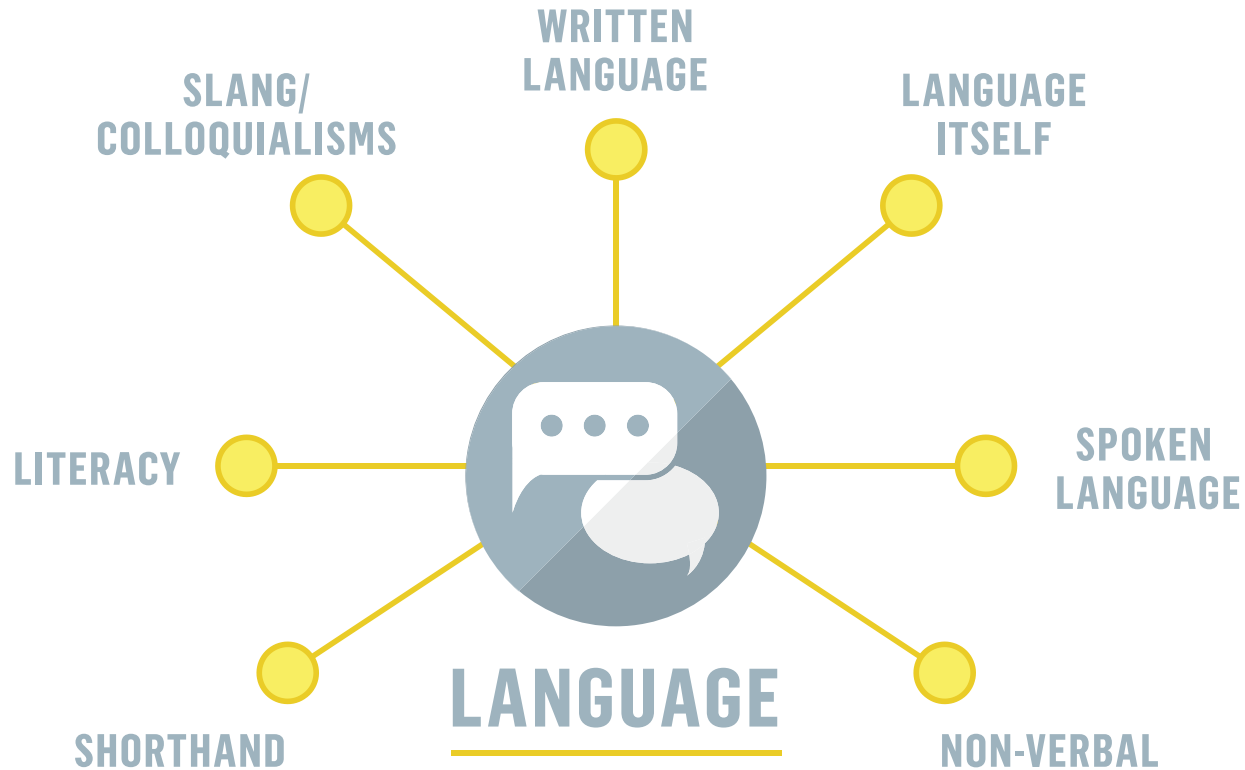
LANGUAGE



FOOD/COUISINE



DIMENSIONS OF LANGUAGE





CULTURAL SHIFTS IN LANGUAGE

LANGUAGE

1. A *shift* from **more formal** to **less formal** language
2. A *shift* to more **visual communication**

~~CULTURE~~ = 115

CULTURE = 31



WHAT IS FINANCIAL SUCCESS?



Sales?

Revenue?

Market Share?

YOY Sales?

Brand Value?

Stock Price?

Sales Growth?

Stock Change?

Share Gains?

Sales?

Revenue?

Market Share?

YOY Sales?

Brand Value?

Stock Price?

Sales Growth?

Stock Change?

Share Gains?

BRANDZ™

Top

1



**MOST
POWERFUL
BRANDS**



Mentor

Lead by Example

HOW DO WE MEASURE THIS?

Team work

Success



HOW TO MEASURE

1. Select Brands to Study
2. Conduct Communications Audit
3. Conduct Consumer Evaluation



BRAND SELECTION CRITERIA

Include:

- A selection of brands that cover from the Top 100 brands, from all points on the list: top, middle and bottom
- Various products and services
- Many industries and categories
- Aspirational as well as “everyday” brands

Exclude:

- Brands that do not operate in the US
- Highly niche brands, though including both upscale and mass-market brands



OUR SELECTED BRANDS

Gillette

VISA

Colgate

PRADA



amazon.com

SUBWAY

Coca-Cola



ExxonMobil



L'ORÉAL



Disney





COMMUNICATIONS AUDIT





CONSUMER EVALUATION

SONAR

JWT



TREND STRENGTH

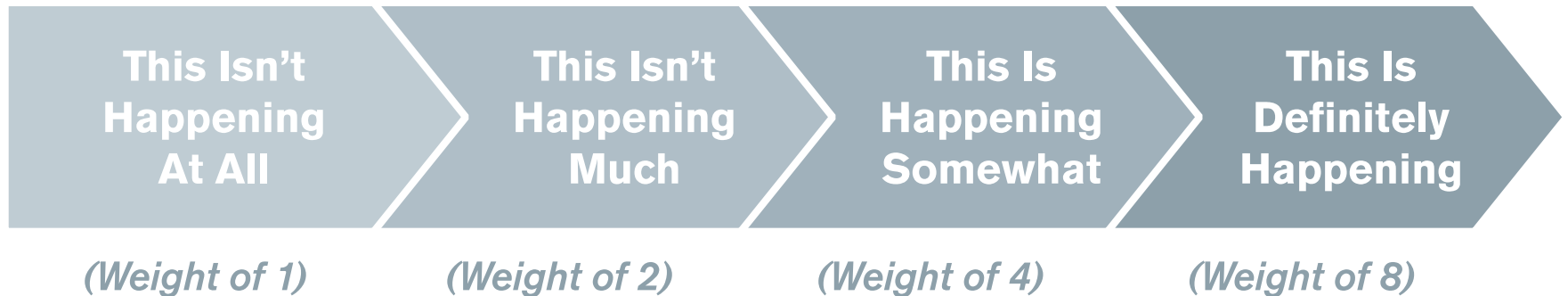
Q. Listed below are a number of things that may or may not be happening today. To what degree do you, personally, see these things happening in your country today? (Select one across for each)





TREND STRENGTH

Q. Listed below are a number of things that may or may not be happening today. To what degree do you, personally, see these things happening in your country today? (Select one across for each)





TREND RELEVANCE

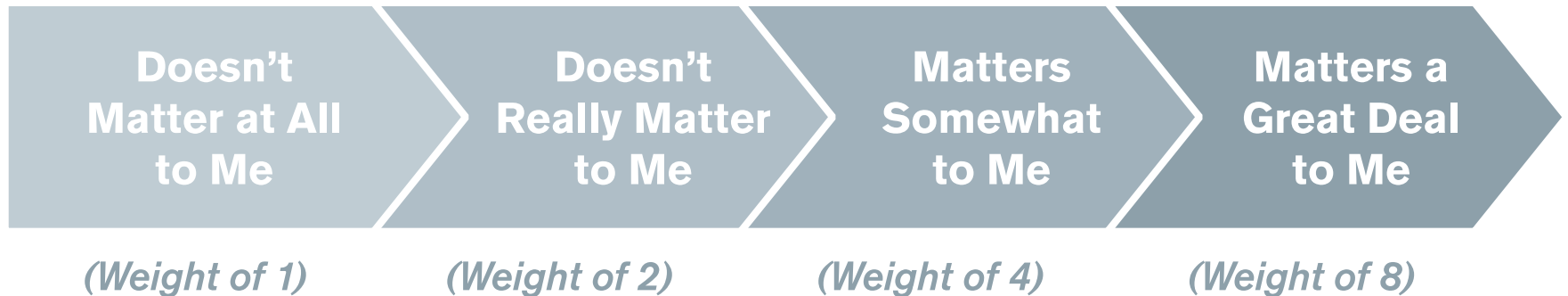
Q. Assuming each of these were happening in your country, how much do each of the following matter to you, or not? There are no right or wrong answers, we're only interested in your opinions.





TREND RELEVANCE

Q. Assuming each of these were happening in your country, how much do each of the following matter to you, or not? There are no right or wrong answers, we're only interested in your opinions.





CULTURAL SHIFT MULTIPLIER

**CULTURE
STRENGTH
SCORE**

X

**CULTURAL
RELEVANCE
SCORE**

Is It
Happening?

Does It
Matter to Me?



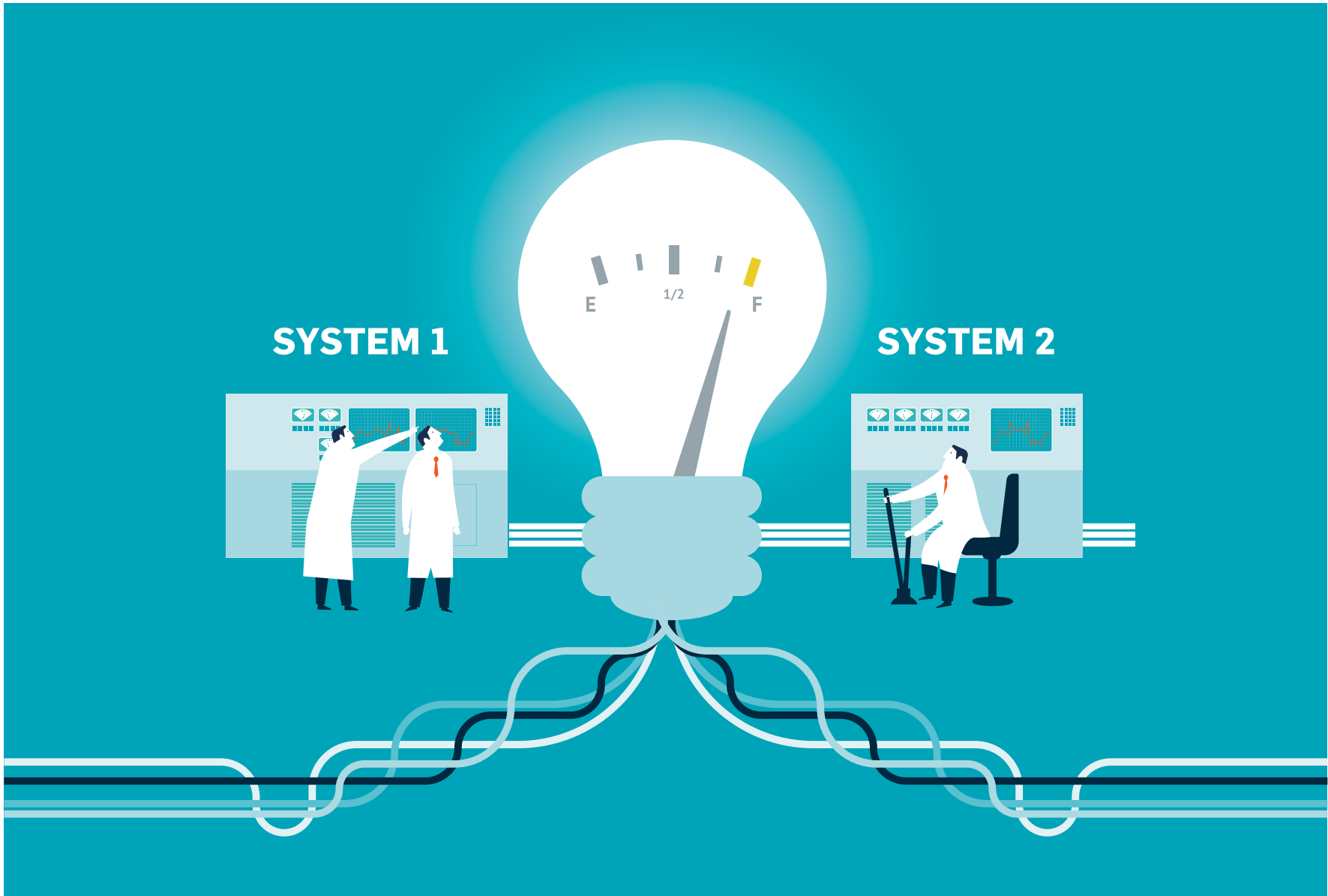
CULTURAL SHIFT MULTIPLIER



Is it
Happening?

Does it
Matter to Me?

So, Is this Shift
a Big Deal?





BRAND ASSOCIATIONS

Cultural Shift:

Written communications are getting shorter and shorter these days

Personified Cultural Shift:

Is someone who would answer your text with just the letter “k”



BRAND ASSOCIATIONS

Q. Now we'd like you to think a little differently. Imagine for a moment that each of these brands were "people" that you knew. For each statement below, please indicate which of these "people" you feel each statement describes. You can select none, one, some or all of the "people" for each statement.
(Select all that apply for each brand)



BRAND CULTURE SHIFT SCORE

**CULTURAL
SHIFT
MULTIPLIER**

X

**BRAND
ASSOCIATIONS**

So, Is this Shift
a Big Deal?

Do Consumers
Associate Brands
with this Shift?



BRAND CULTURE SHIFT SCORE



So, Is this Shift a Big Deal?

Do Consumers Associate Brands with this Shift?

Which Brands Are Associated with which Shift?



CULTURE MUSCLE SCORE



**CULTURE
MUSCLE™**

Which Brands
Are Associated
with which Shift?

CONSUMER EVALUATION



Your Brand's
Culture Muscle
Score



Your Brand
Value



3. RESULTS



TOP 5 CULTURAL SHIFTS LEVERAGED BY BRANDS

1. Proliferation of Choices
2. Racial Tolerance
3. Move to Visual Communication
4. Democratized Voice
5. Age of Impatience



BOTTOM 5 CULTURAL SHIFTS LEVERAGED BY BRANDS

1. Overload Leads to De-Teching
2. Immersive Experiences
3. Public Apathy
4. Ethical Business Practices
5. Healthier Living



TOP 5 'BIG DEAL' SHIFTS RATED BY CONSUMERS

1. Income Inequality
2. Proliferation Of Choices
3. End of Anonymity
4. Extremism
5. Age of Impatience



CULTURE MUSCLE: THE TOP 5

1.



2.



3.



Microsoft

4.

amazon.com

5.

Disney



CULTURE MUSCLE: THE BOTTOM 5

30.

Colgate[®]

29.



28.

Gillette[™]

27.



26.

L'ORÉAL[®]

Brand Associations

(Do Consumers Associate Brands with this Shift?)

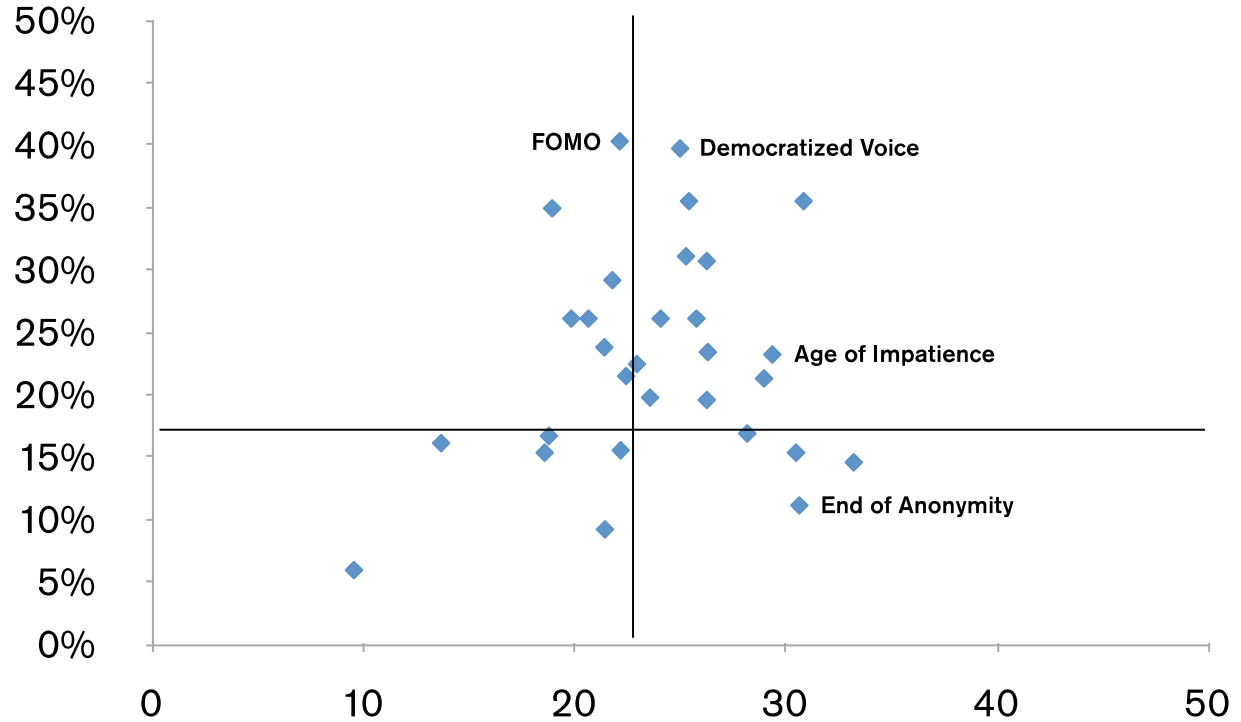
Redirect Efforts Against More Meaningful Shifts	Keep Leaning Into These
Don't Worry About These for Now	Potential Shifts to Lean Into

CULTURAL SHIFT MULTIPLIER

(Is this Shift a Big Deal?)



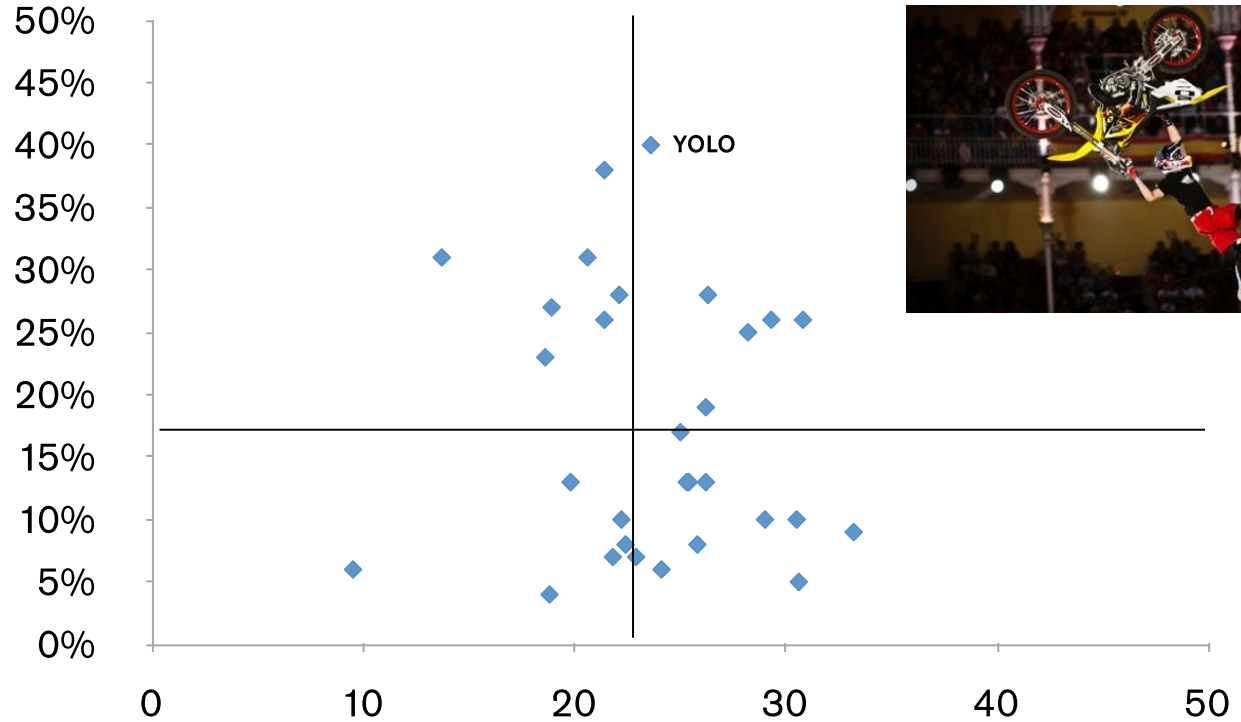
STARBUCKS' CULTURE MUSCLE™



CULTURAL SHIFT MULTIPLIER
(Is this Shift a Big Deal?)



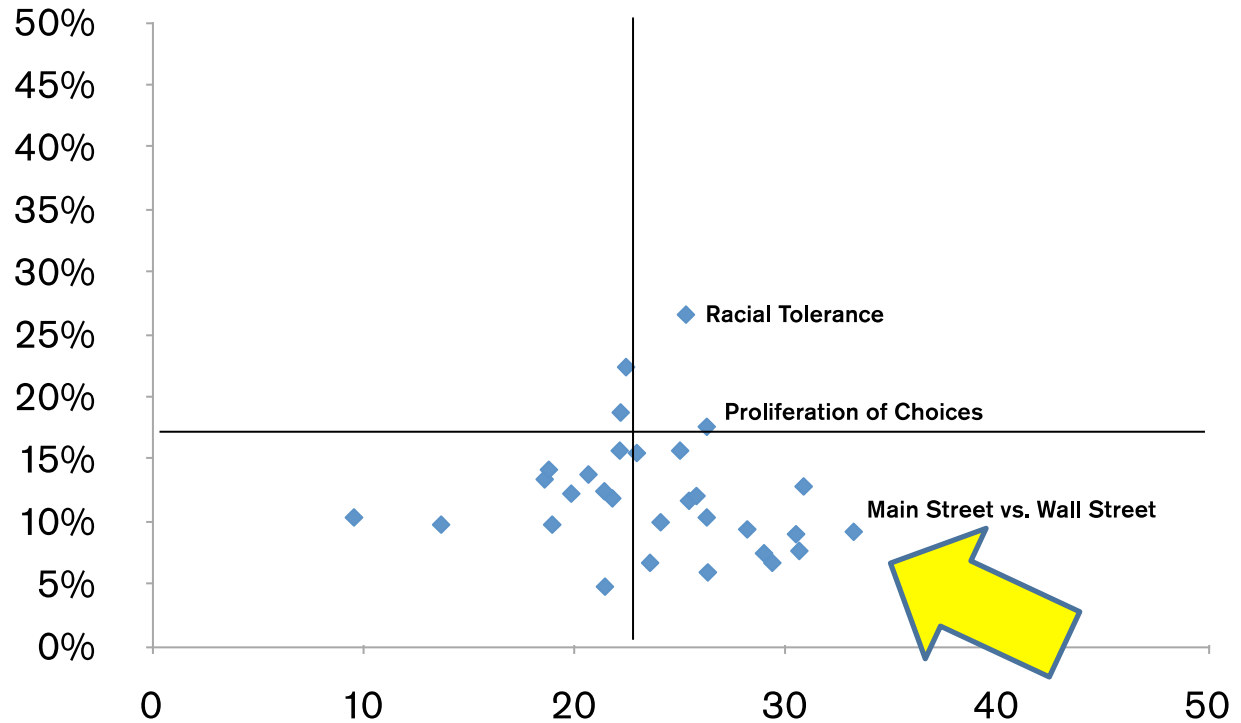
REDBULL'S CULTURE MUSCLE™



CULTURAL SHIFT MULTIPLIER
(Is this Shift a Big Deal?)



COLGATE'S CULTURE MUSCLE™



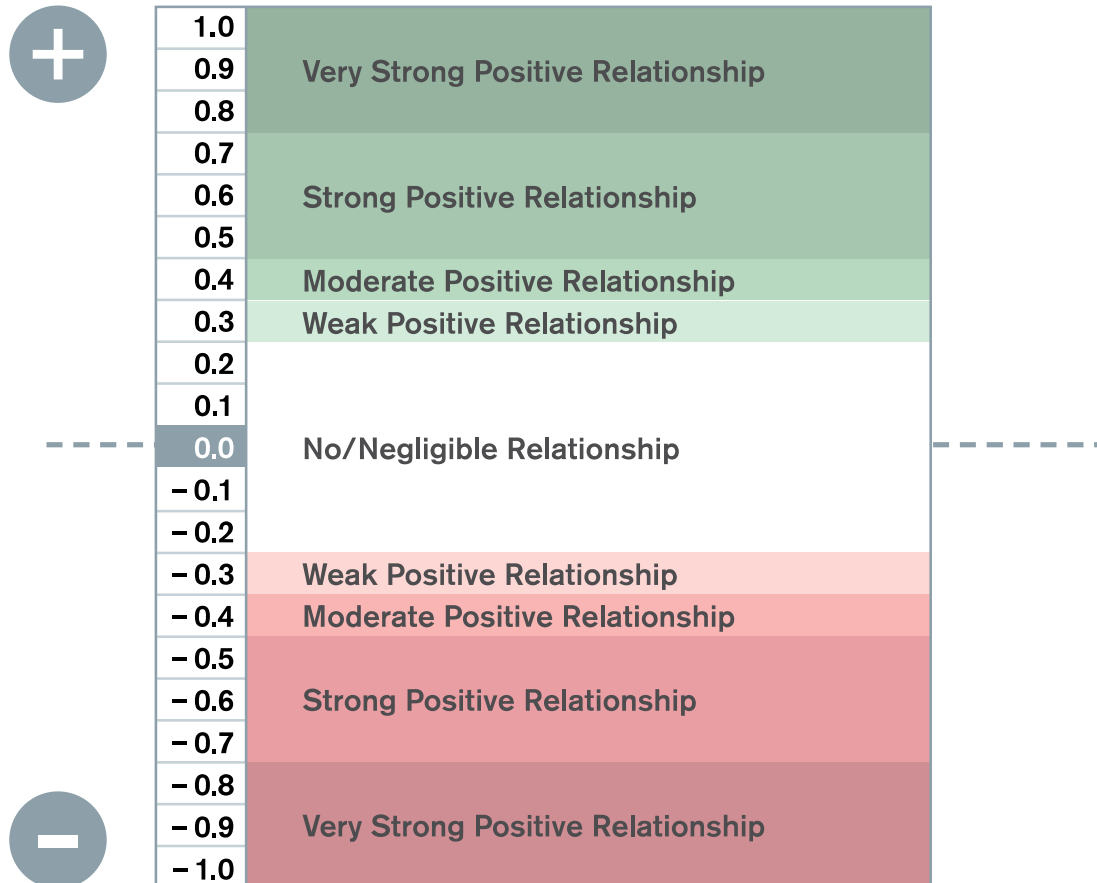
CULTURAL SHIFT MULTIPLIER
(Is this Shift a Big Deal?)

RELATIONSHIP BETWEEN CULTURAL SHIFTS AND BRAND VALUE



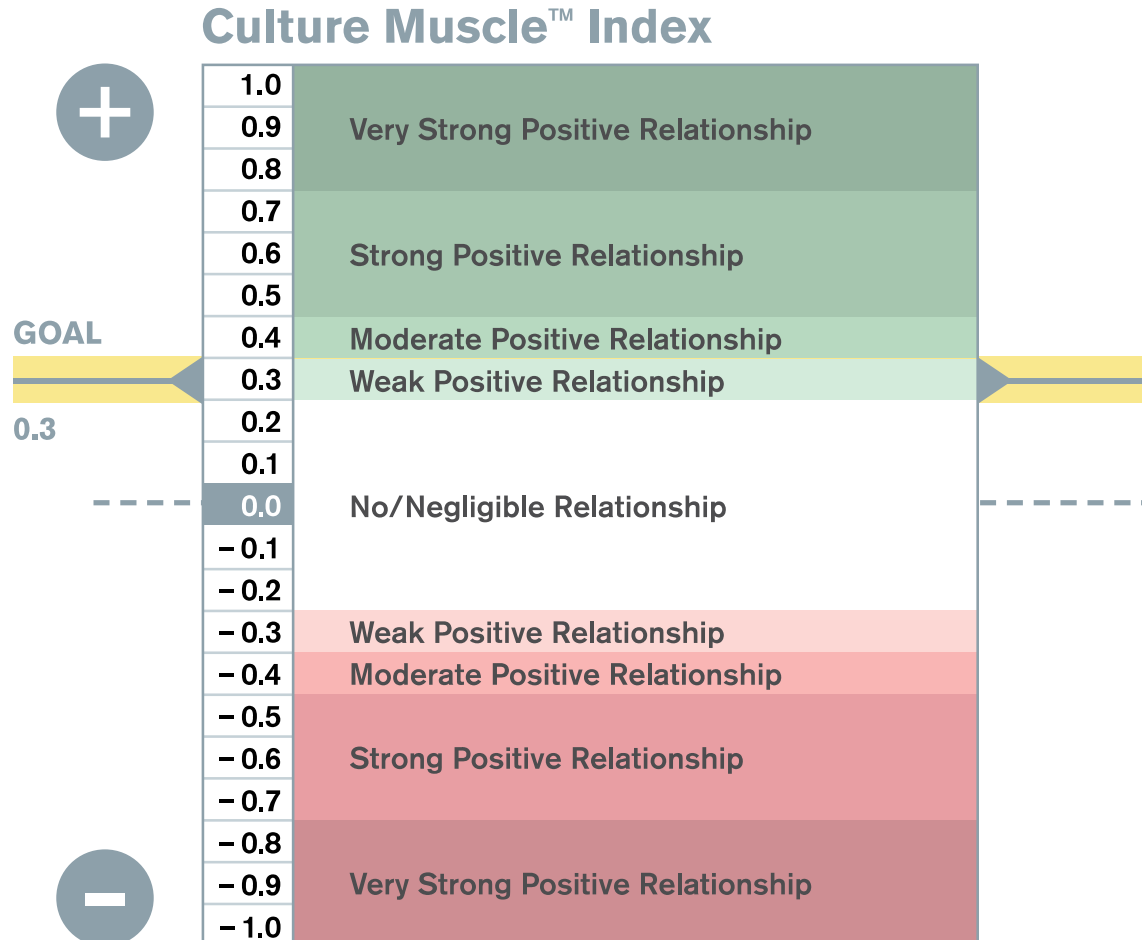


RELATIONSHIP BETWEEN CULTURAL SHIFTS AND BRAND VALUE



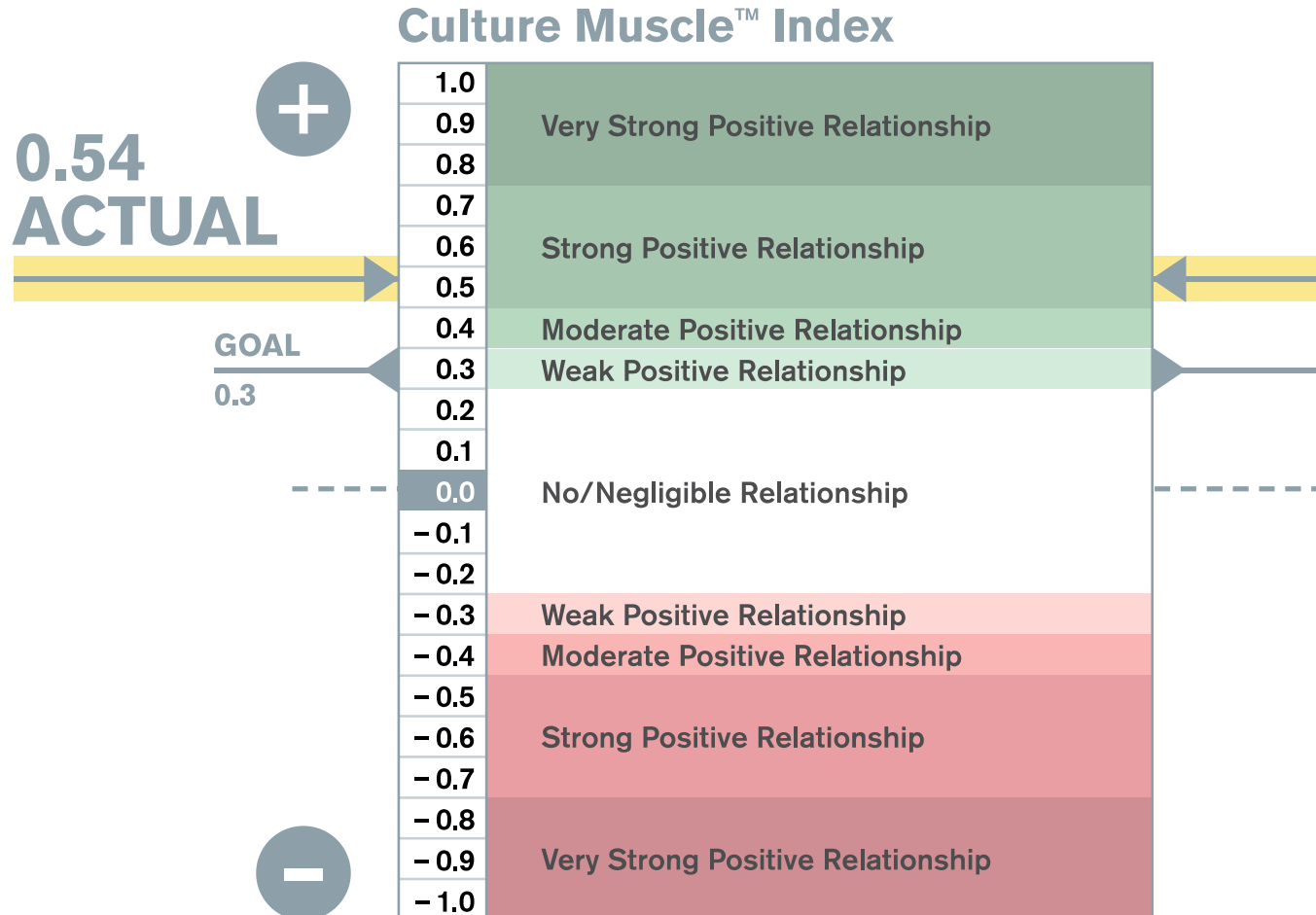


RELATIONSHIP BETWEEN CULTURAL SHIFTS AND BRAND VALUE





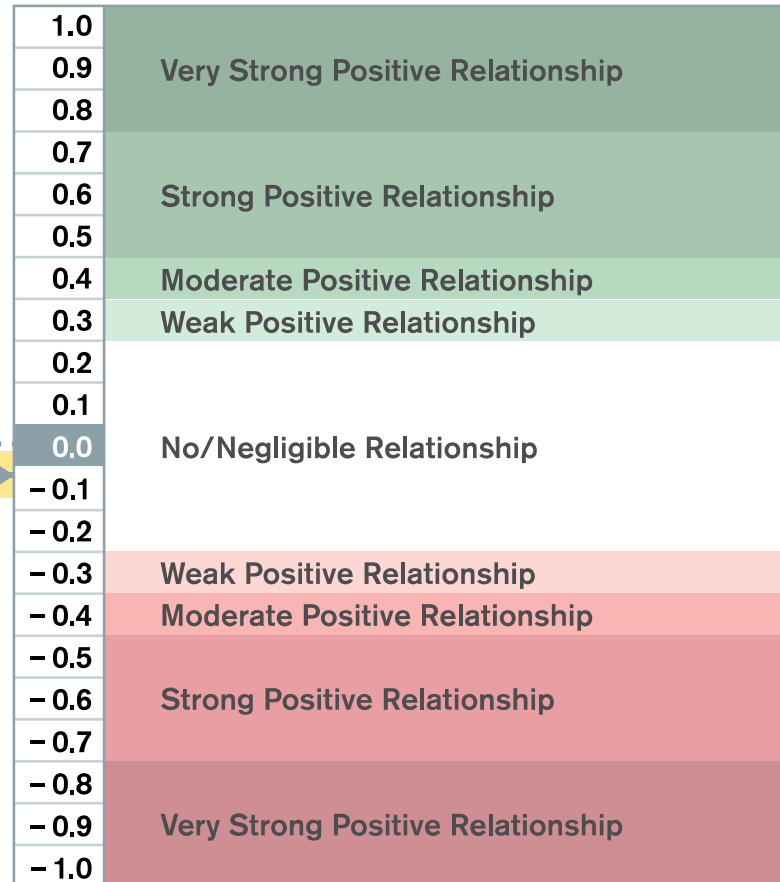
RELATIONSHIP BETWEEN CULTURAL SHIFTS AND BRAND VALUE





RELATIONSHIP BETWEEN CULTURAL SHIFTS AND BRAND VALUE

Communications Audit



ACTUAL
-0.03

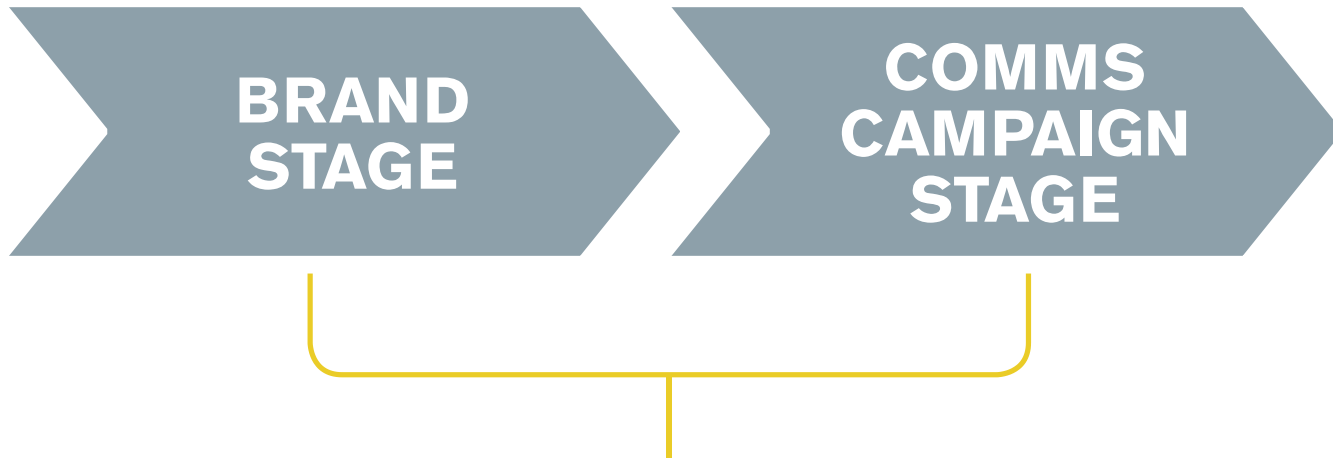




4. HOW TO APPLY



STAGE OF PLANNING



Where do you implement this?



THINGS TO THINK ABOUT

- Is your brand already leaning into culture in a meaningful way?
- What are your competitors doing culturally?
- If you did choose a cultural shift to lasso, would it appear authentic to your brand's DNA?
- Beyond communications, how else might you express your brand's connection to a cultural shift?
- Would you need to back-engineer aspects of your brand to achieve this?
- Is leaning into culture a growth strategy, a differentiation strategy, or a way to stem declines?



5. TAKEAWAYS



TAKEAWAYS

- You can't measure "culture" – "culture" is largely invisible to consumers – ***what you need to do is*** measure cultural shifts
- Culture is a messy thing – one cultural shift can impact many different aspects of culture
- Brands with stronger Culture Muscles are leaning into many cultural shifts, some more broadly recognized, other less so
- There is a strong relationship between a brand's Culture Muscle™ and financial success
- There is no relationship between a brand's cultural communications and financial success, implying that leaning into cultural shifts requires a more holistic branding approach



5. **WORKSHOP**



GETTING COMFORTABLE NEVER LOOKED SO GOOD.

NEW

Lee PREMIUM
• SELECT •

THE NEW
Lee
SOFTER STRONGER
NEW FITS

Mike Rowe
Mike Rowe

AVAILABLE AT KOHL'S AND KOHL'S

f t Lee PREMIUM

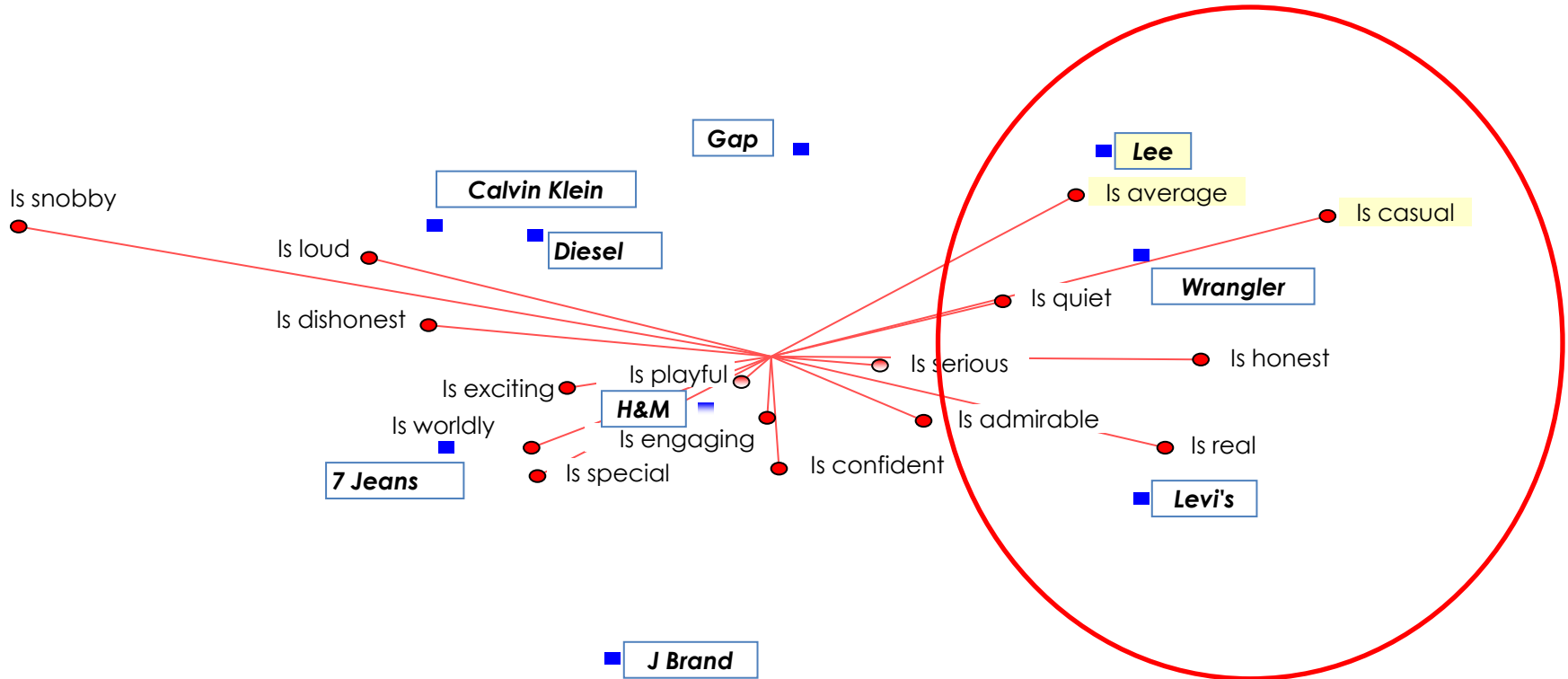
The advertisement features a man (Mike Rowe) walking towards the camera, smiling, wearing a grey V-neck sweater and blue jeans. A woman is sitting at a table in the background. The right side of the ad is a vertical orange textured banner with product information and a stack of folded jeans.



WHAT DOES TALKING ONLY ABOUT FUNCTIONAL PRODUCTS ATTRIBUTES GET YOU?



Personality



Source: JWT SONAR



**WHAT CULTURAL
SHIFT WOULD YOU
ATTACH LEE JEANS
TO, TO MAKE THEM
MORE RELEVANT
AND STAND OUT?**

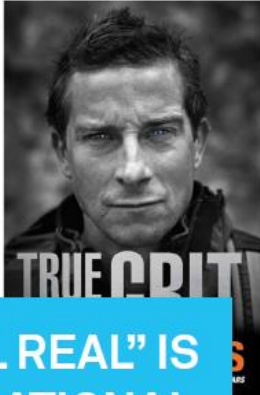


CULTURE MUSCLE SHIFTS

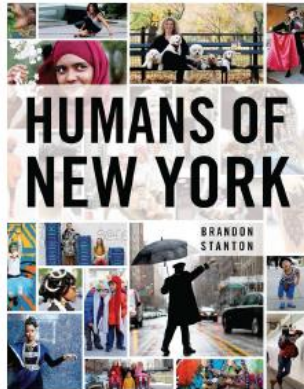
- Acceptance Of Sexual Orientation
- Age of Impatience
- Changing Gender Roles
- Convenience Vs. Quality - Cuisine
- Convenience Vs. Quality - Language
- Customization/Personalization
- Democratized Voice
- End of Anonymity
- Ethical Business Practices
- Extremism - Media
- Extremism - Politics
- FOMO
- Formality/Informality - Language
- Formality/Informality - Social Norms
- Healthier Living - Cuisine
- Healthier Living - Leisure
- Immersive Experiences
- Income Inequality
- Move To Visual Communication
- Overload Leads To De-Teching
- Proliferation Of Choices - Food
- Proliferation Of Choices - Technology
- Public Apathy - Government
- Public Apathy - Religion
- Racial Tolerance - Language
- Racial Tolerance - Social Norms
- Remixing Tradition
- Returning to “Real Real”
- Sustainability - Commercial Practices
- Sustainability - Social Norms
- The Beta Mindset / Done, But Not Perfect
- YOLO



OUR THOUGHTS



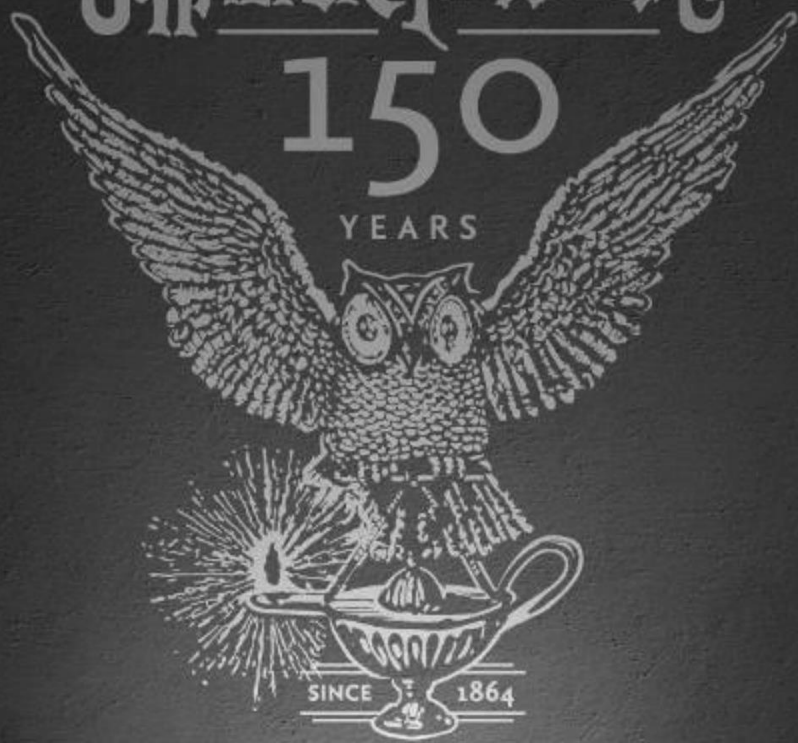
**“REAL REAL” IS
ASPIRATIONAL**



J. WALTER THOMPSON CO.

150

YEARS



SINCE 1864