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...
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?

culture
ˈkʌltʃər/
noun
noun: **culture**
1. the arts and other manifestations of human intellectual achievement regarded collectively.
WHAT IS CULTURE?
12 BUCKETS OF CULTURE

- Technology
- Arts/Aesthetics
- Leisure/Recreation
- Commerce Practices
- Pop Culture
- Religion
- Politics/Government
- Economics
- Social Norms
- Media
- Language
- Food/Cuisine
BUT CULTURE IS MUCH MORE NUANCED THAN THIS

- SLANG/COLLOQUIALISMS
- WRITTEN LANGUAGE
- LANGUAGE ITSELF
- LITERACY
- SHORTHAND
- SPOKEN LANGUAGE
- NON-VERBAL
MUCH MORE NUANCED.
MUCH MORE NUANCED.

FOOD/CUISINE

- Local/Regional Topography
- National Dishes
- Religion & Food
- Diet Types
- Style of Eating
MUCH MORE NUANCED.

FOOD/CUISINE

- DIET TYPES
- LOCAL/REGIONAL TOPOGRAPHY
- NATIONAL DISHES
- RELIGION & FOOD
- STYLE OF EATING
- DELIVERY
- DINING OUT
- HOME COOKING
- TAKEOUT

- ATTITUDINAL
- WEIGHT LOSS
- APPEARANCE
- ILLNESS
- LIFESTYLE
- HEALTH
BUT THESE BUCKETS/DIMENSIONS ARE NOT INDEPENDENT
BUT THESE BUCKETS/DIMENSIONS ARE NOT INDEPENDENT
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BUT THESE BUCKETS/DIMENSIONS ARE NOT INDEPENDENT

FOOD/CUISINE

LOCAL/REGIONAL TOPOGRAPHY

RELIGION

TECHNOLOGY

DIET TYPES

CONVENIENCE

ATTITUDINAL

SOCIAL NORMS
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

[Image of a ruler with an 'X' on it]
BUT YOU CAN MEASURE SHIFTS IN CULTURE
TRENDSPOTTING WITHIN CULTURE

- TECHNOLOGY
- ARTS/ AESTHETICS
- LEISURE/ RECREATION
- COMMERCE PRACTICES
- POP CULTURE
- RELIGION
- POLITICS/ GOVERNMENT
- ECONOMICS
- SOCIAL NORMS
- MEDIA
- LANGUAGE
- FOOD/CUISINE
DIMENSIONS OF LANGUAGE

- SLANG/COLLOQUIALISMS
- WRITTEN LANGUAGE
- LANGUAGE ITSELF
- SPOKEN LANGUAGE
- LITERACY
- SHORTHAND
- NON-VERBAL
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?
Market Share?
Sales Growth?
Stock Change?
Brand Value?
Revenue?
YOY Sales?
Stock Price?
Share Gains?
Brand Value?
HOW DO WE MEASURE THIS?
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
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)
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)
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.
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.

- Doesn’t Matter at All to Me (Weight of 1)
- Doesn’t Really Matter to Me (Weight of 2)
- Matters Somewhat to Me (Weight of 4)
- Matters a Great Deal to Me (Weight of 8)
CULTURAL SHIFT MULTIPLIER

CULTURE STRENGTH SCORE

X

CULTURAL RELEVANCE SCORE

Is It Happening?

Does It Matter to Me?
CULTURAL SHIFT MULTIPLIER

CULTURE STRENGTH SCORE \( \times \) CULTURAL RELEVANCE SCORE = CULTURAL SHIFT MULTIPLIER

- Is it Happening?
- Does it Matter to Me?
- So, Is this Shift a Big Deal?
**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”
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 × BRAND ASSOCIATIONS

So, Is this Shift a Big Deal?

Do Consumers Associate Brands with this Shift?
BRAND CULTURE SHIFT SCORE

CULTURAL SHIFT MULTIPLIER \times BRAND ASSOCIATIONS = BRAND CULTURE SHIFT SCORES

So, Is this Shift a Big Deal?

Do Consumers Associate Brands with this Shift?

Which Brands Are Associated with which Shift?
CULTURE MUSCLE SCORE

\[ \sum \text{BRAND CULTURE SHIFT SCORES} = \text{CULTURE MUSCLE} \]

Which Brands Are Associated with which Shift?
CONSUMER EVALUATION

Your Brand’s Culture Muscle Score

Your Brand Value

BRANDZ Top 100 Most Powerful Brands
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. Apple
2. Starbucks
3. Microsoft
4. Amazon.com
5. Disney
CULTURE MUSCLE: THE BOTTOM 5

30. Colgate

29. Shell

28. Gillette

27. Pampers

26. L’ORÉAL
Brand Associations
(Do Consumers Associate Brands with this Shift?)

<table>
<thead>
<tr>
<th>Redirect Efforts Against More Meaningful Shifts</th>
<th>Keep Leaning Into These</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don’t Worry About These for Now</td>
<td>Potential Shifts to Lean Into</td>
</tr>
</tbody>
</table>

CULTURAL SHIFT MULTIPLIER
(Is this Shift a Big Deal?)
CULTURAL SHIFT MULTIPLIER
(Is this Shift a Big Deal?)
RED BULL’S CULTURE MUSCLE™

CULTURAL SHIFT MULTIPLIER
(Is this Shift a Big Deal?)
CULTURAL SHIFT MULTIPLIER
(Is this Shift a Big Deal?)
RELATIONSHIP BETWEEN CULTURAL SHIFTS AND BRAND VALUE

Your Brand’s Culture Muscle Score → ? → Your Brand Value

CULTUREMUSCLE™

BRANDZ™ Top 10 MOST POWERFUL BRANDS
### Relationship Between Cultural Shifts and Brand Value

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>1.0</td>
<td>Very Strong Positive Relationship</td>
</tr>
<tr>
<td>0.9</td>
<td>Strong Positive Relationship</td>
</tr>
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<td>0.8</td>
<td>Moderate Positive Relationship</td>
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</tr>
<tr>
<td>0.2</td>
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<td>0.1</td>
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RELATIONSHIP BETWEEN CULTURAL SHIFTS AND BRAND VALUE

**Culture Muscle™ Index**

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**Culture Muscle™ Index**

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- **Value 0.9**: Strong Positive Relationship
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- **Value -0.1**: Strong Positive Relationship
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- **Value -0.9**: No/Negligible Relationship
- **Value -1.0**: Strong Positive Relationship

**Actual Value**: 0.54

**Goal**: 0.3
### Relationship Between Cultural Shifts and Brand Value

#### Communications Audit

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**Actual Value:** -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
WHAT DOES TALKING ONLY ABOUT FUNCTIONAL PRODUCTS ATTRIBUTES GET YOU?
Personality

Source: JWT SONAR
Attributes

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
• Remaking Tradition
• Returning to “Real Real”
• Sustainability - Commercial Practices
• Sustainability - Social Norms
• The Beta Mindset / Done, But Not Perfect
• YOLO
"REAL REAL" IS ASPIRATIONAL