


The


BUSINESS

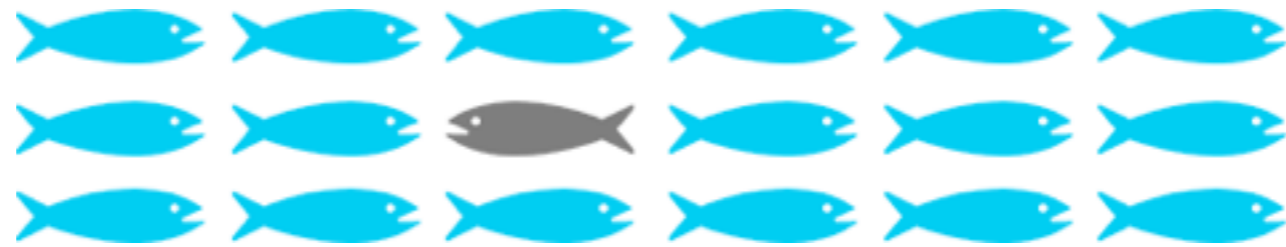
of

CULTURE

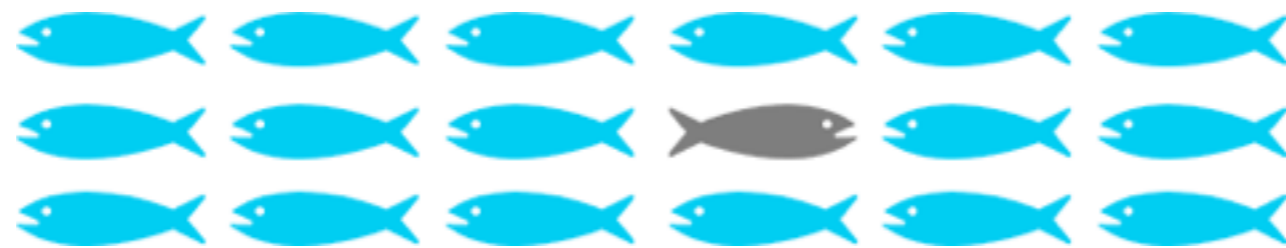


Understanding the relationships between consumers, brands **and culture** is increasingly top of mind for many business leaders.





But only a few brands are
successfully navigating or
authentically leveraging this
relationship **with culture.**



What are the
leaders of these
brands doing
differently?



Johnson & Johnson

CVS





Old Spice

airbnb

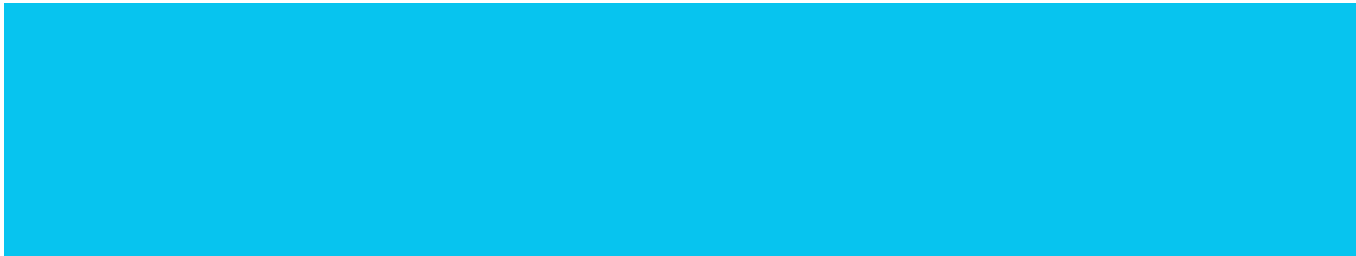
aerie



Dove




It helps if we look back on
where, in part, business leaders
have found **competitive
advantage** in the past.





MANUFACTURING

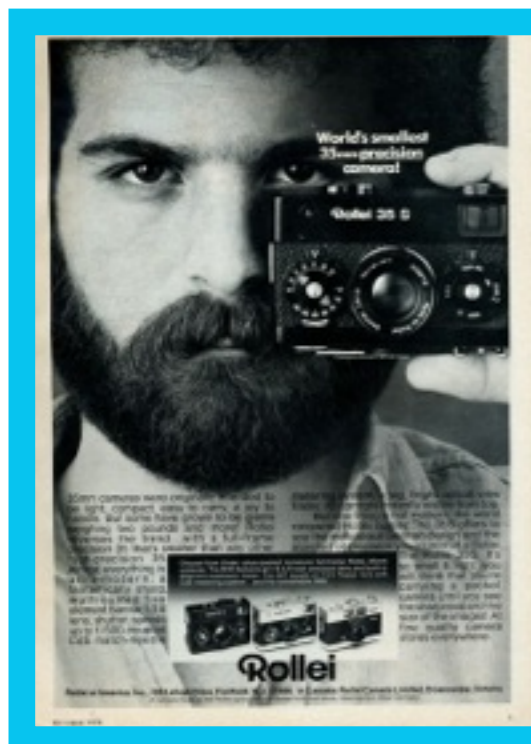
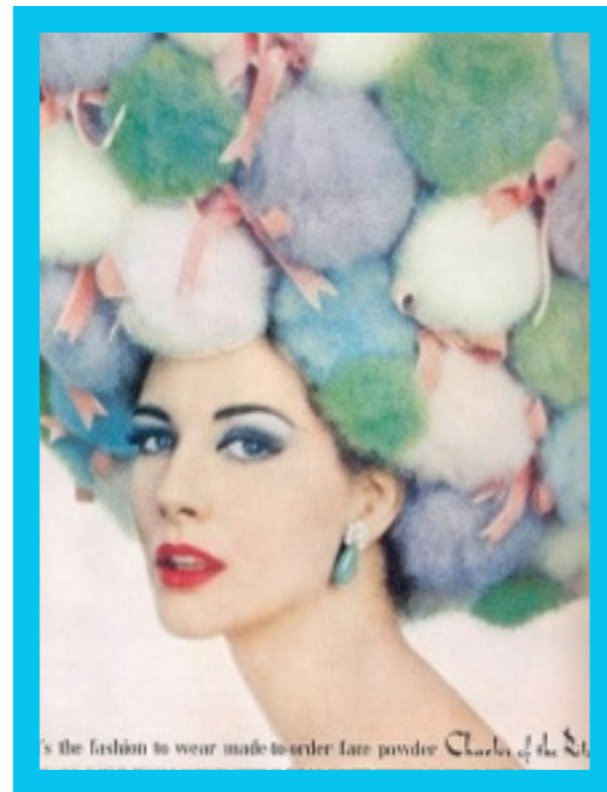
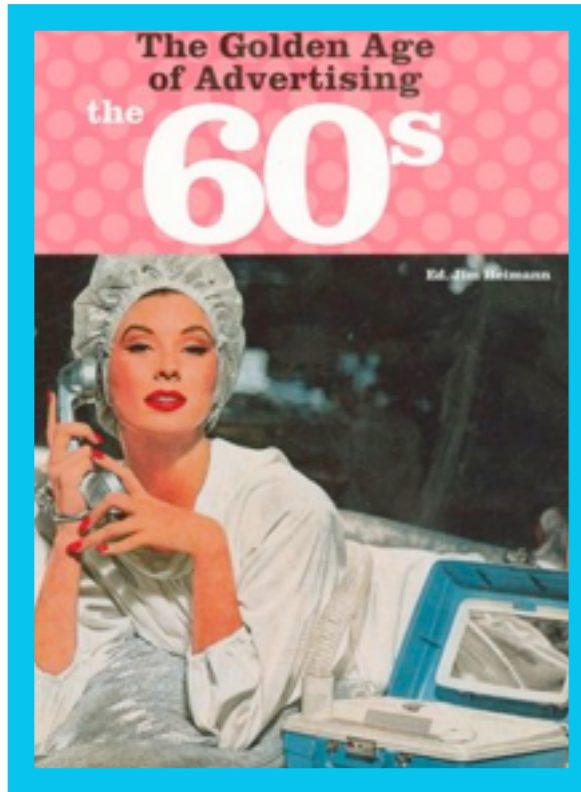


Over time, it became increasingly more **difficult to compete** based on manufacturing alone.

CEOs needed a **new approach** to growing revenue.



MARKETING



LIFESTYLE-80'S

(They tell you how product fits in your life.)




PERSONALIZATION: 90'S

(You tell them how product fits in your life)

Levi's Original Spin create your own™

Original Spin® HOME >>
Find a Levi's® store near you >>

create your own™ from scratch >> modify an authentic levi's® style



CLASSIC LOW CUT RELAXED KHAKI

WITH OR WITHOUT BACK POCKETS? IT'S YOUR CHOICE!

color MOUSEOVER SWITCHES FOR MODEL AVAILABILITY

leg size fly

tapered straight boot cut flare wide


W: 23"-45" 1" increments
L: 24"-42" 1/2" increments

zipper button

NIKEiD. MEN WOMEN FAVORITES STUDIOS

HOME > VIEW ALL PRODUCTS > BUILD START OVER

ZOOM KOBE 2 iD \$145.00



VIEW OPTIONS

1. DESIGN DONE
2. PERSONALIZE DONE
3. FINALIZE DONE
4. REVIEW

Review Your Options

The Details

Base Color: Midnight Navy
Accent Color: Midnight Navy
Swoosh Color: White
Lace Color: Court Purple
Midsole Color: White
Midsole Top Stripe Color: Court Purple
Outsole Color: Court Purple

EMAIL PRINT ADD TO CART RESERVE ITEM



WHOPPER®

CUSTOMIZE SANDWICH

+ ADD TO YOUR MEAL



A ¼ pound* of flame-fresh beef, ripe tomatoes, crisp lettuce, creamy mayo, ketchup, crunchy pickles and onions on a toasted sesame seed bun. It's America's Favorite Burger**. The Original. The WHOPPER®. *Based on pre-cooked patty weight. ** Based on preference.

1580 calories 43g sat. fat 285mg cholesterol 16g sugar 65g carbs
111g fat 3g trans fat 83g protein 2840mg sodium

Allergens: Wheat, Soy, Egg, Milk

2000's

THE BRAND

The
Economist

2004

“As global competition becomes tougher and many competitive advantages, such as technology become more short-lived, the brand’s contribution to shareholder value will increase. The brand is one of the few assets that can provide **long-term competitive advantage.**”

No Matter How
Advanced Your
Technology May Be....



Someone can duplicate it.



Unlike Products, Services, Tactics or Business Models,

YOU CAN'T REPLICATE A BRAND

in the same way.





MY BUTT IS BIG

AND ROUND LIKE THE LETTER C
AND TEN THOUSAND LUNGES
HAVE MADE IT ROUNDER
BUT NOT SMALLER
AND THAT'S JUST FINE.

IT'S A SPACE HEATER

FOR MY SIDE OF THE BED

IT'S MY AMBASSADOR

TO THOSE WHO WALK BEHIND ME

IT'S A BORDER COLLIE

THAT HERDS SKINNY WOMEN

AWAY FROM THE BEST DEALS

AT CLOTHING SALES.

MY BUTT IS BIG

AND THAT'S JUST FINE

AND THOSE WHO MIGHT SCORN IT
ARE INVITED TO KISS IT.

JUST DO IT.

NIKEWOMEN.COM 



Brand becomes **more than**
just a 'Tool of Marketing.'



Brand became a **leadership tool** that could help unify and inspire the entire organization from the inside out.





lululemon




Crayola®

Google™

MAC

Zappos
.com 



So what does this have
to do with **Culture**?



An emerging source of brand power today comes from brands **defining and fulfilling their role** within culture.



**BRAND AS CONTRIBUTORS
TO CULTURE**





WHAT IS CULTURE?



MANY PERSPECTIVES ON CULTURE

A Range of Definitions...

“The **symbolic**, ideational, and **intangible** aspects of human societies”

“An **integrated pattern** of human knowledge, belief, and behavior.”

“Culture is the characteristics of a **particular group of people**, defined by everything from language, religion, cuisine, social habits, music and arts.”

“**Excellence of taste** in the fine arts and humanities”

“Most broadly, 'culture' includes **all human phenomena** which are not purely results of human genetics”

“The outlook, attitudes, **values, morals, goals, and customs** shared by a society.”

“Culture is defined as the shared patterns of behaviors and interactions, **cognitive constructs, and affective understanding that are learned through a process of socialization.**”

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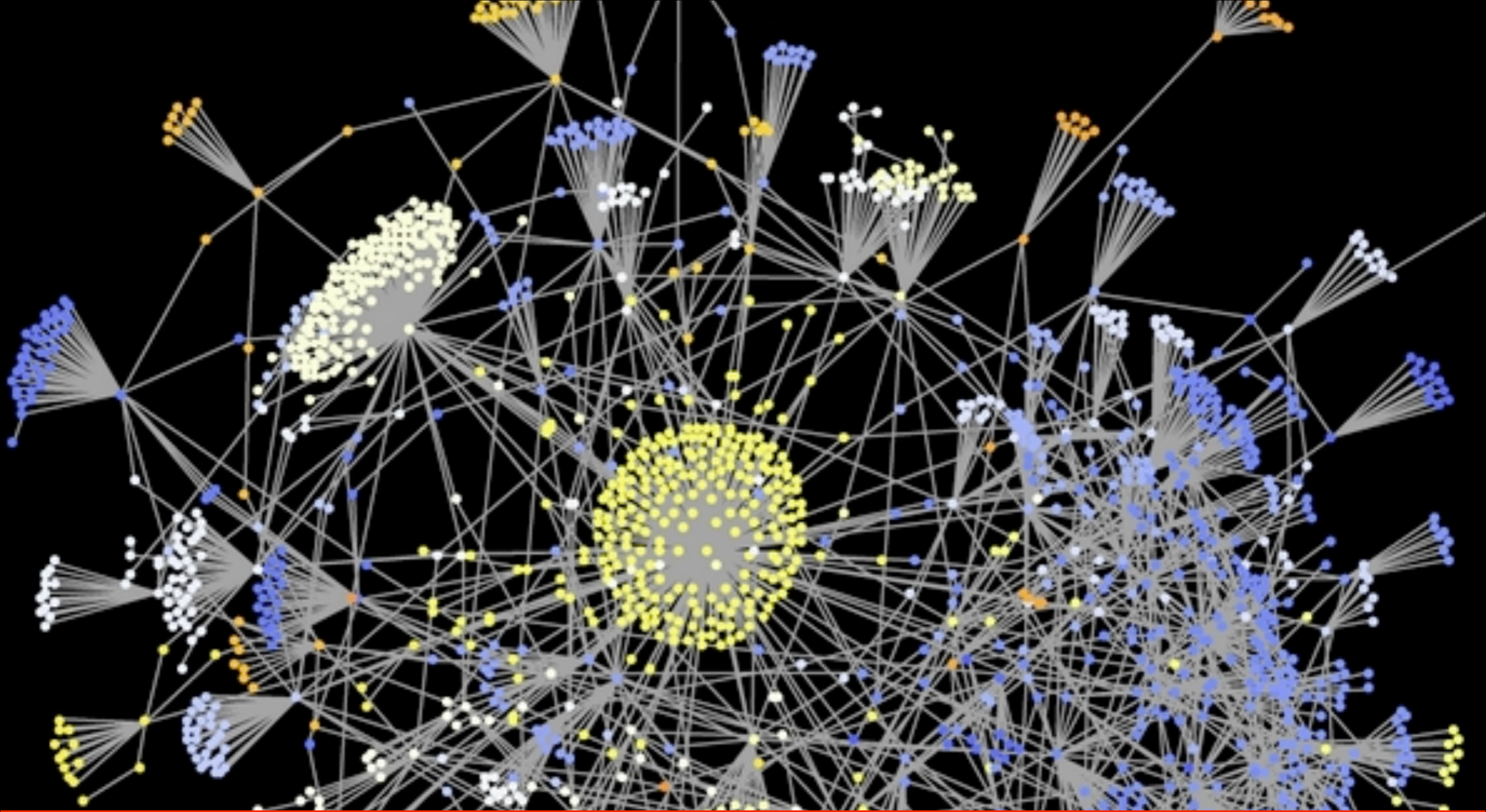
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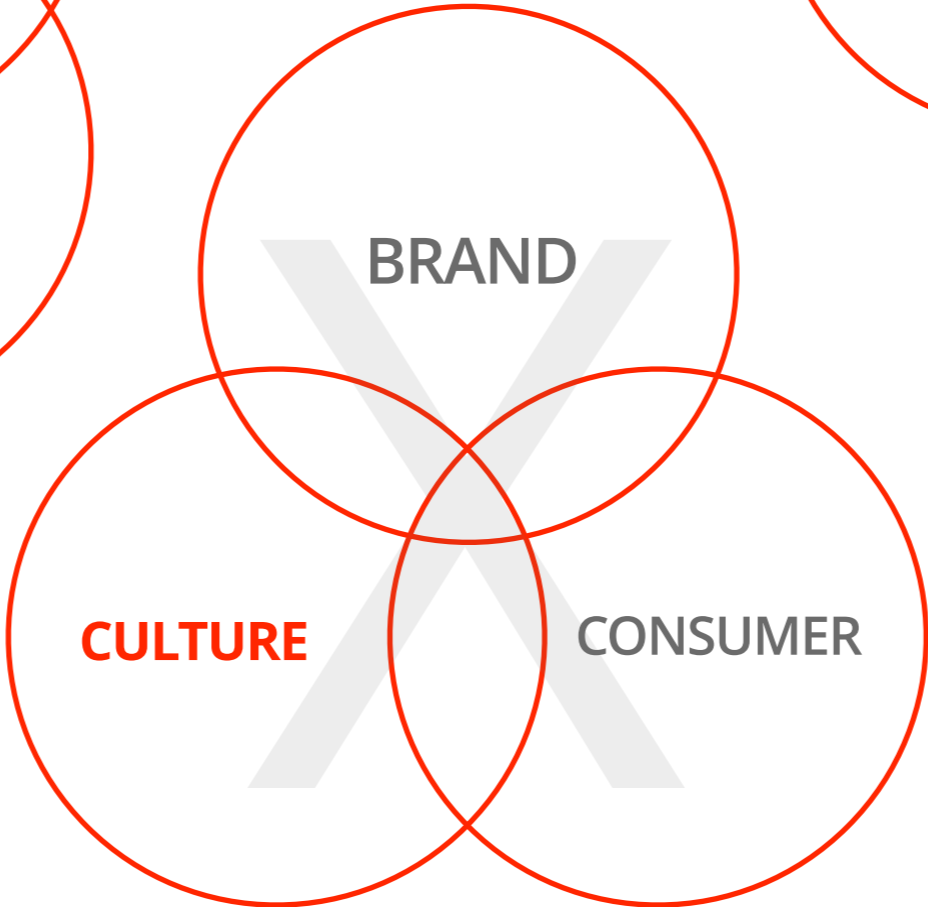
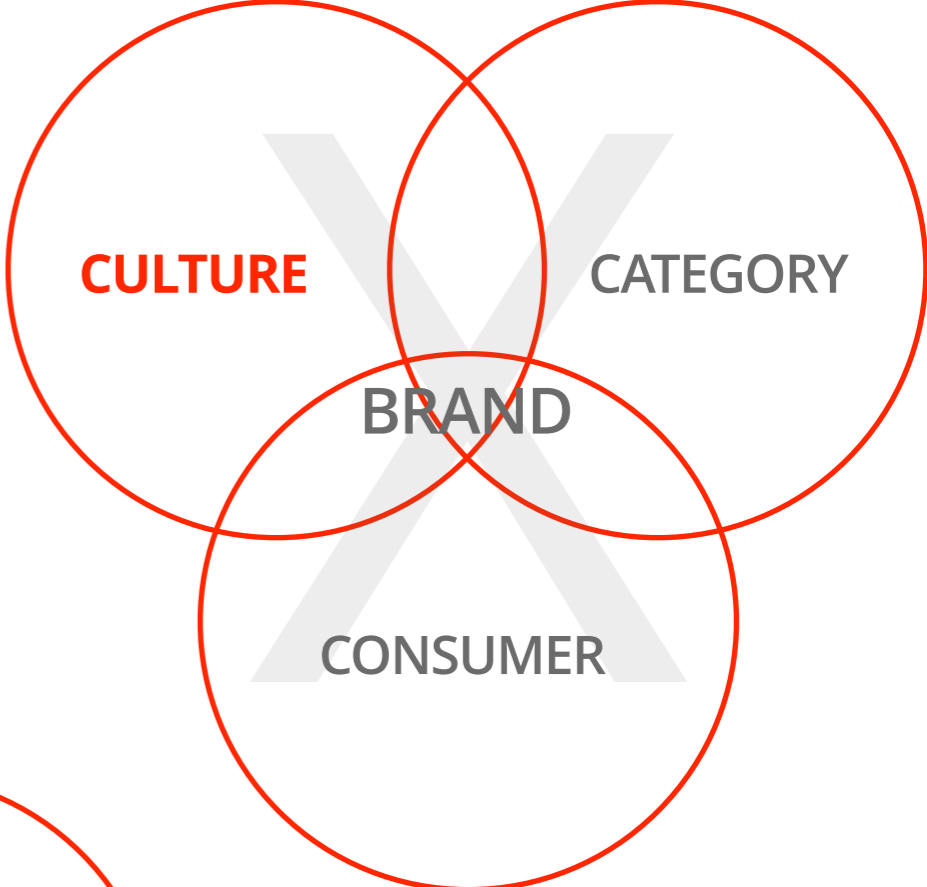
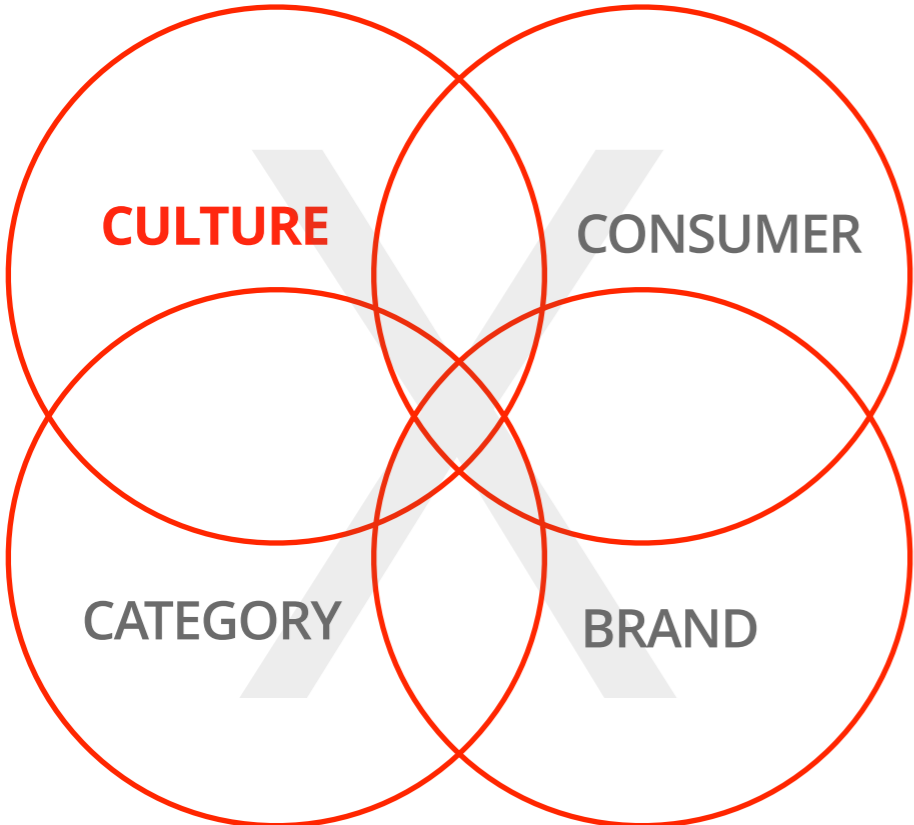
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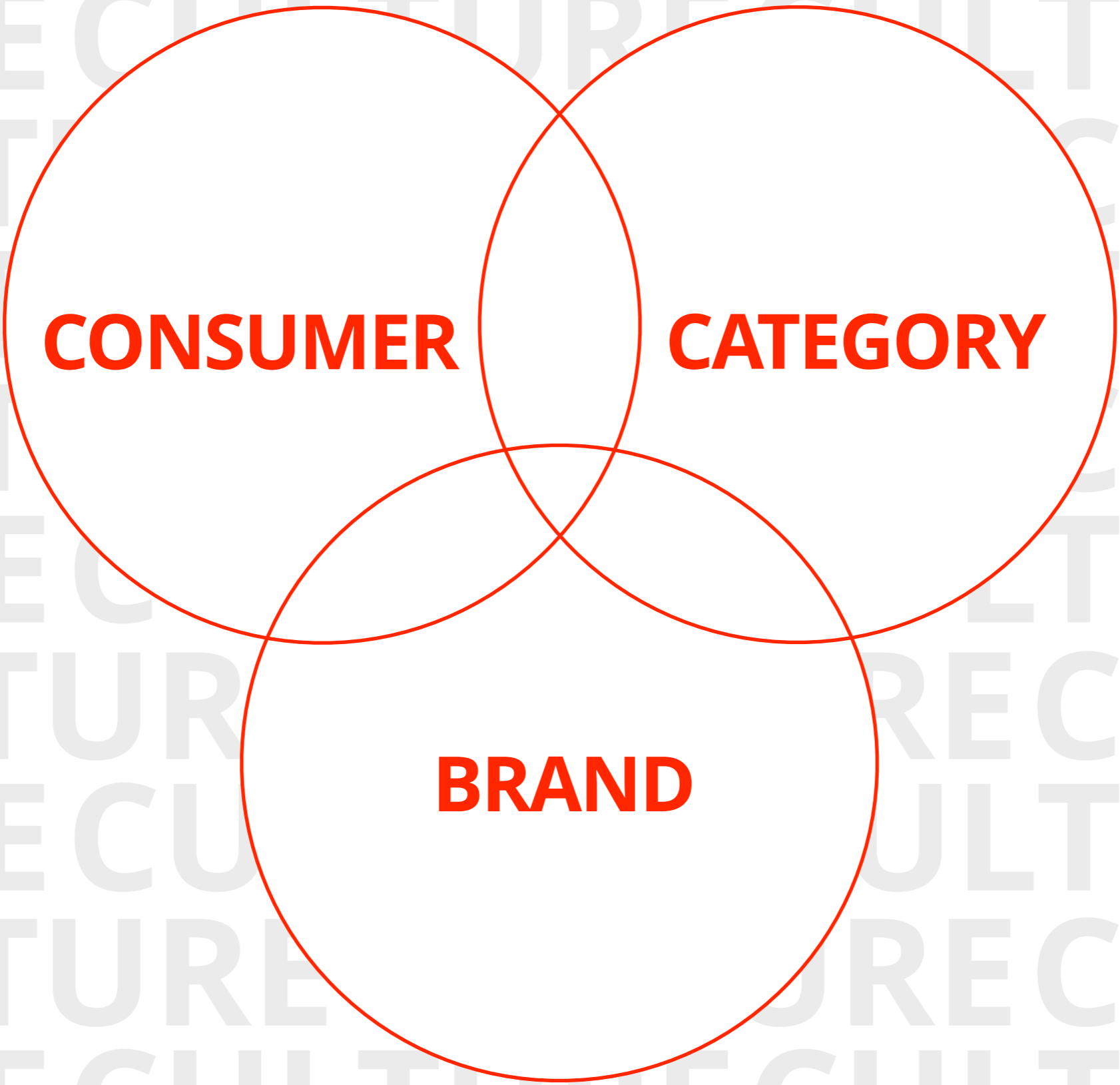


IT'S VAST AND COMPLICATED



Sometimes Culture is Misrepresented







CONSUMER

CATEGORY

BRAND



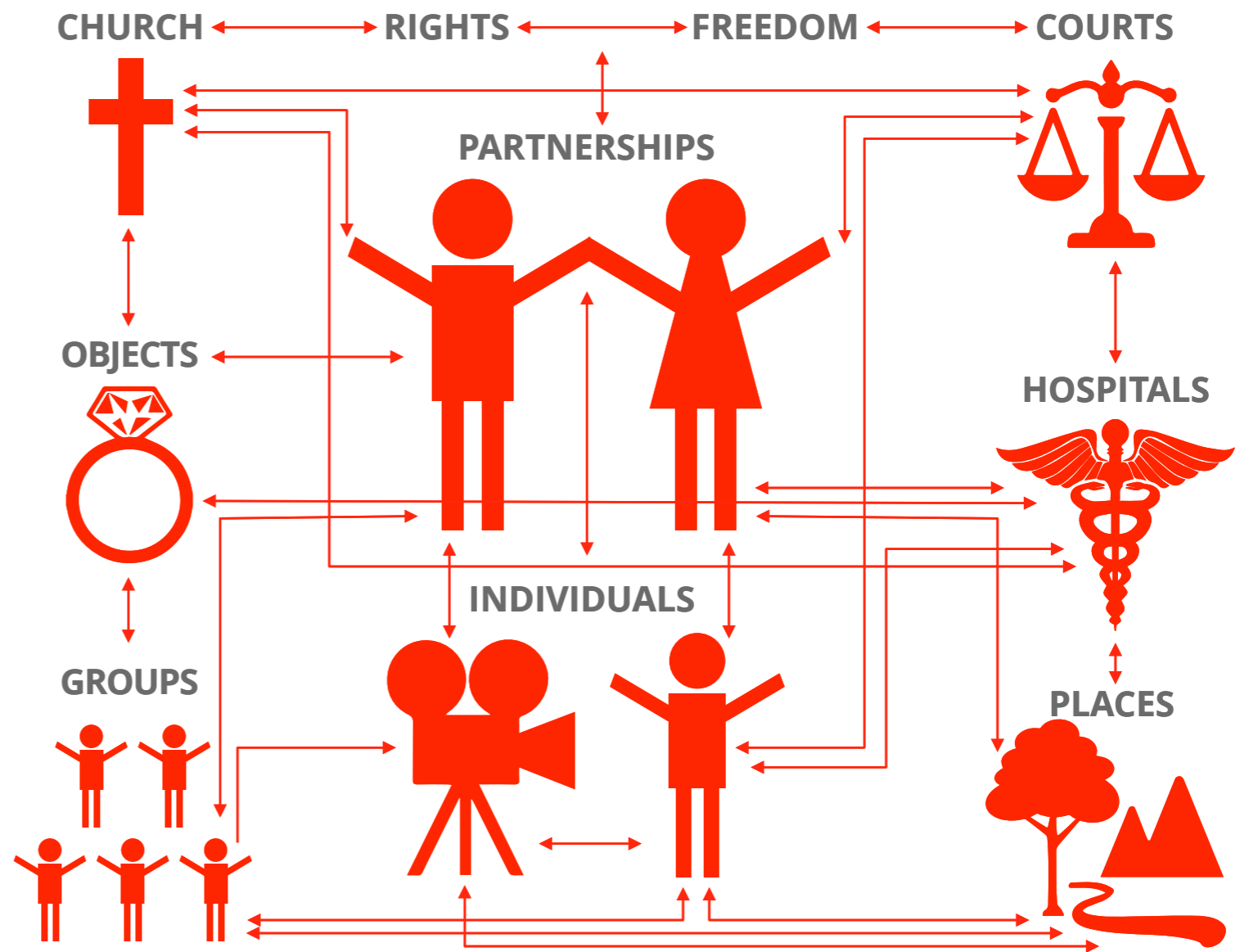
The truth is, **we will never know or understand culture completely.** We will never be able to see all the stories that are occurring in culture. There is too much of it to grasp.



But for a Brand to see Culture as stories or relationships, gets to the heart of what culture is:

Culture is an ongoing process and set of relationships between people and everything around them.

By everything we mean....




IDEAS, INSTITUTIONS, OBJECTS, OTHER PEOPLE, GROUPS OF PEOPLE



So why does it matter that we see culture as a set of relationships?

Because it is through those relationships that value systems are created.

If we can better understand people's values and value systems, we can better understand people's decisions.






BRAND AS

CONTRIBUTORS TO CULTURE

Which Brands Are **Defining and Fulfilling** a Role in Culture?
And how are they going about it?





THE GIRL IN THIS PHOTO
HAS **NOT** BEEN RETOUCHEd.

THE REAL YOU IS SEXY.

#aerieREAL

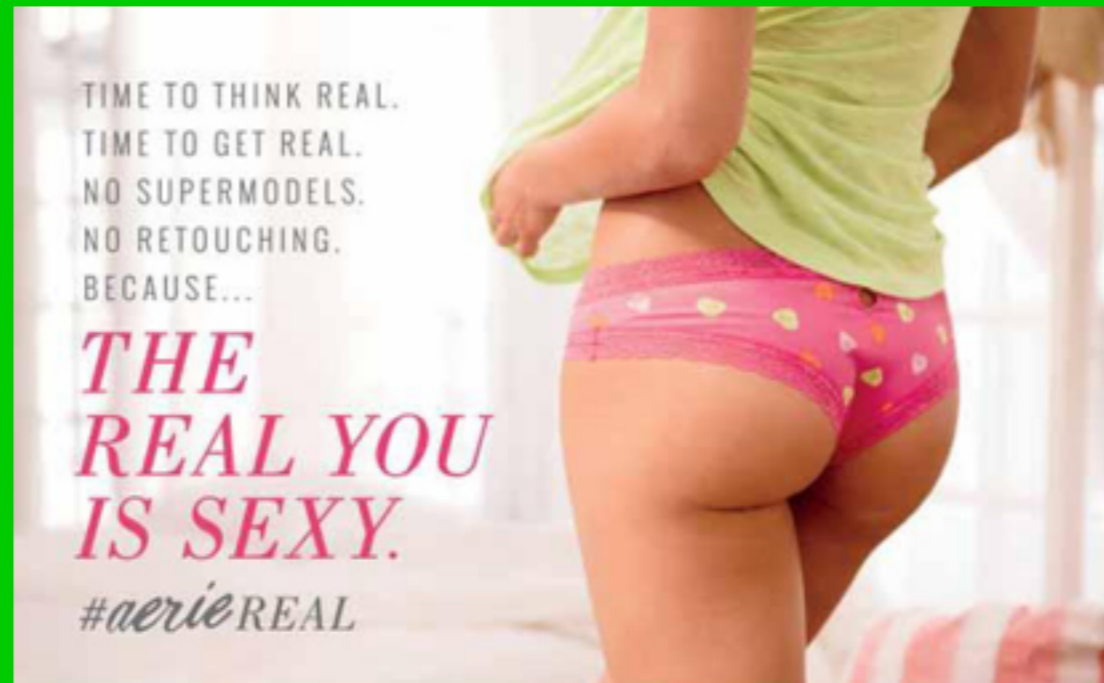
aerie
AERIE.COM



#aerieREAL



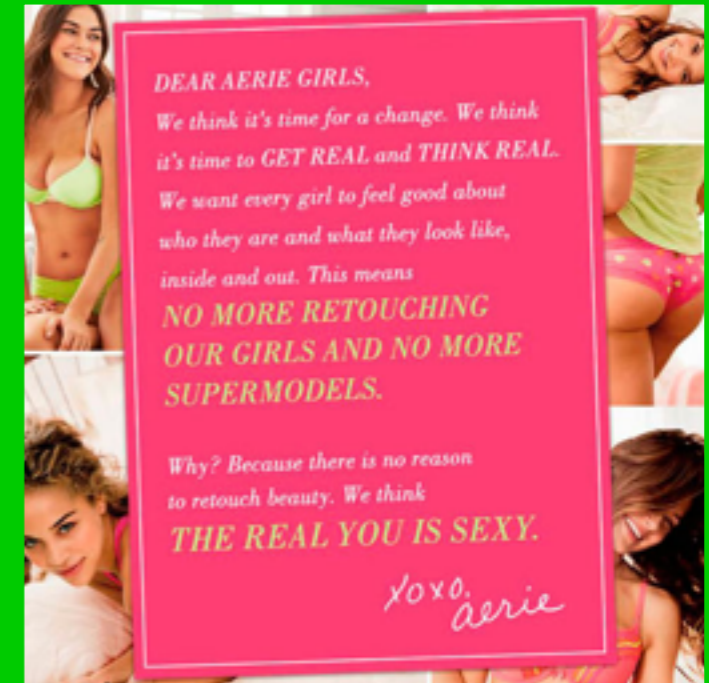
#aerieREAL



TIME TO THINK REAL.
TIME TO GET REAL.
NO SUPERMODELS.
NO RETOUCHING.
BECAUSE...

**THE
REAL YOU
IS SEXY.**

#aerieREAL



DEAR AERIE GIRLS,
We think it's time for a change. We think
it's time to **GET REAL** and **THINK REAL**.
We want every girl to feel good about
who they are and what they look like,
inside and out. This means
**NO MORE RETOUCHING
OUR GIRLS AND NO MORE
SUPERMODELS.**

Why? Because there is no reason
to retouch beauty. We think
THE REAL YOU IS SEXY.

xoxo
aerie

THE SCARECROW
CHIPOTLE
 MEXICAN GRILL

THE GAME THE FILM THE FACTS

Join Chipotle and the Scarecrow on a journey to bring real food back to the people. Play the game, watch the animated short film, and find out how to take action.

WATCH • CHARACTERS • MUSIC **FARMED AND DANGEROUS** BEHIND-THE-SCENES • TRIVIA •

CHIPOTLE

Farmed and Dangerous Official Trailer

TRAILER
 Industrial agriculture giant Animoil thinks it has the solution to feeding the world—and its own interests. But when activist Chip Randolph sets out to expose what happens before the meat gets butchered and the products hit the shelves, things get messy, literally. Watch the trailer for "Farmed and Dangerous."



Chipotle's farm satire upsets agriculture industry

Christopher Doering, Gannett Washington Bureau 12:06 a.m. EST March 3, 2014

Chipotle Mexican Grill has angered some farm groups by producing a satirical television series that criticizes industrial farming practices. Farmers say its portrayal of farming is misleading.

Terry James Tyler @terryjamestyler · Mar 1

I've never been to **Chipotle** but, I might actually check them out after watching **The Scarecrow**: youtu.be/IUtnas5ScSE via @youtube

View media Reply Retweet Favorite More



CVSquitsforgood

This is the right thing to do.

“Ending the sale of cigarettes and tobacco products at CVS/pharmacy is **simply the right thing to do** for the good of our customers and our company. **The sale of tobacco products is inconsistent with our purpose – helping people on their path to better health.**”



Larry Husten
Contributor

FOLLOW

I'm a medical journalist covering cardiology news. [full bio](#) →



PHARMA & HEALTHCARE 1/30/2014 @ 12:05AM | 3,121 views

Johnson & Johnson Will Share Clinical Trial Data

+ Comment Now + Follow Comments

(Updated)

In a major victory for advocates Johnson today [announced](#) that it will share clinical trial data with outside researchers. The company's [\(YODA\) Project](#) will serve as an open access platform for investigators and physicians seeking to

The company said that this program has collaborated with a complete review and make decisions regarding data." Last year Glaxo SmithKline announced it would share clinical trial data, but its commitment is still unclear and they have not arranged for an independent third party to review the data. In an arrangement with YODA J&J announced a substantial commitment to share clinical trial data and device companies will now face more pressure to share their data as well.

"This is a remarkable action by the pharmaceutical industry in the movement of the clinical research community to open up data sharing," said Harlan Krumholz, MD, MSc, of the Yale School of Medicine. "By establishing this fair and independent platform, Johnson has taken a leadership

Heallo > Optometry > Business of Optometry > News

J&J to share clinical trial data with help from Yale

March 4, 2014

Facebook Tweet LinkedIn Share

[Johnson & Johnson](#) announced in a press release that its subsidiary, Janssen Research and Development LLC, has entered into a novel agreement with the Yale School of Medicine.

Drug Data

7:08 AM MON FEBRUARY 17, 2014

Johnson and Johnson to Share Massive Amounts of Clinical Trial Data

Share Tweet +1 E-mail 0 Comments Print

By PATRICK SKAHILL

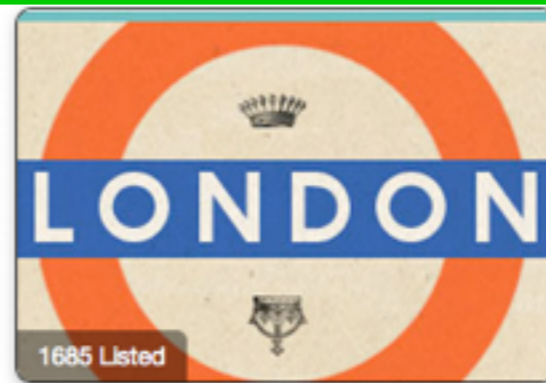
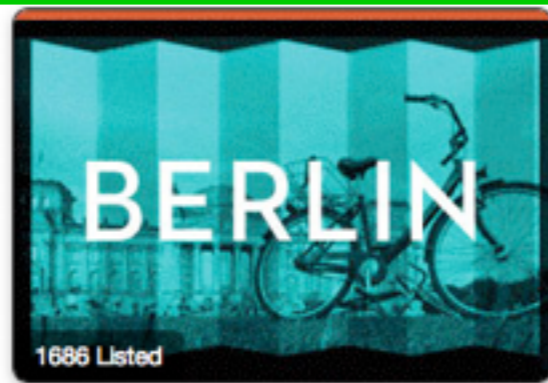
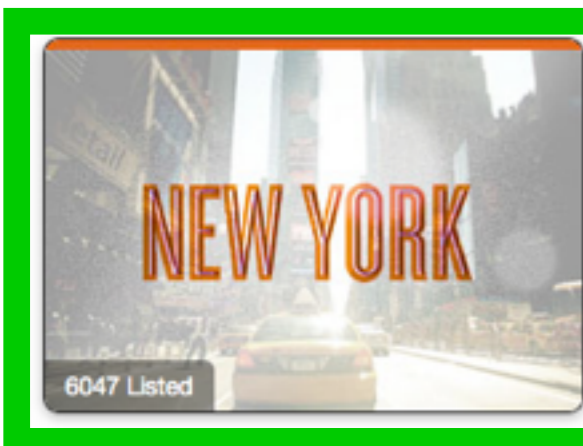
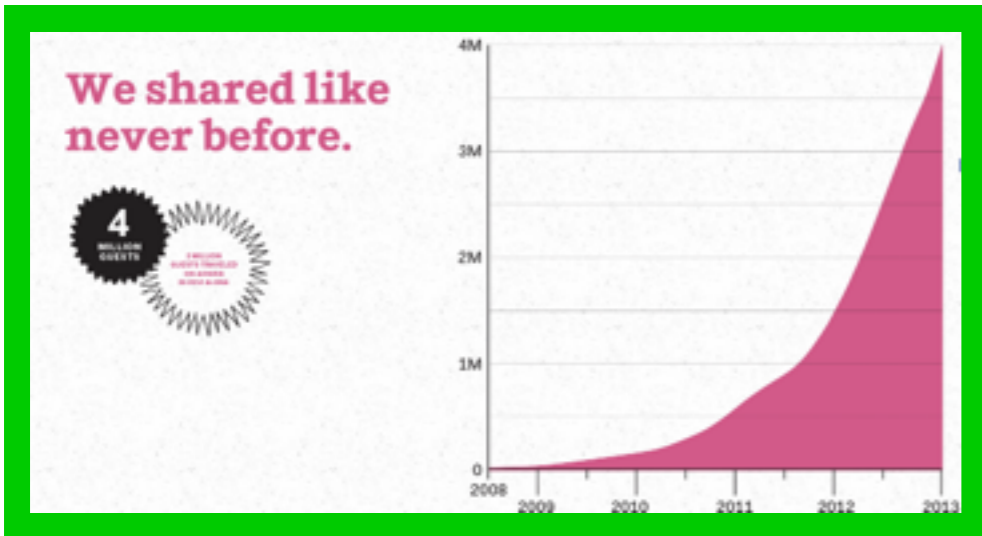
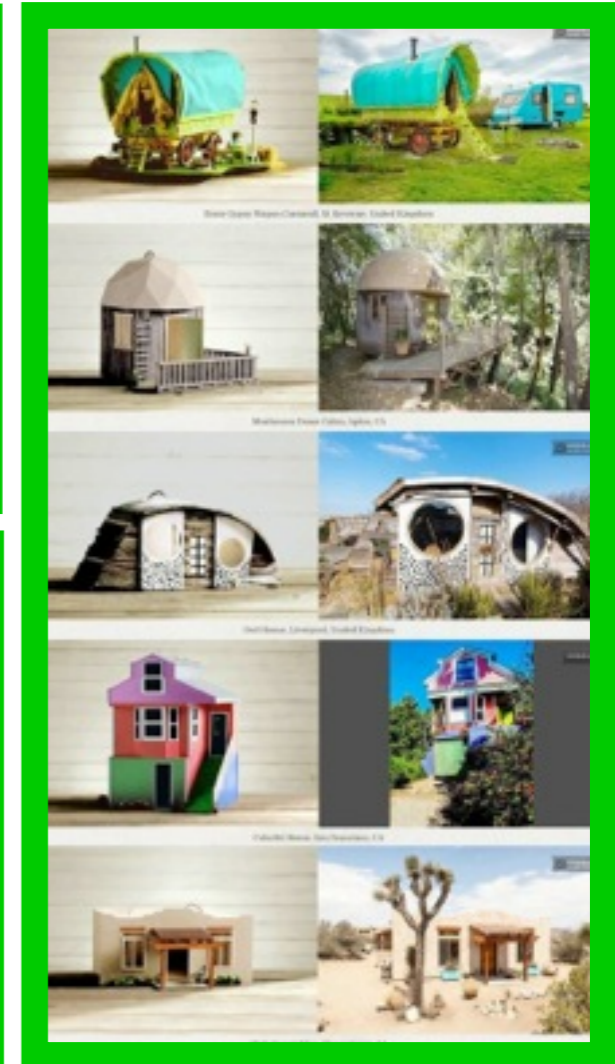
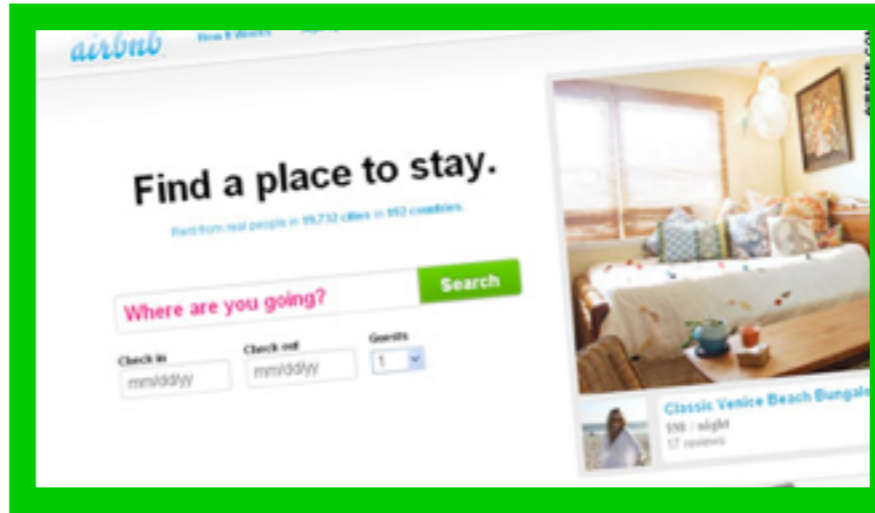


Matthew Herper
Forbes Staff

PHARMA & HEALTHCARE 1/30/2014 @ 7:08AM | 24,453 views

In Stunning Win For Open Science, Johnson & Johnson Decides To Release Its Clinical Trial Data To Researchers

5 comments, 1 called-out + Comment Now + Follow Comments







STARBUCKS ETHICAL COFFEE SOURCING AND FARMER SUPPORT

We're committed

to buying and serving high quality, responsibly grown, ethically traded coffee to help create a better future for farmers and a more stable climate for our planet.

We know our long-term success is linked to the success of the hundreds of thousands of farmers who grow our coffee. That's why we work on-the-ground with farmers to help improve coffee quality, ensure environmental best practices and invest in loan programs for coffee-growing communities.

It's not just the right thing to do, it's the right thing to do for our business. By helping to sustain coffee farmers and strengthen their communities, we ensure an abundant supply of high-quality coffee for the future.

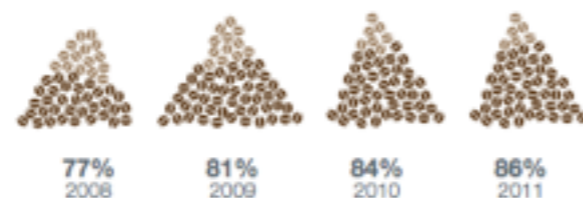
Our Goal

By 2015, all of our coffee will be third-party verified or certified, either through Coffee and Farmer Equity (C.A.F.E.) Practices, Fairtrade, or another externally audited system.

Our approach to sourcing responsibly grown and ethically traded coffee is grounded in C.A.F.E. Practices, a comprehensive set of social, economic, environmental, and quality guidelines developed by Starbucks in collaboration with Conservation International.

In 2011 we bought 86% of our total coffee this way—367 million pounds worth.

Percentage of C.A.F.E. Practices verified coffee purchased annually



respecting
PEOPLE
and
PLACES

PEOPLE

Social

Purpose

Ensure fair and non-discriminatory hiring and employment policies. Protect employees from workplace hazards. Conform to national laws as well as to international conventions related to occupational health, safety and living conditions. Strive to improve the quality of life for coffee farmers and workers.

Criteria Verified



Results

Participating farms provided more than 2.9 million workers with full-time, part-time, or temporary employment from 2008-2010.

- More than 425,000 workers employed on participating farms earned higher than the minimum wage over each of the analysis years.
- At least 89% of full-time workers employed by mills received paid sick leave over each of the analysis years.
- 100% of small farms that had school age children living on the farm ensured that these children attended school over each of the analysis years.

PLANET

Environmental

Purpose

Ensure that all coffee is grown and processed in a manner that minimizes environmental impacts. Many of the coffee-growing regions overlap with areas rich in biodiversity—called Key Biodiversity Areas. By encouraging sustainable farming, Starbucks helps to alleviate pressures on these valuable habitats.

Criteria Verified



Results

Coffee farms are making valuable contributions to habitat conservation in these globally important areas for biodiversity.

- At least 99% of participating farms had not converted any natural forest habitat to coffee production areas since 2004.
- 99% of large farms used organic matter or cover crops to improve or maintain soil fertility.
- Participating farms designated over 102,000 hectares (or over 250,000 acres) as conservation areas in each of the analysis years.
- At least 90% of stand-alone mills processed waste in a way as to not contaminate the local environment over each of the analysis years.

PRODUCT

Economic

Purpose

Ensure that all coffee sold to Starbucks meets our high quality standards. We strive to create a program that is financially accessible for small farmers and rewards all suppliers for ongoing improvement of social and environmental practices.

Pre-Requisite



Results

Small farms of less than 12 hectares make up at least 98% of the farms participating in C.A.F.E. Practices in each year from 2008 to 2010.

- At least 94% of Producer Support Organizations, which support networks of small farms, had tracking systems from point of purchase to point of export in each of the analysis years.
- At least 87% of Producer Support Organizations ensured small farms received a receipt for their coffee harvest over each of the analysis years.
- One time incentives are offered to suppliers who achieve the highest performance level and to those that demonstrate significant improvement over time with the aim of encouraging continuous improvement in the program.



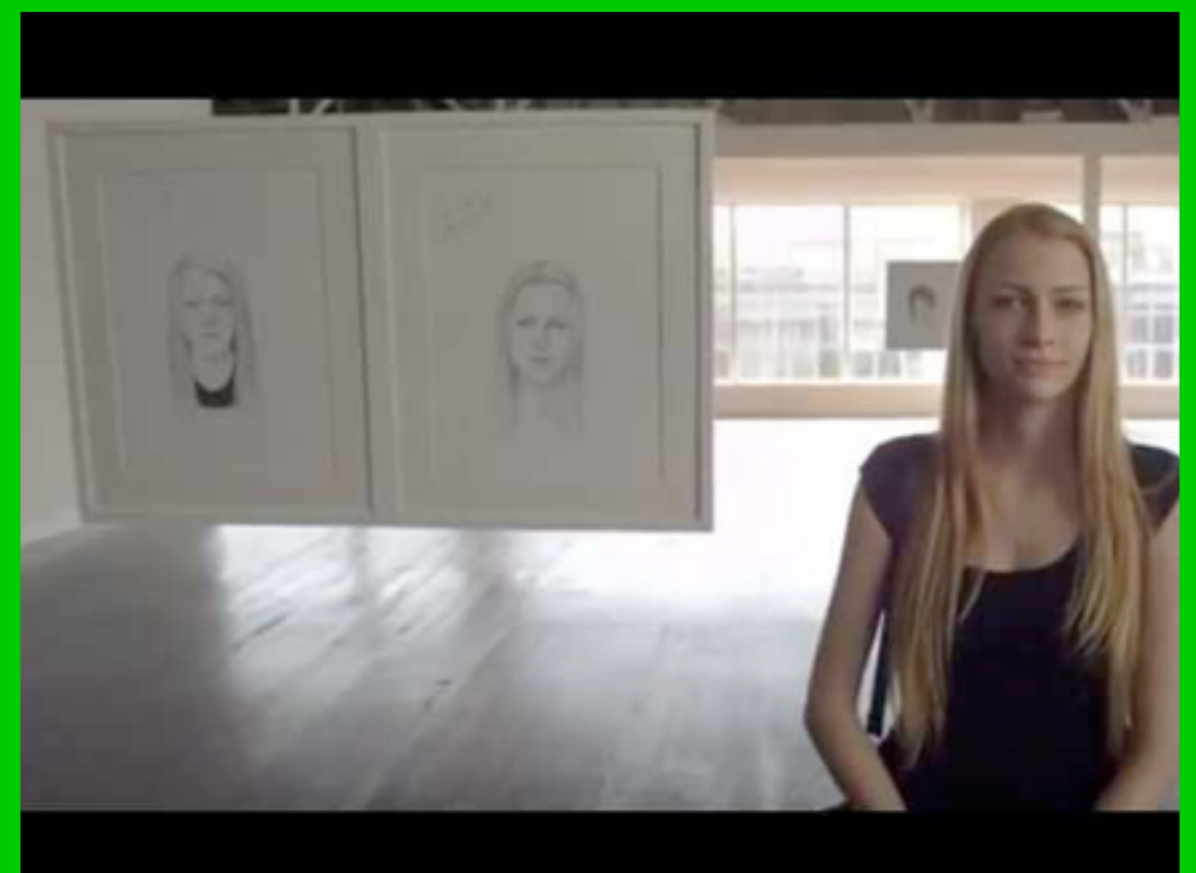
#beautyis smiling at people you see and meaning it

#beautyis being confident and comfortable in your own skin

#beautyis doing you no matter what other people think

#beautyis the sparkle in your eyes and the wrinkles in your face when you smile

#beautyis knowing that you are more than a number on a scale, a size on a label and the opinions of others




BECOME A DOVE INSIDER Register Log In

PRODUCTS TIPS, TOPICS & TOOLS OUR MISSION OFFERS SEARCH

Dove > Our Mission > Girls Self Esteem > Get Involved

SELF ESTEEM TOOLKIT & RESOURCES

Recommend Tweet Share

Dove Self-Esteem Project

Whether you're a parent, a teacher or a mentor to young girls, everyone can get involved in the Dove Self-Esteem Project. From starting a conversation with a girl in your life to leading self-esteem building workshops in classrooms or to even choosing to buy Dove products – there's plenty of ways to support this important mission.

Simply starting a conversation about body confidence with a girl today could make all the difference. How will you help?

ARTICLES FOR PARENTS RESOURCES FOR TEACHING



Unilever's 'Dove Real Beauty Sketches' is the Viral Campaign of the Year

Soap Campaign Tapped Into Perceptions of Women's Self-Image

By Malika Toure. Published on December 10, 2013.

473 Tweet f 8+

It's that time of year, folks: time to assess what worked in online video in 2013. This year, Unilever takes the crown of most-viewed video ad campaign with Dove's "Real Beauty Sketches."



With nearly 135 million views, Unilever got a massive audience for the series which bested some very strong competitors this year, including Google's "Chrome: For ..." campaign, Turkish Airlines' shenanigans with Lionel Messi and Kobe Bryant, and Volvo Trucks' crazy splits stunt with Jean-Claude Van Damme.

"Real Beauty Sketches" debuted on April 14— eight years after Ogilvy Toronto's hit "Evolution" campaign. This spot not only impressed, but also tugged at heartstrings. In it, an FBI sketch artist asked individual women participating in a study to either describe themselves or a stranger seated next to them earlier in the day.



NATIONAL RED BULL FLUGTAG.

WANT TO BE PART OF THE BIGGEST SPLASH IN AVIATION HISTORY?

A photograph of a person riding a bicycle on a swan-shaped hot air balloon. The balloon is white and has a large red beak. The person is wearing a black shirt and shorts. The balloon is being launched from a boat with a Red Bull logo on the side. A crowd of people is visible in the background.

APPLY NOW

APPLICATIONS DUE JUNE 1st

MIAMI • WASHINGTON DC • CHICAGO • DALLAS/FT WORTH • LONG BEACH
SEPTEMBER 21st

redbullflugtagusa.com #flugtag



HERE'S TO MAKING MLB OPENING DAY A HOLIDAY

THE PITCH:

We think America's national pastime deserves a national holiday. That's why we're petitioning the White House to make it one. So help us reach our goal of **100,000** signatures in **30** days.

SIGN THE PETITION

We'll take you to the official White House petition. To help make Opening Day a holiday, simply create an account and sign the petition.

TOTAL SIGNATURES:

0 5 6, 2 2 4

0 100K GOAL
22 DAYS REMAINING



OFFICIAL BEER
MIAMI

THEY NEED 100,000 SIGNATURES BY MARCH 26TH 2014
LANGUAGE ON THE PETITION:


“MLB Opening Day is more than just the beginning of the season. It’s a symbol of rebirth. The coming of spring. The return of America's national pastime. It’s a state of mind where anything is possible. You can feel the electricity in the air. ... It’s an American tradition, and it deserves to be recognized as an American holiday...”

See full paragraph on White House petition website (next page)—

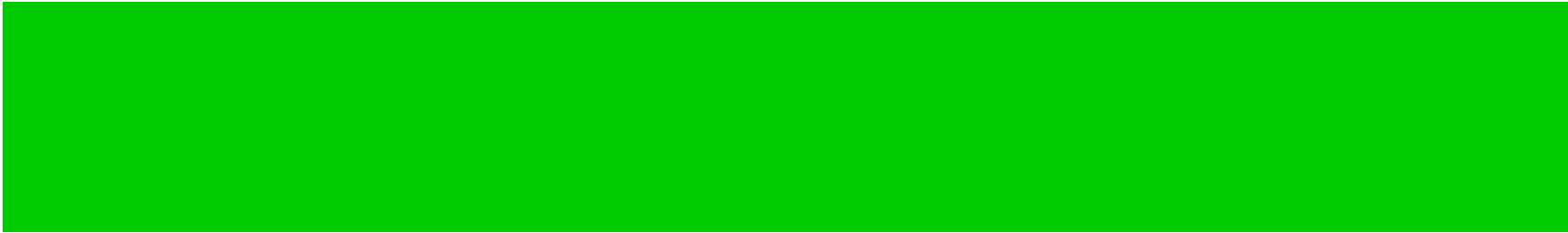


Old Spice





They are channelling cultural values to
reshape and challenge their own
brand, **their own** category and **their**
own business practices.



Virgin

THE **OUTDOOR RECREATION** MARKET IS A

 **SLEEPING GIANT.**

MORE
PEOPLE
CAMP
THAN PLAY
BASKETBALL.

MORE PEOPLE **PADDLE** 
THAN PLAY SOCCER.

MORE **TENTS** ARE SOLD
THAN VIDEO GAME CONSOLES.



MORE
PEOPLE
HIKE 
THAN RUN.

**OUTDOOR RECREATION
RETAILERS RING UP
NEARLY \$50 BILLION
IN SALES EACH YEAR.**

**THIS DOESN'T INCLUDE THE
ADDITIONAL \$243 BILLION IN
TRIP RELATED EXPENSES.**

YET...

**THE OUTDOOR RECREATION
INDUSTRY IS **OUT OF TOUCH**
WITH THE LARGEST GENERATION
OF CONSUMER BUYERS THE
WORLD HAS EVER SEEN.**



GENERIC

WALMART


DICK'S SPORTING GOODS

SPORTS AUTHORITY



ELITIST

REI



Women's
Fitting Room

OLD FASHIONED

L.L.BEAN



ULTRA CONSERVATIVE

BASS PRO SHOPS

CABELAS



patagonia®



Coleman
The Outdoor Company™



Eastern Mountain Sports
EASTERN MOUNTAIN SPORTS™



REVERENCE



AGGRESSION

SERENITY



CONQUERING





FESTIVAL CAMPING



GLAMPING





TOUGH MUDDER





OUTDOOR GAMING





ADVENTURE TRAVEL





URBAN BIKING





URBAN OUTDOOR SOCIALIZING





BRING A RUG



**BRING YOUR
TEA POT**



**BRING YOUR
LAP TOP**

A woman wearing a light-colored straw hat and a blue long-sleeved top is looking out of the window of a vehicle. Her reflection is visible in the glass. The background shows a lush green landscape with trees and grass. The text "BRING YOUR MAKE UP" is overlaid on the image in white, bold, sans-serif font.

**BRING YOUR
MAKE UP**



**BRING A
HOT TUB**

A group of people are gathered around a campfire in a wooded area with autumn foliage. They are sitting in folding chairs, some facing the fire and others towards a large inflatable movie screen in the background. The screen is blue and has a white banner with the text "BRING A MOVIE" overlaid on it. A tall, silver, vertical heater stands in the center of the group. The ground is covered with fallen leaves, and there are trees with yellow and orange leaves in the background. A white tent is visible on the left side of the image.

BRING A MOVIE

OUTDOOR RECREATION

**SHOULDN'T
BE DEFINED**

**BY WHAT
WE CAN'T BRING WITH US.**



**WE CAN INTEGRATE THINGS FROM OUR
MODERN LIVES AND ENJOY THEM IN A
NEW WAY.**

NOT
TECHNOLOGY
VS
NATURE



NOT
NOVICE
VS
EXPERT



FROM:
THE **INDIVIDUAL**





TO:
COMMUNITY

TRADITIONAL SEGMENTATION

INEXPERIENCED
LIGHT

EXPERIENCED
HARDCORE



NEW SEGMENTATION

SOCIAL



SOLITUDE



A NEW  VISION  FOR
A NEW GENERATION



REVERENCE



AGGRESSION

SERENITY



CONQUERING



























**BEING SEXY WITHOUT
EVEN TRYING.**



HAVING A POSITIVE ATTITUDE.



**HAVING A LACK OF
JUDGMENT.**



BEING AT EASE.



CONNECT



SHARE



BELONG



HAVE FUN



STEP ON THE GRASS



BRING A KNIFE



PLAY WITH FIRE



JUMP OFF A CLIFF

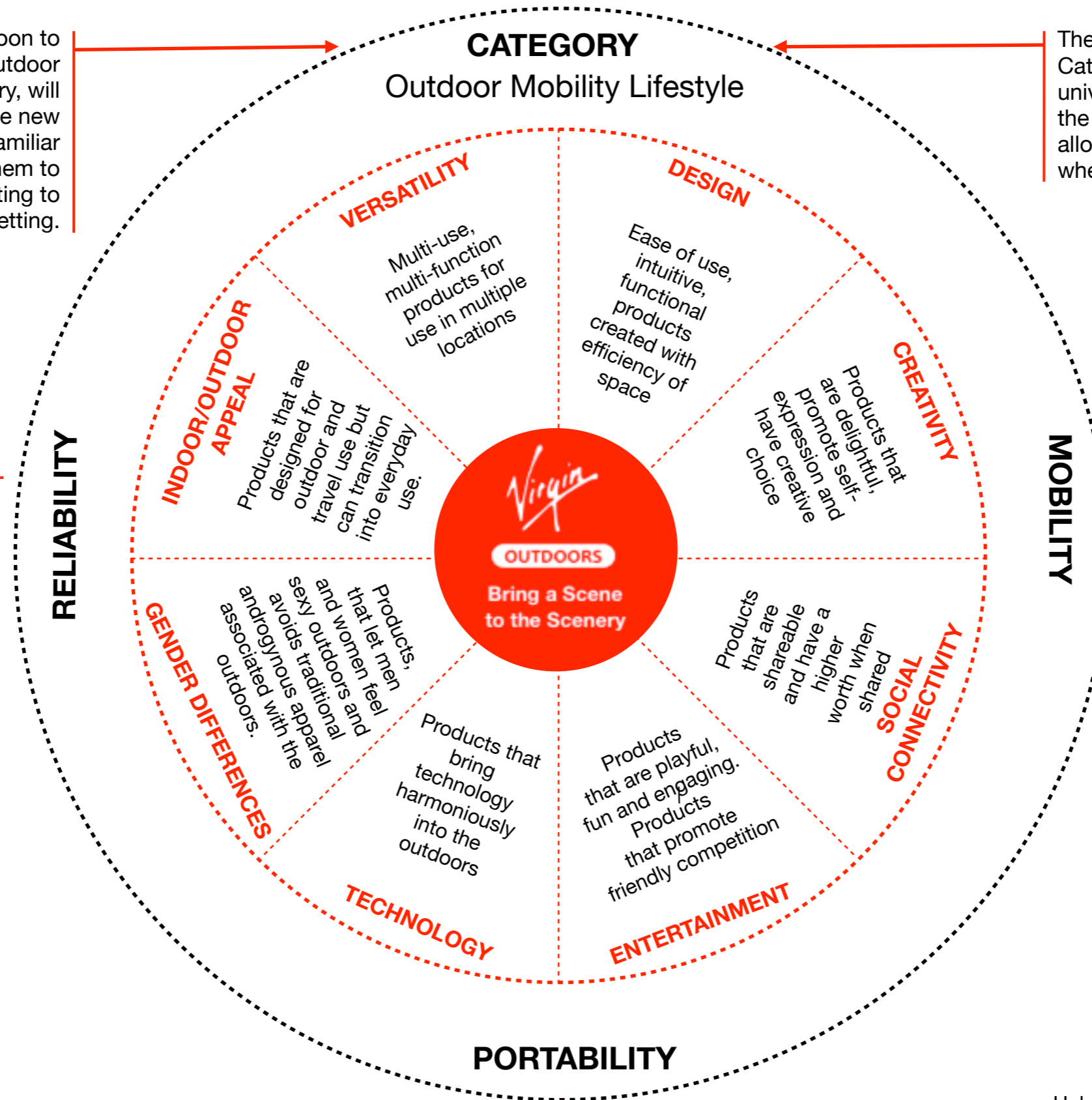
VIRGIN OUTDOORS BRAND VALUES

Virgin Outdoors, as the soon to be the leader in the Outdoor Mobility Lifestyle Category, will help consumers see new possibilities in familiar experiences by allowing them to easily move from setting to setting.

The **Outdoor Mobility Lifestyle** Category is about untethering universal human activities from the traditional home setting and allowing consumers to enjoy them where and when they wants to.

Products that stand up to the riggers of travel, outdoor exposure and repeated use and hence giving consumers confidence that those products can be relied on anywhere.

Untethering traditionally home bound activities and experiences.



The “Outdoors” In Virgin Outdoors is about about flexibility and freedom wherever you are.

Products that allow for traditionally home-bound products to be portable so the consumer can experience familiar activities in new settings.

Helping people “Bring a Scene to the Scenery” is Virgin Outdoor’s guiding Purpose.





Virgin

OUTDOORS

**COME
OUT
AND
PLAY**

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