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?
It helps if we look back on where, in part, business leaders have found competitive advantage in the past.
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)
"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.
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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IT’S VAST AND COMPLICATED
Sometimes Culture is Misrepresented
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

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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.

Yours,
aerie
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.”
Johnson & Johnson Will Share Clinical Trial Data

(Updated)

In a major victory for advocates, Johnson today announced that it is allowing outside researchers. The company (YODA Project) will serve as an intermediary for investigators and physicians seeking access to the data.

The company said that this program, which it has collaborated with a complete review and make decisions regarding the data. Last year Glaxo SmithKline said it would share clinical trial data, but the commitment is still unclear and the independent third party to review the arrangement with YODA J&J agrees, the substantial commitment to share data with industry and device companies will now not be under pressure to share their data with researchers.

“This is a remarkable action by Johnson, a movement of the clinical research community toward data sharing,” said Harlan Krumholz, a physician and medical director at the Brigham and Women’s Hospital. “By establishing this fair and independent process, Johnson has taken a leadership role.”

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

March 4, 2014

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

Johnson and Johnson to Share Massive Amounts of Clinical Trial Data

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

Forbes Staff

Matthew Herper

Forbes Staff
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<th>PLANET</th>
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<td>Purpose</td>
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<td>Ensure 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.</td>
<td>Ensure 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.</td>
<td>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.</td>
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<td>Benefits</td>
<td>Education</td>
<td>Coffee Preparation</td>
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<td>Medical Care</td>
<td>Water Use and Conservation</td>
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**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 on participating farms received paid sick leave over each of the analysis years.
- 100% of small farms that had school aged children living on the farms ensured that these children attended school over each of the analysis years.

**Results**

- Coffee farms are making valuable contributions to habitat conservation in these globally important areas for biodiversity.
- At least 89% 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 (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.

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

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

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 185 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.
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)—
They are channelling cultural values to reshape and challenge their own brand, their own category and their own business practices.
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.
ELITIST

REI
OLD FASHIONED
L.L. BEAN
ULTRA CONSERVATIVE

BASS PRO SHOPS

CABELAS
ADVENTURE TRAVEL
URBAN OUTDOOR SOCIALIZING
BRING A RUG
BRING YOUR TEA POT
BRING YOUR LAPTOP
BRING YOUR MAKE UP
BRING A HOT TUB
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
down arrow

houses

TO: community
TRADITIONAL SEGMENTATION

INEXPERIENCED LIGHT

EXPERIENCED HARDCORE
NEW SEGMENTATION

SOCIAL

SOLITUDE
A NEW VISION FOR A NEW GENERATION
BEING SEXY WITHOUT EVEN TRYING.

HAVING A LACK OF JUDGMENT.

HAVING A POSITIVE ATTITUDE.

BEING AT EASE.
CONNECT

BELONG

SHARE

HAVE FUN
STEP ON THE GRASS

BRING A KNIFE

PLAY WITH FIRE

JUMP OFF A CLIFF
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 want to.

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.

MOBILITY
- Untethering traditionally home-bound activities and experiences.

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

RELIABILITY
- 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.

DESIGN
- Multi-use, multi-function products for products for use in multiple locations
- Ease of use, intuitive, functional products created with efficiency of space

CREATIVITY
- Products that bring technology harmoniously into the outdoors
- Products that are playful, fun and engaging
- Products that promote friendly competition
- Products that are shareable and have a higher when shared

SOCIAL CONNECTIVITY
- Products that avoid traditional androgynous apparel associated with the outdoors. Products that bring technology harmoniously into the outdoors
- Products that are shareable and have a higher when shared

VERSATILITY
- Products that are designed for outdoor and travel use but can transition into everyday use
- Products that bring technology harmoniously into the outdoors

TECHNOLOGY
- Ease of use, intuitive, functional products created with efficiency of space
- Products that are shareable and have a higher when shared

INDOOR/OUTDOOR APPEAL
- Products that are designed for outdoor and travel use but can transition into everyday use
- Products that avoid traditional androgynous apparel associated with the outdoors
- Products that promote friendly competition
- Products that are shareable and have a higher when shared

GENDER DIFFERENCES
- Products that bring technology harmoniously into the outdoors
- Products that are shareable and have a higher when shared
- Products that are playful, fun and engaging
- Products that promote friendly competition

MOBILITY
- Untethering traditionally home-bound activities and experiences.

VS:
- 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.

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

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

The “Outdoors” In Virgin Outdoors is about about flexibility and freedom wherever you are.
COME OUT AND PLAY
Mickey Barold: mickey@c-s-space.com

Tasha Space: tasha@c-s-space.com