

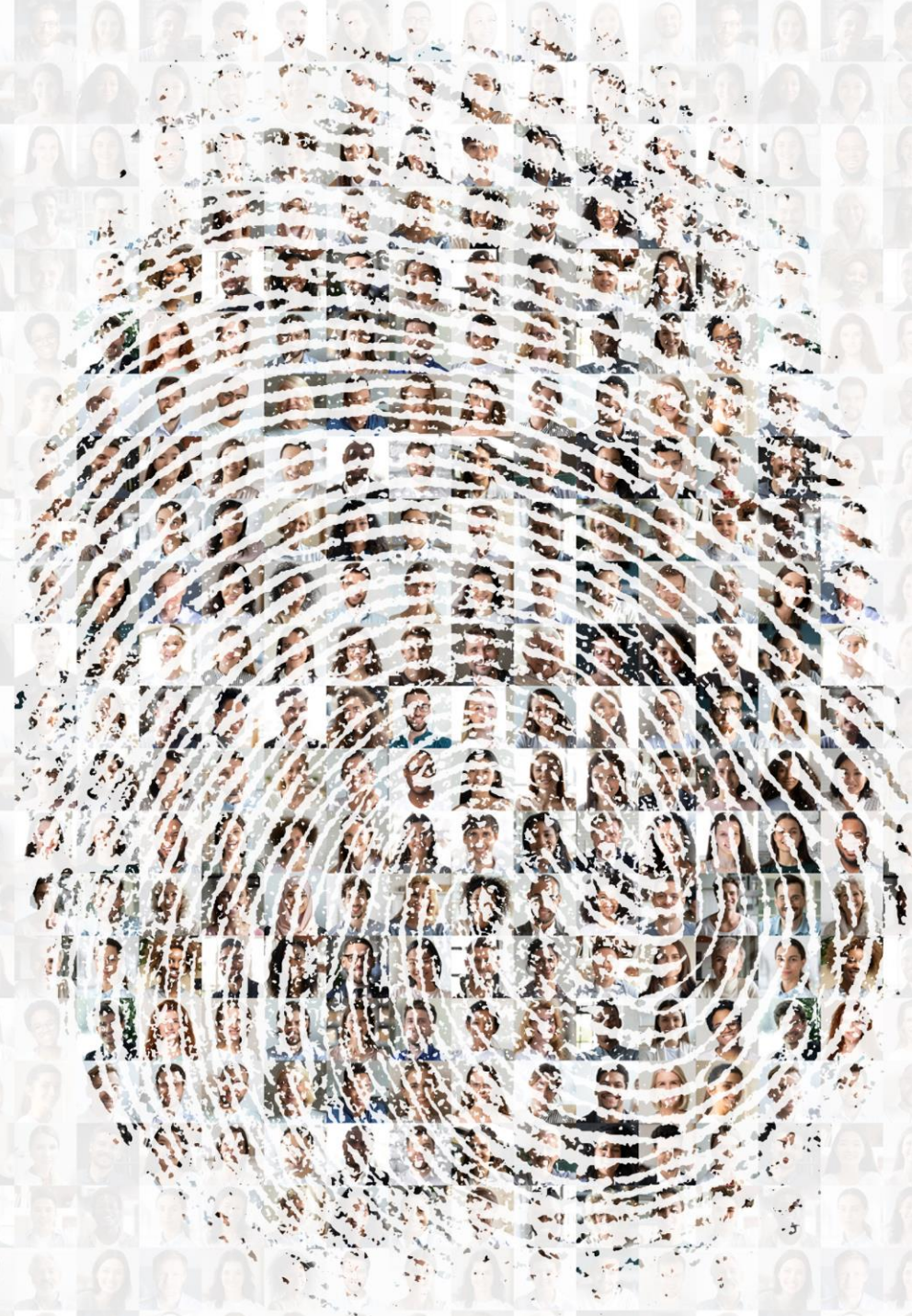
*The Quirk's Event New York City 2022*

**Authentically Engage  
Multicultural America Now**

David Evans, Chief Product Officer

Jack Mackinnon, Director of Product & Content

July 20, 2022



Our Mission

TO UNLEASH THE  
**POWER**  
OF **CULTURE** TO  
TO DRIVE BRAND  
**GROWTH**





# The Collage Group Network: 250+ Brands



# Our Cultural Lenses

**ETHNICITY  
& RACE**  
Hispanic, Black,  
Asian, NH White

**SEXUAL  
IDENTITY**  
LGBTQ+, non-LGBTQ+

**PARENTS  
& KIDS**  
Launching Q2

**GENERATION**  
Gen Z, Millennials,  
Gen X, Boomers

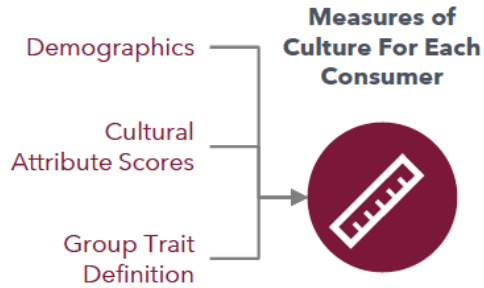
**GENDER**  
Women, Men,  
Non-Binary

# Subscriber Platform Helps Decipher a Culturally Complex America


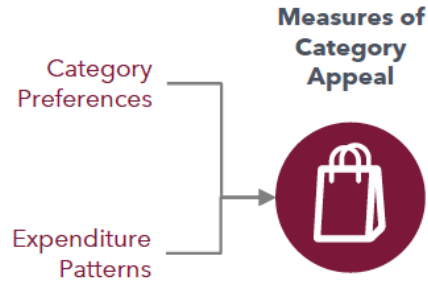
The Collage **Cultural Intelligence Platform** helps users...

Overall Analytical Framework


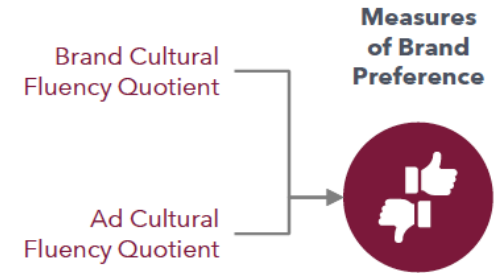
**1** ...identify the core insights defining diverse consumers

**2** ...understand her category-specific attitudes & behaviors

**3** ...activate her with culturally-fluent brand equities





Foundational Elements of Collage Group solutions

 Platform and Platform Management

 Content and Thought Leadership

 Benchmarking and Analytical Framework

 Insights Analytics & Tools

 Data



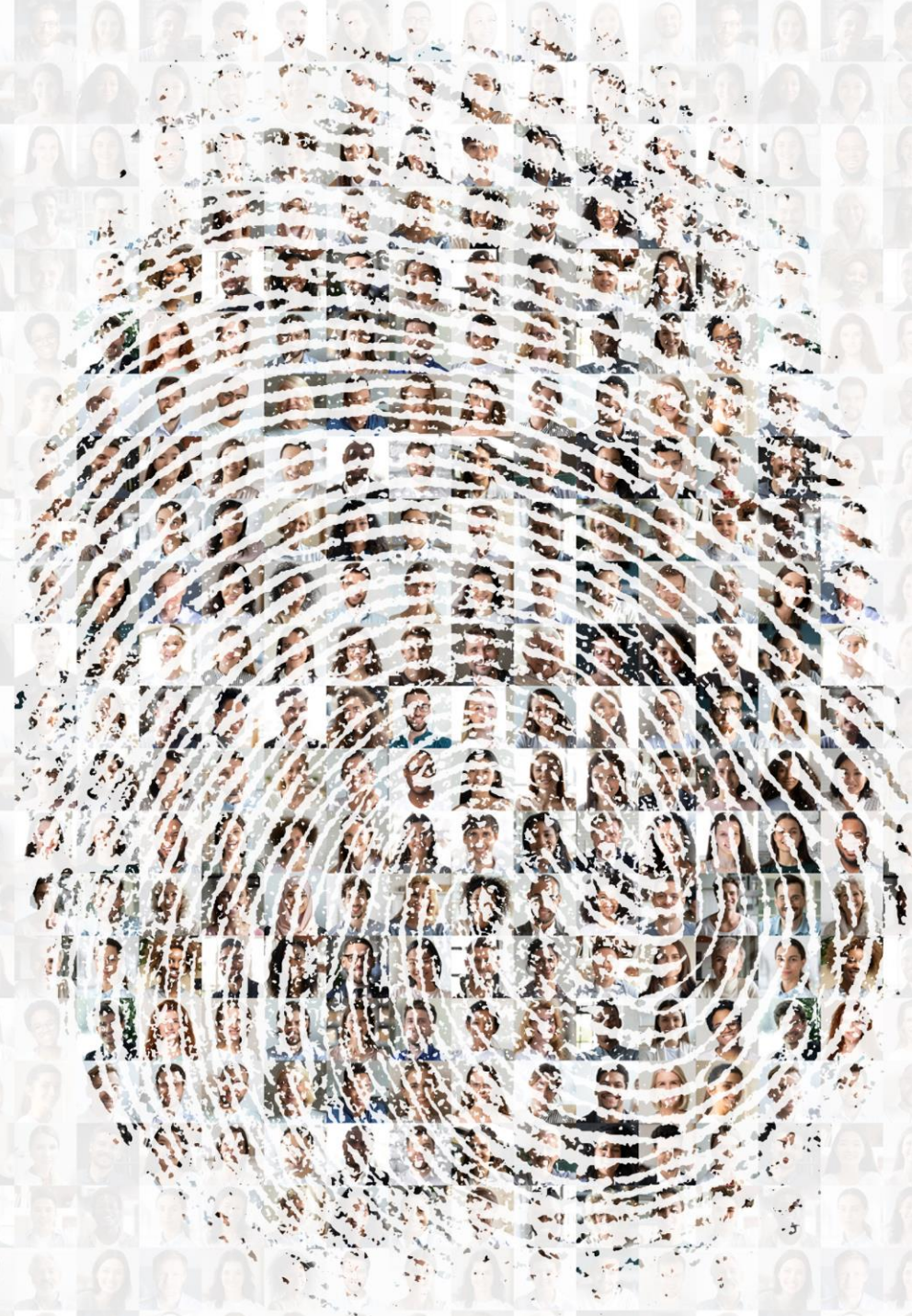
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Now**

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**What really matters to American consumers?**



# American Consumers Have Two Major Demands for Brands

## Support and Represent Diverse America

Multicultural segments are more likely than ever to choose the brands who support their **diverse identities** and represent them better in advertising.

## Engage in the Issues that Matter

**COVID-19, race relations, and climate change** are three key issues where multicultural Americans are rewarding the brands who take concrete actions.



## And **Cultural Fluency** Is the Way to Meet Those Demands

Growth now requires **embracing culturally and generationally diverse segments**

**Cultural Fluency** is the optimal way for brands to capture diverse consumers





01


























**Diverse Consumer Expectations**

02

**Meeting Expectations: Cultural Fluency and the Halo Effect**

# Race and Ethnicity Dominate Multicultural Self-Identification

Which 3 aspects of your identity would you most likely use to describe yourself?

Legend		Total Pop.	Hispanic	Black	Asian	White
Race 						
Hispanic/Latino Heritage 						
Country of Origin 	1	 Personality (49%)	 Hispanic/Latino Heritage (63%*)	 Race (85%*)	 Race (60% <sup>w</sup> )	 Personality (50%)
Where I Grew Up 						
Where I Live Now 	2	 Race (45%)	 Personality (45% <sup>w</sup> )	 Personality (45% <sup>w</sup> )	 Personality (49%)	 Race (43%)
Being American 						
Gender 						
Sexuality 	3	 Age/Life Stage (34%)	 Country of Origin (32% <sup>w</sup> )	 Where I Grew Up (28%)	 Country of Origin (32% <sup>w</sup> )	 Being American (40%)
Age/Life Stage 						
Personality 						

Source: Collage Group America Now Survey, September 2021 (18-75 population)  
 Multiselect, max. 3  
 \* Indicates statistically significant difference (p > 0.95) from all other racial/ethnic segments  
<sup>w</sup> Indicates statistically significant difference (p > 0.95) from non-Hispanic White respondents  
<sup>h</sup> Indicates statistically significant difference (p > 0.95) from all other Hispanic Acculturation segments

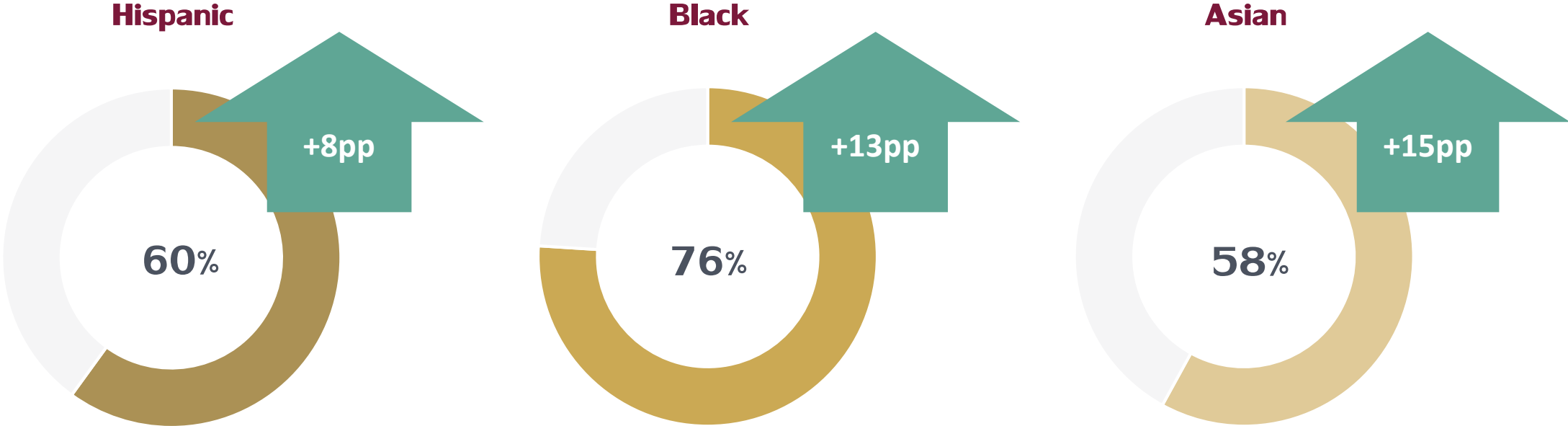




# Multicultural Americans Are Increasingly Interested in Supporting Brands that Support Them

% of respondents who say they're more likely to buy from a brand that supports their own race or ethnicity

↑ change from 2020<sup>1</sup>



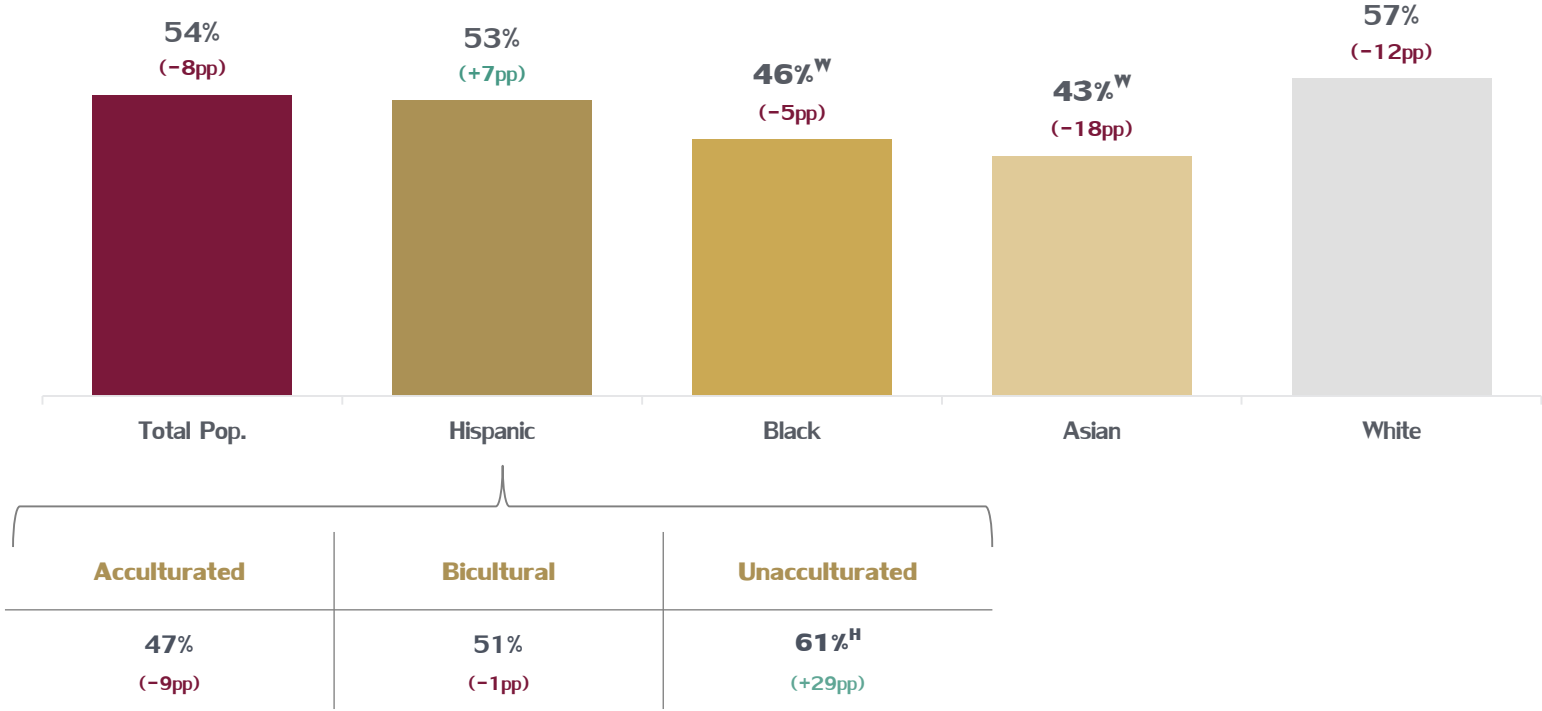
Source: Collage Group America Now Survey, September 2021 (18-75 population)  
<sup>1</sup> Collage Group Roundtable Survey, October 2020 (18+ population)  
 Multiselect answer option, Question: I'm more likely to buy from brands/companies if they support... answer options: Hispanic people, Black people, Asian people  
 \* Indicates statistically significant difference (p > 0.95) from all other racial/ethnic segments  
<sup>h</sup> Indicates statistically significant difference (p > 0.95) from non-Hispanic White respondents  
<sup>h</sup> Indicates statistically significant difference (p > 0.95) from all other Hispanic Acculturation segments



# But Americans Are Becoming Less Satisfied with How They're Portrayed

I am satisfied with portrayals of my race and ethnicity in advertising

( ) change from 2020<sup>1</sup>



Source: Collage Group America Now Survey, September 2021 (18-75 population)  
<sup>1</sup> Collage Group Roundtable Survey, October 2020 (18+ population)  
 % agree  
 \* Indicates statistically significant difference (p > 0.95) from all other racial/ethnic segments  
<sup>W</sup> Indicates statistically significant difference (p > 0.95) from non-Hispanic White respondents  
<sup>H</sup> Indicates statistically significant difference (p > 0.95) from all other Hispanic Acculturation segments



# Consumers Want to See Concrete Brand Support for Diverse America

## Action Steps

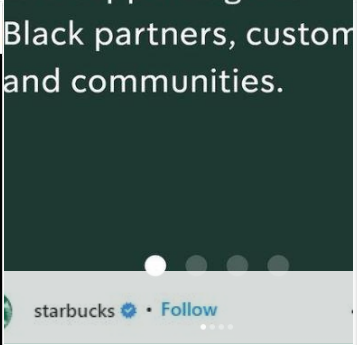
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1. Stay **focused on Race and Ethnicity**, but expand to include more nuanced identities as you gain competence.
2. Double down on **research to ensure accurate portrayals** of Americans in everything you do .
3. Advocate for **wider internal support** of marginalized segments and **highlight those efforts** in your marketing.



# Consumers Expected Brands to Respond to Major Social and Political Issues in 2020

We are committed to taking action, learning, and supporting our Black partners, customers, and communities.

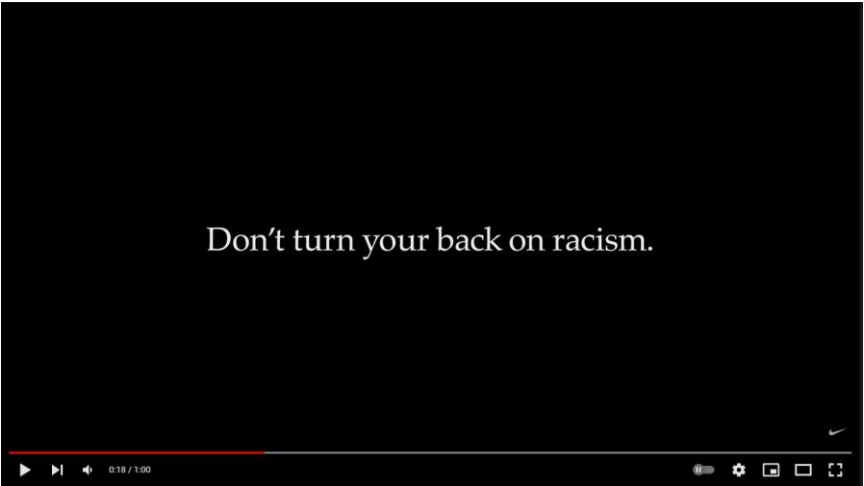


We stand in solidarity with the fight against systemic racism, white supremacy, and the historic oppression of the Black community. Black Lives Matter.

We will be donating \$500K across organizations focused on combating racial injustice: Black Lives Matter, The NAACP Legal Defense and Educational Fund, The Equal Justice Initiative, The Marsha P. Johnson Institute, and We The Protesters.

In an effort to make an impact within our own industry, we will be allocating an additional \$500K in the form of grants to Black-owned beauty businesses—more details to come on this initiative in June.

We're inspired by so many people in our community who are using their voices and making change. We see you and are with you. For those looking for ways to take action, you can find resources for engagement and education in our stories.

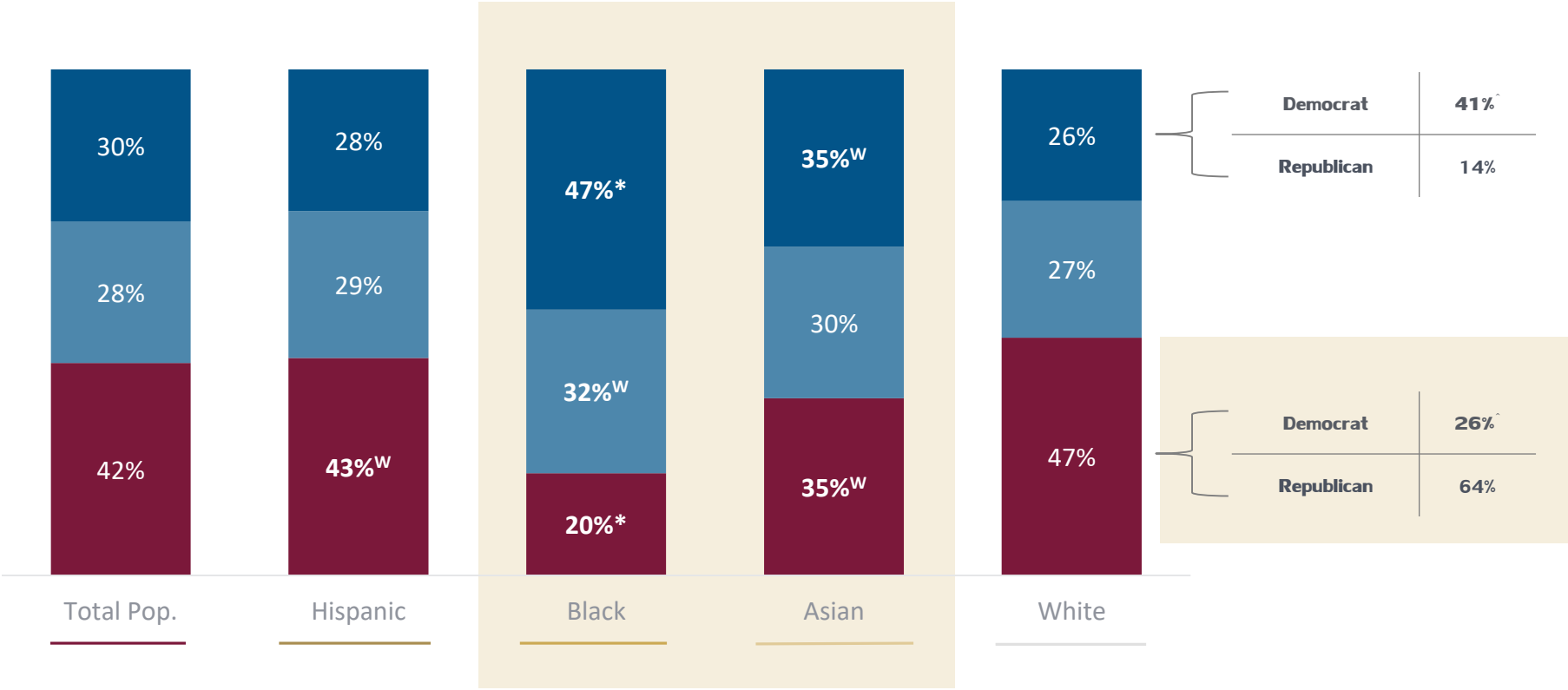


# Black and Asian Americans Are More Likely to Expect Brand Activism

## White Democrats Also Strongly Value and Expect Brand Action in These Spaces

Which of the following statements best describe how you feel about a brand or company’s involvement in social and political issues?

- Brands should always focus on social and political issues
- Brands should only focus on social and political issues related to their products or services
- Brands need to stay out of social and political issues



Source: Collage Group America Now Survey, September 2021 (18-75 population)  
 Single-select  
<sup>\*</sup> Indicates statistically significant difference (p > 0.95) from all other racial/ethnic segments  
<sup>W</sup> Indicates statistically significant difference (p > 0.95) from non-Hispanic White respondents  
<sup>H</sup> Indicates statistically significant difference (p > 0.95) from all other Hispanic Acculturation segments  
<sup>^</sup> Indicates statistically significant difference (p > 0.95) from non-Hispanic White Republican respondents



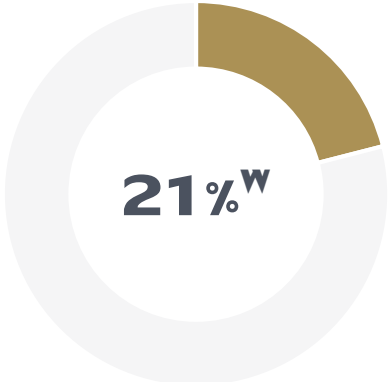
# Hispanic and Black Consumers Set the Stakes High For Brands to Weigh in on the Issues

% that would stop using or buying a brand if it did not take a stance on a social or political issue that's important to them

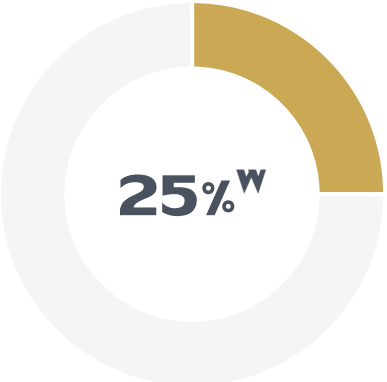
**Total Pop.**

**18%**

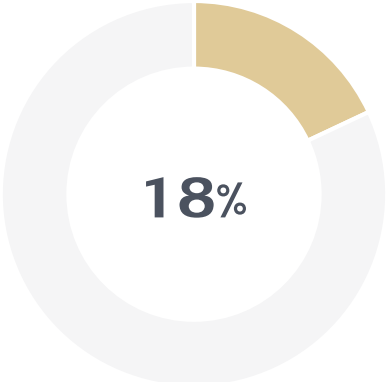
**Hispanic**



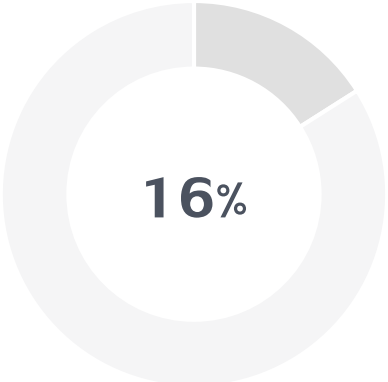
**Black**



**Asian**



**White**



Source: Collage Group America Now Survey, September 2021 (18-75 population)  
Multiselect answer option  
\* Indicates statistically significant difference (p > 0.95) from all other racial/ethnic segments  
<sup>W</sup> Indicates statistically significant difference (p > 0.95) from non-Hispanic White respondents  
<sup>H</sup> Indicates statistically significant difference (p > 0.95) from all other Hispanic Acculturation segments



# A Preliminary Step Is to Make Sure You're Practicing What You Want to Preach

**“The biggest mistake brands make is limiting their support of a cause platform to simply advertising. Rather, they need to show that they’re truly invested in the cause platform they’re supporting...That starts by putting their attention, energy, and resources on first addressing issues from within. **This is how young people have redefined ‘authenticity.’** And make no mistake—young people are paying attention to that.”<sup>1</sup>**

—Meredith Ferguson,  
DoSomething Strategic

# 46%

of Americans don't trust brands that get involved in social issues like racism or sexism if they lack internal diversity<sup>2</sup>

Hispanic	Black	Asian	White
48%	47%	50% <sup>W</sup>	44%

Source: <sup>1</sup> <https://www.fastcompany.com/90679375/optimize-your-online-presence-to-help-your-brand-get-media-attention>

<sup>2</sup> Collage Group America Now Survey, September 2021 (18-75 population)

% agree

\* Indicates statistically significant difference (p > 0.95) from all other racial/ethnic segments

<sup>W</sup> Indicates statistically significant difference (p > 0.95) from non-Hispanic White respondents

<sup>H</sup> Indicates statistically significant difference (p > 0.95) from all other Hispanic Acculturation segments

# Across Race and Ethnicity, Americans Want Brands to Focus on Ending COVID-19, Improving Race Relations, and Stopping Climate Change

I'm more likely to buy from brands / companies if they support...

## Legend

Affordable healthcare	
Protecting abortion rights	
Reducing illegal immigration	
Stopping COVID-19	
Improving race relations	
Reducing economic inequality	
Stopping climate change	
Reducing sexism	
Protecting gun rights	
Protecting free speech	

		Total Pop.	Hispanic	Black	Asian	White
1		Stopping COVID-19 (46%)	Stopping COVID-19 (51% <sup>W</sup> )	Improving race relations (55% <sup>*</sup> )	Stopping COVID-19 (53% <sup>W</sup> )	Stopping COVID-19 (43%)
2		Improving race relations (38%)	Improving race relations (46% <sup>W</sup> )	Stopping COVID-19 (51% <sup>W</sup> )	Stopping climate change (46% <sup>W</sup> )	Stopping climate change (36%)
3		Stopping climate change (37%)	Stopping climate change (42% <sup>W</sup> )	Affordable health care (41% <sup>W</sup> )	Improving race relations (41% <sup>W</sup> )	Protecting free speech (36%)

Source: Collage Group America Now Survey, September 2021 (18-75 population)

Multiselect

<sup>\*</sup> Indicates statistically significant difference (p > 0.95) from all other racial/ethnic segments

<sup>W</sup> Indicates statistically significant difference (p > 0.95) from non-Hispanic White respondents

<sup>H</sup> Indicates statistically significant difference (p > 0.95) from all other Hispanic Acculturation segments

# Consumers Expect Brands to Engage in Key Issues

## Action Steps

---

1. Recognize that it is now riskier NOT to engage in **social and political issues.**
2. Focus on the issues Americans prioritize to reduce the risk of backlash: **COVID-19, Race, and Climate Change.**
3. **Advocate for social responsibility** inside your brand and **highlight those efforts in marketing.**





01

Diverse Consumer Expectations

02

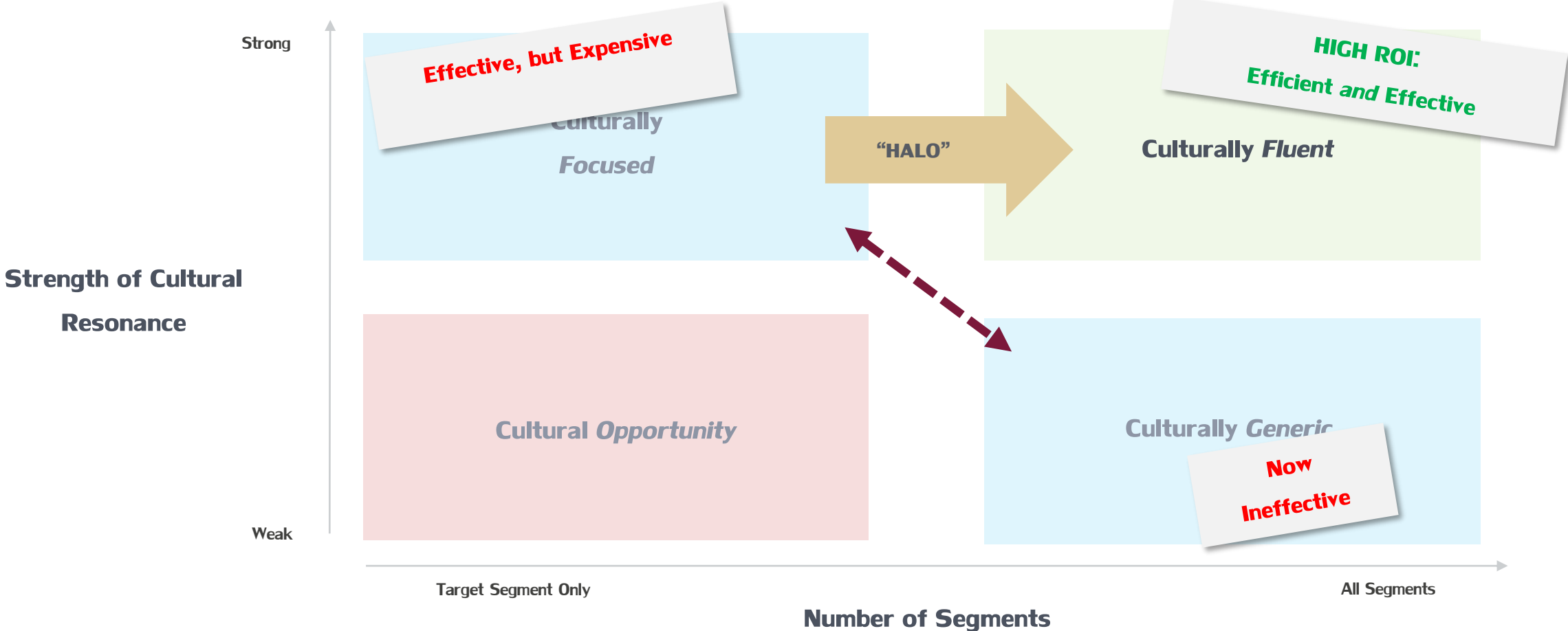
**Meeting Expectations: Cultural  
Fluency and the Halo Effect**

## The Problem

- Race and Ethnicity are **more important** than ever
- Brands are **expected to weigh in**
- But brands **don't always have the budget** to target everyone separately

# Winning Brands Use Cultural Fluency to Go Beyond Targeting and and Increase ROI

## Cultural Fluency Assessment Framework





## Cultural Fluency

is the ability to use culture to  
efficiently and effectively connect  
across segments

*Culturally Fluent brands do not accept the idea of  
a “mainstream vs multicultural” duality.*

***Instead, they redefine “mainstream” with  
multicultural, diverse segments at the center***



# Goals Required to Become Culturally Fluent

- Educate marketing teams on diverse segments
- Evaluate brand performance across diverse segments

- Increase the cultural relevance of brands
- Develop culturally-relevant and high-ROI execution strategies
- Sustain change by building and aligning around needed new competencies

## Business Results



Increased overall share growth



Increased overall revenue



Reduced cost



Increase long term resonance across cultural segments

# CultureRate Database

*Measuring the Cultural Fluency Quotient (CFQ) of Ads and Brands*

**ADS**

*Launched 2018*

**BRANDS**

*Launched 2020*

**15 Major Categories**

**220,000,000 data points**

\* Expected by December 2022

# Comprehensive Reports Reveal Important Cultural Variations We Can Link to Cultural Traits

### A-CFQ and Cultural Reach

Ad Cultural Fluency Quotient (A-CFQ)

**Cultural Reach Score**  
2

**Metrics Glossary<sup>1</sup>**  
 Ad Cultural Fluency Quotient (A-CFQ): How well an ad resonates with consumers along key cultural



### A-CFQ Components

Percentage of consumers who agree with each A-CFQ component statement (top 2 box, font colors indicate over/under-indexes to CultureRate norm)

Component	Hispanic (A)	Hispanic (B)	Hispanic (U)	Black	Asian	White	CultureRate Norm
Brand Fit	76	76	76	76	76	76	76
Relevance	76	76	76	76	76	76	76
Message	76	76	76	76	76	76	76
Enjoyment	76	76	76	76	76	76	76

### Best Ad Features

Percentage of consumers who say the following features are the best part of the ad (multi-select, max 2 features)

Feature	Hispanic (A)	Hispanic (B)	Hispanic (U)	Black	Asian	White	CultureRate:Ad Norm
Story & Message	62%	75%	68%	65%	76%	65%	65%

### Viewer Emotion

Percentage of consumers who say the ad made them feel the following emotions (Single-select, font colors indicate over/under-indexes to total sample)

Emotion	Hispanic (A)	Hispanic (B)	Hispanic (U)	Black	Asian	White	CultureRate Norm
Excited	20%	32%	25%	38%	36%	32%	20%
Happy	45%	41%	39%	33%	35%	43%	38%
Proud	11%	9%	7%	11%	1%	7%	10%
Sad	0%	0%	0%	0%	0%	0%	1%
Bored	11%	7%	2%	2%	6%	5%	8%
Confused	8%	3%	8%	5%	6%	5%	6%
Annoyed	1%	2%	2%	1%	0%	2%	3%
Angry	0%	1%	1%	0%	0%	0%	1%

Legend:  
 Green: "Positive emotion" - High scores better  
 Blue: Context dependent - Interpretation varies  
 Red: "Negative emotion" - Low scores better

\*For ad analysis, "sad" can be either positive or negative. In some cases, evoking sadness can be a good thing, meaning the ad was moving, bittersweet, or sentimental.

Source: Collage Group, CultureRate:Ad Study, fielded 2021  
 Red and Green color coding indicate 4% below/above the CultureRate Norm

### Past Purchase Behavior

Percentage of consumers who say the following frequency best describes how often they choose the brand's products and/or services

Always  
Often  
Sometimes  
Rarely  
Never

### Brand Favorability

Percentage of consumers who say they "like" or "love" the brand

### Groundswell and Backlash

Percentage of consumers aware of the brand and who fall within "Groundswell" or "Backlash" categories

### Ad/Brand Effects

Percentage of consumers who agree with the following statements (top 2 box, font colors indicate over/under-indexes to category norm)

This ad made me know more about the brand  
 I would talk with others about this brand  
 I would recommend this brand to my friends  
 I would see this brand on social media comment

### Brand Link

Percentage of consumers agreeing with the following statements (single select)

I will purchase this brand  
 I will purchase this brand in the future

### Brand Purchase Intent

Percentage of consumers who say they will "probably" or "definitely" purchase this brand or product in the future

### Ad Performance Matrix

A-CFQ vs Backlash, including Ad Recall (by segment)

**Metric Description and Glossary**

**Certainty of Ad Recall Indexed<sup>1</sup>**  
 2.0x, 1.5x, 1.0x, 0.75x, 0.5x

**High performing ads** combine a high A-CFQ score with low backlash.

**Ad Cultural Fluency Quotient (A-CFQ):** How well an ad resonates with consumers along key cultural dimensions: personal connection, brand connection, and execution.

**Backlash:** Percent of respondents moving from neutral or positive brand favorability to negative brand favorability after viewing ad.

**Recall:** Number of respondents who report having seen the ad before taking the survey.

Source: Collage Group, CultureRate:Ad Study, fielded June 2021  
 \*Ad Recall Indexed to CultureRate Norm  
 \*Indicates small sample size (between 31 and 60). Data should only be used directionally.



## What We Have Learned

- ***Different brand attributes win*** with different demographics
- Activating on these attributes with ***ads that have strong stories*** tends to outperform
- Reinforcing the story with ***multicultural characters with agency*** amplifies the power of the story, especially if leveraging the ***human traits of empathy and connection*** (family and friendship)
- Some of the ***best ads for everyone*** were targeted to *specific groups* – but which also ***halo'd to other groups***



# The Priority Brand Investment Areas to Increase Returns Efficiently

	Hispanic	Black	Asian	White
Most Efficient Components to Get to Love	Advocacy Relevance	Trust Relevance	Relevance Product Fit Trust	Trust Product Fit

- **Relevance** (“for people like me”) distinguishes response for all Multiculturals but not for white consumers
- **Advocacy** (“I could speak highly of the brand”) is a unique feature of Hispanic response
- **Trust** (“I trust the brand”) is especially important for Black consumers

# "Hard Work Works: Flying Home"



# “Hard Work Works: Flying Home”

*Brand Component: Relevance*

Story

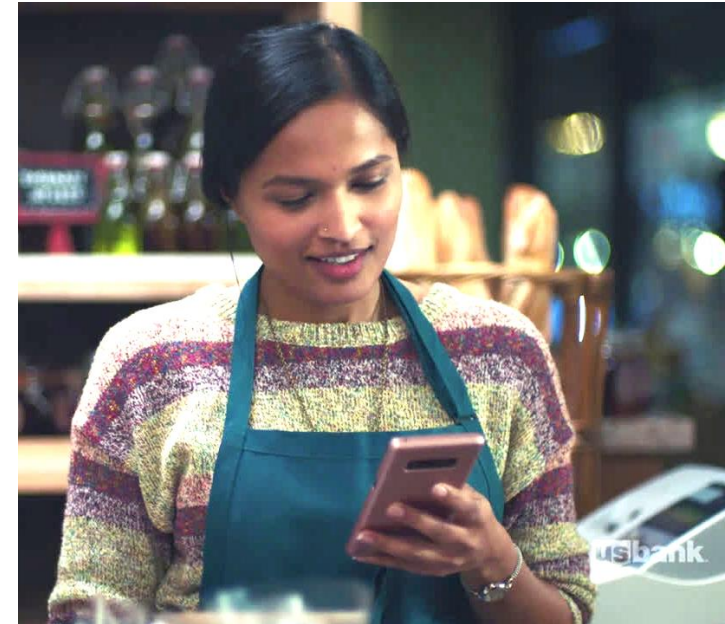
**3.7x**

vs norm

People &  
Characters

**2.2x**

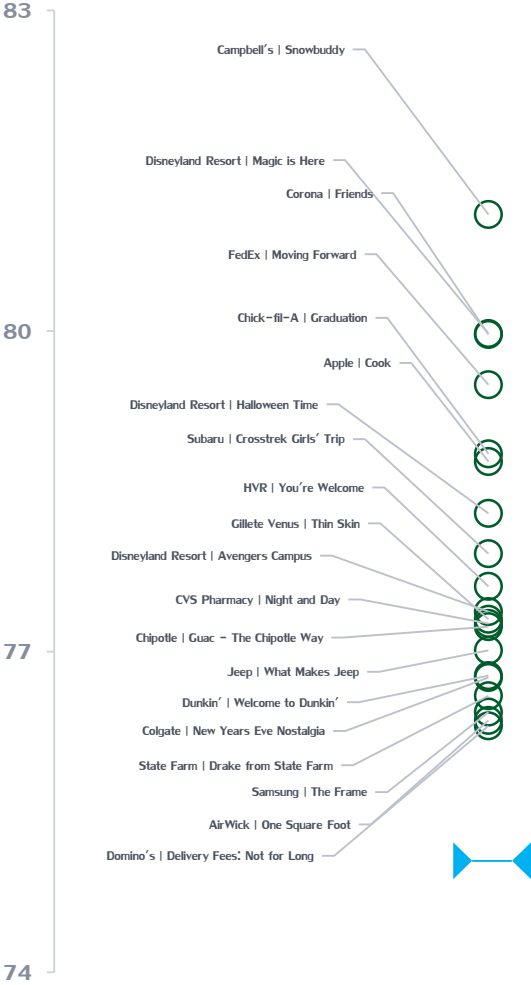
vs norm



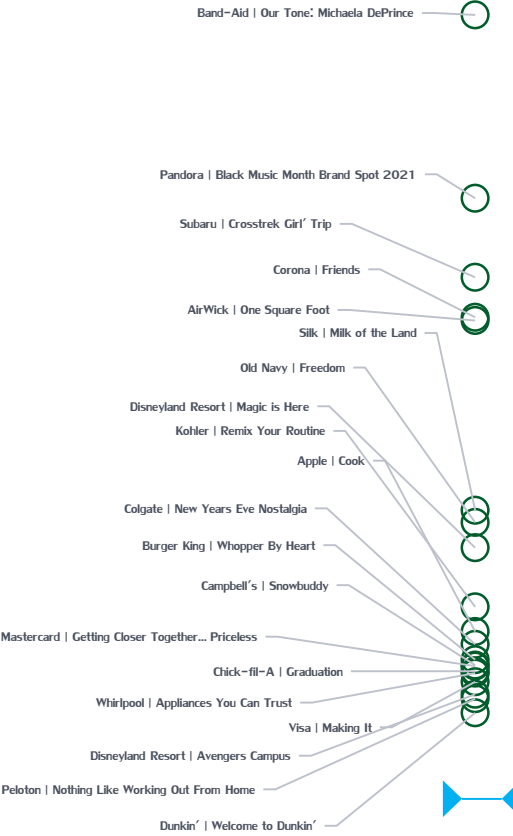
But how **systematic** are halo effects? Are they typical of  
the best ads?

# 2021 Top 20 Ads by Segment

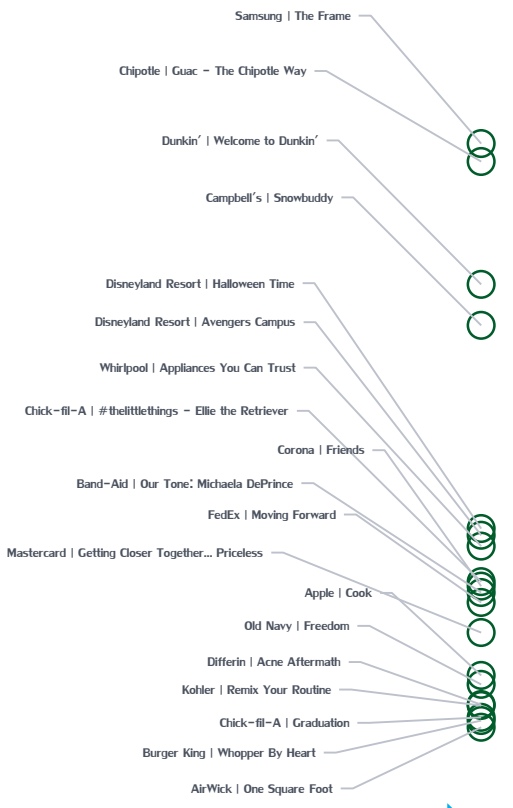
## HISPANIC



## BLACK



## ASIAN



## WHITE



Top Tercile Threshold



Source: CultureRate Presentation, Roundtable 2021



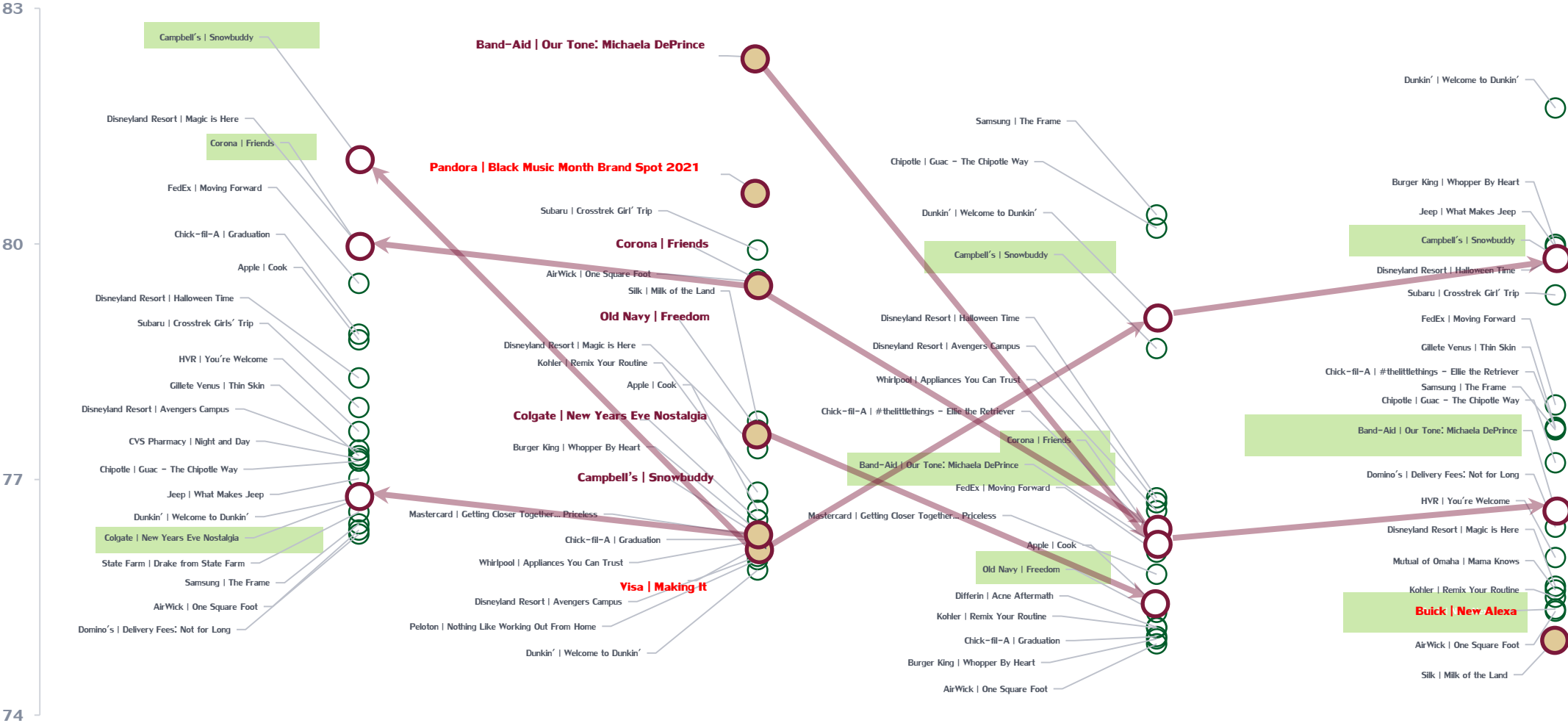
# 2021 Top 20 Ads: Black Halo Effects

## HISPANIC

## BLACK

## ASIAN

## WHITE



Source: CultureRate Presentation, Roundtable 2021

# We Are All on a Shared Spectrum

## Band-Aid “Our Tone: Michaela DePrince”

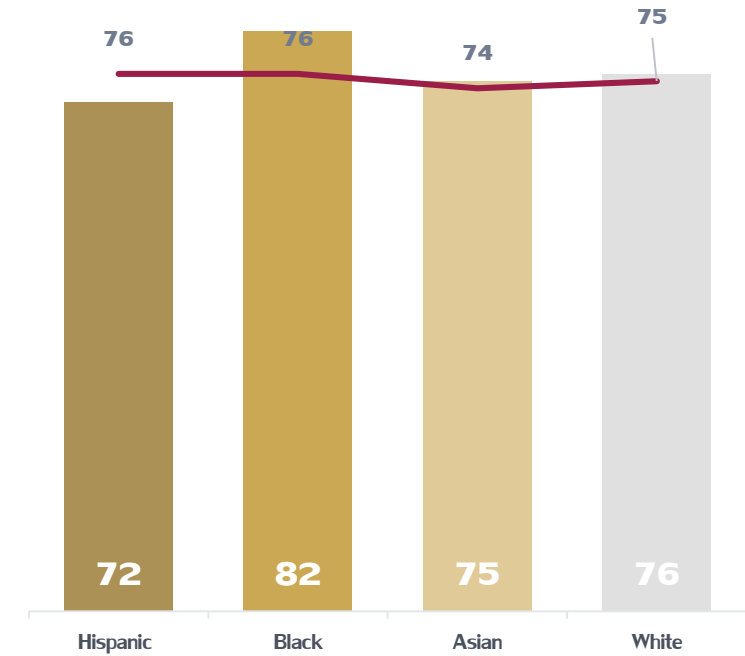
**BAND-AID**  
BRAND ADHESIVE BANDAGES



“Our Tone:  
Michaela DePrince”



### A-CFQ



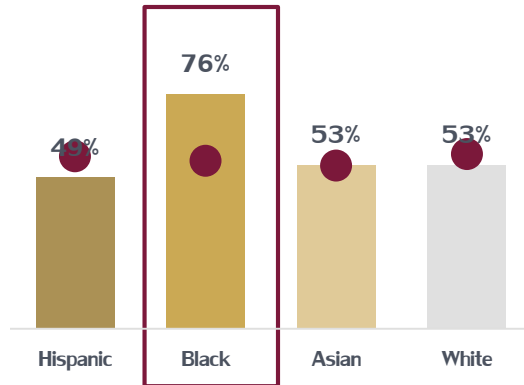
# Band-Aid “Our Tone: Michaela DePrince”



“Our Tone:  
Michaela DePrince”

Target  
Effects

A-CFQ Relevance

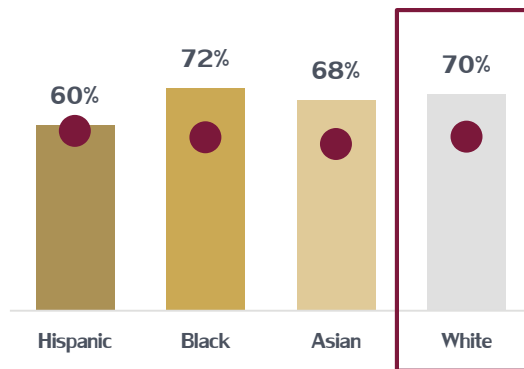


“This ad was awesome. It showed how Band-Aid is about inclusivity and making Band-Aids for all shades now.”

Black, Millennial, Man

Halo  
Effects

A-CFQ Message



I LOVED it. It’s really amazing to see Band-aids coming in all skintones. Being racially available to EVERYONE is important. The future is bright!

White, Gen Z, Woman

● = Segment CultureRate:Ad Norm



# What advertisers need to do increase ROI from Halo Effects

**1** Better target multicultural consumers with ads **they see themselves in**

**2** **Tweak brand positioning** to make the connection to these consumers more authentic

Bring this improved positioning to life with ads that **tell great stories**

**3** Realize diverse casting is only price of entry: **multicultural people and characters need to come across with**

**4** **agency and empathy**

Leverage the fact most **Multicultural-targeted ads halo** to other segments...

...and that (especially younger) **White consumers respond well** to ads featuring multicultural people





**COLLAGE  
GROUP**

**Thank You!**

[Info@CollageGroup.com](mailto:Info@CollageGroup.com)





# So, We Asked!

America Now Survey, Fielded September 2021

Race/Ethnicity		Gender		Generation	
Hispanic	1087	Woman	2067	Gen Z	412
Black	759	Man	1700	Millennial	1282
Asian	566	Non-binary / other	18	Gen X	1021
White	1373			Boomer	1070
Hispanic Acculturation		LGBTQ+			
Acculturated	363	LGBTQ+	585		
Bicultural	479	Non-LGBTQ+	3200		
Unacculturated	245				

*Please note that weighted data present in this report is weighted to be nationally representative of Race/Ethnicity, Hispanic Acculturation, Age, Gender, and Sexuality.*



## Extra Slides from Nashville Presentation

*(Delete if Not Selected)*

# The Collage Group Network: 250+ Brands

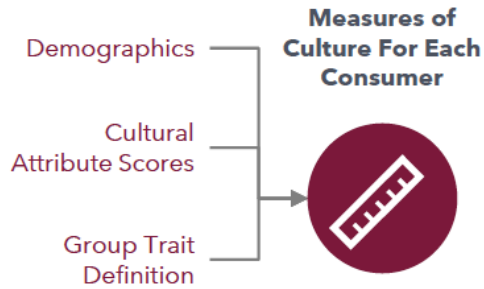


# Subscriber Platform Helps Decipher a Culturally Complex America


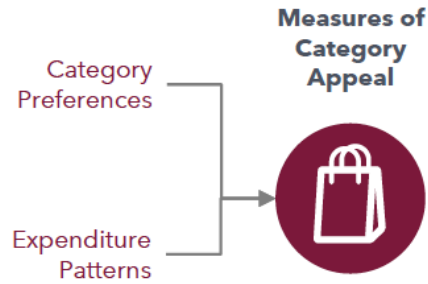
The Collage **Cultural Intelligence Platform** helps users...

Overall Analytical Framework


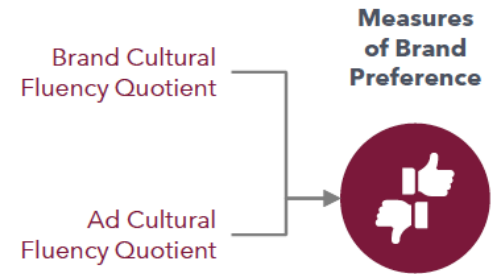
**1** ...identify the core insights defining diverse consumers

**2** ...understand her category-specific attitudes & behaviors

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Foundational Elements of Collage Group solutions

 Platform and Platform Management

 Content and Thought Leadership

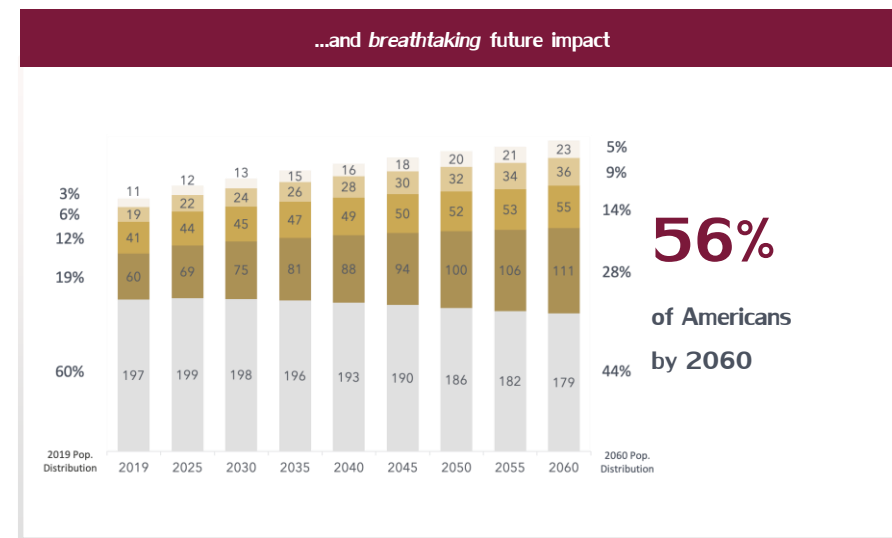
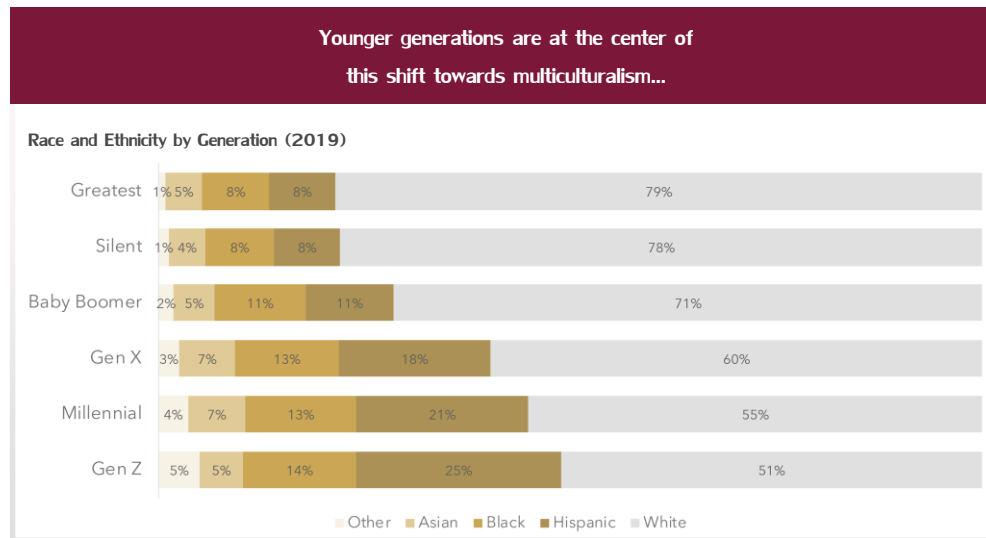
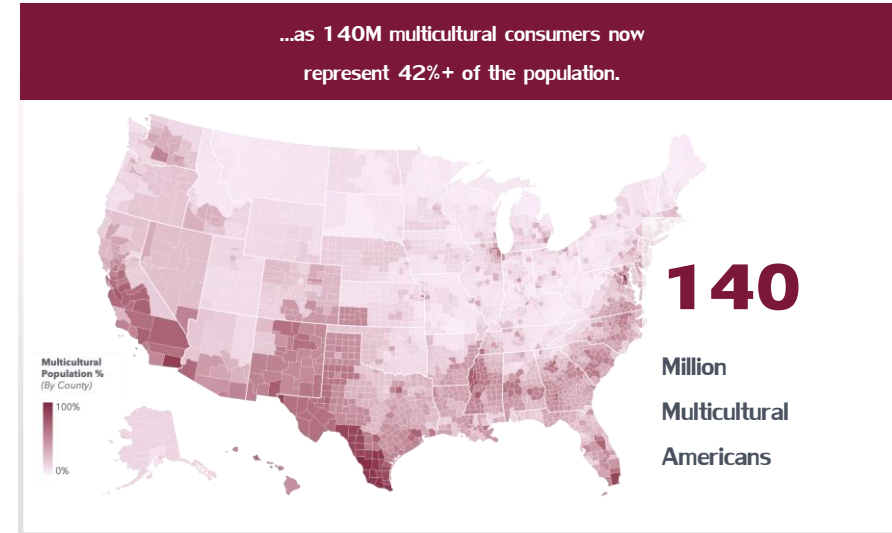
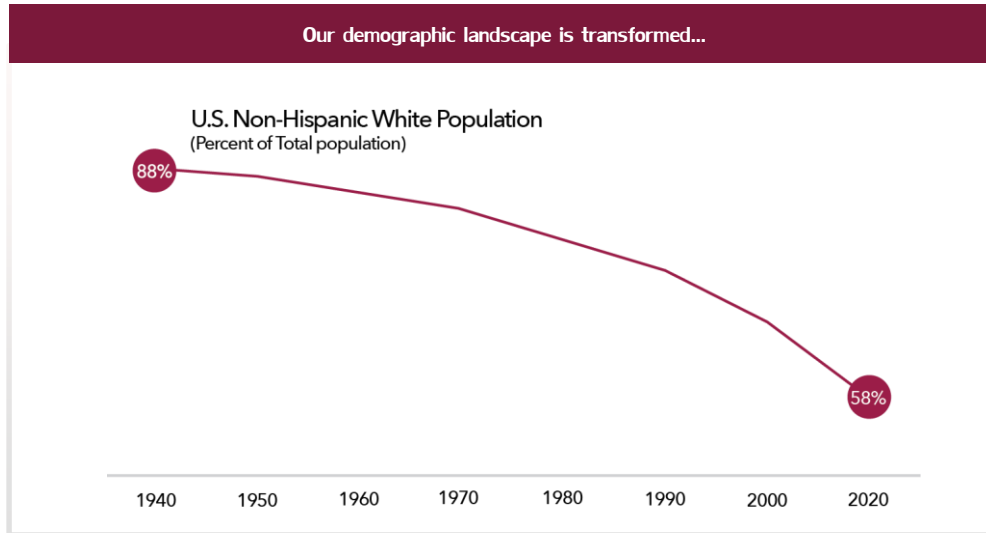
 Benchmarking and Analytical Framework

 Insights Analytics & Tools

 Data



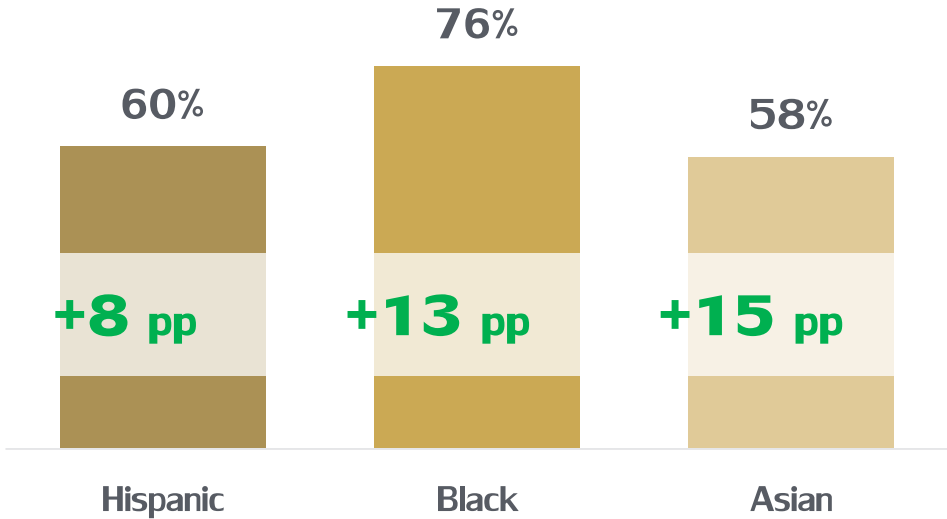
# Multicultural America Is a Massive And Growing Opportunity for Brands



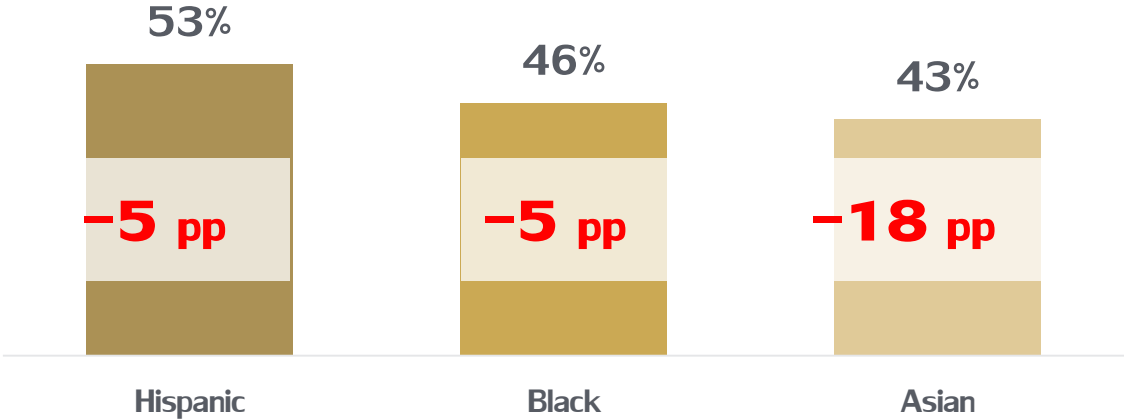
# Multicultural Americans Are Shifting Spend to Brands with *More and Better* Targeted Advertising

% of respondents who say they're more likely to buy from a brand that supports their own race or ethnicity

change from 2020<sup>1</sup>



I am satisfied with portrayals of my race and ethnicity in advertising  
change from 2020<sup>1</sup>



Acculturated & Bicultural



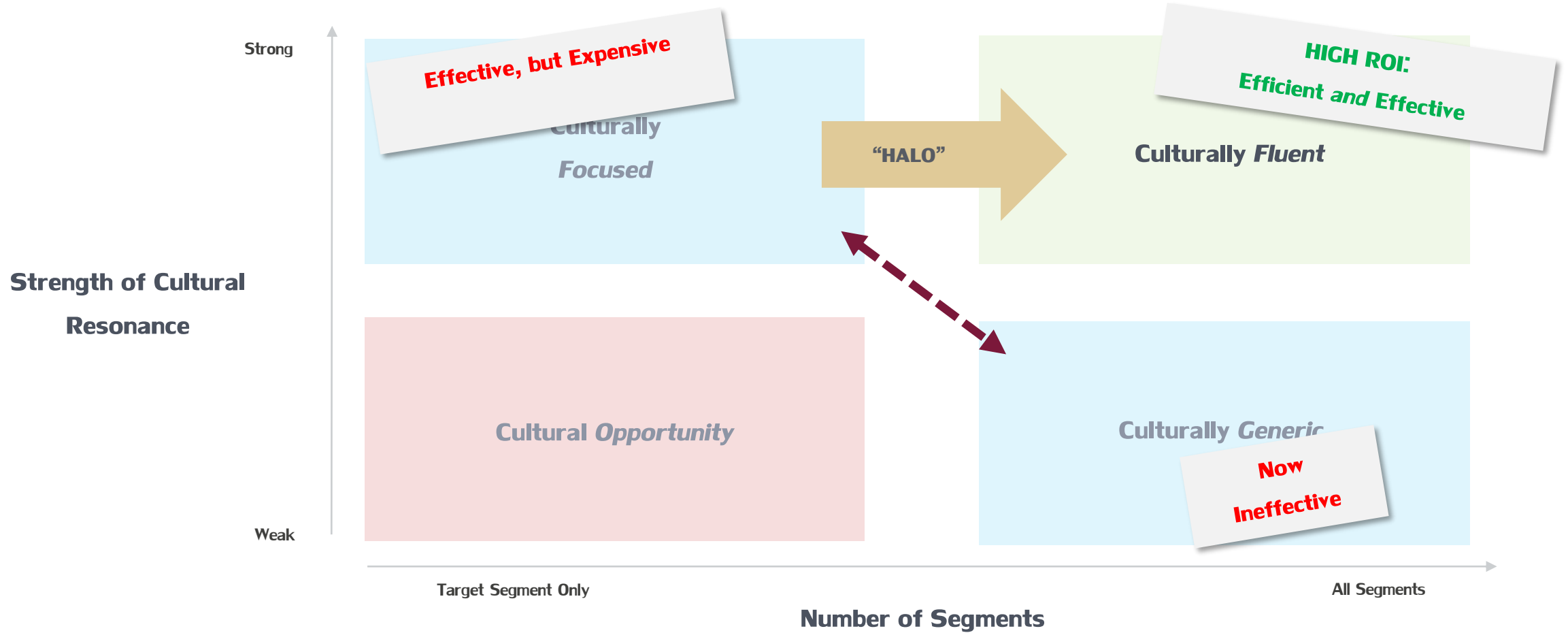
Source: Collage Group America Now Survey, September 2021 (18-75 population)  
<sup>1</sup> Collage Group Roundtable Survey, October 2020 (18+ population)  
 Multiselect answer option, Question: "I'm more likely to buy from brands/companies if they support... answer options: Hispanic people, Black people, Asian people  
 \* Indicates statistically significant difference (p > 0.95) from all other racial/ethnic segments  
 \*\* Indicates statistically significant difference (p > 0.95) from non-Hispanic White respondents  
 \*\*\* Indicates statistically significant difference (p > 0.95) from all other Hispanic Acculturation segments

## The Problem

- Multicultural consumers are the **primary source of demographic and expenditure growth**
- Multiculturals are choosing brands with **more (and better) targeted advertising**
- But brands **don't always have the budget** to target everyone separately

# Winning Brands Use Cultural Fluency to Go Beyond Targeting and and Increase ROI

## Cultural Fluency Assessment Framework





## Cultural Fluency

is the ability to use culture to  
efficiently and effectively  
connect across segments

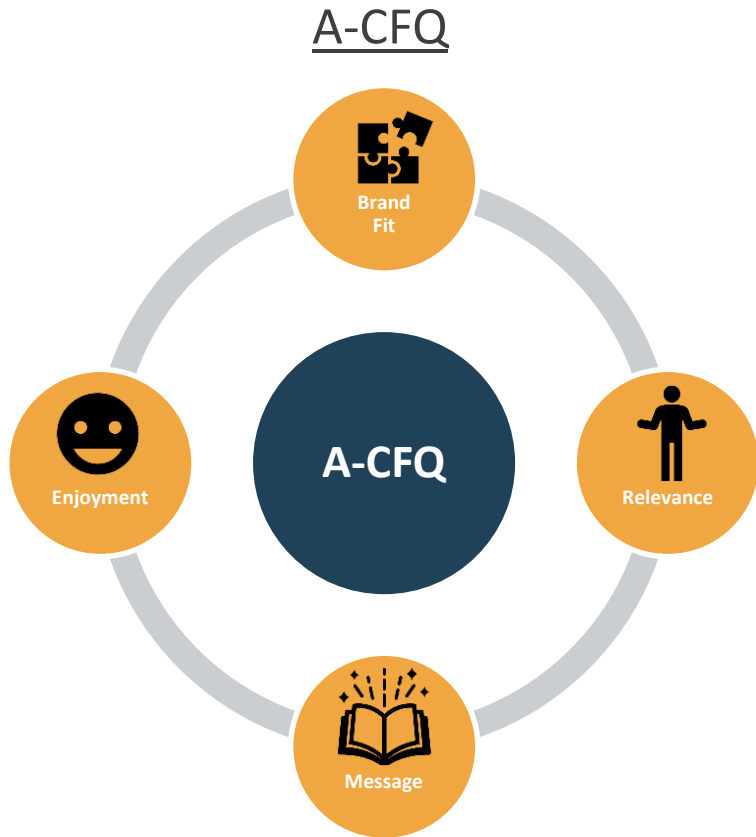
*Culturally Fluent brands do not accept the idea of  
a “mainstream vs multicultural” duality.*

***Instead, they redefine “mainstream” with  
multicultural, diverse segments at the center***

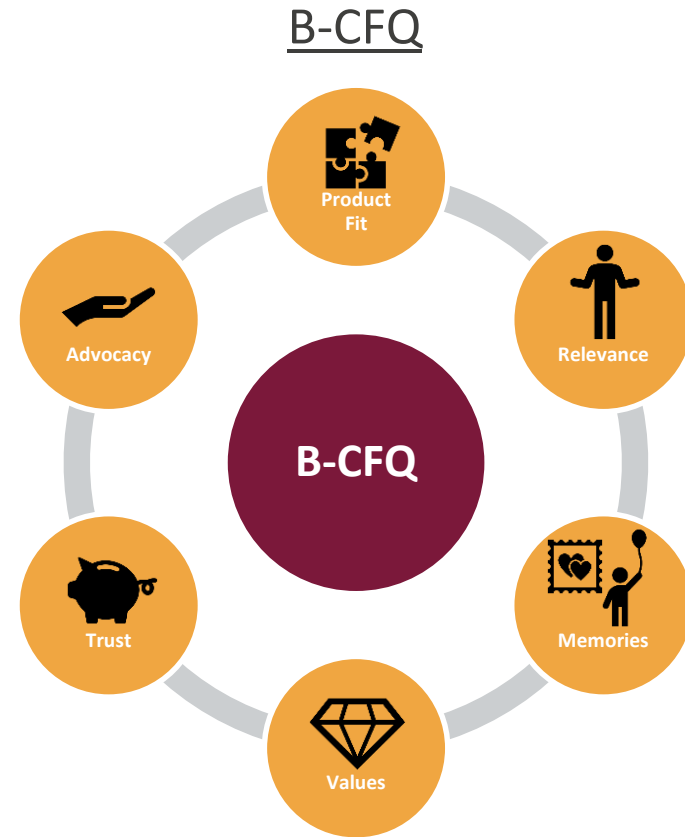


# The Cultural Fluency Quotient (CFQ) Measures How Well Brands and Ads Culturally Resonate with Consumers

## Measuring Ad Cultural Fluency



## Measuring Brand Cultural Fluency



# Comprehensive Reports Reveal Important Cultural Variations We Can Link to Cultural Traits

## A-CFQ and Cultural Reach

Ad Cultural Fluency Quotient (A-CFQ)

**Cultural Reach Score** **2**

**Metrics Glossary<sup>1</sup>**  
Ad Cultural Fluency Quotient (A-CFQ): How well an ad resonates with consumers along key cultural dimensions

## A-CFQ Components

Percentage of consumers who agree with each A-CFQ component statement (top 2 box, font colors indicate over/under-indexes to CultureRate norm)

## Best Ad Features

Percentage of consumers who say the following features are the best part of the ad (multi-select, max 2 features)

## Viewer Emotion

Percentage of consumers who say the ad made them feel the following emotions (Single-select, font colors indicate over/under-indexes to total sample)

	Hispanic (A)	Hispanic (B)	Hispanic (U)	Black	Asian	White	CultureRate Norm
Excited	20%	32%	25%	38%	36%	32%	20%
Happy	45%	41%	39%	33%	35%	43%	38%
Proud	11%	9%	7%	11%	1%	7%	10%
Sad	0%	0%	0%	0%	0%	0%	1%
Bored	11%	7%	2%	2%	6%	5%	8%
Confused	8%	3%	8%	5%	6%	5%	6%
Annoyed	1%	2%	2%	1%	0%	2%	3%
Angry	0%	1%	1%	0%	0%	0%	1%

Legend: Positive emotion - High scores better; Context dependent - Interpretation varies; Negative emotion - Low scores better.

\*For ad analysis, "sad" can be either positive or negative. In some cases, evoking sadness can be a good thing, meaning the ad was moving, bittersweet, or sentimental.

## Past Purchase Behavior

Percentage of consumers who say the following frequency best describes how often they choose the brand's products and/or services

Always  
Often  
Sometimes  
Rarely  
Never

## Brand Favorability

Percentage of consumers who say they "like" or "love" the brand

## Groundswell and Backlash

Percentage of consumers aware of the brand and who fall within "Groundswell" or "Backlash" categories

## Ad/Brand Effects

Percentage of consumers who agree with the following statements (top 2 box, font colors indicate over/under-indexes to category norm)

This ad made me know more about the brand  
I would talk with others about this brand  
I would recommend this brand to my friends  
I would see this brand in my social media feed

## Brand Link

Percentage of consumers agreeing with the following statements (single select)

I will purchase this brand in the future  
I will purchase this brand in the next 3 months

## Brand Purchase Intent

Percentage of consumers who say they will "probably" or "definitely" purchase this brand or product in the future

## Ad Performance Matrix

A-CFQ vs Backlash, including Ad Recall (by segment)

**Metric Description and Glossary**

**Certainty of Ad Recall Indexed<sup>1</sup>**  
2.0x, 1.5x, 0.75x, 1.0x, 0.5x

High performing ads combine a high A-CFQ score with low backlash.

**Ad Cultural Fluency Quotient (A-CFQ):** How well an ad resonates with consumers along key cultural dimensions: personal connection, brand connection, and execution.

**Backlash:** Percent of respondents moving from neutral or positive brand favorability to negative brand favorability after viewing ad.

**Recall:** Number of respondents who report having seen the ad before taking the survey.

## What We Have Learned

- ***Different brand attributes win*** with different demographics
- Activating on these attributes with ***ads that have strong stories*** tends to outperform
- Reinforcing the story with ***multicultural characters with agency*** amplifies the power of the story, especially if leveraging the ***human traits of empathy and connection*** (family and friendship)
- Some of the ***best ads for everyone*** were targeted to *specific groups* – but which also ***halo'd to other groups***

## The Priority Brand Investment Areas to Increase Returns Efficiently

	Hispanic	Black	Asian	White
Most Efficient Components to Get to Love	Advocacy Relevance	Trust Relevance	Relevance Product Fit Trust	Trust Product Fit

- **Relevance** (“for people like me”) distinguishes response for all Multiculturals but not for white consumers
- **Advocacy** (“I could speak highly of the brand”) is a unique feature of Hispanic response
- **Trust** (“I trust the brand”) is especially important for Black consumers

”Hard Work Works: Flying Home”





# “Hard Work Works: Flying Home”

*Brand Component: Relevance*

Story

**3.7x**

vs norm

People &  
Characters

**2.2x**

vs norm



# “Hard Work Works: Flying Home”

“I loved the message of **reward for hard honest work**. And that she was saving to see her father”

Black Woman

“I liked this ad as **it shows believable situations**. It also gives a positive tone to working hard to live and save for what really matters most to you.”

Hispanic Women

“**The add hit me in a personal way**. I assumed that her father lived very far away and it took a great deal of money for her to go and see him.

Hispanic Man

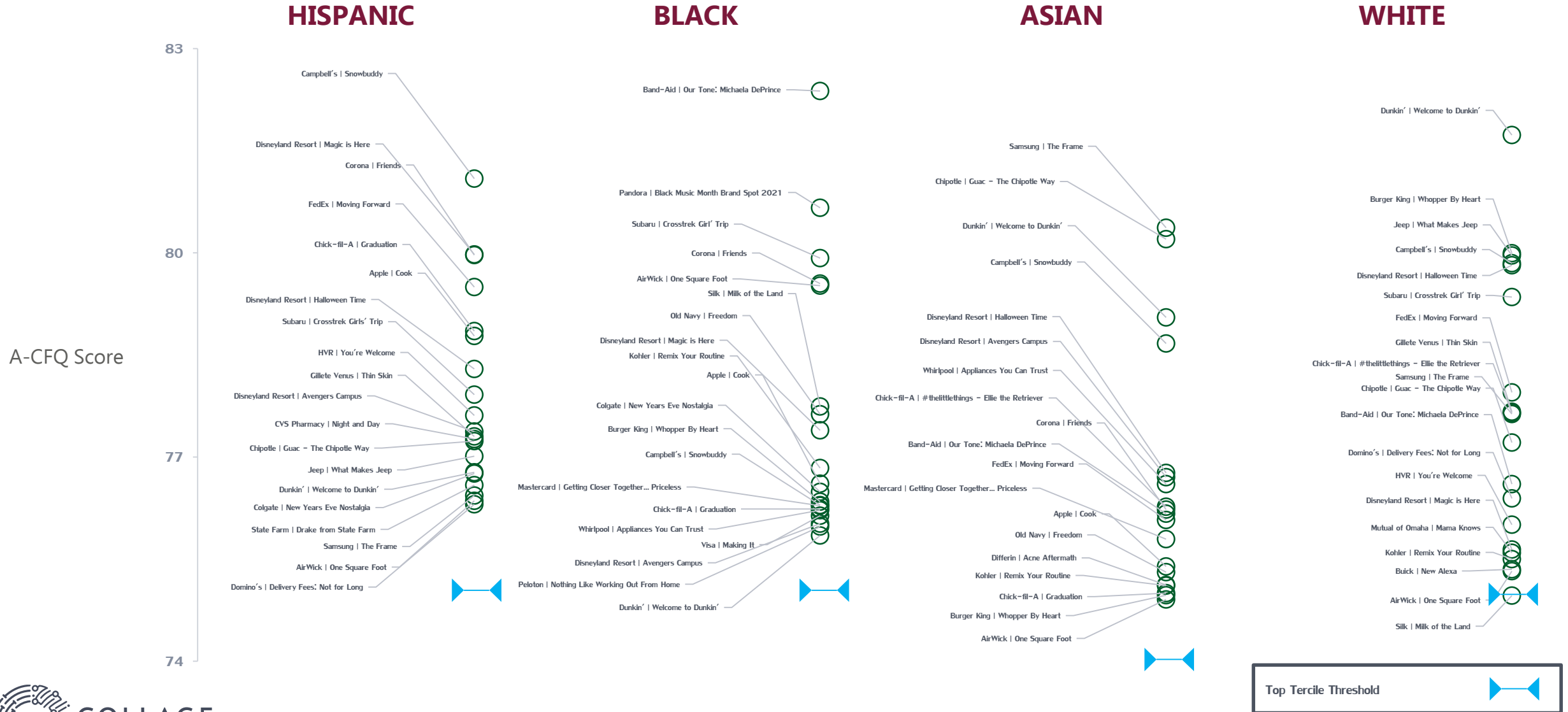
“The ad had a good message, and a character that **many could relate to in terms of lifestyle**”

White Woman



But how **systematic** are halo effects? Are they typical of  
the best ads?

# 2021 Top 20 Ads by Segment



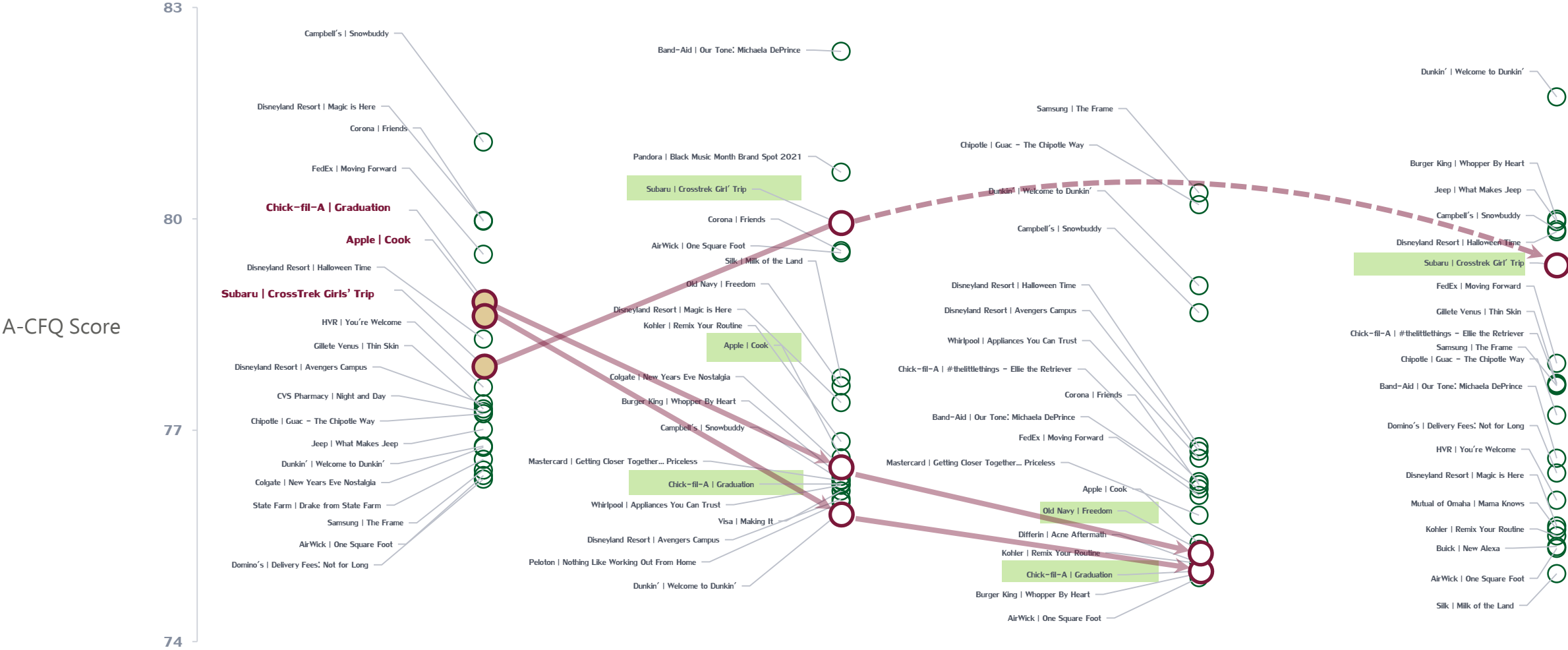
# 2021 Top 20 Ads: Hispanic Halo Effects

## HISPANIC

## BLACK

## ASIAN

## WHITE





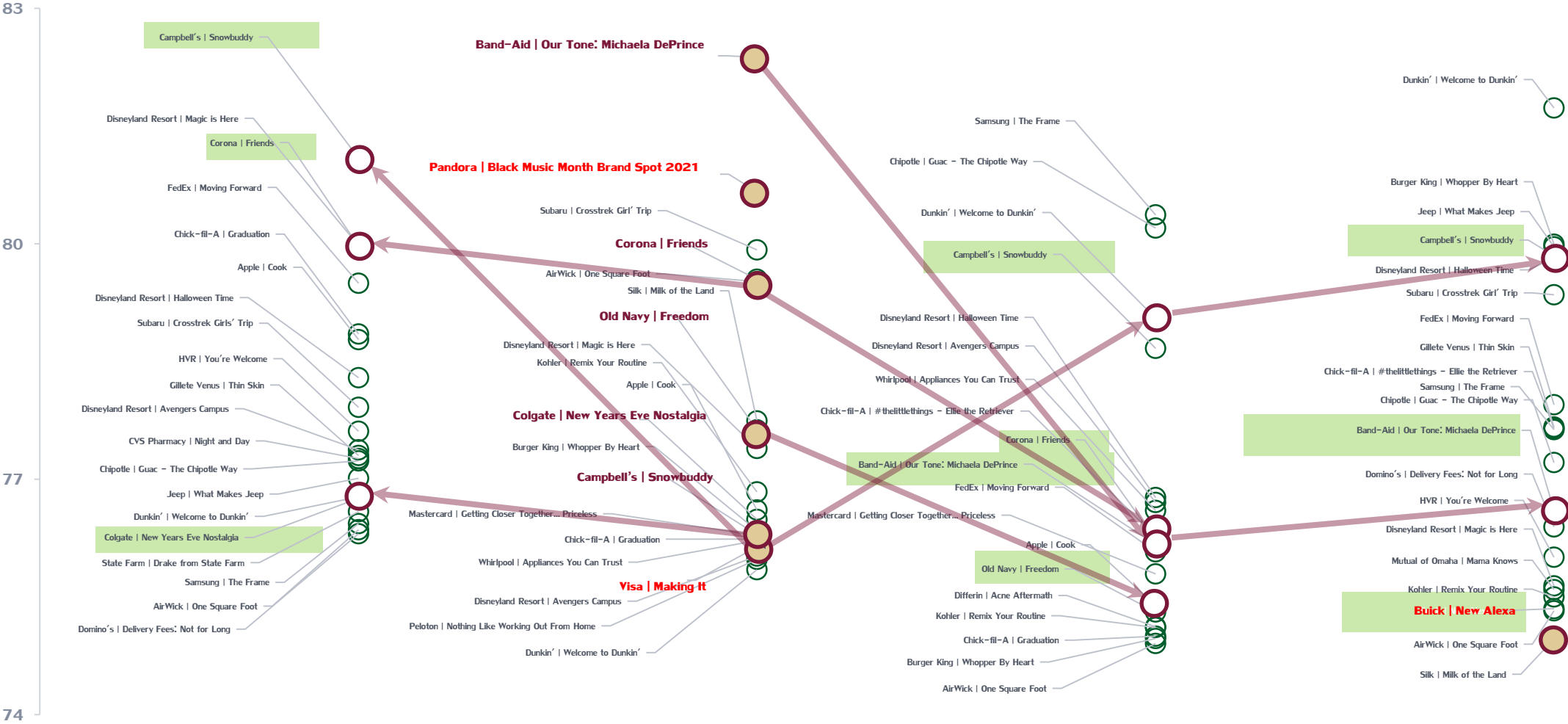
# 2021 Top 20 Ads: Black Halo Effects

## HISPANIC

## BLACK

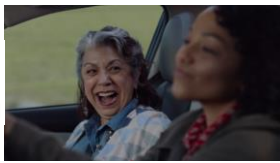
## ASIAN

## WHITE



# The Theme of Connection Resonates across Segments

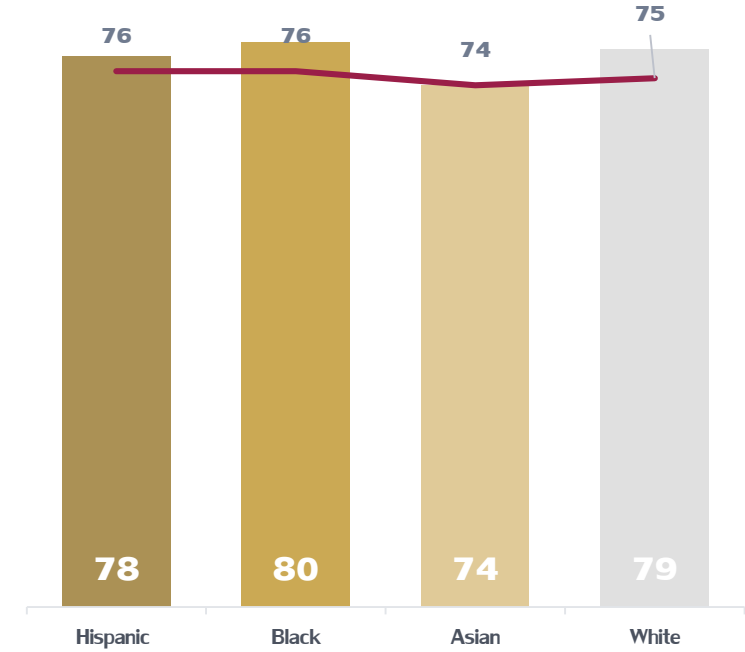
## Subaru “CrossTrek: Girls’ Trip”



“Girls’ Trip”



### A-CFQ



# We Are All on a Shared Spectrum

## Band-Aid “Our Tone: Michaela DePrince”

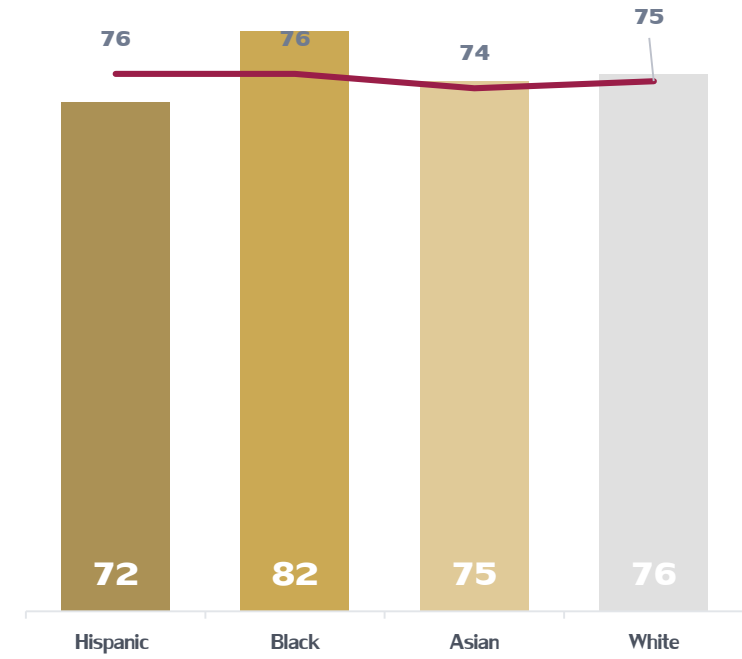
**BAND-AID**  
BRAND ADHESIVE BANDAGES



“Our Tone:  
Michaela DePrince”



### A-CFQ

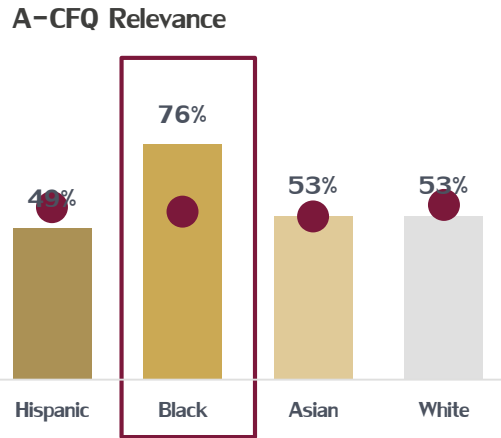


# Band-Aid “Our Tone: Michaela DePrince”



“Our Tone:  
Michaela DePrince”

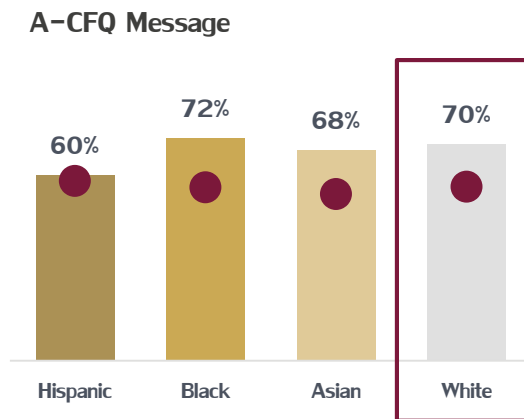
## Target Effects



“This ad was awesome. It showed how Band-Aid is about inclusivity and making Band-Aids for all shades now.”

Black, Millennial, Man

## Halo Effects



I LOVED it. It’s really amazing to see Band-aids coming in all skintones. Being racially available to EVERYONE is important. The future is bright!

White, Gen Z, Woman

● = Segment CultureRate:Ad Norm



# What advertisers need to do increase ROI from Halo Effects

**1** Better target multicultural consumers with ads **they see themselves in**

**2** **Tweak brand positioning** to make the connection to these consumers more authentic

Bring this improved positioning to life with ads that **tell great stories**

**3** Realize diverse casting is only price of entry: **multicultural people and characters need to come across with**

**4** **agency and empathy**

Leverage the fact most **Black and Hispanic targeted ads halo** to other segments...

...and that (especially younger) **White consumers respond well** to ads targeting multicultural people





COLLAGE  
GROUP

