

The Quirks Event

New York

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# Engaging Diverse Americans With Cultural Intelligence: *Disney Case Study*

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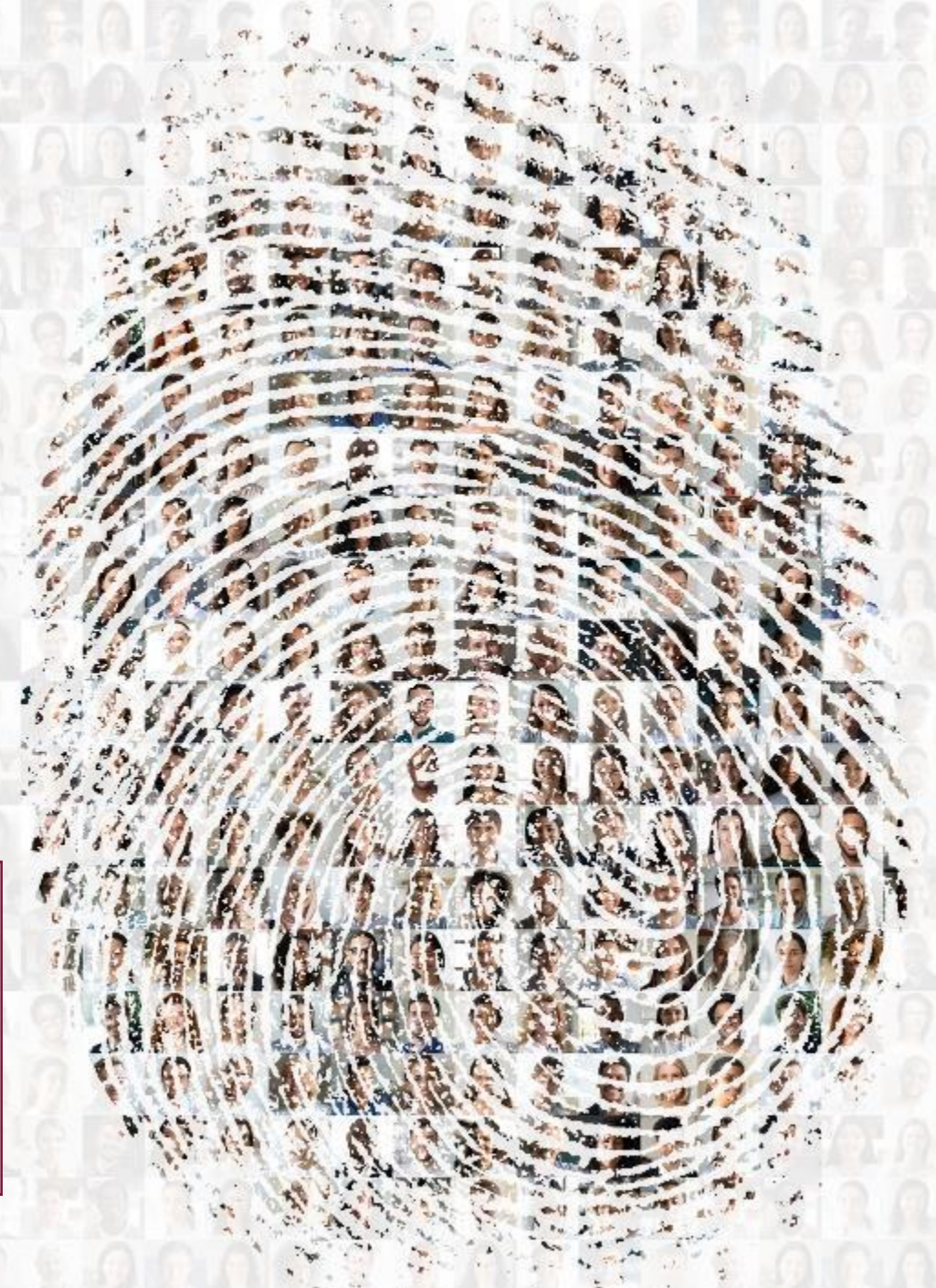
Senior Director, Custom Insights, Collage Group

FEATURING

*Ariella Williams*

Director, Research & Insights, Disney Advertising

**Disney Advertising**



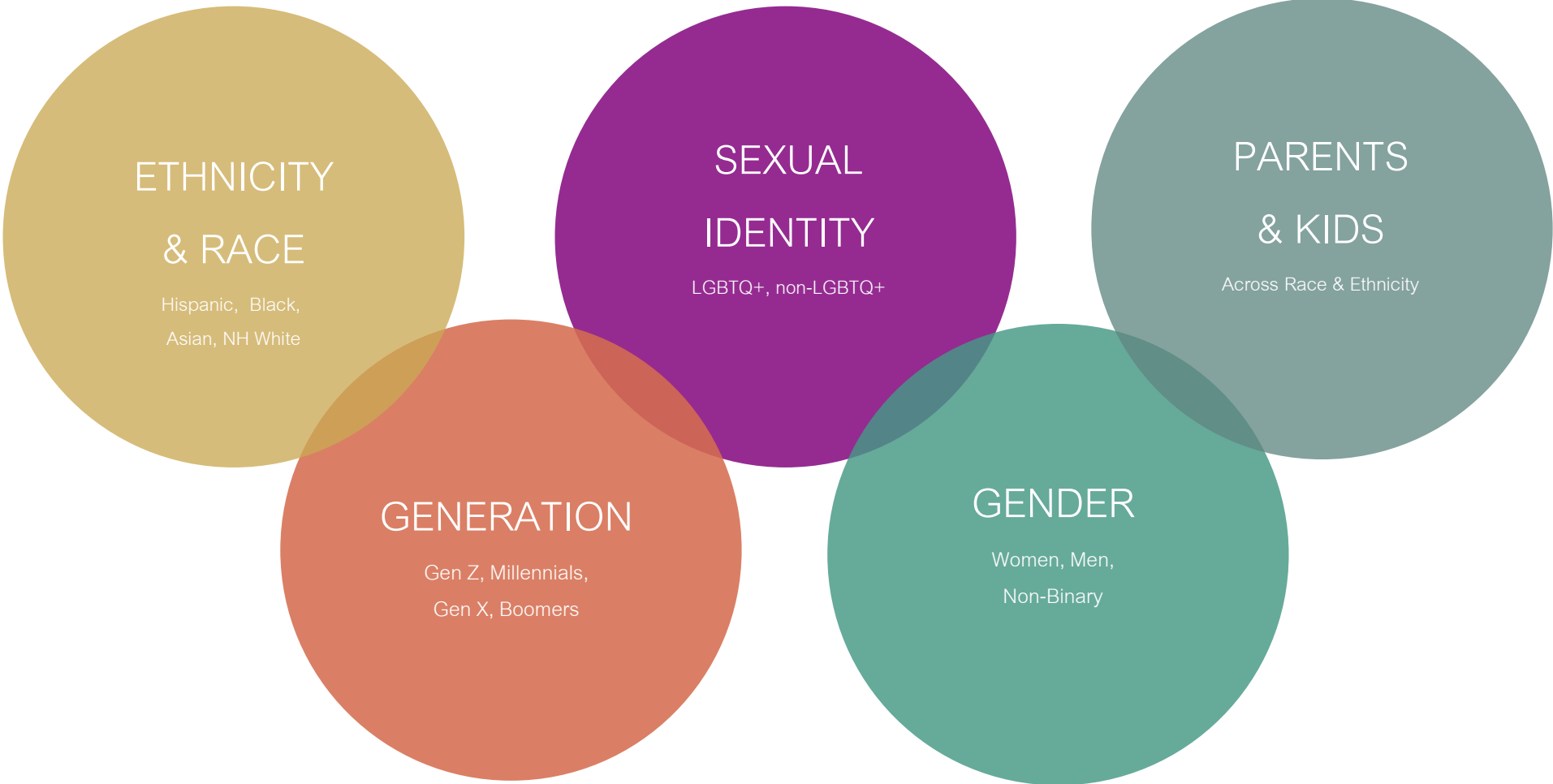
TO UNLEASH THE  
**POWER**  
OF CULTURE TO  
TO DRIVE BRAND  
**GROWTH**



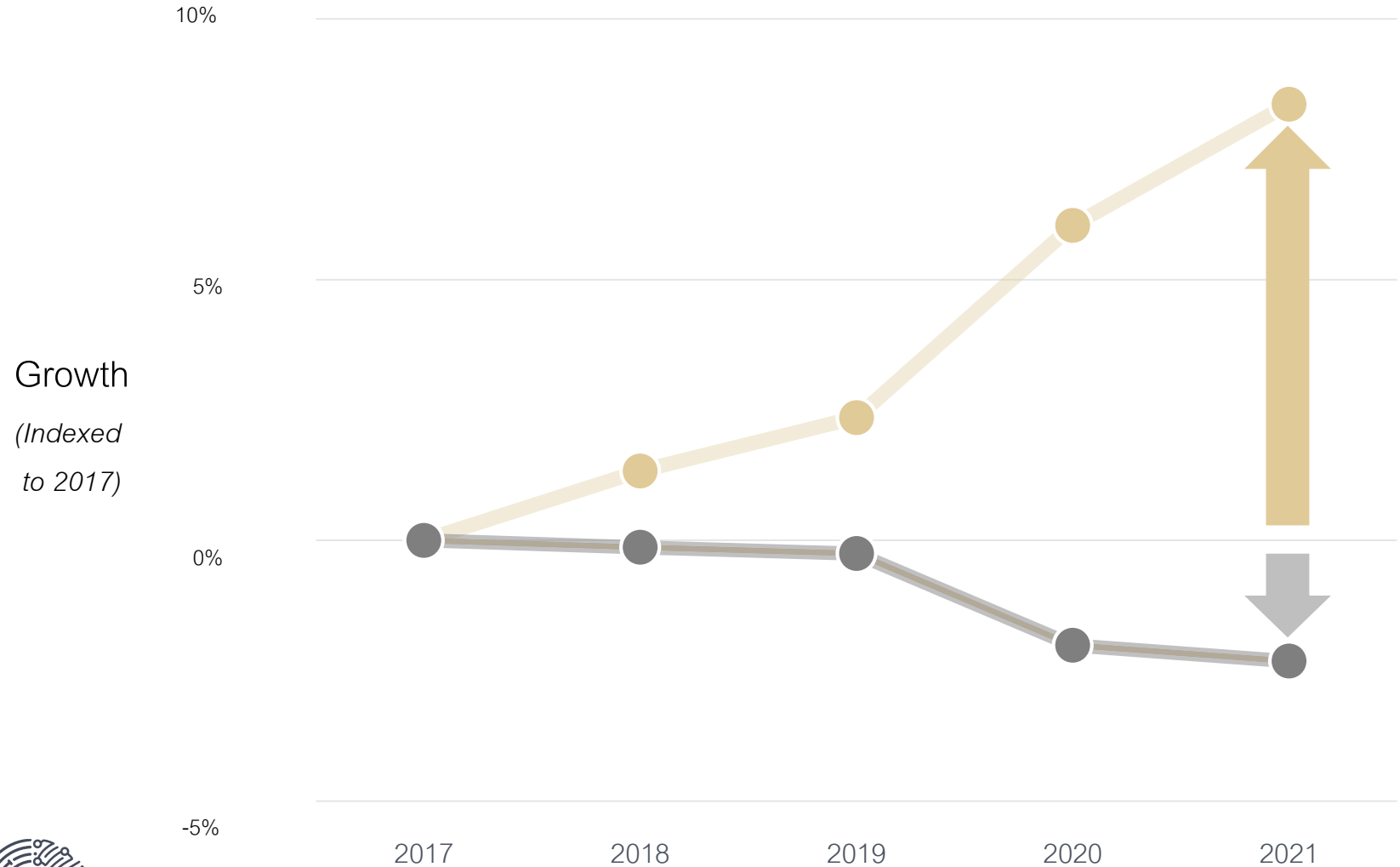
# The Collage Group Network: 300+ Brands



# Our Membership Programs



# Diverse Consumers and Younger Generations Drive All of U.S. Growth



**Multicultural Population**

- ~140,000,000+ people
- Growing by 8.3% from 2017-2021
- Drives 60-75% of expenditure growth

**NH-White Population**

- ~192,000,000 Million
- Shrinking by 2.3% from 2017-2023



# Complicating Factors

## LGBTQ+ Identity



Gen Z consumers are **4x more likely** to identify as LGBTQ+ than Boomers

## American Exceptionalism



Gen Z consumers are **50% less likely** to believe in American exceptionalism

## Social Issues



Consumers expectations that brands activate on social issues **rose by 14pp** from 2021 to 2022

## Backlash

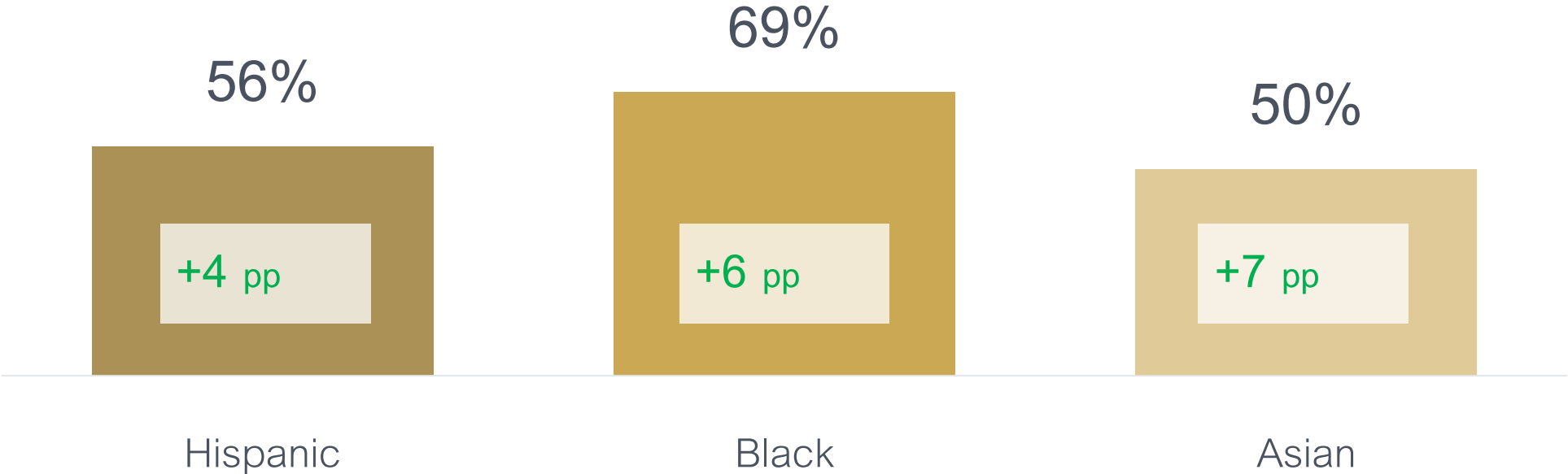


Black and Hispanic consumers are **40% more likely** to backlash against an advertiser than the total market

# Multicultural Americans Want Brands to Speak to Them

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

2022 pp growth vs 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 (PROPR), 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

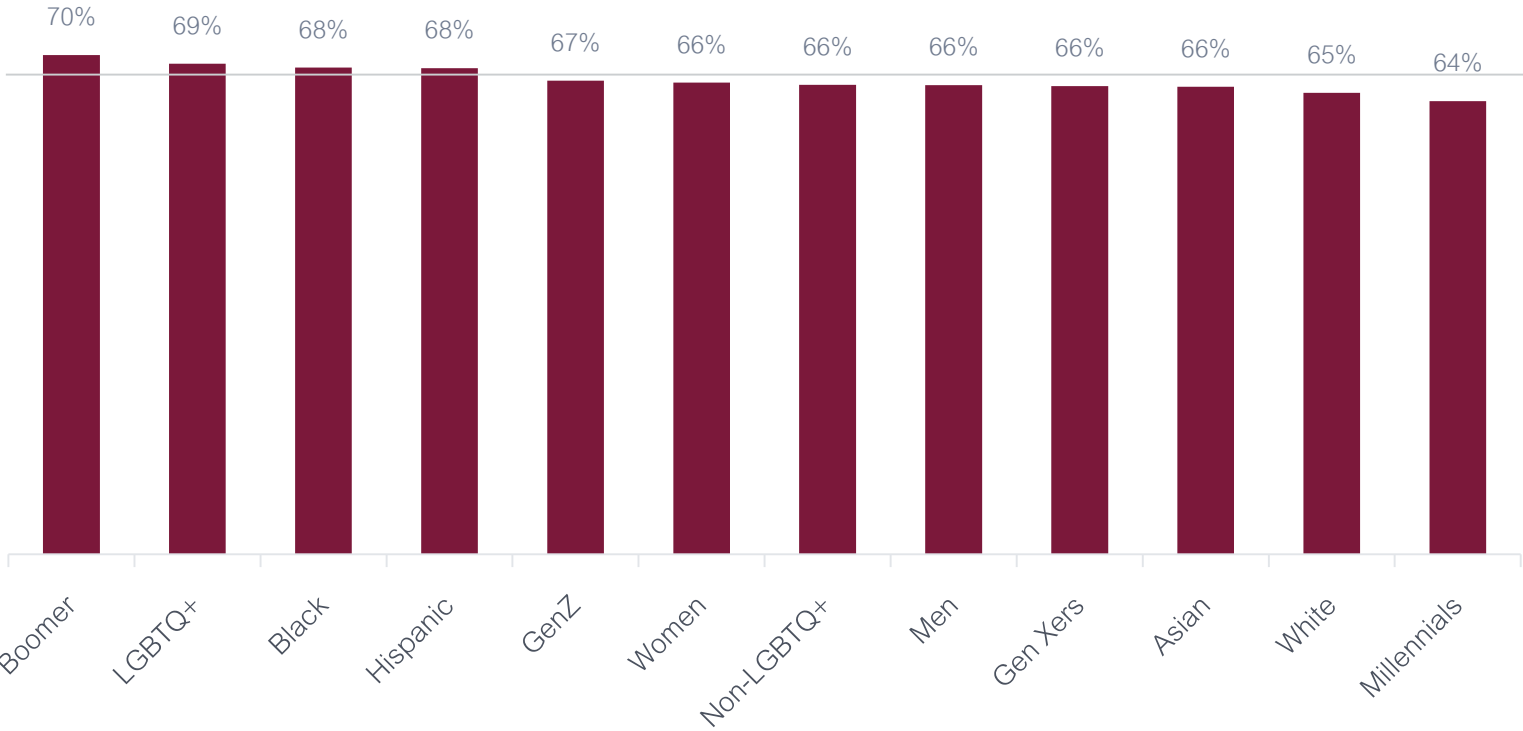
# But Consumers Think Brands Don't Understand Them

*“Too many brands haven’t ‘done their research’ when incorporating diversity in their advertising (races, ethnicities, sexual identity)”*

67%

of all consumers

*agree*



Source: Collage Group, *America Now* survey (May 2023)



## The Problem

- Diverse consumers are the **primary source of growth**
- Diverse consumers want to choose brands that **put them at the center**
- But diverse consumers - indeed *all consumers* - are **dissatisfied with how brands reach them.**

# *What Do Winning Brands Do?*



## Cultural Fluency

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

## Leading Brands Are Showing the Way

Key Characteristics...

1. They **place diverse segments at the center** and strategically redefine “mainstream marketing”
2. They leverage **data and analytics** to decipher and navigate cultural complexity and nuance.
3. They **use cultural specifics in novel ways** to both target specific segments and appeal to broad audiences through the “Halo Effect”
4. apply **diverse segments insight at the beginning** to accelerate past competitors

## “Halo Effect”



The result of brand marketing communications:

...designed to around the cultural traits and needs of a *specific audience...*

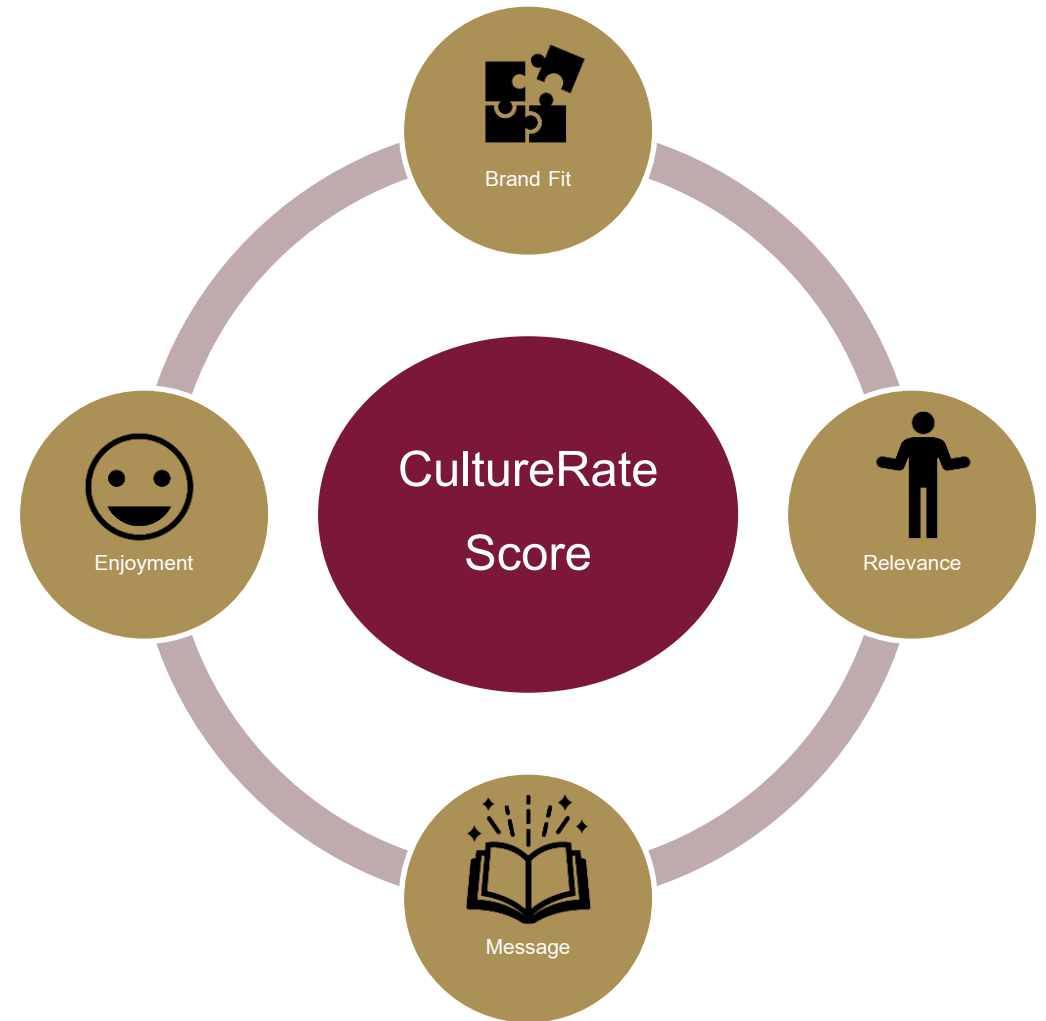
...that in turn appeals to the *broader market*

# The Four Dimensions of the CultureRate Score

**CultureRate** measures how well ads **culturally resonate** with consumers.

The CultureRate score assesses the cultural resonance of ads along four dimensions.

The CultureRate score ranges from 0-100. We deem an ad is **culturally resonant for a specific segment** when it scores in the top third of ads for that segment.



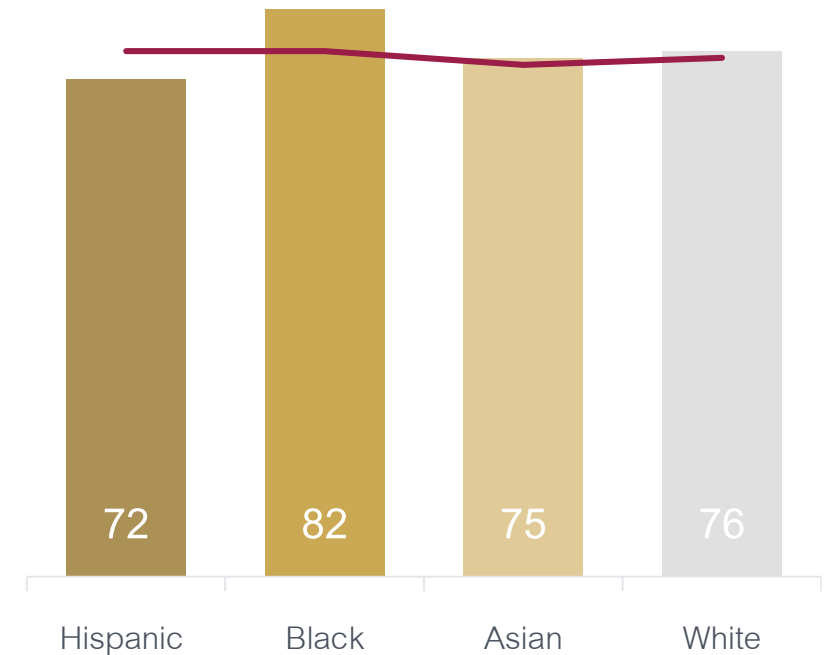


We Are All on a Shared Spectrum

Band-Aid “Our Tone: Michaela DePrince”



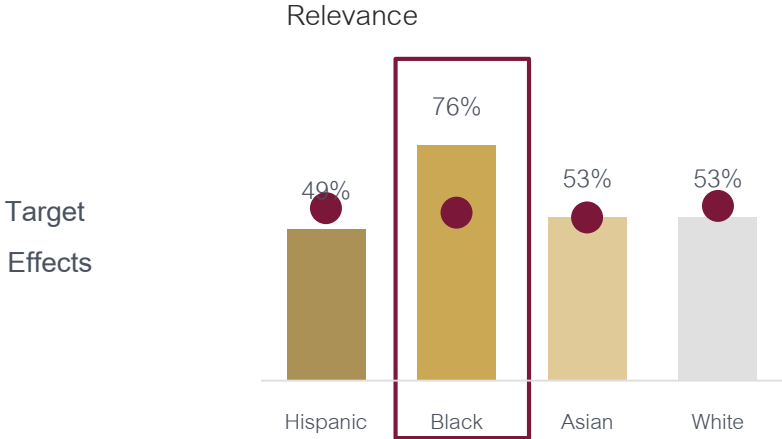
CultureRate Score



Segment's CultureRate Threshold  
(Top Tercile)

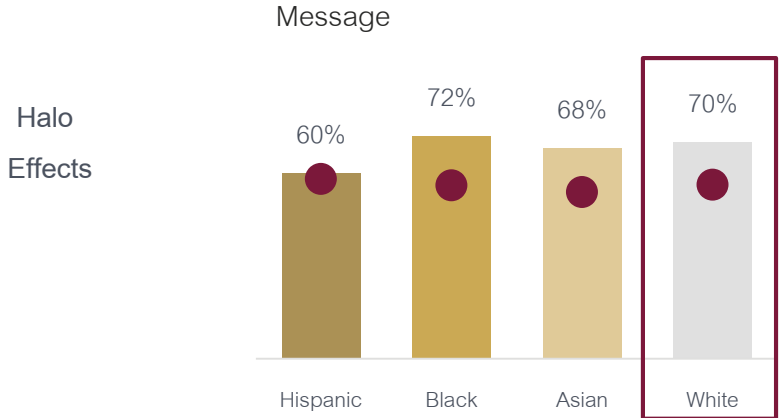


# Band-Aid “Our Tone: Michaela DePrince”



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

Black, Millennial, Man



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

Source: CultureRate Presentation, Roundtable 2021



# The Road to Cultural Fluency is Rooted in Audience Insights

Disney Advertising's Insights-Led Commitment to Cultural Intelligence



Disney Advertising





# We Know That Multicultural Marketing is Mainstream Marketing

**40%** of US Population  
Is Multicultural With  
Gen Z At 50%

**\$5.4T** Spending Power  
Among Multicultural  
Consumers







Disney's Journey to Cultural Fluency =  
Executing on Our Commitments  
Building Authentic Connections With Diverse Audiences  
Data & Insights Lead the Way to Effective Advertising











# Our Commitment to Progress



Shared Vision  
to Drive Impact  
and Systemic  
Change In the  
Marketplace

Diverse Owned Media	Diverse Owned Creators + Collaborators	Diverse Owned Education & Insights
   <small>A UNIT OF MECENA/ MEDIA</small>	     <small>A UNIT OF MECENA/ MEDIA</small>	 
		





Understanding Our Audience By Leveraging Data  
and Analytics Across Segments  
Data-Driven and Insights Led



# An Authentic Connection With Our Diverse Consumers

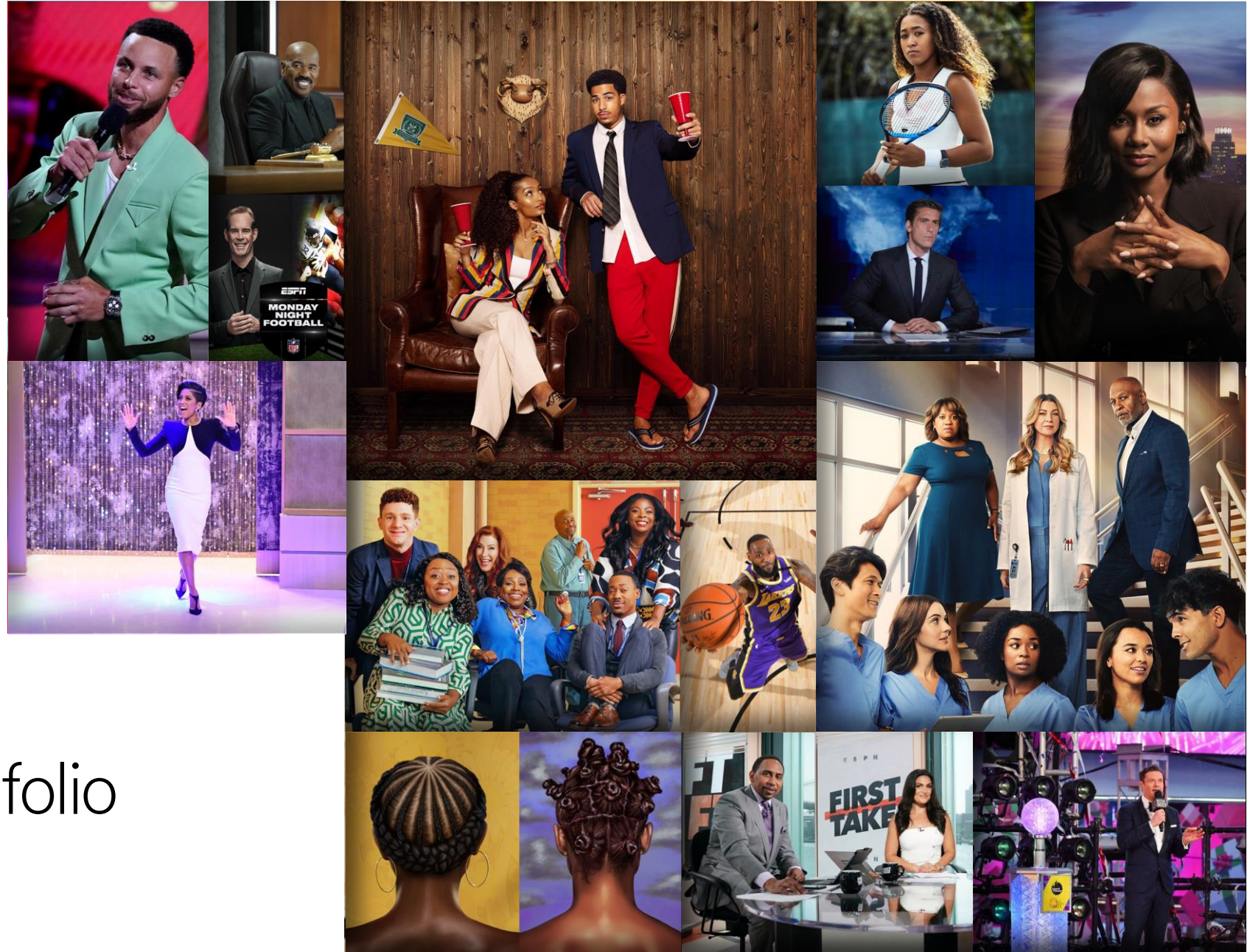
- Over 100M+ Disney viewers believe it is important for companies to create advertising that is culturally diverse
- Disney's Multicultural audience desires content and ads that are relatable to different aspects of who they are, experiences they can relate to. Representation matters.
- Their desire for relatability goes beyond solely physical characteristics, they look for connection to family dynamics, values, and life experiences as well.
- There is an emotional connection and cultural relevance cultivated through Disney content





Content That  
Resonates For All  
Audiences Across

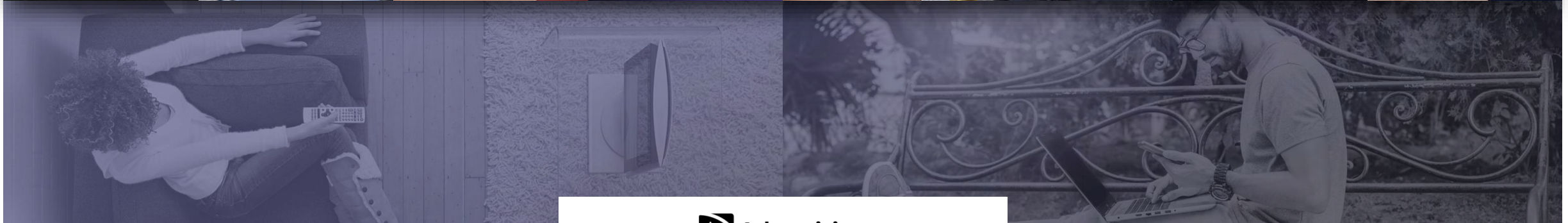
The **Disney** Portfolio





# #I Media Portfolio

REACHING MULTICULTURAL & INCLUSIVE AUDIENCES



 Advertising



# Disney Reaches 92% MULTICULTURAL & INCLUSIVE AUDIENCES

95%  
Black  
Audiences  
•  
30MM 18+

92%  
LGBTQ+  
Audiences  
•  
12MM 18+

90%  
Asian  
Audiences  
•  
16MM 18+

90%  
Hispanic  
Audiences  
•  
38MM 18+

93%  
Women  
Audiences  
•  
122MM 18+

94%  
Veteran  
Audiences  
•  
21MM 18+

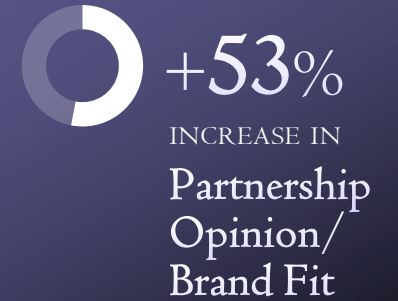
1 IN 3  
Differently Aabled  
People  
•  
80MM 18+

86MM Adults  
PER MONTH



*Case Study:*

*The Hair Tales Advertisers Received Positive Brand Lift  
Across Key Brand Metrics*



hulu

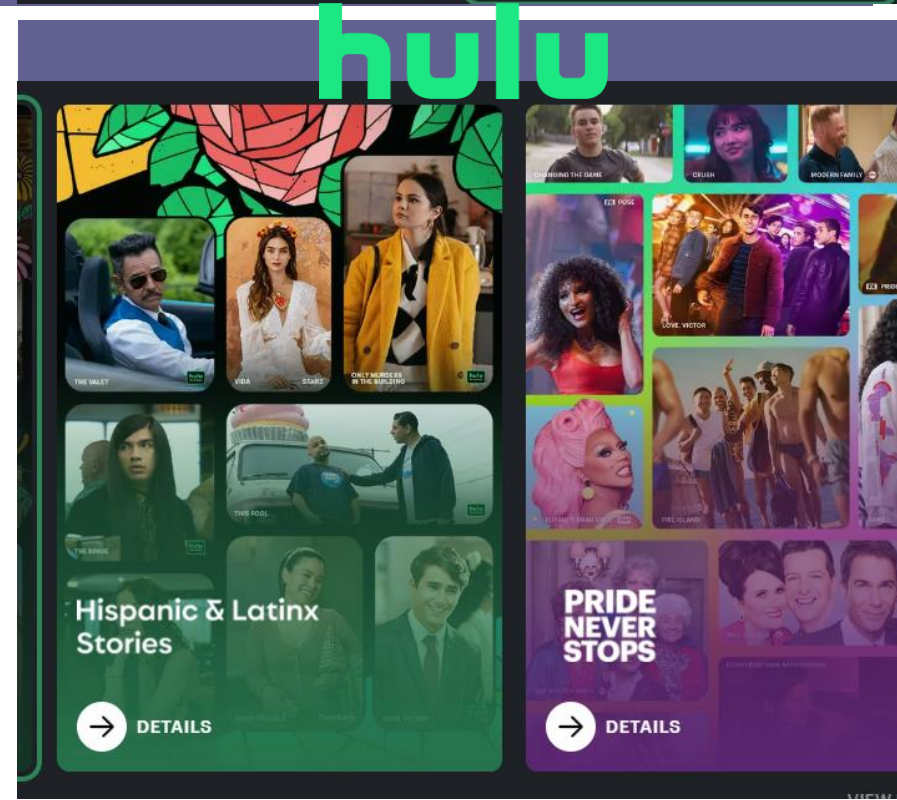
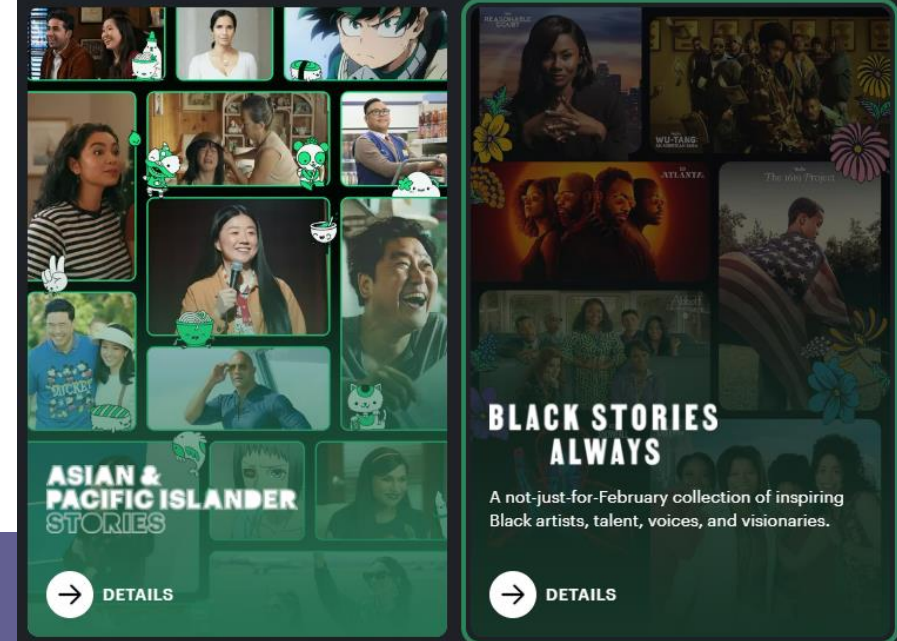
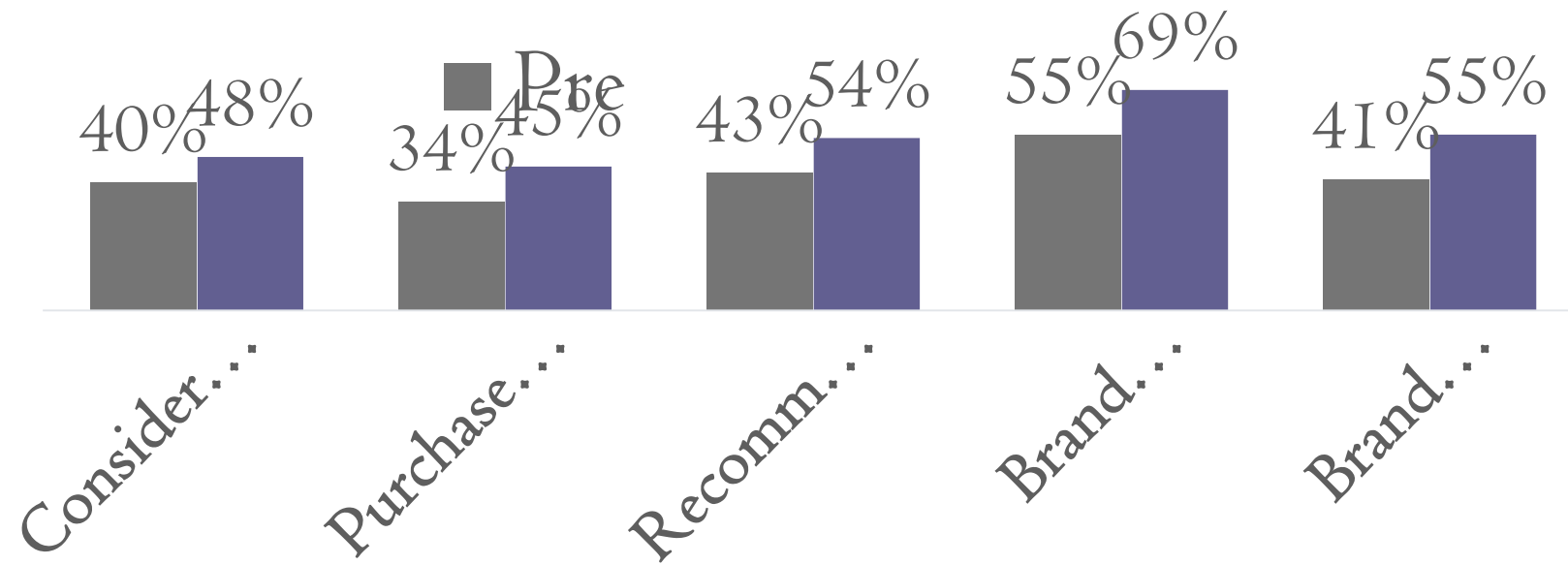
ONYX  
COLLECTIVE





# Case Study: Sponsorship of Hulu Culture Hubs Generated Strong Brand Lift for a Leading Auto Brand

*Among Diverse Consumers Viewing the Auto Ads on Hulu*



## The Value of Cultural Fluency Translates to Effectiveness for Our Advertisers

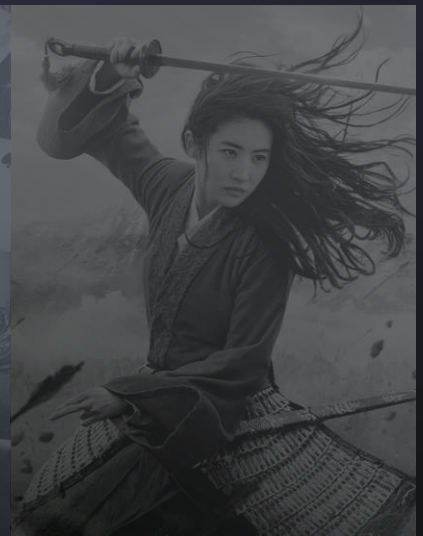
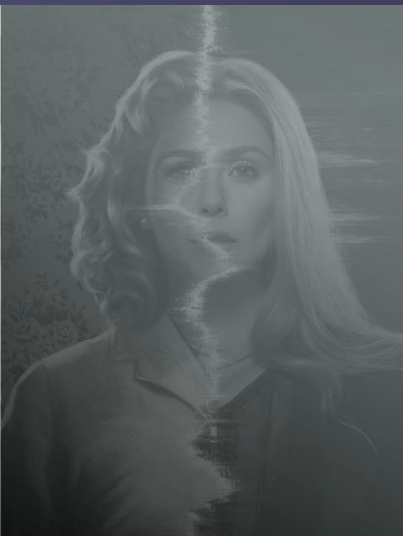
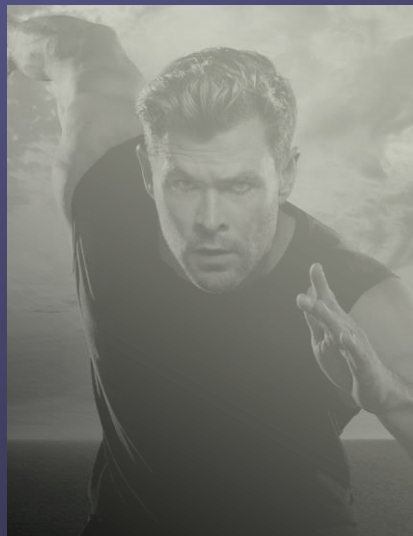
- Cultural intelligence, data & insights is imperative to understanding the audiences uniquely to effectively reach them
- Win diverse audiences by applying cultural intelligence to content, ad creative, strategy and development
- Activate for your brand and these audiences all year long
- An organic halo effect occurs across all segments creating ultimate impact in advertising
- The emotional connection and cultural relevance cultivated through Disney content creates a welcoming environment for brands to leverage when building and strengthening relationships among Multicultural audiences.





# THANK YOU

## Q&A



Learn More About Collage Here

