



CONDÉ NAST  
**SHARE**  
OF CULTURE 2.0

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# BEYOND ROI

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**THE ROLE OF SHARE OF CULTURE  
IN UNDERSTANDING U.S. CONSUMERS**





# Introducing Share of Culture 2.0

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For ages, marketers have focused on ROI as the leading indicator of success. But in today's ever-evolving landscape, the roadmap has become more complicated. After our first landmark study on Share of Culture (see page 3), we set out to answer two critical questions:

Which Share of Culture brand attributes are most critical for changing consumer behavior?

How can marketers harness them to increase their own Share of Culture? Where are they succeeding and where are they falling short?

# CHANGE IS THE ONLY CONSTANT

As we emerge from the pandemic, the world is moving faster than ever. If 2020 was about dialogue, then 2021 and 2022 are all about action—elevating diverse voices, championing sustainability, and re-evaluating how people connect in the face of toxicity and privacy issues across the internet.

## CONSUMERS

Moving from conversation to action around sustainability, diversity, privacy

## BRANDS

Action is required; It's not enough for to understand or reflect culture to stay relevant

## MARKETERS

Need to foster connection, community and trust to motivate consumers to buy

This has all led to **higher consumer expectations around community and connections**. Consumers are seeking real societal change and want brands to get on-board with them.

**In the face of this, brands are struggling to know where to put their focus.** While marketers care about these issues, they are often put in a position of investing only in performance. **Chasing short-term returns often leads to abandoning core products and messaging in favor of “one-off” efforts that compromise brand value.** With 3rd Party cookie depreciation on the horizon, it could not be a more critical time for marketers to find a new path forward.

Our goal for this year was to use **Share of Culture** to gain an understanding of the consumer behaviors that drive full-funnel results for brands, specifically uncovering prescriptive, actionable insights to drive perception change.

**This means an ROI-driven model is no longer sustainable, as it ignores the impact of brand building at the upper and mid-funnel of a consumer journey.**

To develop brands, marketers must strive to find a balance between performance marketing used to drive sales growth, and brand marketing used to drive awareness, perception, and consideration.

# DEFINING SHARE OF CULTURE

## WHAT IS SHARE OF CULTURE?

A new metric representing the extent to which a brand has the power to impact attitudes and behavior and create an emotional connection with consumers

In 2020, Deloitte and Condé Nast partnered together to understand the most meaningful metrics towards building and sustaining brands in today's marketplace. That research provided a definitive new framework, centered on leveraging "culture" as a new metric for success.

This transforms "share of wallet" and "share of voice" into "Share of Culture." **To keep a brand top of mind, there is a need to tap into consumers' motivations, gain trust, and connect with them on a deeper level.**

Share of Culture is the ability to participate in, reflect, and shape the culture of an audience. It focuses on the power to influence and lead, rather than demographic reach. We see it in the interplay of marketers and media partners working together to develop culturally relevant, authentic experiences.

Share of Culture directly connects consumer values with purchase motivations that **actually drive the bottom line.**



# MOVING PAST TABLE-STAKES

For this year, we surveyed 3,991 consumers about 87 brands in 10 categories. We looked at the six factors that define Share of Culture based on our initial survey (Influence, Leadership, Trust, Engagement, Sustainability, Quality). These are made up of 33 individual attributes.

**The main issue we saw throughout was that past assumptions (e.g. the need for authenticity) are now table-stakes**—brands are delivering on them, but they are low in importance, since they are the consumer's baseline expectation.

Across all categories, we consistently saw that providing value through **knowledge-sharing and action** is what drove perception change and purchase. This is at the heart of what defines influence, and brands that can deliver here are seeing full funnel impact.

**70%** **OF MARKETERS AGREED**  
brands should integrate into their consumers' culture by focusing on trust, content, targeting, engagement, cultural relevancy, and influence.

As part of this, through a complex regression analysis, we proved out the 1:1 relationship between an increase in a Share of Culture score and increases in KPIs.

Even more critically, with this research, we uncovered the fastest ways that brands can increase their own Share of Culture, centered around four key findings:



Share of  
Culture drives  
business



Influence is  
critical in path to  
purchase



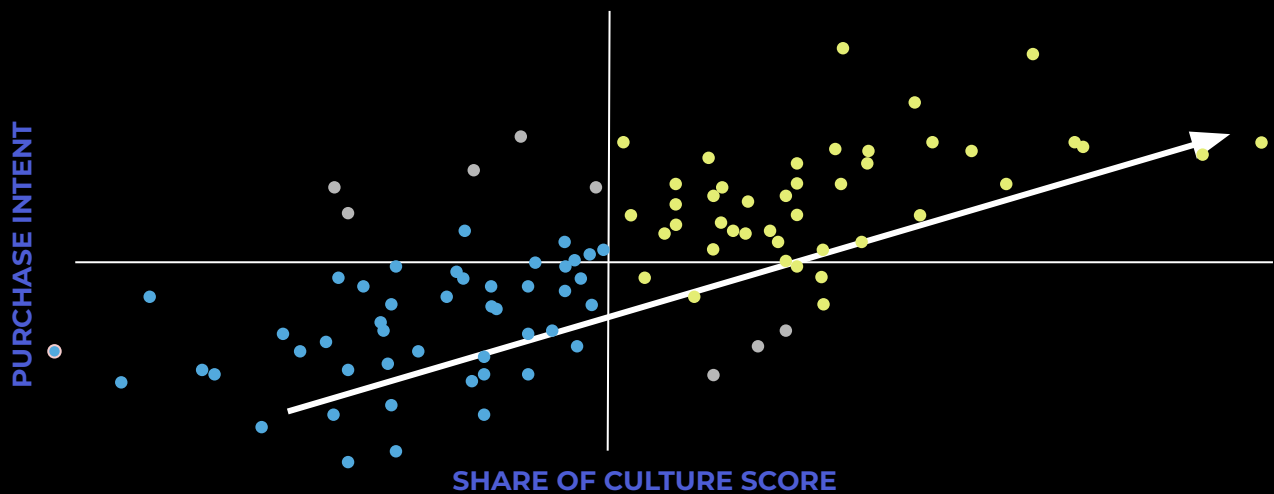
Brands  
underperformed  
on key  
attributes



One size  
doesn't fit all for  
categories

# SHARE OF CULTURE DRIVES BUSINESS

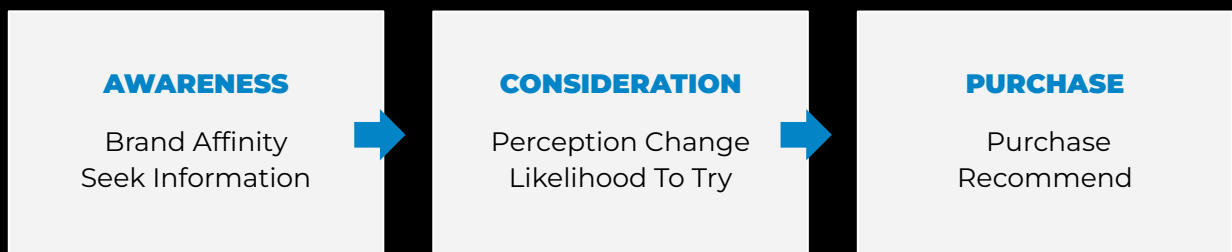
Causal relationships were developed between Share of Culture and respective brand KPIs, including brand affinity, purchase intent, and brand recommendation. This proved that **increasing Share of Culture generates incremental brand growth throughout the funnel.**



The main learning is that if we can fully understand how Share of Culture can be optimized, marketers can improve the stickiness of each phase of the consumer journey in any given brand building campaign.

Instead of being limited to lower funnel oriented ROI tactics, marketers should be planning their measurement holistically and customizing media and content for each phase of the consumer journey.

The full funnel can be optimized with Share of Culture as a deciding factor.



# RELEVANCE + ROLE OF INFLUENCE

We were not surprised to see that Influence and Engagement are the key drivers of Share of Culture. We therefore wanted to look closer at the role that Influence played across every phase of the consumer journey.

## Influence is important at all phases.

What we saw was slightly unexpected. **Influence is the consistent driver across every stage of the journey.** The research also showed that **the most influential brands are also the most loved, with the highest engagement and the highest leadership status in consumers' minds.**

Purchase is driven by the brain, but perception change is driven by the heart.

Engagement and Quality are essential for mid-and-lower funnel actions. Interestingly, **Perception Change, where consumers make the emotional connection, is driven by communicating leadership (values) and showing up as a brand with sustainable corporate values.**

To get brands activated across the full funnel, marketers must optimize these primary and secondary drivers by telling their brands personal stories; **Relying on Trust and Authenticity measurements are no longer enough.**

### Brand Affinity

Influence is #1 Driver  
Supported by Engagement and Quality

### Change In Perception

Influence is #1 Driver  
Supported by Leadership and Sustainability

### Purchase

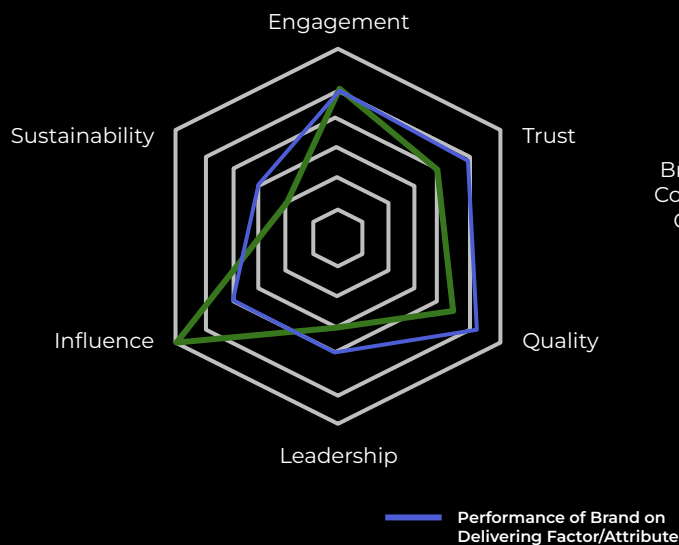
Influence is #1 Driver  
Supported by Engagement and Quality



# RESULTS RELY ON STORYTELLING

Brands are not delivering on the most important aspects of Share of Culture.

## UNDER-INDEXING ON DELIVERING INFLUENCE VS IMPORTANCE OF FACTOR



## BRANDS ARE EVERYWHERE, BUT AREN'T SAYING MUCH



## Cohesive contextual storytelling is deeply desired.

In looking at all 87 brands in the recent research, we observed a common lack of performance in delivering Influence.

When we break this down further, we can see that brands are falling short on 4 of the 5 attributes that make up this factor: Inspiring, Keeps Me In The Know, Associated with Admirable People, and Well Connected. **And yet, brands are over-delivering on being "everywhere."**

This is what we are calling the **Influence Gap**— brands are speaking loudly, but not saying the right things.

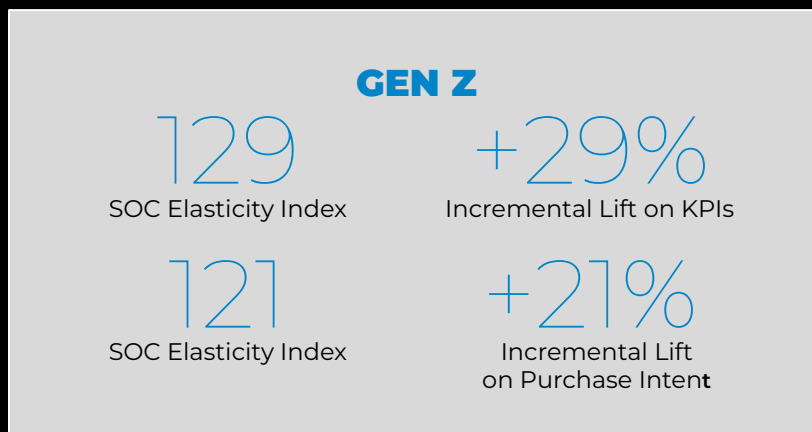
The good news is that we can look at the individual attributes that make up Share of Culture to identify opportunities and strengths and stay connected with consumer emotion motivators, to truly meet consumers where they are. The ultimate goal is to increase Share of Culture, and impact each phase of the consumer journey through brand campaigns that speak to consumer needs.



# PROVEN ACROSS ALL AUDIENCES

Through a series of SEM (Structural Equation Modeling) analyses, **we found that all drivers of Share of Culture are proven to be consistent in driving various KPIs regardless of age.**

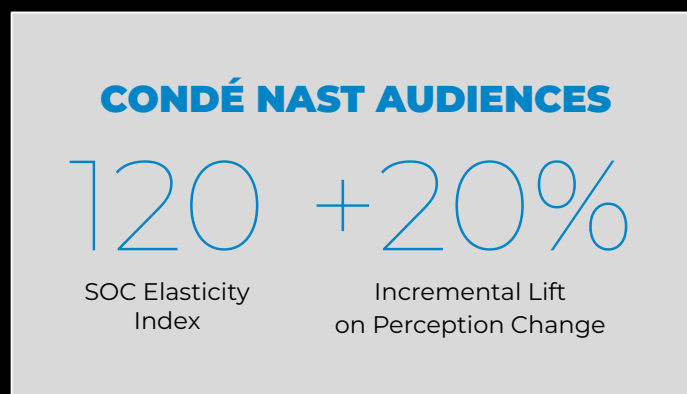
We looked at Velocity of Change or the Share-of-Culture-Elasticity for brand KPIs. The concept of velocity or elasticity is not new. Price elasticity is a commonly used measure to gauge the velocity of change in price to trigger sales impact.



The same increase in Share of Culture among the Gen Z audience will trigger a much larger increase (+29% lift) on combined brand KPIs (brand affinity, seek information, try, purchase intent, recommend) versus total U.S. respondents; There is a 21% lift specific to purchase intent.

The good news? Despite being more savvy to marketing than past generations, Gen Z is more likely to learn about new brands from advertising (143 index) and to consider a purchase as the result of a brands advertising (126 index).

Especially as targeting becomes more difficult due to 3rd Party Cookie depreciation, the right message in the right environment leads to results



And the right environment is important. At Condé Nast, we've seen that the same increase in Share of Culture among our audience will generate a much larger improvement (+20% lift) in Perception Change than total U.S. audience.

# ONE SIZE DOESN'T FIT ALL

Across categories, we saw that “being everywhere” was the main defining attribute of the brands measured. That meant we needed to look deeper in each category to understand what was missing from brand messaging that was causing the gap between just being heard vs being understood and loved.

Using luxury as an example, we see that top attributes are **Authenticity, Quality, and Being Unique were the most important for driving Share of Culture**. However, we can start to see top areas to address when we look at how this category differs from the average:

## AREAS FOR IMPROVEMENT

THIS BRAND'S MESSAGE/MISSION IS MORE IMPORTANT TO THEM THAN MAKING A PROFIT

I HAVE HAD A CHANGE IN MY PERCEPTION ABOUT THE BRAND AS A RESULT OF ADVERTISING

THIS BRAND GIVES BACK TO SOCIETY AND COMMUNITIES

## STAND-OUT ATTRIBUTES

THIS BRAND IS UNIQUE (+20 VS AVERAGE OF ALL CATEGORIES)

WELL-CONNECTED WITH CELEBRITIES OR EXPERTS (+20)

THIS BRAND IS A CULTURAL ICON (+17)

THIS BRAND IS INSPIRING (+17)

Topline findings from other categories included:

**Tech** thrives on innovation and creativity, with negative gaps vs average for trust and authenticity

**Beauty** is strongly driven by authenticity, and is one of the few categories that is seen as caring about diversity and inclusion

**Auto** pushes boundaries and is making top marks for sustainability efforts; brand loyalty isn't as strong as in other categories

**Finance** relies on trust, but brands struggle with being unique or exciting

**Food** is all about being trusted; consumers don't have a strong sense of brand love compared to other categories

**Travel** brands are well trusted, but have lower performance across all attributes, with major gap on being unique

**Home** products are relevant and fit needs, but aren't driving passion for consumers

**Fashion** overperformed for being a cultural icon and well-connected with celebs; Gap for being seen as paying fair wages

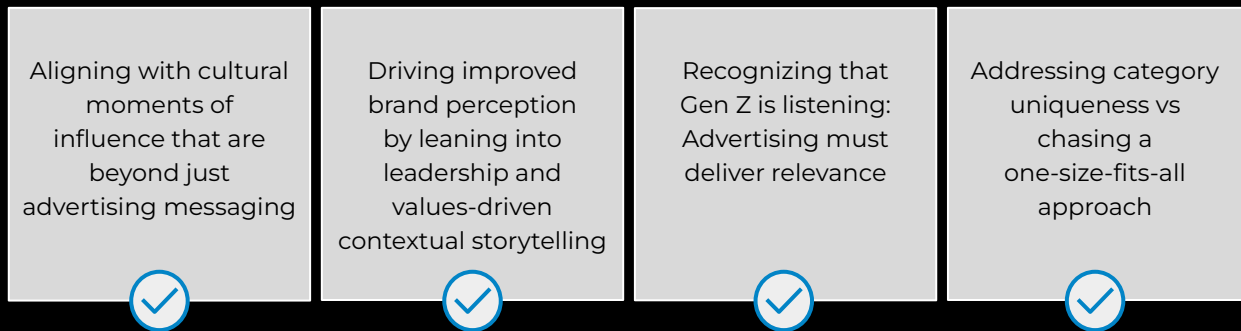
## CONCLUSION

Consumers have higher expectations than ever for brands, looking to them to take actions that impact the wider world.

For marketers, this adds an additional layer of complexity during an already difficult time for the industry—with 3rd party cookie deprecation, marketers were already needing to rethink measurement. It is crucial that they connect with their 1P audiences in a deeper way.

Only through elevated and improved content, optimized media touchpoints and a full funnel approach can marketers win. Share of Culture creates this path to success, helping brands overcome the Influence Gap.

Brands can lead into building their own Share of Culture, through:



## METHODOLOGY

Share of Culture 2.0 study is a continuation of the US 2020 Share of Culture study. The most recent study discovered consumer insights on how Share of Culture (SOC) impacts brand KPIs, including purchase consideration, across 10 categories and 87 brands.

Through a combination of qualitative and quantitative research, Condé Nast provided an in-depth analysis of 3,991 consumers and Condé Nast 1P audience panelists across six factors of Share of Culture: Influence, Engagement, Leadership, Quality, Trust and Sustainability.

Advanced analytics, e.g. regression analyses and SEM (Structural Equation Modeling) analyses were utilized to uncover the hidden predictive pattern of behavioral insights along the full consumer journey.



