

INNSIGHT SERIES

EVOLUTION OF BRAND VALUES

How to market to Gen Z?

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INNOCEAN
WORLDWIDE

WHAT WE ARE GOING TO COVER

EVOLUTION OF CONSUMER VALUES

Intergeneration Race To Greatness

EVOLUTION OF BRAND VALUES

Reaching New Brand Value Equilibrium

BUILDING FUTURE RELEVANCE

From Boomers to Gen Z and Beyond...

OUR POWER TOOLKIT

Methodology

EXPERT INTERVIEWS

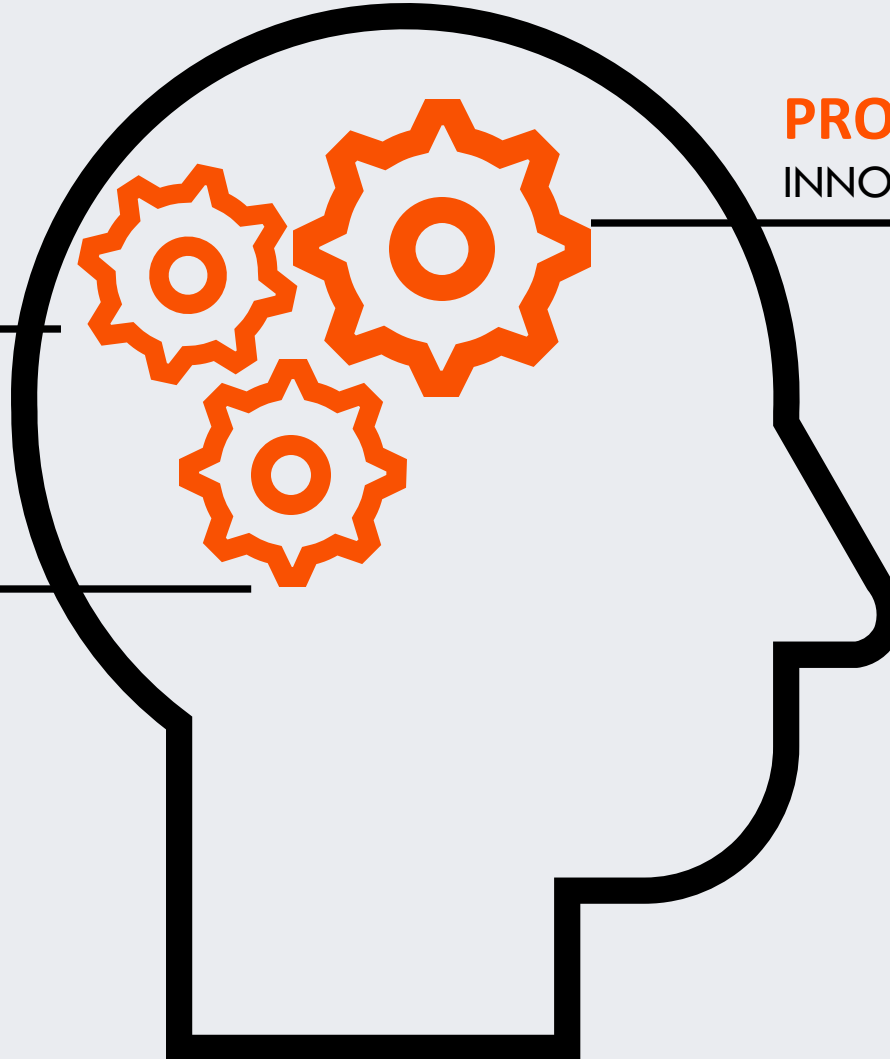
History Professors, Cultural Experts

SECONDARY RESEARCH

Schwartz Theory Of Basic Values

PROPRIETARY RESEARCH

INNOCEAN-led Survey & Interviews





**WE ARE
DIFFERENT.**

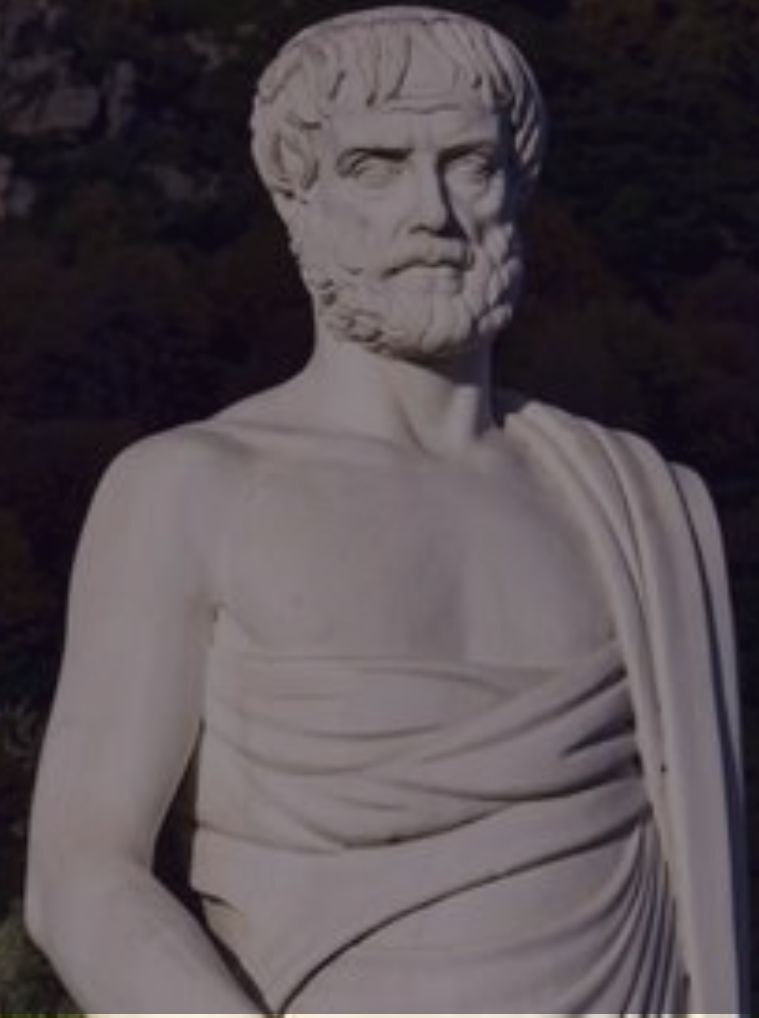
The Value Gap

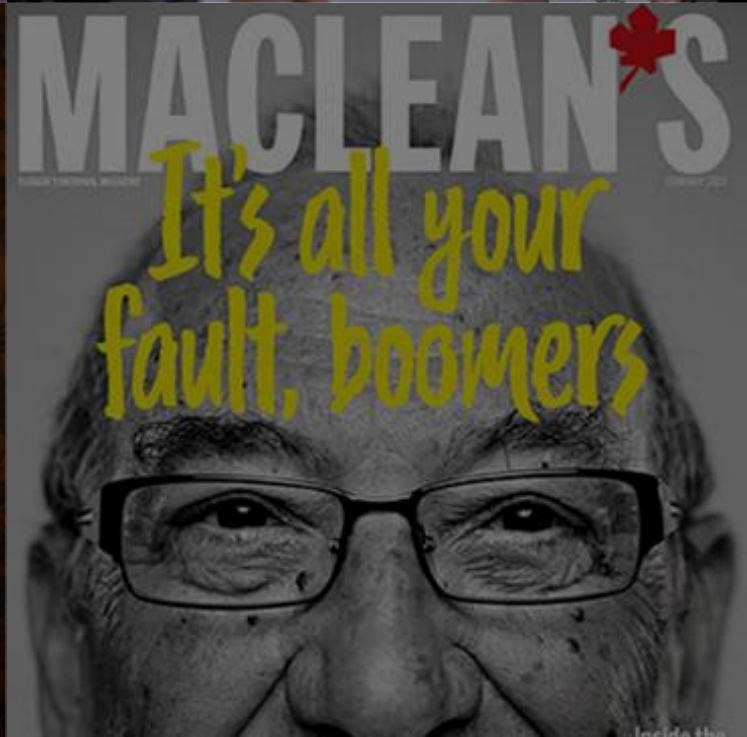
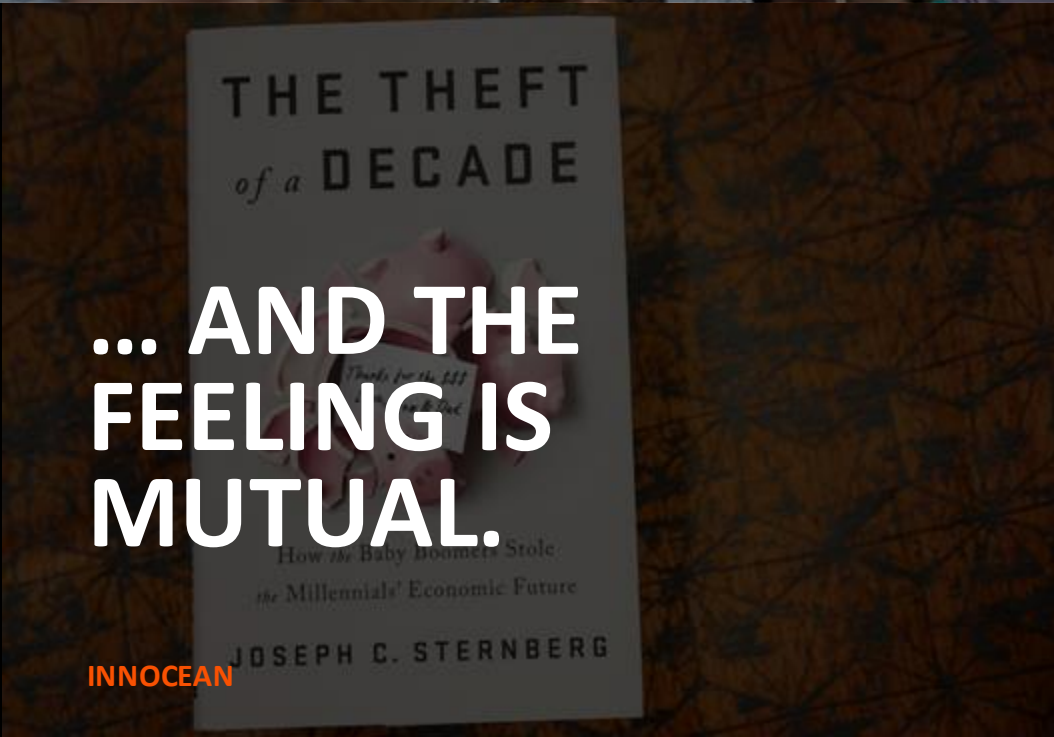


OUR HISTORY IS LONG ...

"Young people are high-minded because they have not yet been humbled by life, nor have they experienced the force of circumstances. They think they know everything and are always quite sure about it."

— Aristotle, 4th Century BC





... AND THE
FEELING IS
MUTUAL.

A black and white photograph of four women of different ages sitting on a wooden bench against a dark, textured wall. From left to right: a young woman with dark hair and sunglasses, wearing a polka-dot top and jeans, holding a large black bag; an older woman with short, light-colored hair, wearing a light-colored short-sleeved shirt and a dark skirt, sitting barefoot; a middle-aged woman with dark hair, wearing a striped sleeveless top and a dark skirt, sitting with her arms crossed; and an older woman with short, light-colored hair, wearing a light-colored long-sleeved shirt and jeans, with a bag on the ground next to her. The text "WE ARE NOT DIFFERENT." is overlaid in the center in orange and white.

WE ARE NOT
DIFFERENT.



WE ARE ALL IN THE RACE TO GREATNESS

CORE VALUES

Form At Youth

GENERATIONS SET FOUNDATION

For The Next One

UNIVERSAL VALUES

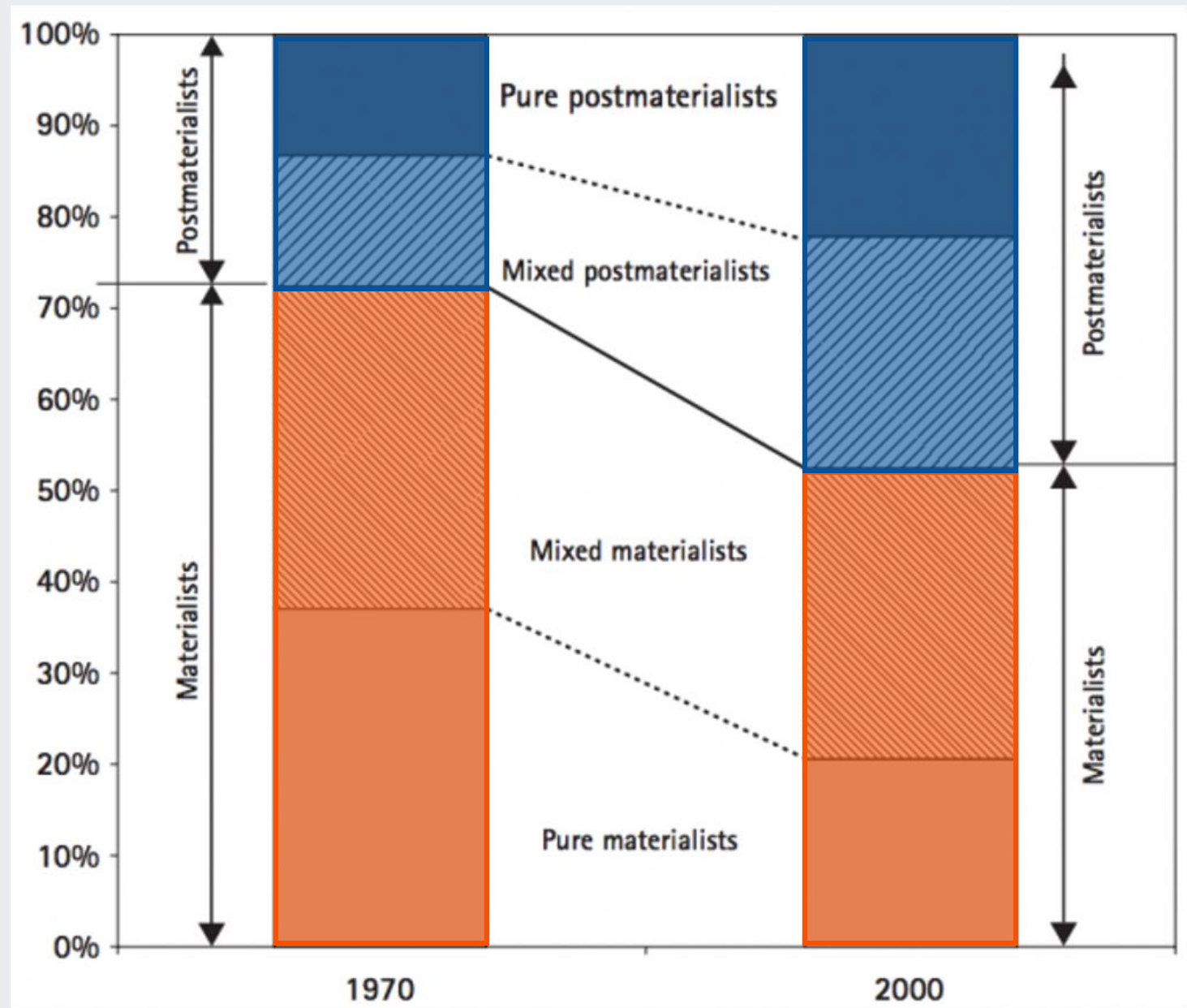
Bridge The Value Gap

EVOLUTION OF CONSUMER VALUES



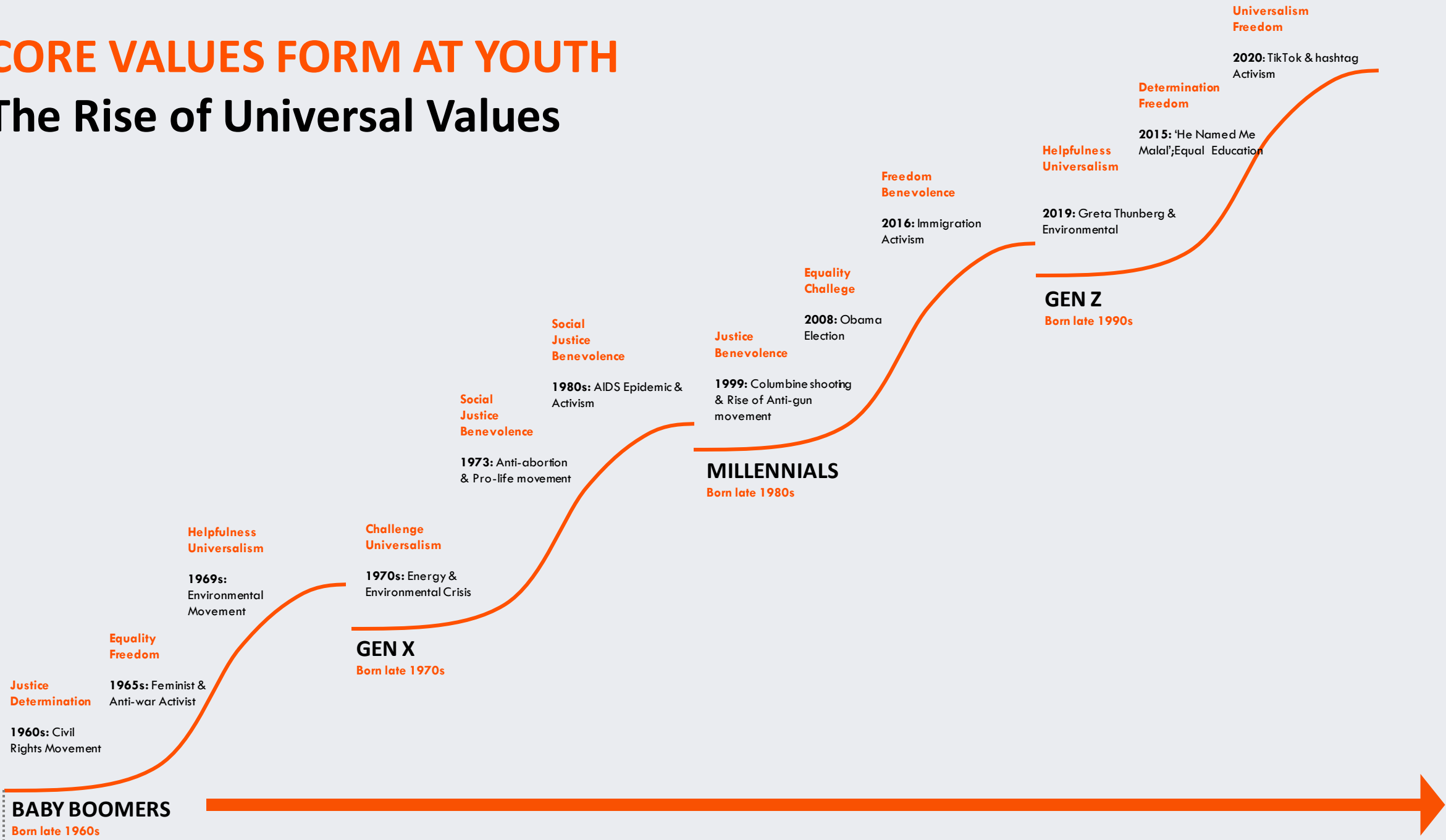
“Until the 1970s, individuals prioritized **MATERIALIST VALUES** such as **ECONOMICAL GROWTH AND MAINTAINING ORDER**. **POSTMATERIALISTS** give top priority to values such as **ENVIRONMENTAL PROTECTION, FREEDOM OF SPEECH AND GENDER EQUALITY.**”

REACHING THE NEW EQUILIBRIUM

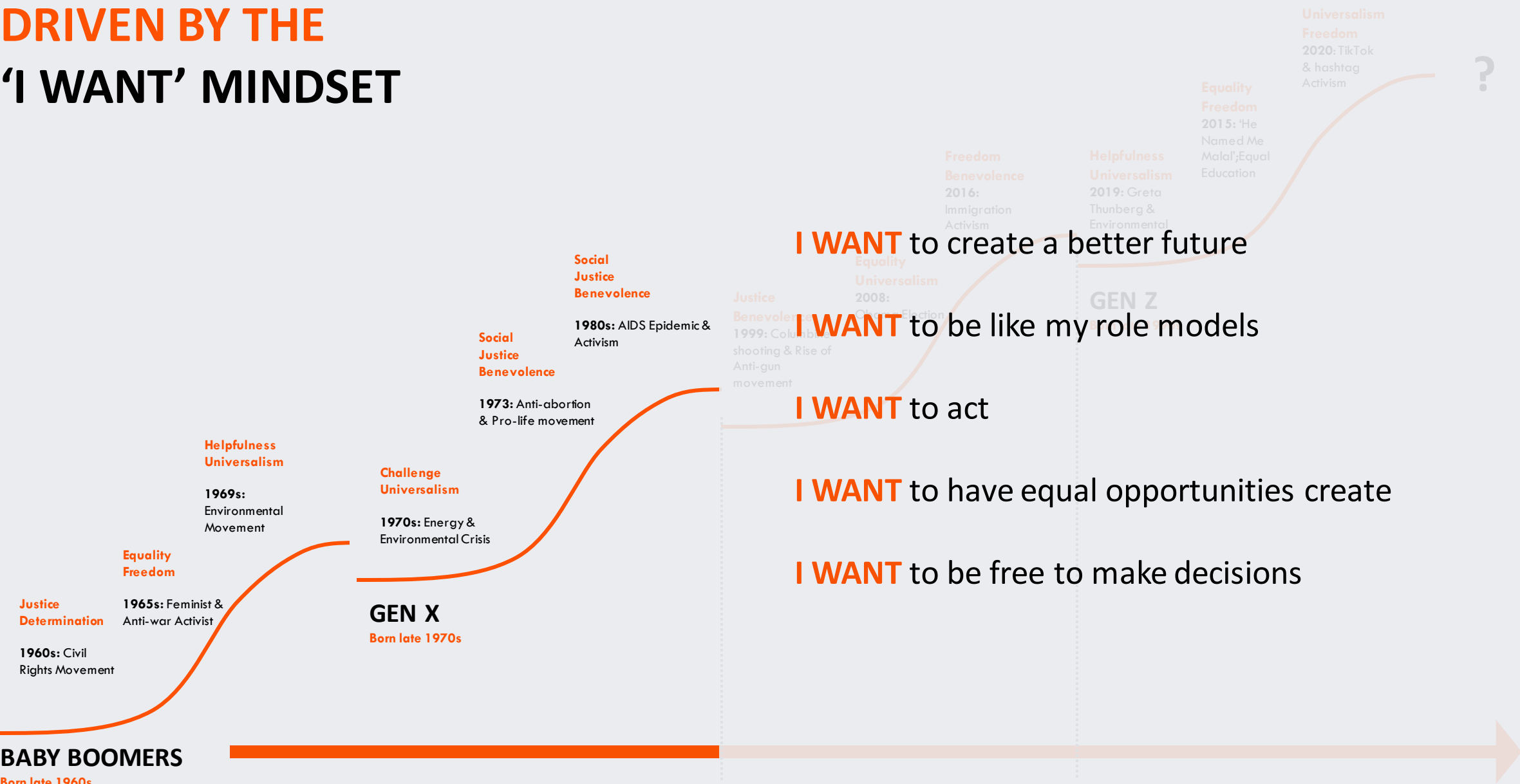


CORE VALUES FORM AT YOUTH

The Rise of Universal Values



DRIVEN BY THE 'I WANT' MINDSET



PERSON *of the* YEAR

TIME

**GRETA
THUNBERG**

THE POWER
OF YOUTH



INNOCEAN

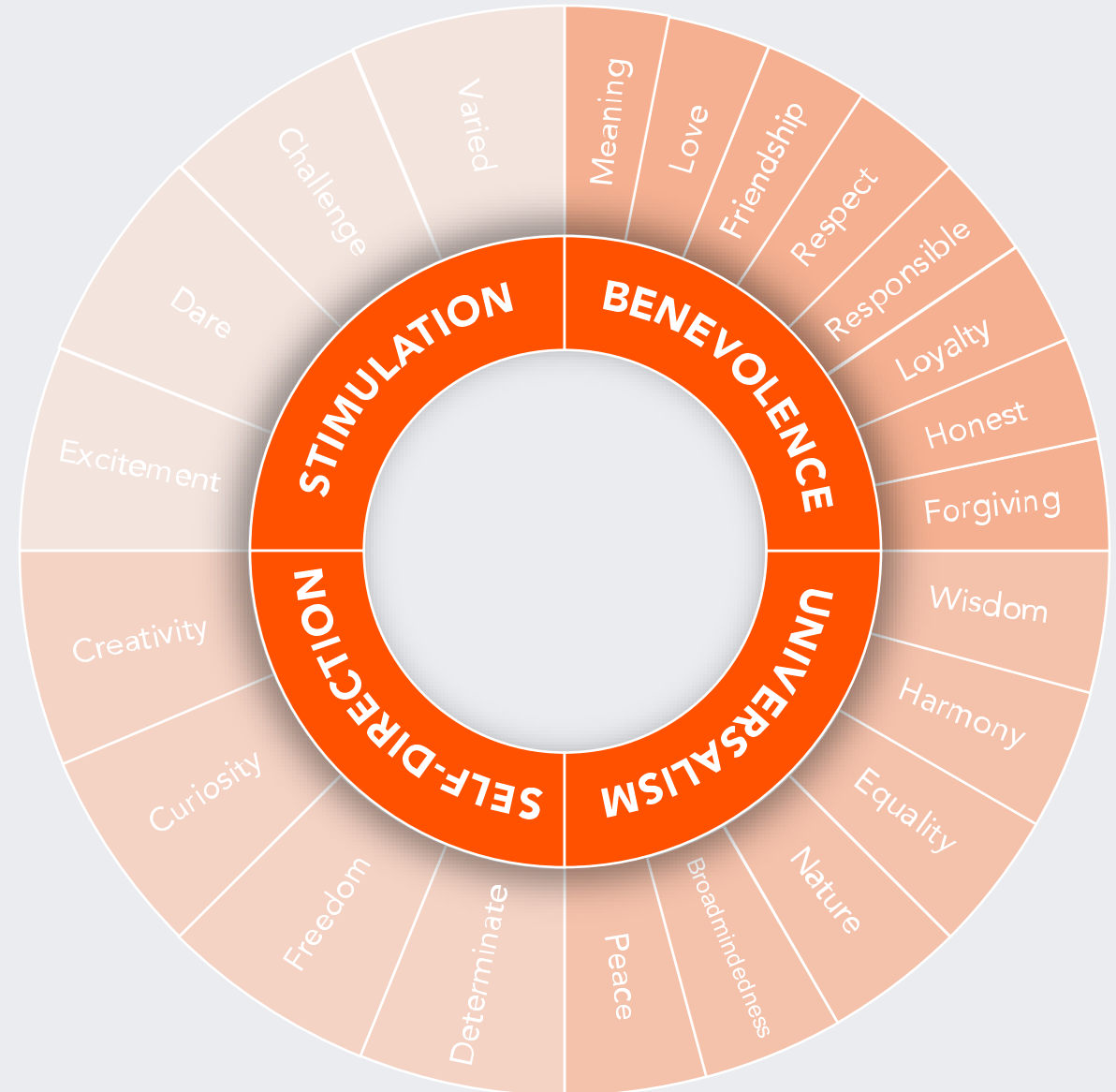
"I DON'T WANT YOU TO BE HOPEFUL. I
WANT YOU TO PANIC. I WANT YOU TO
FEEL THE FEAR
I FEEL EVERY DAY. AND THEN
I WANT YOU TO ACT. I WANT YOU TO ACT
AS YOU WOULD IN A CRISIS. I WANT YOU
TO ACT AS IF THE HOUSE WAS ON FIRE—
BECAUSE IT IS.

— January 2019, World Economic Forum

UNIVERSAL VALUES

YOUTH YEARS SHAPE MORAL COMPASS ...

Intergenerational race to greatness



SO, WAIT ...

Is The World Becoming More Altruistic?

Is This Straight Out Of A Fairy Tale?

Is Humankind Becoming More Selfless?

Is Violence Going To End?

A Buddhist monk with a shaved head, wearing traditional orange robes, is seated in a meditative posture on a stone ledge. He is positioned in front of a dilapidated brick wall, with a blurred natural background. The lighting is soft, suggesting dusk or dawn. The text "NO. WE ARE NOT ALL MONKS." is overlaid on the left side of the image.

**NO. WE ARE
NOT ALL MONKS.**



CONSUMERS BECOME COMPROMISED.

LIFE PRIORITIES CHANGE
OUR VALUE PRIORITY



I'VE BEEN NOTICING A LOT OF **PRAYERS** RECENTLY
FOR **PEOPLE** DURING THIS **TIME** AND I COMMEND
THAT, BUT I ALSO WANNA GIVE A PRAYER FOR **STUFF**.
THERE'S **DOPE** STUFF, LIKE **MATERIAL** STUFF, LIKE SICK
APARTMENTS AND **WATCHES**, AND **CARS**, AND
CLOTHES AND S*** THAT COULD ALL GO AWAY AND
I DON'T WANNA SEE THAT STUFF **GO AWAY**. SO
I'M GONNA SAY A PRAYER FOR THAT STUFF. **AMEN**.

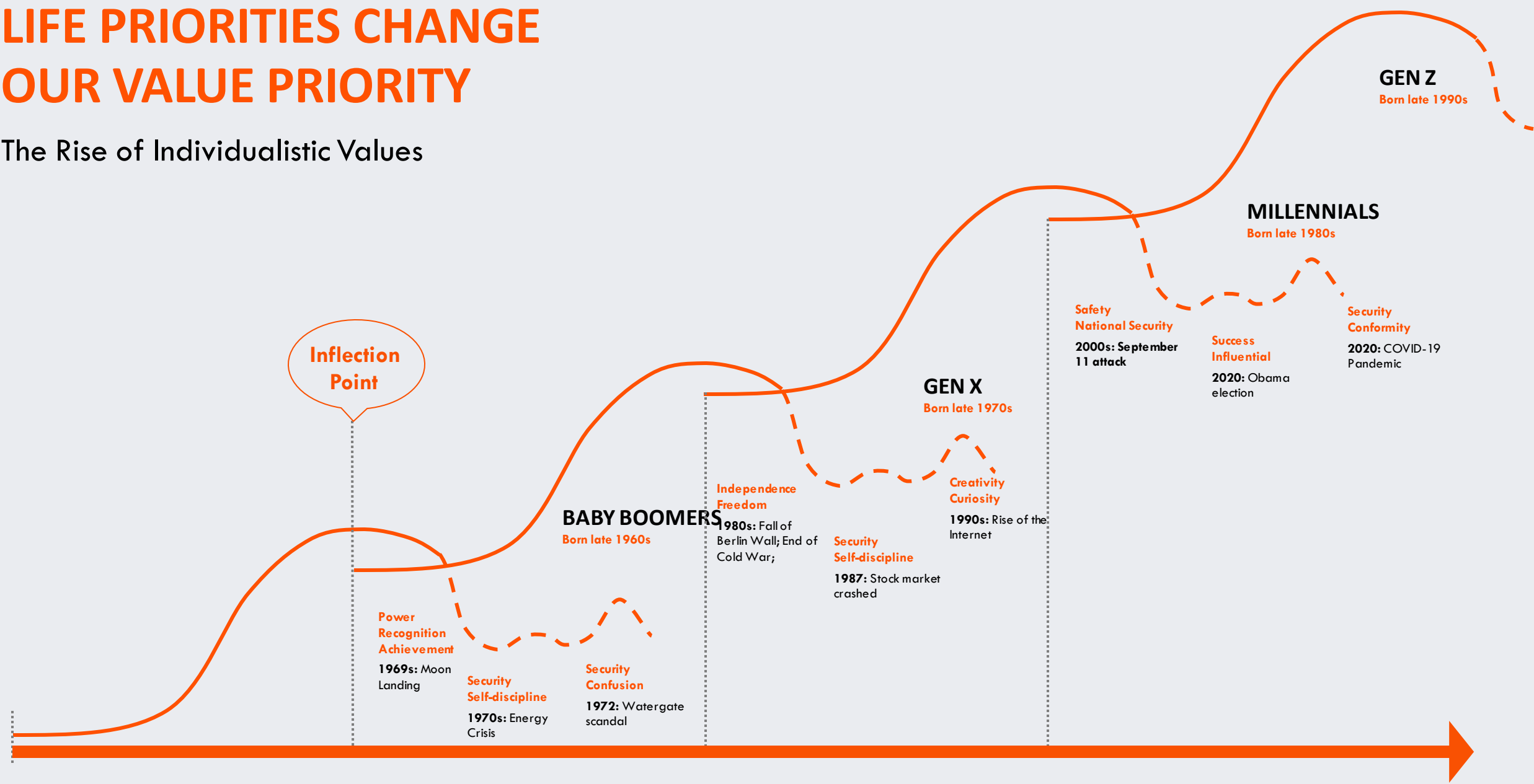
WWW.MAGICALQUOTE.COM

JASON ORLEAN



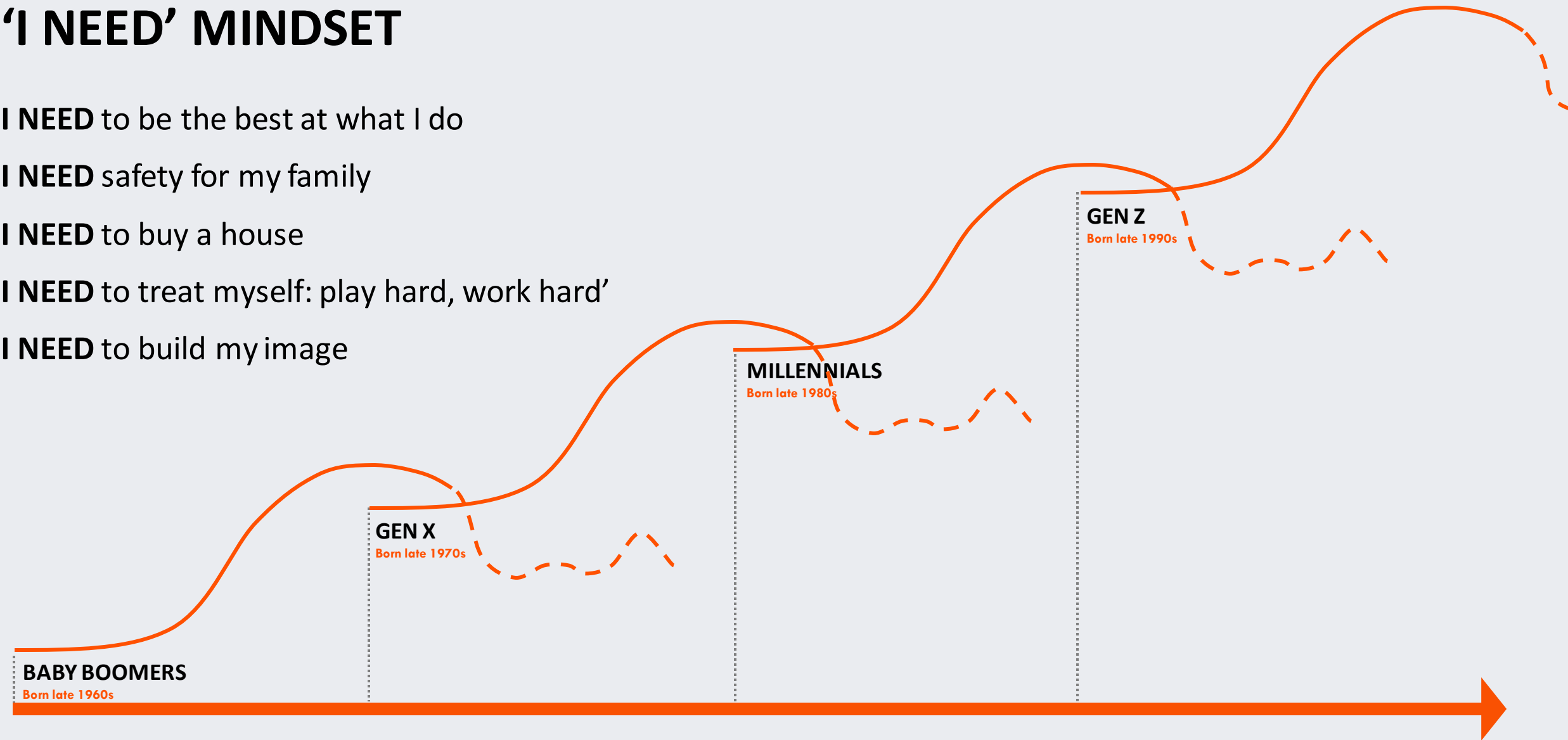
LIFE PRIORITIES CHANGE OUR VALUE PRIORITY

The Rise of Individualistic Values



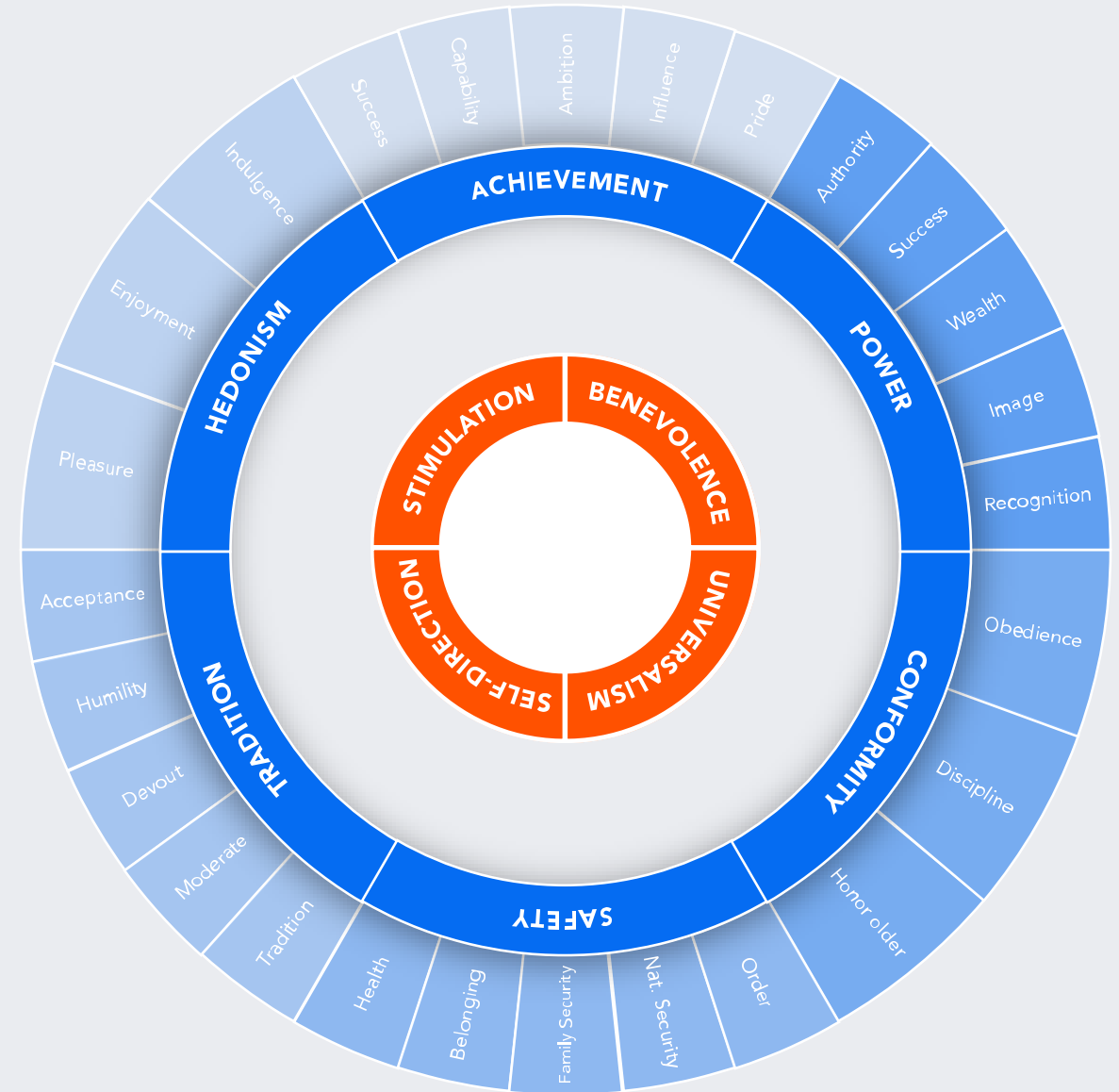
DRIVEN BY THE 'I NEED' MINDSET

- I **NEED** to be the best at what I do
- I **NEED** safety for my family
- I **NEED** to buy a house
- I **NEED** to treat myself: play hard, work hard'
- I **NEED** to build my image



SHAPING OUR INDIVIDUALISTIC VALUES ...

Making consumers reactive to
the context



GENERATIONS CHANGE LABELS.

BOOMERS

Hippies — ~~Yuppies~~

GEN X

Latch Keys — ~~Narcissists~~

MILLENNIALS

Changers — ~~Hashtag Generation~~

GEN Z

Activists — ~~?~~



**SAME
PERSON
DRIVES
DIFFERENT
APPEAL.**

1963: 'I HAVE A DREAM'

Broad Appeal

Unite the Masses

Universal Values

Idealistic – “I want”

1967: "BEYOND VIETNAM"

Niche Appeal

Create Division

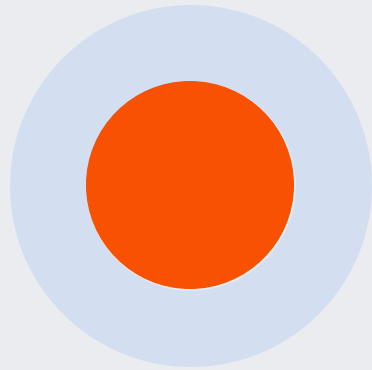
Individualistic Values Compromised

Call to action – “I need”



INDIVIDUALISTIC VALUES

CHANGE BASED ON CONTEXT



UNIVERSAL VALUES

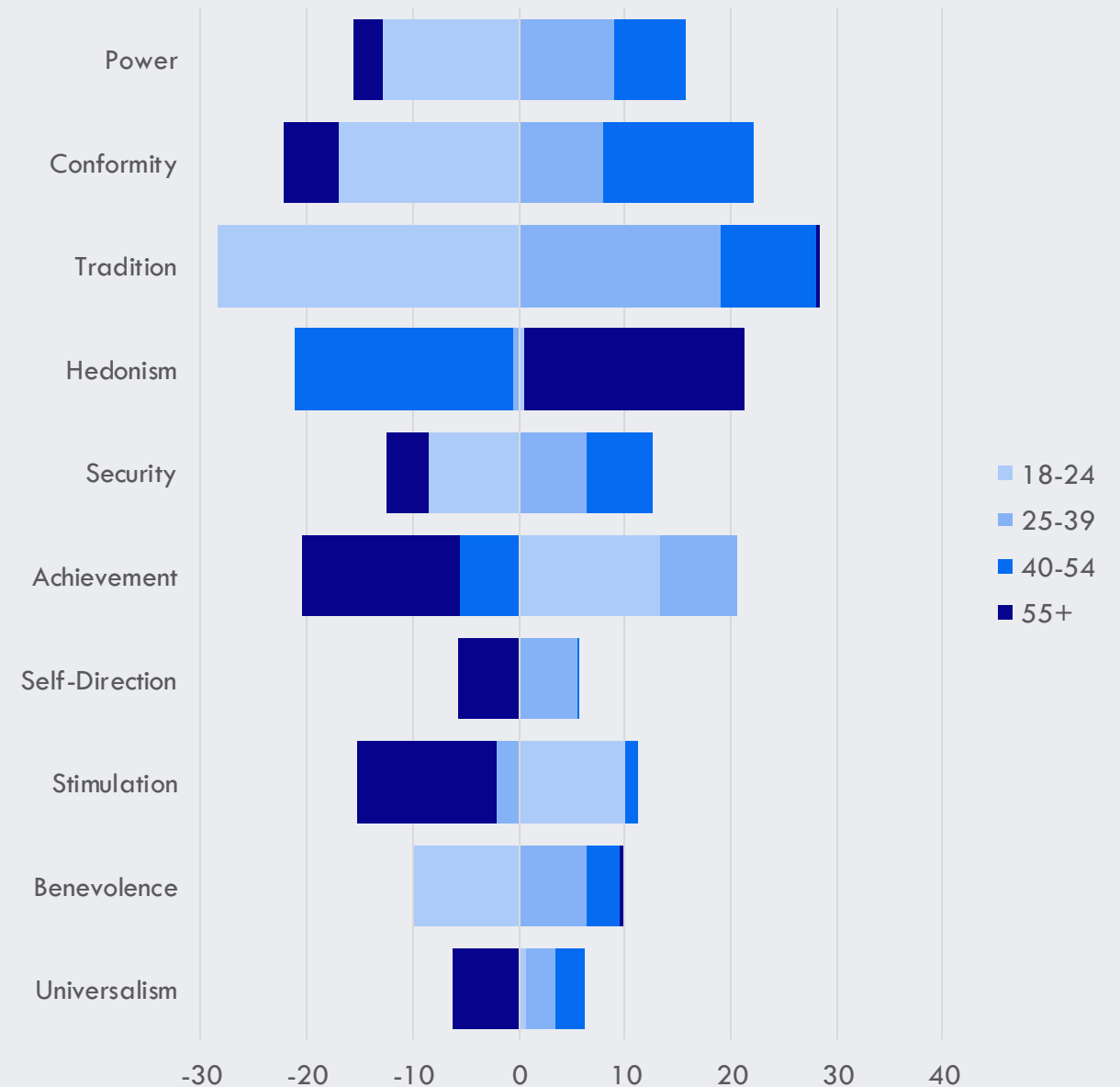
CLOSING THE VALUE GAP

Bring Generations Closer Together



GENERATIONS ARE MORE ALIGNED ON VALUES OF 'I WANT'

Generation Values Index



**ONLY 10PPTS
DIFFERENCE ON
VALUES OF 'I
WANT'**



GEN Z IS THE MOST ADVANCED, DEMANDING, TECH-SAVVY CONSUMER EVER

Moral Compass is High

Change Travels Fast

Context is Unpredictable

Expectations From Brands Are High

SO,
WHAT?

VALUE WHEEL

Implications

**Consumers
Values Of 'I Want'**

=

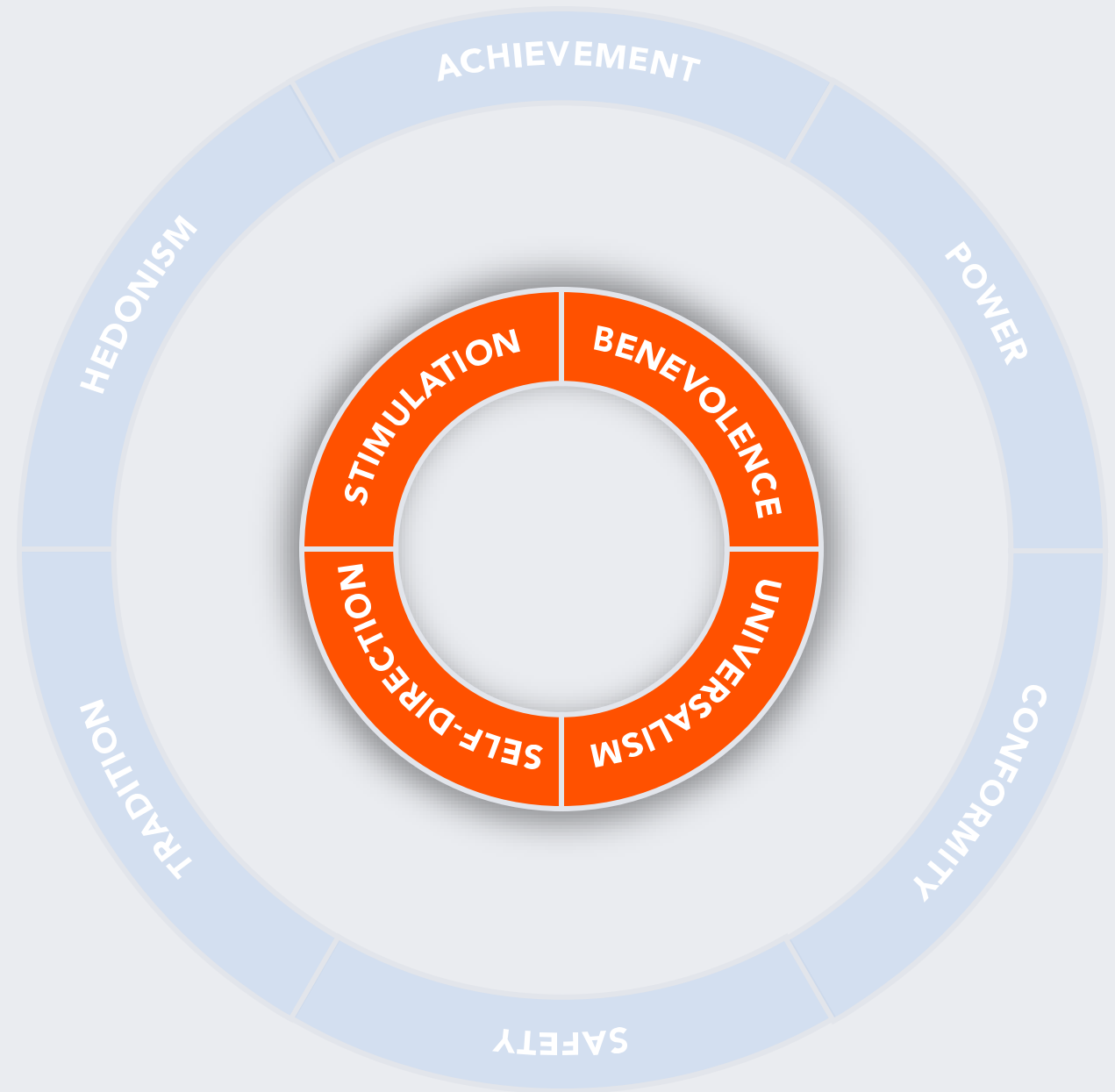
**Brand
Values Of 'Tomorrow'**

Transcend Generations

Form At Youth

Emotional Appeal

Quality of Life



VALUE WHEEL

Implications

Consumers
Values Of 'I Need'

=

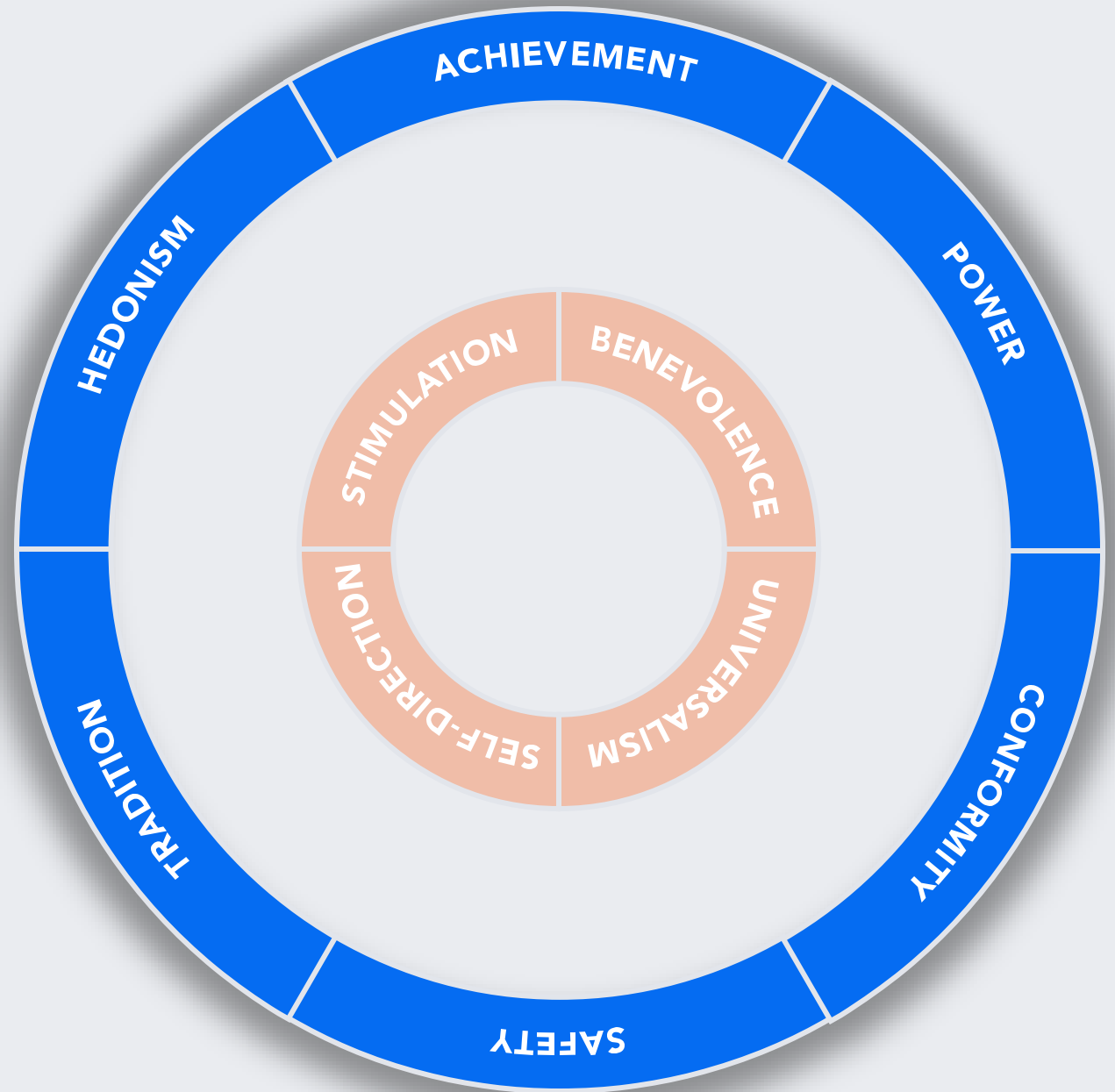
Brand
Values Of 'Today'

Short-term

Depend on Context

Cultural Relevance

Quality of Lifestage



**“IT TOOK MILLIONS OF YEARS FOR
MAN’S INSTINCTS TO DEVELOP. IT WILL
TAKE MILLIONS MORE FOR THEM TO
EVEN VARY. IT IS FASHIONABLE TO TALK
ABOUT THE CHANGING MAN.**

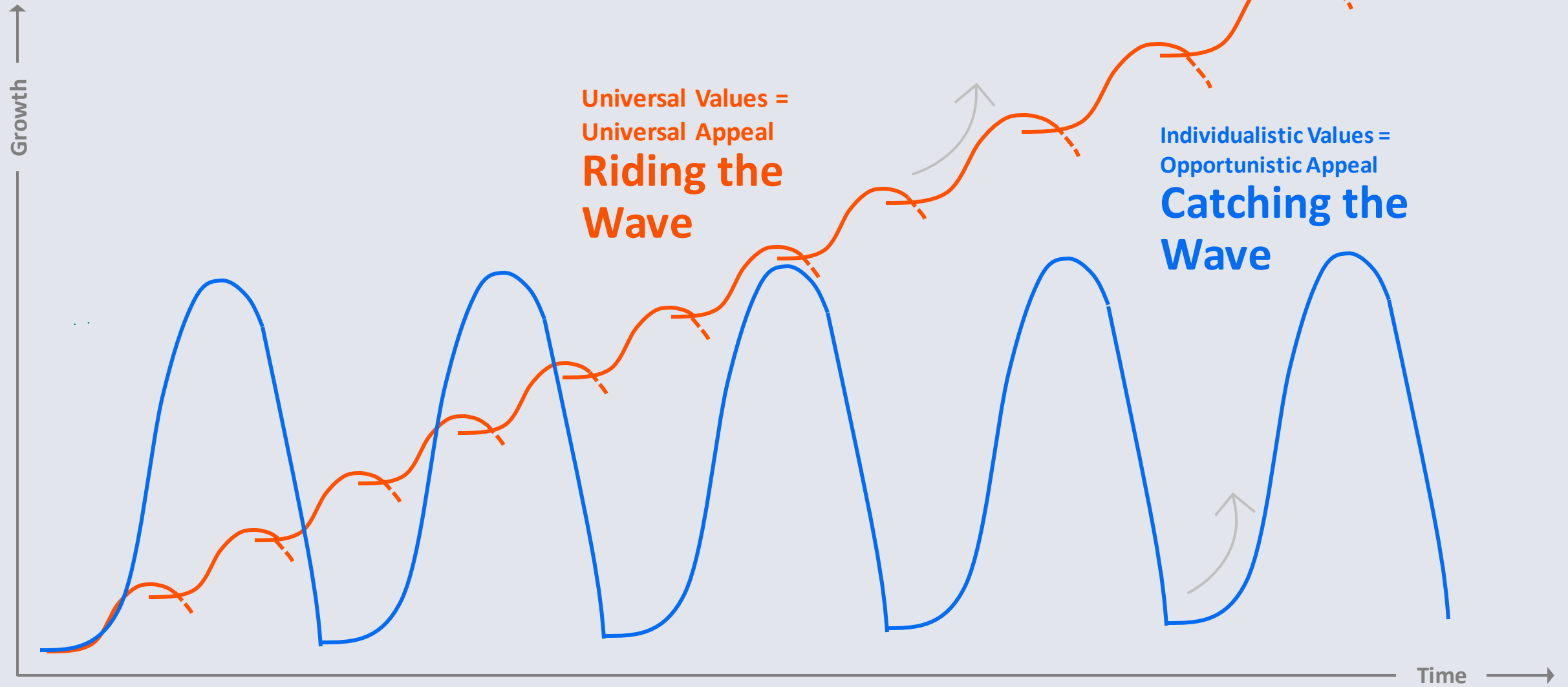
**A COMMUNICATOR MUST
BE CONCERNED WITH THE
UNCHANGING MAN.”**

— Bill Bernbach (DDB founder)

EVOLUTION OF BRAND VALUES

How does this play in
advertising?

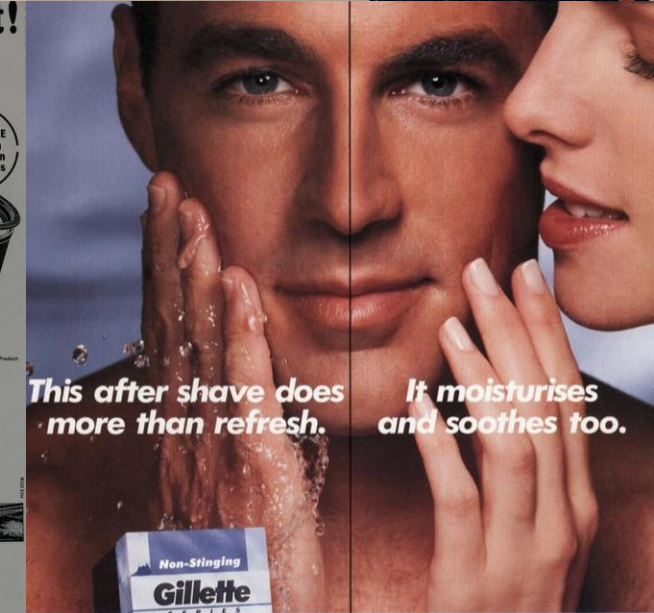
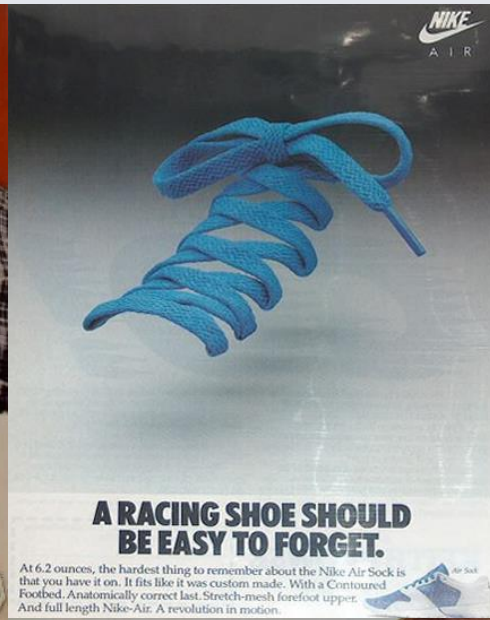
FUTURE PROOF GROWTH TRAJECTORY



THEN Focus On 'I Need'



Individualistic
Values



THEN

Focus On 'I Need'



Individualistic
Values

HEALTH

Kellogg's
CORN FLAKES

"The best to you each morning"

Best Food (World's Favorite)
...Best Food (Kellogg's secret)
...What to eat out of

Kellogg's CORN FLAKES

Who builds a family car a man could buy on looks alone?

1972 DODGE CHARGER. A man can't give his family. He's got to give them a car with enough room for the kids and enough muscle space for the wife's luggage. He's also got to keep an eye on the family budget.

One thing he doesn't have to do is fret for a 100-hp family car. Not if he considers Dodge Charger. Charger - family-sized room plus the kind of driving excitement that makes a man look forward to driving to work in the morning.

Did we say Charger's a family car? What else would you call a car that holds your family and fits your budget?

Engine size is something else to consider. If you're on a family budget, there's nothing economical about having a small engine if you intend to work it hard. That's why Charger's standard V8 is a 318 CID, a proven

forward to driving to work in the morning.

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YOUR MAN IN DETROIT. Another thing you get with your new Charger is "Your Man in Detroit." His name is Barney Nichols, and he wants your comments on any Dodge product. You can reach him by writing Mr. Bryan J. Nichols, Mr. Man in Detroit, Chrysler Motors Corp., P.O. Box 1086, Detroit, Michigan 48221.

Dodge. Depend on it.

CHRYSLER

SUCCESS

NIKE AIR

A RACING SHOE SHOULD BE EASY TO FORGET.

At 6.2 ounces, the hardest thing to remember about the Nike Air Sock is that you have it on. It fits like it was custom made. With a Contoured Footbed. Anatomically correct last. Stretch-mesh forefoot upper. And full length Nike-Air. A revolution in motion.

"Madge! A dishwashing liquid... to soften hands?"

"It's all right - this is Palmolive."

"Then it's mild?"

"Oh, Palmolive" Dishwashing Liquid is a lot more than just mild. Why, at home it gives me suds that just never stop. And it softens hands while you do dishes!

Don't just do dishes... Soften your hands!

IMAGE

INDULGENCE

For extra fun...

take more than one!

Take an extra carton of Coke!

things go better with Coke

Nescafé - the coffee with life in it!

After a hard day's work - have a stimulating cup of Nescafé (made in just 5 seconds!)

100% PURE COFFEE made from South Indian coffee beans

Appreciate the aroma of full, rich coffee. Taste Nescafé. You'll find a positively stimulating. Nescafé puts the accent on coffee!

HEDONISM

ACHIEVEMENT

You've come a long way, baby.

Virginia Slims.

This is the one cigarette made just for women. They're slimmer than the fat cigarettes men smoke. With the full rich Virginia flavor women like.

POWER

This after shave does more than refresh.

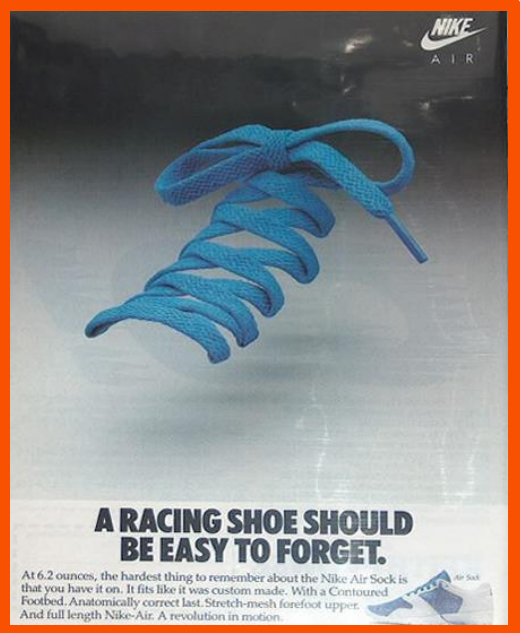
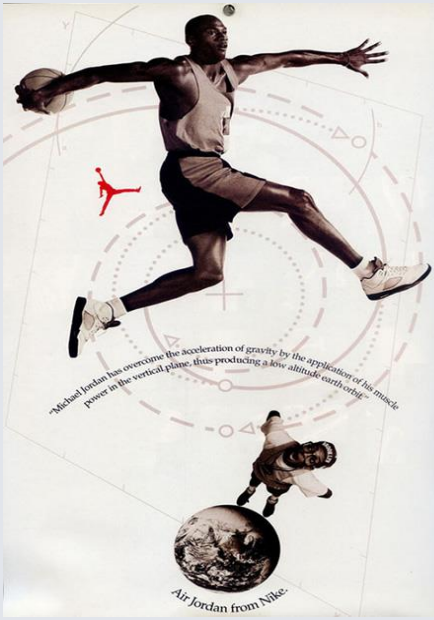
It moisturises and soothes too.

Gillette

NOW
'I Need' &
'I Want'
Balance



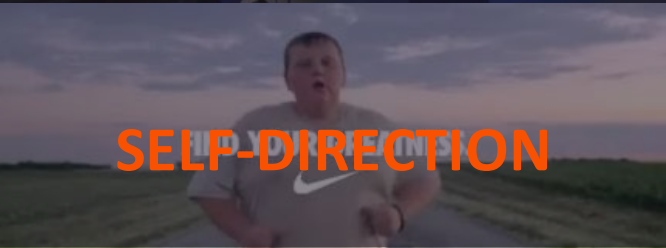
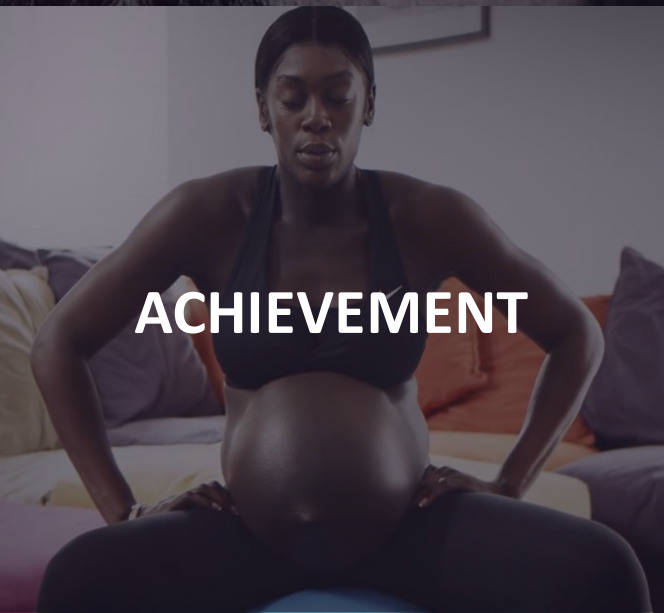
Universal
Values



NOW
'I Need' &
'I Want'
Balance

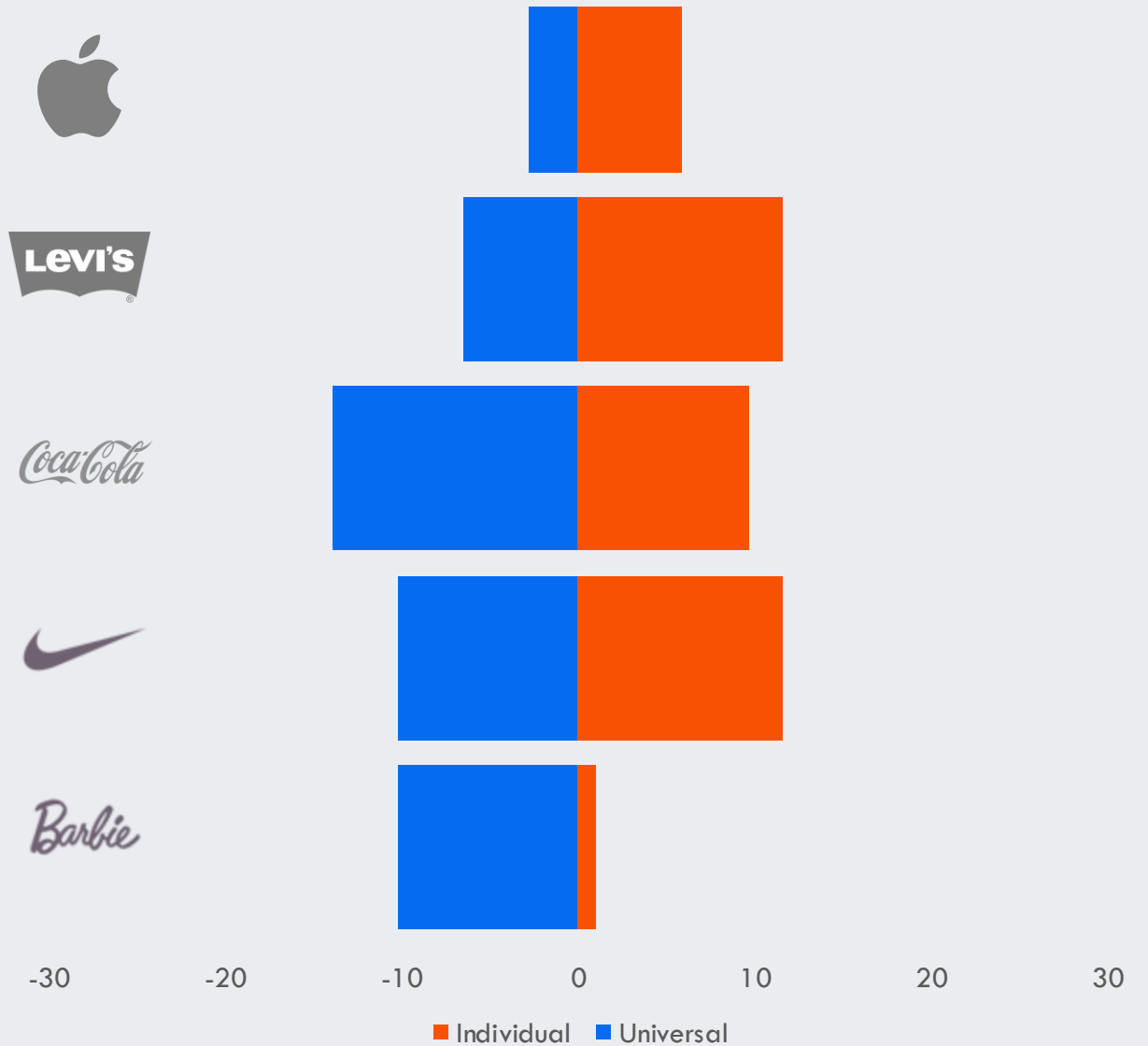


Universal
Values



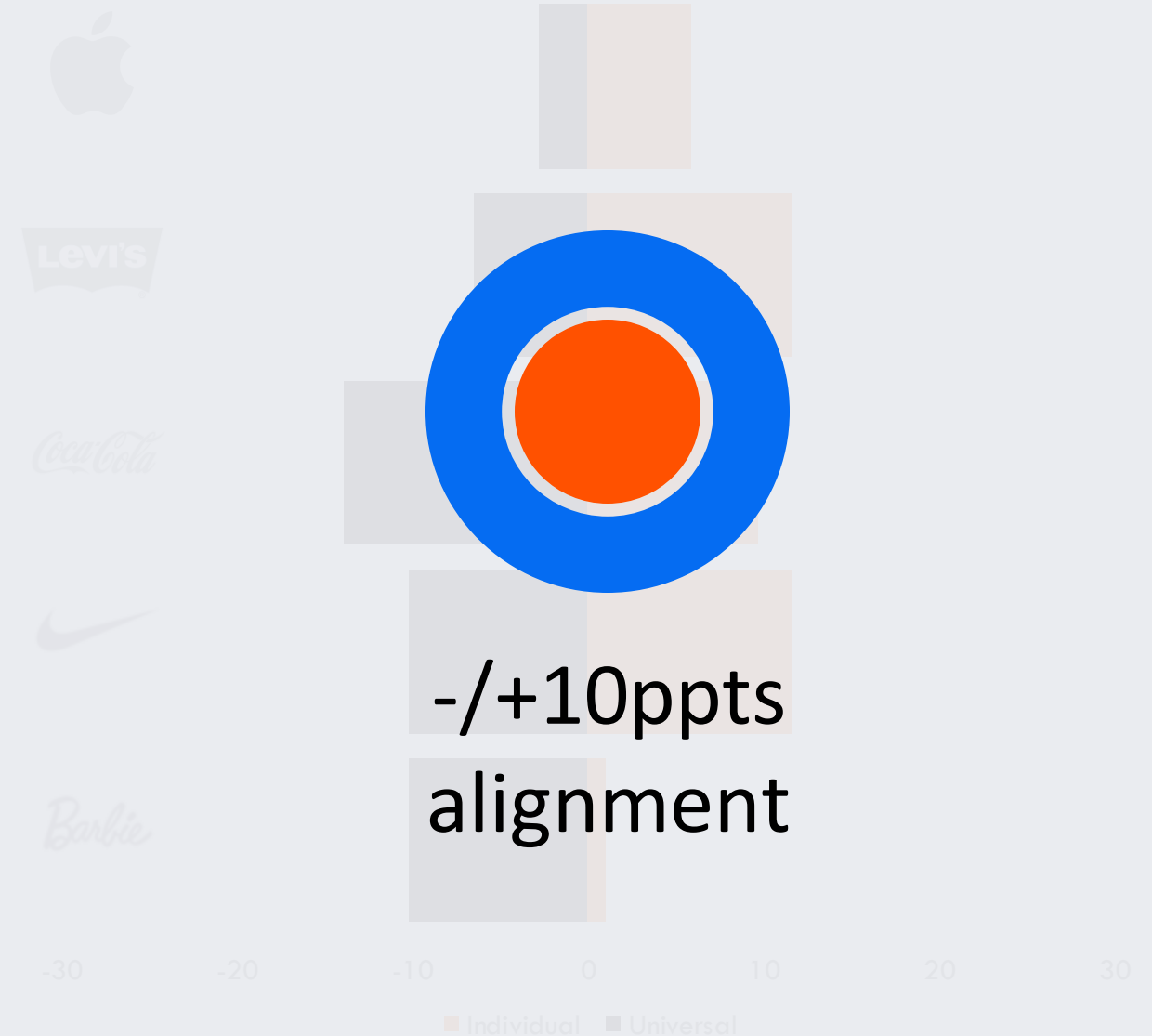
REACHING THE NEW EQUILIBRIUM 1:1

Brand Values Index



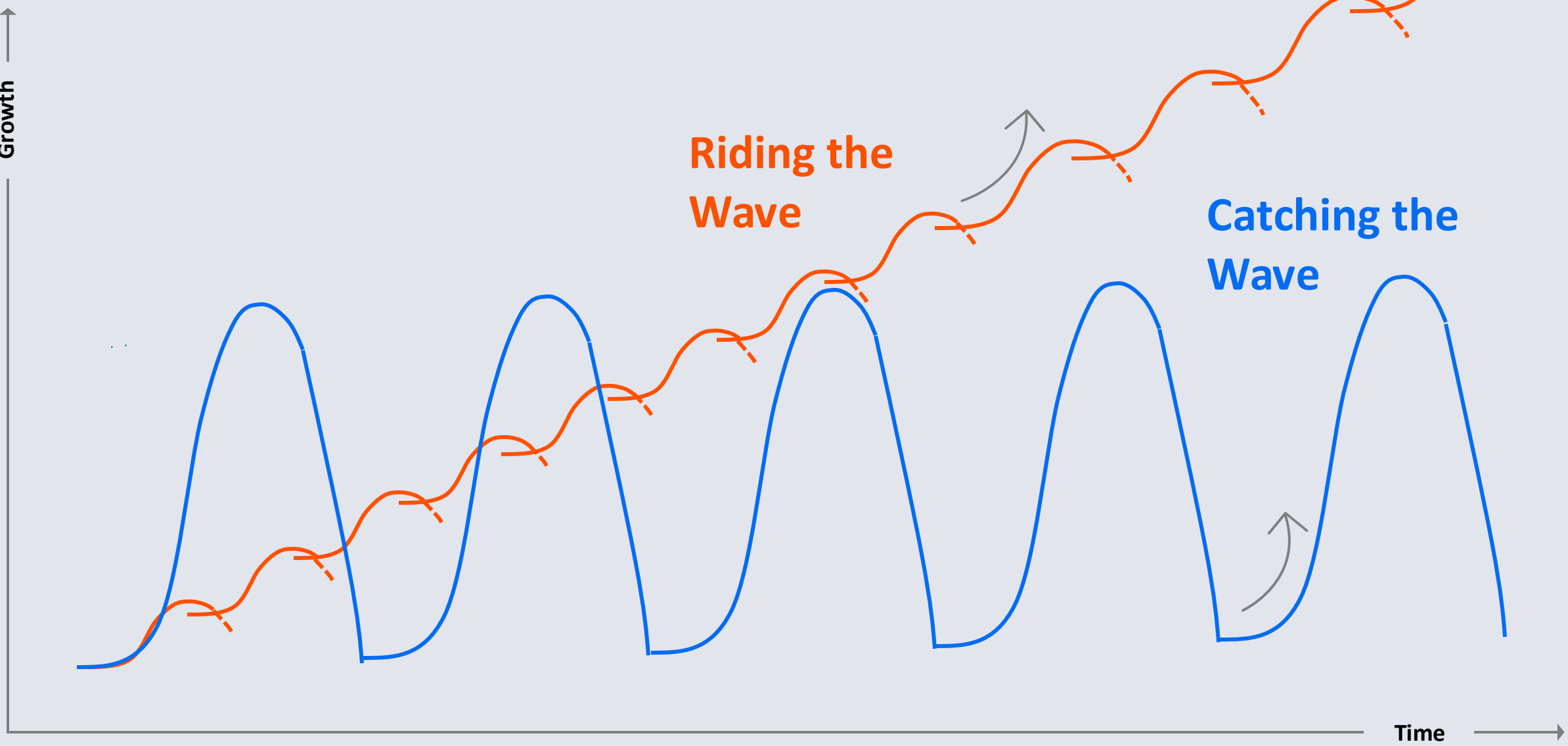
REACHING THE NEW EQUILIBRIUM 1:1

Not about choosing individualistic
values over universal— it's about
finding a balance



**NOW, LET'S
SEE THIS
IN ACTION**

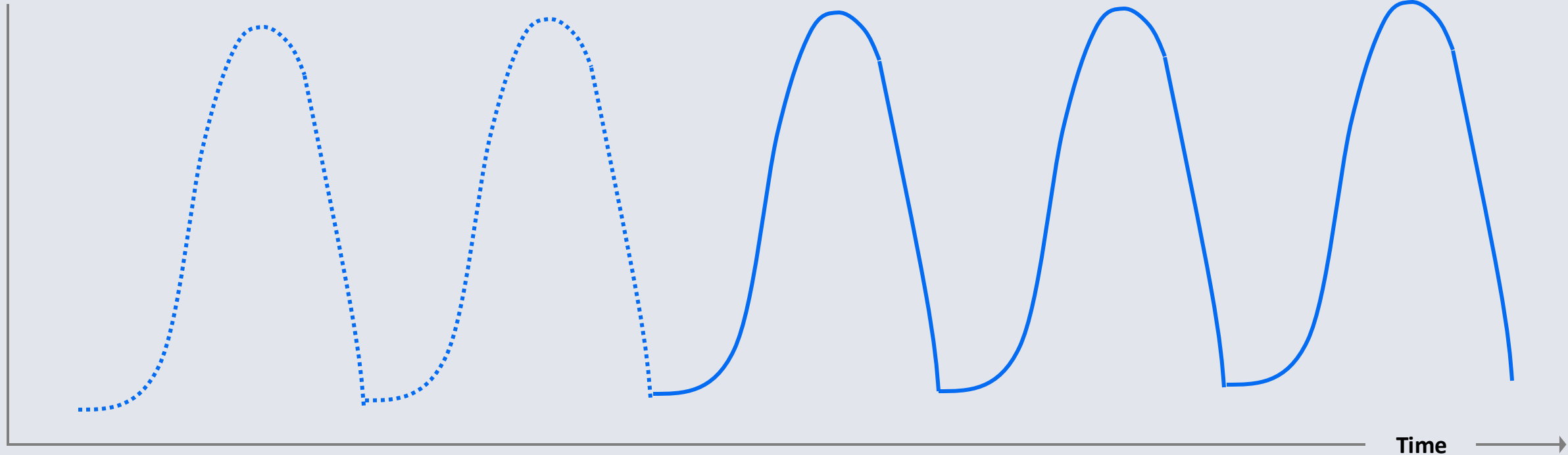
HOW TO?



CATCHING THE WAVE

BALENCIAGA

Growth ↑



ACHIEVEMENT
CONFORMITY



HEDONISM
POWER



POWER

Catching The Wave

**BUILDS THE
BRIDGE TO
CULTURAL
RELEVANCE**

Innovative Partnerships

Influencer Marketing

Cultural Activations

BALENCIAGA

G A P



Barbie



Riding The Wave

**BUILDS THE
BRIDGE TO FUTURE
RELEVANCY**

Service Enhancement

Holistic Innovation
(Design, Production, Communication)

‘Watershed Moments’ Responses



Google



A woman in a purple and black patterned wetsuit is surfing on a dark blue wave. She is in a crouched position, leaning forward, with her hair flowing in the wind. The wave is breaking, creating white foam and spray. The background is a clear blue sky.

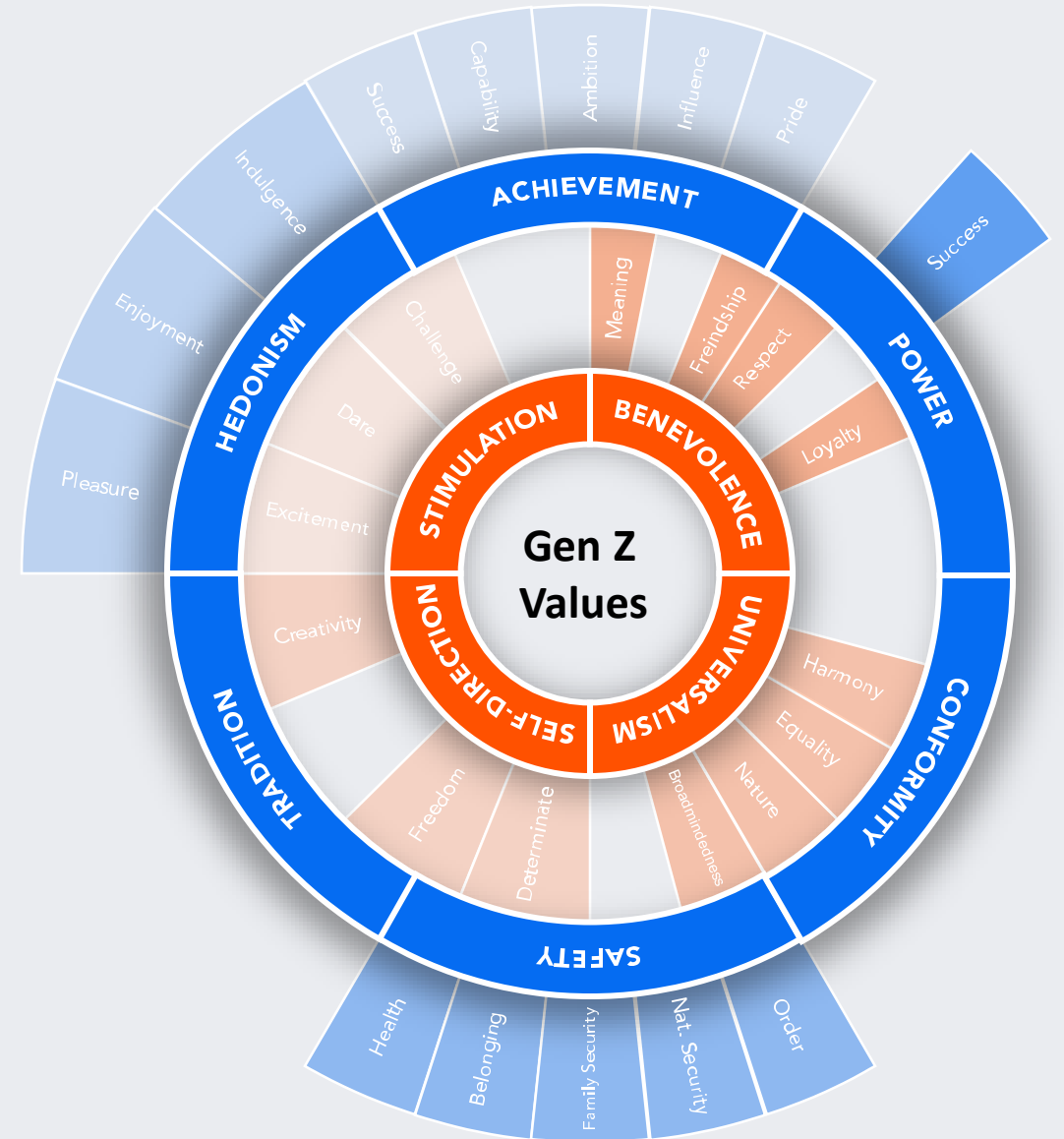
BALANCING WITH UNIVERSAL VALUES WILL HELP YOU RIDE THE WAVE WITH GEN Z.

While remaining true to your brand core.

HOW DO BRANDS RIDE THE GEN Z WAVE?

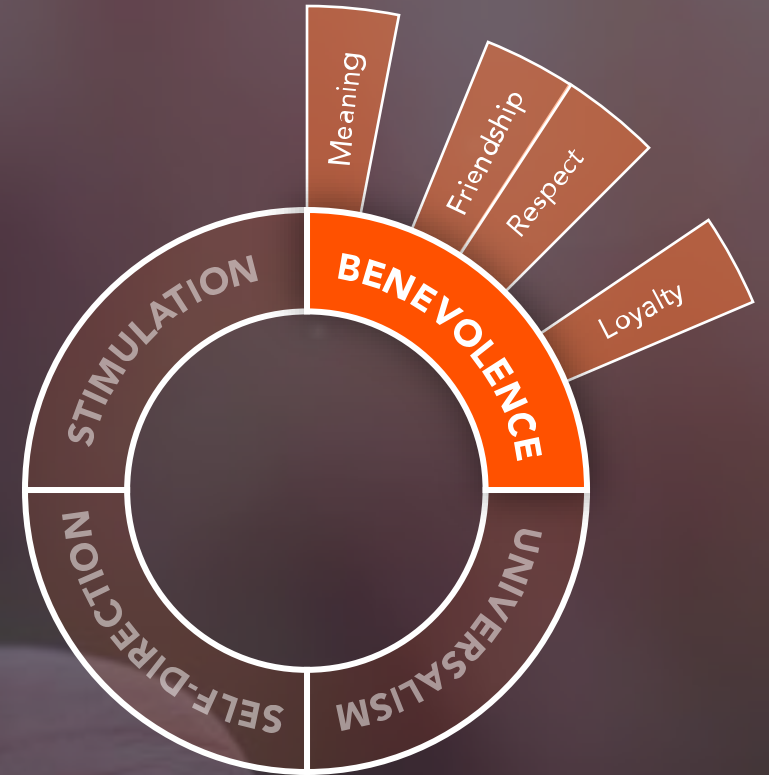
IF UNIVERSAL
VALUES =
RIDING THE WAVE ...

THEN WHAT SHOULD
BRANDS DO TO
BALANCE OUT THEIR
CURRENT **VALUE**?



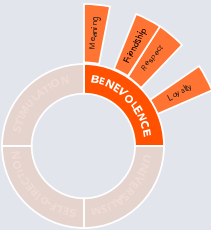
BALANCE OUT WITH **BENEVOLENCE**

Putting the needs of others first
Creating supportive workplaces and spaces for self-care



Thoughts Starters to Balance with

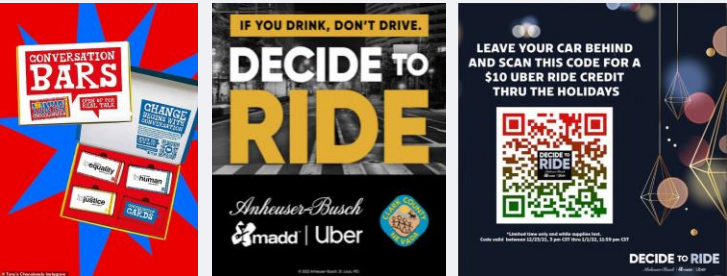
BENEVOLENCE



ME > WE MATURITY

Responsible Actions Into Daily Life

Anheuser Busch, Uber and Mothers Against Drunk Driving launched "Decide to Ride" campaign to support safe rides. Tap into Gen Z value of friendship – “an opportunity to secure customer base in that 21- to 34-year-old age range.” Tony's Chocolonely has released three new bars named on social justice themes.



ENACT THE AGE OF MINDFULNESS

Create Space For Self-care

Delta Air Lines has announced that it is partnering with a number of leading consumer brands to stimulate passenger wellbeing across the customer journey: Peloton, Impossible Foods and Instacart. Tap into Gen Z's value of meaning and strive to focus on the important.



LEAD SUCCESS ON ALL FRONTS

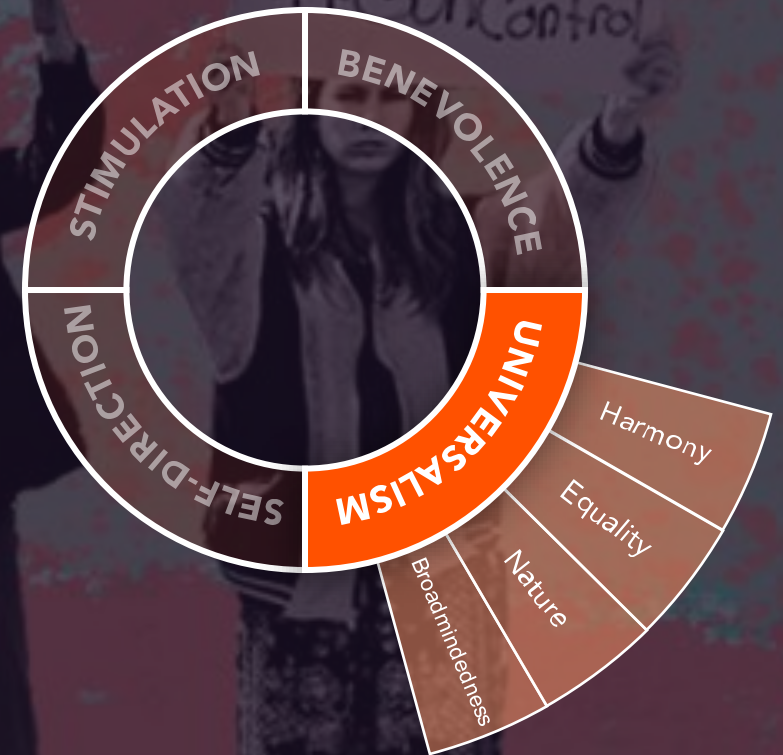
Strive To Achieve Work-life Balance

To promote flexible work culture, **American Express** allows employees to work from anywhere for up to 4 weeks a year. **Accor, Australasian hotel**, introduced ‘Work Your Way’ program that offers personalize benefits (travel allowances, birthday leave, sabbaticals).

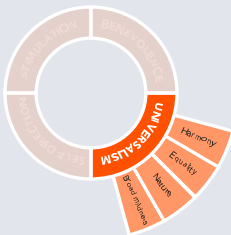


WITH UNIVERSALISM

Striving to reach equality through empower – Creating harmony between people & planet – Spearheading the age of new identity



UNIVERSALISM



INSPIRE CONSCIOUSNESS INSIDE & OUT

Responsible Actions Into Daily Life

Levi's "Buy Better, Wear Longer" that raises awareness and speaks to our shared responsibility on the environmental impacts. In partnership with Gen Z influencers (Jaden Smith, etc.). Levi makes thrifting cool.



EMPOWER UNIQUENESS

Create Space For Self-care

Microsoft has developed a new accessory kit that makes the company's products easier to use for people with disabilities. The kit is made up of various labels that can help the blind navigate devices or assist those with mobility issues in opening the product.



LEAD SUCCESS ON ALL FRONTS

Strive To Achieve Work-life Balance

The Maxx You Project, created by T.J. Maxx, is our ongoing initiative to support women as they navigate who they are and who they're becoming. It includes workshops, networking events, pop-up lab, 1:1 life coaching and styling sessions.



REDEFINED MASCULINITY

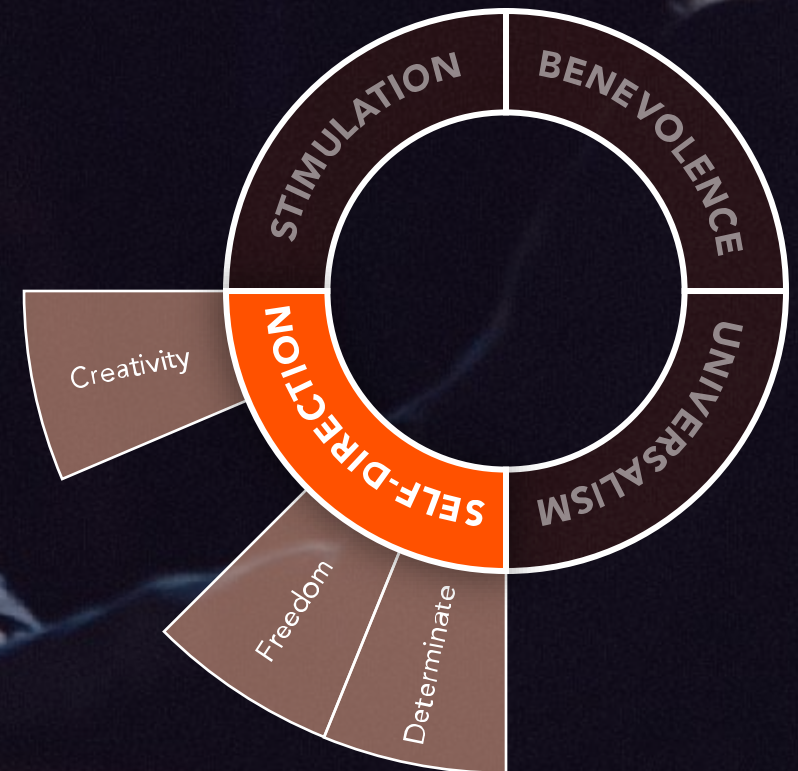
Redefining Masculinity And Its Traditional Roles

A more balanced masculinity is celebrated and accepted. Whether it's through open conversation on Justin Baldoni's 'The Man Enough Podcast' or buy a Beef Jerky Flower Bouquet from Manly Man Co. or sharing #flowersaremanly content of portraits of men interacting with flowers in vulnerable and personal ways.



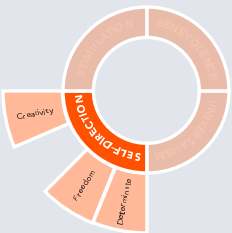
WITH SELF-DIRECTION

Independent thoughts and actions -
Creating new things or evolving old ways —
Drive toward balance



Thoughts Starters to Balance with

SELF-DIRECTION



BELONGING VS. FITTING IN

**Balancing respect to traditions
with ambitions**

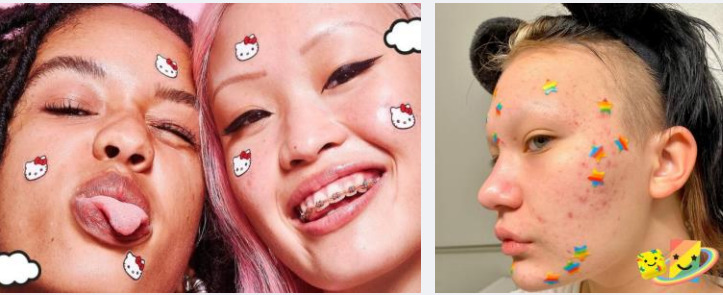
Hijab-wearing athlete Asma Elbadawi, who convinced the International Basketball Federation to remove the ban on religious head coverings on courts, stars in Adidas campaign. Later, Adidas launched the second part of the “She Breaks Barriers” campaign with the release of a series of short films.



EMBRACE THE IMPERFECTION

**Celebrating flaws; real, bold over minimalistic,
polished**

Gen Z rebels against overly curated minimalist content -- they prefer messy, raw, maximalism. For some this may feel chaotic, but for them it feels real and authentic. Starface appeals to Gen Z by embracing the imperfections and fills its social media with faces full of users with acne vs. clear-faced desired result.



EVOLVED OWNERSHIP

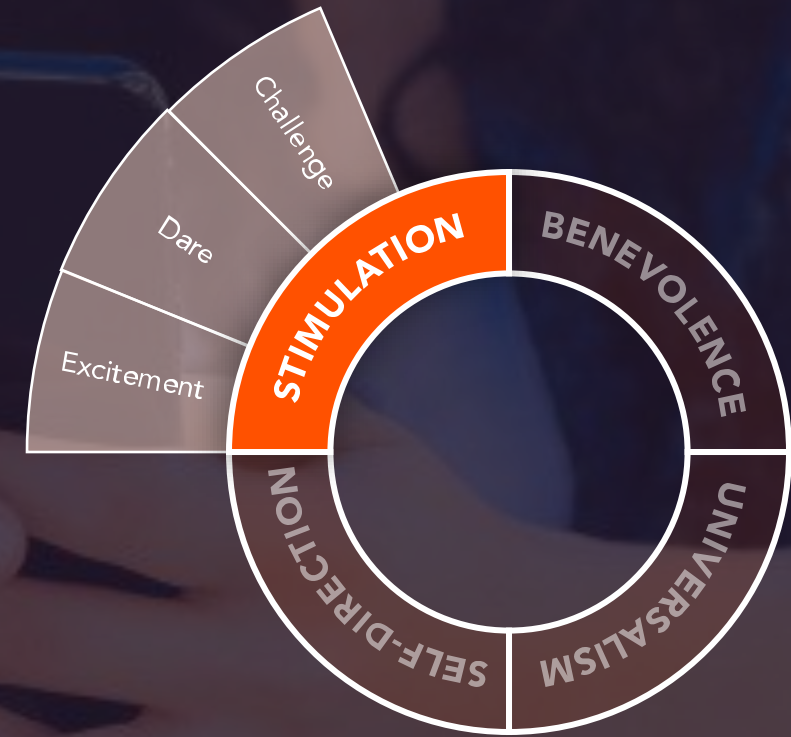
**By bringing a new take on value – new
relationship between brands & consumers**

Natural Abundance, a plant-based food tech startup in New Zealand, has launched the first non-fungible token (NFT) based physical packaging. Holders of these physical packets will get free airdrop of digital NFT art minted on the Ethereum blockchain, with the art on OpenSea.



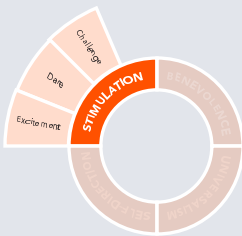
WITH STIMULATION

Encourage and provide resources and ways to stimulate new growth -- Positive actions



Thoughts Starters to Balance with

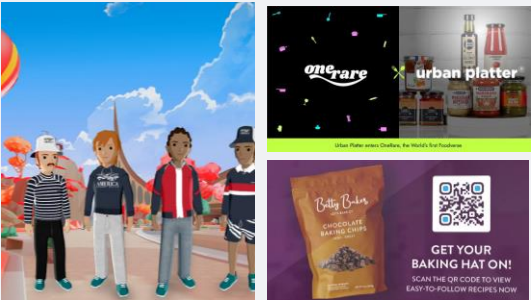
STIMULATION



INSPIRE MULTISENSORY EXPERIENCES & ESCAPISM

Add Excitement Through High Tech & Gaming

Fashion Week enters the era of democratization – by creating a virtual experience via metaverse, it welcomes more people to this experience. Urban Platter to launch Ingredient NFTs in OneRare, the world's First Food Metaverse -- The digital art will be used in OneRare's food game as players follow recipes, using blockchain to create member privileges.



CELEBRATE THE CREATOR IN U

Always Building & Creating

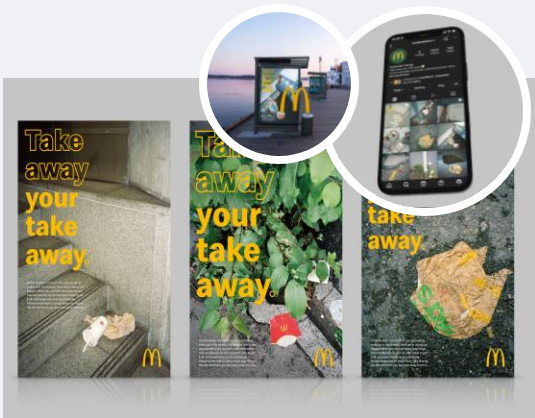
J.P. Morgan opened up a lounge in the metaverse. Within Decentraland, users can buy virtual land in the form of NFTs -- they also are democratizing banking by allowing creators to lend 'virtual' money or establish virtual wallets to collect commission. Chipotle becomes a partner with Twitch -- "Chipotle Build Your Own PC," will have players build their own PCs and donate computers to an NGO.



BRAND STEPPING IN, STEPPING UP

Take Ownership For Your Actions

McDonald's puts its own litter at the center of an environmental push. It inspires consumers to change behavior through a variety of tactics (traditional and digital). Taps into Gen Z's value to eco-friendliness and encouraging to become a better version of themselves.



REWARD WITH POSITIVE ACTIONS

Help Customers To Make A Difference

PlayStation announced plans to build 'Aloy's Forests' as part of its launch plans for Horizon: Forbidden West. Sony partnered with Arbor Day Foundation to plant a tree for every unlock trophy.



IN SUMMARY

BALANCING WITH _____.

BENEVOLENCE	UNIVERSALISM	SELF-DIRECTION	STIMULATION
What can brands do to put the needs of other first?	What can brands do to create harmony and equality?	What can brands do to evolve perceptions and experience?	What can brands do to challenge the norm leading to progress for all?
<div>Responsible Actions Into Daily Life</div> <div>Create Space For Self-care</div> <div>Achieve Work-life Balance</div> <div></div>	<div>Embed Sustainability Into Daily Life</div> <div>Celebrate The Many Sides of Inclusion</div> <div>Empower Uniqueness</div> <div></div>	<div>Balance Traditions With Ambitions</div> <div>Celebrating Flaws</div> <div>Embrace The New, Take On Ownership & Value</div> <div></div>	<div>Multisensory Experience & Empathy</div> <div>Help Customers To Make A Difference</div> <div>Lead With Examples – Brand Takes Ownership</div> <div></div>

EVOLVE BRAND VALUES THINKING CANVAS

Spin the Wheel!

SPIN THE WHEEL

Balancing Individualistic value with Universal

1.

BRAND CORE

What does your brand stand for?

2.

BRAND VALUES

What individualistic values are
your brand known for TODAY?

What universal values do you want
to add TOMORROW?

3.

BRAND INTERACTIONS

Where/how do you want to connect
with Gen Z?



SPIN THE WHEEL

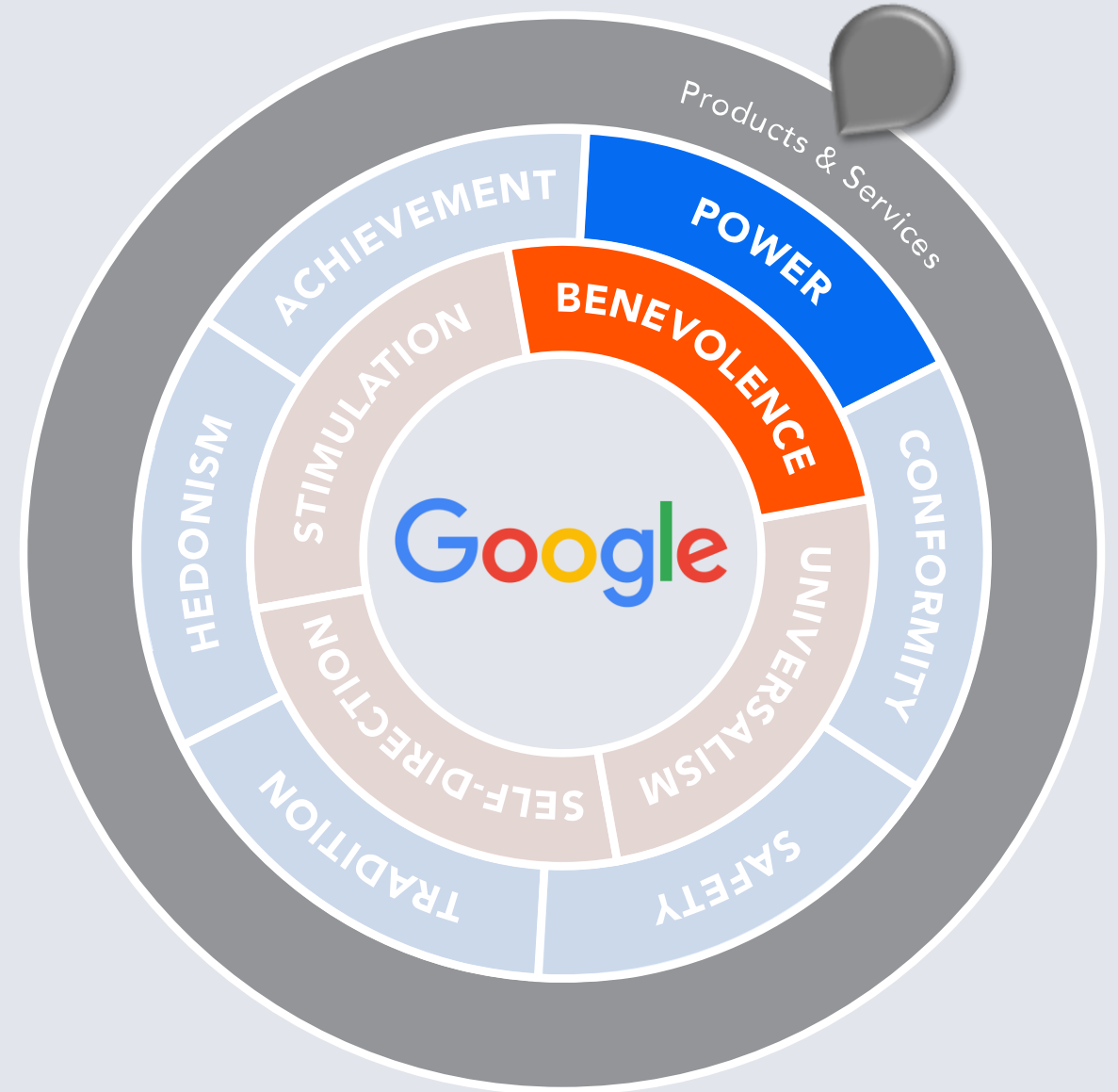


Your Idea + Gen Z

Create Technology And Programs That Make
Work/Life Balance A Reality For Employees

DRIVING TREND

SUCCESS ON ALL FRONTS



SPIN THE WHEEL

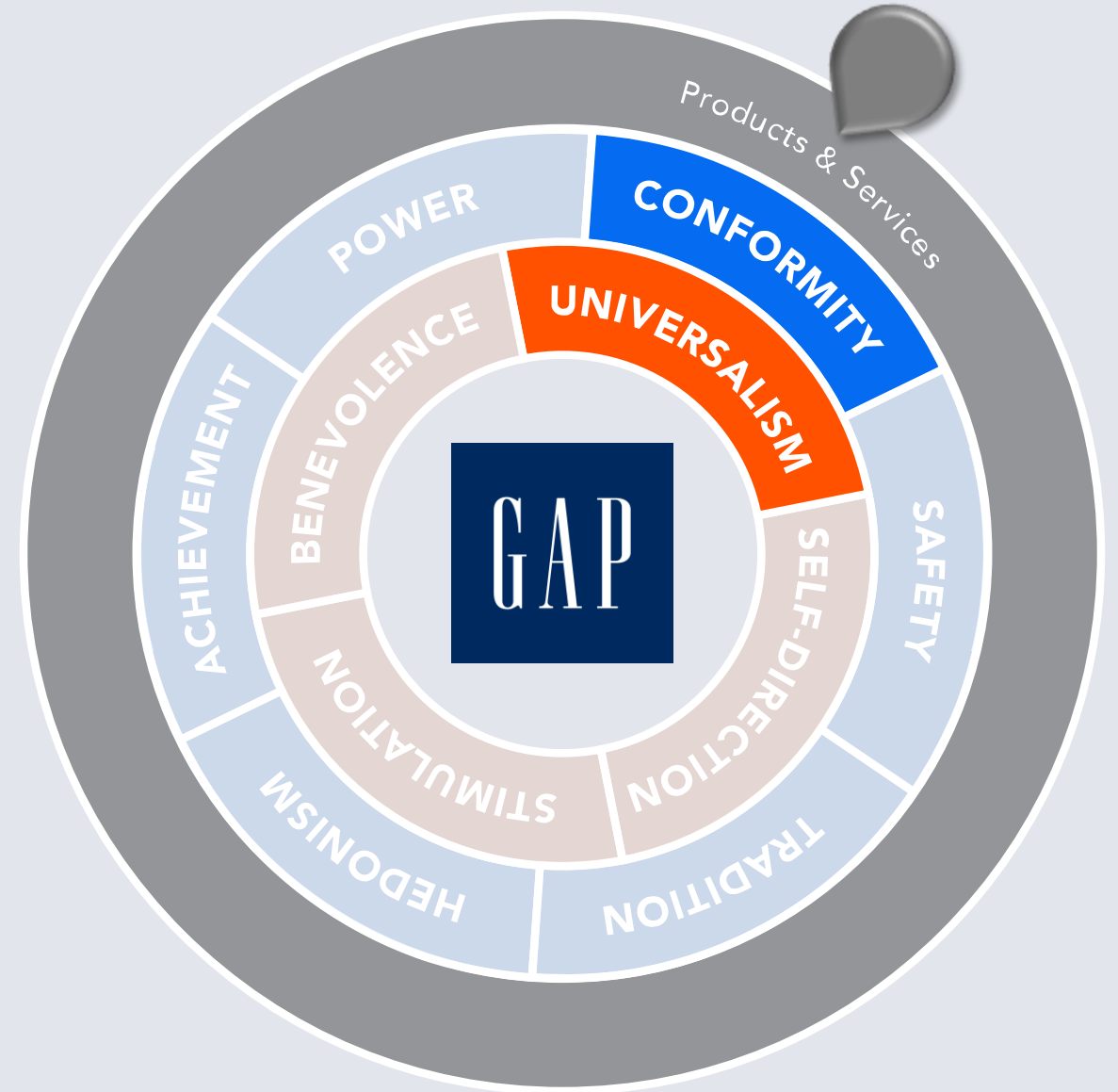


Your Idea + Gen Z

Introduce a global collection with
global style and benefits

DRIVING TREND

INSPIRE CONSCIOUSNESS
INSIDE & OUT



SPIN THE WHEEL

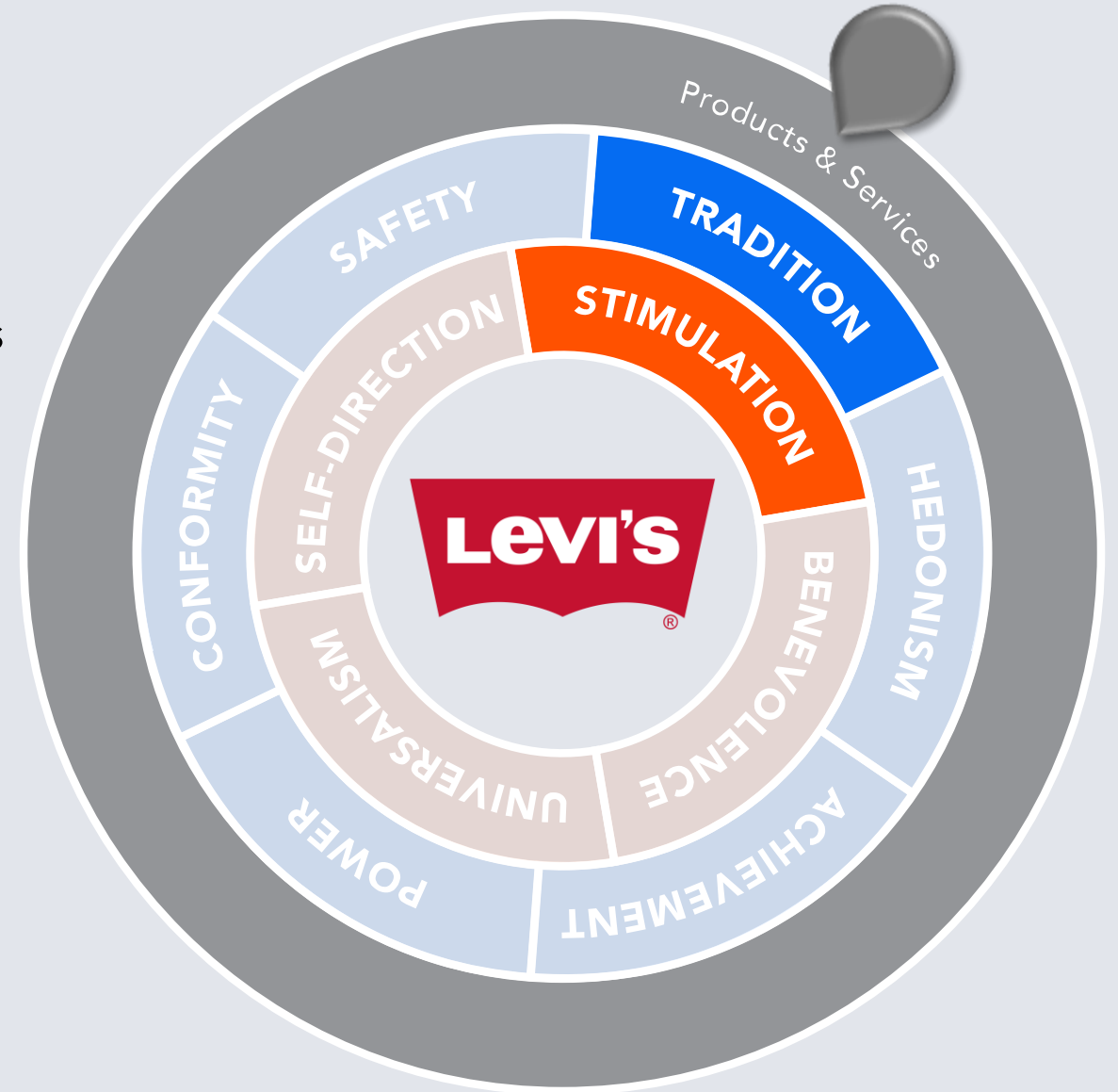


Your Idea + Gen Z

Partner with other self-expression-oriented brands

DRIVING TREND

CELEBRATE THE CREATOR IN U



SPIN THE WHEEL

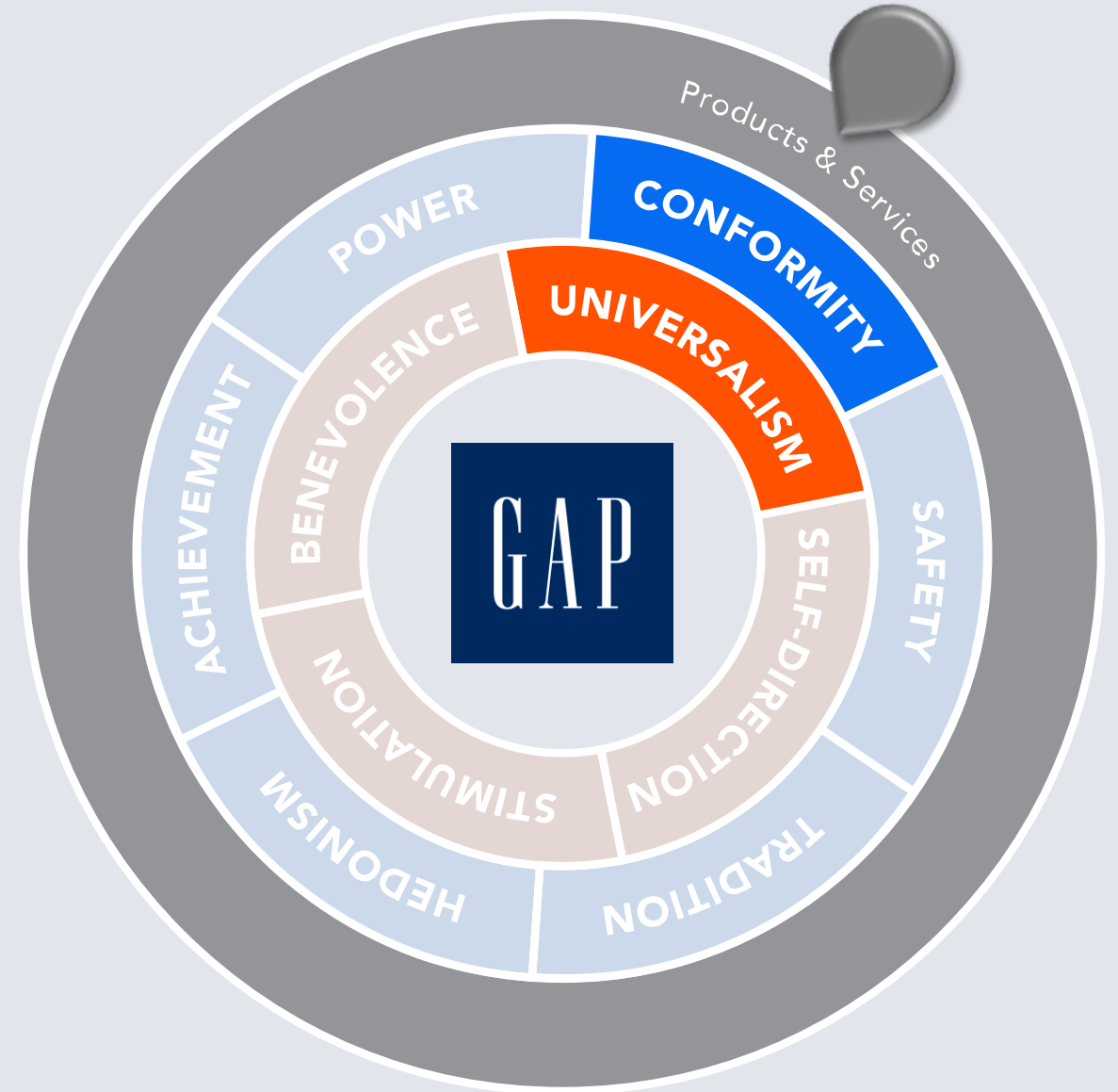


Your Idea + Gen Z

Introduce a global collection with
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DRIVING TREND

INSPIRE CONSCIOUSNESS
INSIDE & OUT



KEY TAKEAWAYS

ACTIVATE Both Individualist & Universal Values ('Want' And 'Needs' Equilibrium)

BUILD Future Relevancy With Consumers Of 'Tomorrow' (Universal Values = Value Of Tomorrow)

ACTIVATE Across Points of Brand Interactions

LEAD With Consistency And Focused Brand Core

SECURE Future-proof Growth Trajectory

THANKS!