Bob Dylan wrote the lyrics to this song over 50 years ago. He could have written them today. Look around. Does everyone look like you? Until the 1960s, advertisers must have thought the “typical” consumer was a straight, married, White suburbanite. During the past 50 years marketers have discovered a few things: Blacks purchase homes; women buy cars; gays and lesbians like vacations; Arab Americans own businesses; Latinos are tech savvy; seniors lead active lives; and singles enjoy living alone. Diversity in marketing is the number one change in advertising across the past quarter century. Creating advertising that reflects our ever changing society is not only the right thing. It is the smart thing.
Our Shifting Social Landscape

Today, one in every three Americans is a person of color, and that’s a trend that will only increase. In the last U.S. census, more than half of the people who identified themselves as “Black in combination with at least one other race” were under 18 years old. Ways of viewing gender and sexual orientation are also changing. Equality was once only a dream for gays and lesbians. In 2015, the Supreme Court ruled in favor of marriage equality. The barriers against LGBT rights are gradually fading away, reflecting a more tolerant tone in the general population. Ironically, cohabitation, or remaining single, among straight people is on the rise. In major metro markets like Atlanta, Minneapolis, San Francisco, Washington, Seattle, and Manhattan, the number of singles is climbing to over 40%. Singles, most between 35 and 64, are also fueling the consumer economy. Age-related demographics are changing too. As the generation that grew up with Bob Dylan enters retirement they are redefining what retirement means. Yes, the times they are a-changin’.

Once upon a time the “typical” nuclear family of mom, dad, and 2.3 kids living the suburban dream was depicted as the ideal. However, the makeup of the American family is changing the demographic landscape, and advertisers are scrambling to understand these changes and respond to them. Today 87% of Americans approve of interracial marriages. And as we noted above, gay marriage is quickly becoming an accepted norm. Americans’ changing attitudes are reflected in the choices of spokespersons and models, which demonstrate a fluidity of cultural definition. Some of the hottest models today have an indefinable ethnic look. Despite Tiger Woods’s fall from grace, his role as a spokesperson opened the door to normalizing a broader definition of ethnic identity, and he remains one of the highest paid celebrity spokesperson. The acceptance of marriage equality has also driven some brands to reach out to openly gay or lesbian spokespeople, who often have huge appeal within the general market. Ellen DeGeneres, a married lesbian, has long been a spokesperson for big brands from American Express to Samsung, with her 2014 Academy Awards selfie promoting the brand.
DeGeneres recently launched her own fashion line, E.D., and her target audience was not lesbians. The lines they are a blurrin’. 

Now consider this: no matter which demographic group you look at, women are a driving force in consumer decision making. Yet advertisers still consider women a niche market—a niche market with formidable influence and spending power. Women are a growing part of the labor force, with 57% of women participating in the labor force, compared with 70% of men, and 75% of moms with school-aged children are working. Even when they are not the end users, women influence over 80% of consumption decisions. If we wrap all the niche markets together, from African Americans to LGBT to retiring boomers, they would make up 84% of the total population. Trust us, this chapter is worth reading.

Today, it’s not a question of whether to appeal to specialty audiences. It’s more a question of how to do it. How do we show people of color, LGBT individuals, or disabled people in our ads without using stereotypes? If we avoid the obvious, do we deny their identities? Can we keep it real without alienating other audiences? Advertisers need to be responsive to the social and cultural shifts suggesting that many people see themselves as having multiple, fluid identities. America is no longer a homogeneous melting pot, if it ever was. At its best, America today is more like a stew where all the ingredients, colors, flavors, and textures are equally important as they deliciously coexist. This is at the core of the current debate over whether multicultural or cross-cultural approaches work most effectively.

- **Multicultural strategy** distinguishes consumer segments by cultural factors and segmentation factors. It assumes that cultural differences affect consumer decision making and consumption behavior. Thus marketing efforts should leverage cultural insights to motivate consumer behavior.

- **Cross-cultural strategy** suggests combining cultures within a segment. It increases the diversity within segments and at the same time reduces the number of segments. This approach suggests that leveraging unique cultural insights is not as effective.

One size fits all won’t work any longer, if it ever did. We think multicultural strategies are the most effective. Maybe as our evolving cultural norms take root, the work of multicultural and general market agencies will also begin to merge. Maybe not. Regardless, to work in the industry today you’ll need to be on the cutting edge of trends, with a sensitive understanding of the shifting lines of social and cultural identity.

“We have to first break down preconfigured stereotypes. In order to do this, we must promote workplace equality and build the awareness.”

Teresa Cuevas, social media strategist, Lapiz
A Humble Disclaimer

Before we dive into the how and why of multicultural advertising and niche marketing, we offer a humble disclaimer. In preparing to write this chapter, we talked with a diverse group of advertising practitioners, conducted extensive research, and asked some trusted confidants to review our work. Along the way, we chose to focus on the three largest ethnic groups: African Americans, Hispanics, and Asian Americans. However, with the growth in LGBT advertising and generational marketing, we thought they too deserved attention. And then there are those big spenders—women. We tried to be sensitive, unbiased, and ethical regarding the various issues discussed in this chapter. Some might say we wrote too much on one group and not enough on another or that we totally missed the point or ignored other groups. Some may take issue with our content or the tone. We did our best to be sensitive and to bring complicated issues out into the open. We encourage you to think about them, because “the times they are a-changin’.”

It’s All There in Black and White

Advertising to the African American demographic has a long history with a handful of brands. However, it did not take off in earnest until the early 1970s. Then the trend was to make Black people look like “dark-skinned white people.” While some Blacks were happy to finally see themselves in mainstream advertising, others resented the lack of realistic models and situations. Add to this the fact that the language of identity changes over time. According to Advertising Age, many Canadians, Black Caribbean immigrants, and Europeans of African descent feel excluded by the term African American. They often think it doesn’t accurately reflect their cultural heritage. Respectfully and resonantly reaching this demographic can be tricky. Before multicultural agencies existed, the industry lacked messages that reflected cultural experiences beyond a White world. People like Thomas Burrell, founder of Burrell Communications, now part of Publicis, and Caroline Jones, founder of Mingo Jones, Guilmenot, now Chisholm-Mingo, were advertising pioneers. As the lines defining race and ethnicity blur, the work of reaching multicultural people becomes more challenging. Al Anderson, another early leader in multicultural advertising, suggests that the multi in multicultural marketing has gotten a bit blurred: “Last time I checked, all marketing is targeted at somebody.”

To some people this ad might represent a stereotype of Blacks as blue-collar laborers. To others, it’s just another hardworking guy who needs a good pair of work boots. What do you think?
Now how you construct this young, Black, Latino, Asian person, I don’t know. I’ve never met one of these folks.” That blurring is not likely to go away anytime soon, with marketers stretching for cultural crossover, at the same time that more and more people define themselves as bi- or multicultural.

When connecting to a multicultural target, you need to leverage cultural knowledge with sensitivity and respect. For Burrell and Jones, success came by tapping into the unique cultural experiences of Blacks. They also knew the importance of media placement, and leveraged channels that resonated with their audience. But the focus on ethnic advertising agencies also highlights the fact that general market agencies seem most comfortable segregating those who create multicultural messages from those who work on the general market. As the advertising industry grapples with the dilemma of separate agencies, there is a tendency for the big multinationals to buy multicultural agencies and bring them under their corporate umbrella.

Filtering for Cultural Relevance

Brands like Coca-Cola, Ford, General Mills, McDonald’s, Procter & Gamble, and State Farm have long understood the need to leverage cultural knowledge. General Mills views its advertising to the Black community as steeped in respect for the community’s culture, rituals, and institutions. Marketing leaders at McDonald’s attribute the brand’s success to leading with “ethnic insights.” A study by Burrell Communications suggests that focusing on aspirational themes is huge. We also know that stories, rooted in family and community, have a long cultural history within the Black community. Coca-Cola has leveraged this knowledge and has been reaching out to Blacks since the 1930s, focusing on families, with a huge emphasis on moms and teens. Currently, Coca-Cola’s marketing group views teens as the trendsetters and moms, who play a very prominent role in family life, as the gatekeepers. Coke’s recent “Pay It Forward” campaign, originally part of Black History Month, was built on a simple premise: as a community we are responsible for advancing the next generation. The campaign provides “deserving youth with an opportunity to experience a summer apprenticeship with a current celebrity or business leader and encourages others to do the same.” It’s been a huge success.

Celebrities are often the vehicles brand managers use to tap into aspirational Black values. Originally, Black endorsements went mainly to athletes. Today we see Black entertainers topping the list of brand endorsers. Beyoncé, according to Forbes, is the 32nd most powerful women in the world, with earnings estimated at $40 million. She appears in everything from Pepsi commercials to L’Oréal cosmetics print ads to a multiform-platform H&M campaign. Ford used comedian Kevin Hart to launch the Explorer to this demographic. The added value of using Black celebrities like Beyoncé and Hart is that they are also resonant with the general market.
Tapping Into the African American Market

To tap into the Black market you need to know where to find them. The top three urban areas with the highest Black populations area New York, Atlanta, and Chicago. But guess what? Two thirds of African American metropolitan growth has occurred in the suburbs.¹⁹ There is also a trend toward remigration to the South, as reflected in Atlanta’s recent jump to the number two spot. We know that Black women, like women in every other demographic group, are big purchase influencers. African American affluence is also on the rise; with 10% of Blacks making over $100,000 annually, their spending power has increased by 73% since 2000.²⁰ Now that you know about their spending power and where they live, let’s talk about what drives them. Blacks are fiercely quality conscious. They are also price conscious. They are early adopters of brands and trends. These three things combined create a conundrum for marketers. We sum it up this way: Black consumers place a high value on brands, as long as the brands offer them good value. Do that and you’ll have a loyal consumer.

When it comes to copywriting, in most cases, it’s best to avoid using slang. If you misuse slang it can be embarrassing at best and insulting at worst. When it comes to media, Blacks just don’t see enough of themselves portrayed accurately. Beyond accurate portrayals, finding African Americans where they live, work, and play is essential. Digital plays a big role here. Blacks are more likely to watch video online and access online content via smartphones than the general market.²² With Blacks as early adopters, it’s no surprise to see music as the thread that crosses ethnic boundaries, moving easily across multiple media.

“You know why Madison Avenue advertising has never done well in Harlem? We’re the only ones who know what it means to be Brand X.”

Dick Gregory, civil rights activist and cultural critic

Kevin Hart makes driving an Explorer an unforgettable and funny adventure. The spots were popular with both dealers and consumers. Another win/win for Ford.

General Mills lives up to its commitment to portraying Black family values by honoring the ritual of cooking as family bonding. At the same time the Betty Crocker brand taps into moms, the family gatekeeper.
I've always had an interest in people: understanding what motivates our personal preferences and behavior. Growing up I didn’t see how this would relate to a career, but a childhood experience at a friend’s house changed my perspective. I saw a really bad TV commercial and complained, “Man, that really sucked. I could make something much better.” My friend’s mom replied, “Well, why don’t you?” This really struck a chord with me, and at that moment I decided I wanted to work in advertising.

Knowing what I wanted to do felt great, but as I went to college and started to prepare for the real world, the question became, “How do I fit into this world?” Advertising is not a job title. I needed to figure out where my skill set and interests could best be applied in a meaningful way.

I stumbled upon my answer during an interview with an agency recruiter. “How do you feel about being a producer?” she asked. Not knowing how to respond, I replied, “Sounds kinda sexy, tell me more.” Producer is a title that holds some cultural cachet because of the prominence of the TV and film business, but few know what people in that role actually do. I decided to give it a shot and accepted a production internship with Leo Burnett. I had no idea what I was getting into.

Similar to most internships, things started out slowly; lots of helping people out, shadowing and pestering other producers in the office. As I learned more about the job and began getting small assignments of my own, I fell in love with the role. Over time I learned that a producer’s job is to take an idea that exists in some abstract form, perhaps a script or a series of illustrations, and turn it into something real consumers will see. This process can often be quite challenging as I work to develop schedules and budgets, collaborate with our creative teams, and work to get the most talented people involved in our projects (directors, photographers, editors, etc.)

The final product could be a TV commercial, print ad, website, short film, or any other type of content that we create for our clients.

Six years later I’m still on that journey and loving it. I've worked with amazing international clients, on productions of all sizes, managed shoots on four continents, and worked with incredibly talented groups of people. Above all, the most rewarding part of my job is having a seat at the table in creating cool and engaging work. This is what makes the job worth doing.23

Keith Jamerson, producer, Leo Burnett
keithjamerson.com
Music is a defining part of African American cultural life and an essential ingredient in communal storytelling. But don’t assume that it’s all about straight-up jazz, hip-hop, or rap. The use of pop music in advertising got a big boost with Michael Jackson’s 1984 “Billie Jean” Pepsi commercial. Spike Lee and Nike’s early collaborations soon followed. That collaboration continues, including a video narrated by Lee about his son, soccer, and Black culture. Ultimately the advertising industry came to embrace hip-hop as a crossover sound. You will also find jazz as a common music bed for radio and television spots—across all demographics. Meanwhile, Beyoncé’s voice floats above a multitude of brands and into the general market; her songs recently debuted in an H&M commercial. Music as a form of storytelling is a staple in African American culture. The key is to marry the right brand with the right sound.

¿Cómo Se Dice “Diversity” en Español?

Today over 53 million Hispanics live in the United States. That’s 17% of the U.S. population. They live in communities all across the nation, but the three biggest media markets are Los Angeles, New York, and Miami. The Hispanic population is expected to keep growing—fast. In fact, in the next 40 years the Hispanic population is projected to double. According to Leo Olper of Expósito and Partners, if we think about Hispanics as a world economy, they would be the thirteenth largest world economy.

Let’s begin by taking a look at language and identity. Hispanics, like African Americans, have differing perspectives on this topic. According to Ileana Aléman-Rickenbach, chief creative officer at BVK/MEKA in Miami, 65% prefer to call themselves Hispanic. However, age can be a big influence in preference. Hispanic is generally preferred by older people, while younger people prefer Latino or Latina, which they feel is more personal. Here’s a little secret: The term Hispanic, as a demographic, was invented by advertisers and quietly made its way into the broader cultural lexicon.

American Hispanics come from multiple countries, representing every country in Central and South America. The top three countries of origin are Mexico, Cuba, and Puerto Rico, with 63% of Latinos being of Mexican descent. What’s really interesting, and what marketers need to pay particular attention to, is the trend toward people’s preferring to identify themselves by their countries of origin—Chicana or Argentino or Cubana. Ancestry means a lot to Hispanics, with nearly 90% learning Spanish before they learn English. Today 76% of Hispanics still speak Spanish at home with their parents. However, when Hispanics head to work, two thirds will speak English. Among many Millennial Latinos, English is their social language, even among fellow Spanish speakers.

Now, let’s consider how language works, or doesn’t, as it crosses cultures. A Mexican exterminator will remove your bichos (bugs), while a Puerto Rican might want to protect his bichos (private parts). You have to do more than just find the right term, you have to understand cultural context.

Dominion Energy demonstrated its respect for Hispanic consumers with a headline that read, “For Danny Segura, Spanish is not a second language. It’s a cultural heritage.”
Ileana Aléman-Rickenbach of BVK/MEKA, a Hispanic advertising agency in Miami, explains that there is no single Hispanic culture but rather a “hyperreality” that blurs the difference between the symbolic and the real.

The reality is, Hispanic is really just a marketing term coined by the advertising industry in the United States. This hyperreal market lumps together people of Latin American and Spanish heritage under one “ethnic” classification, when in fact the 19 Latin groups under the Hispanic umbrella can be drastically different from one another.

“One of our clients, a top telecom, was launching a new international calling plan for mobile phones. Another opportunity to practice those hyperreal Hispanic Spanish skills, right?

“I started by asking Sandra, a Mexican coworker, ‘How do you answer the phone?’ We say, ‘¿Bueno?’ (by the way, bueno literally means ‘good’). Nereyda said Cubans answer ‘Oigo’ (‘I hear’). The Venezuelans told me they say, ‘Alo’ (which has no meaning). Puerto Ricans say, ‘Hello’ (pronounced ‘jel-ó’). The Argentine said she had the only legitimate, polite, correct, and perfect phone greeting: ‘Hola.’ From there on, everyone had a say; visiting clients opined . . . ‘Buenas,’ ‘Dígame,’ ‘Sí.’ It was Babel.

“A little later, the client called to ‘remind’ us that we should use the proper Mexican ‘dialect’ for the West Coast and ‘generic’ Spanish for the rest. That’s exactly what we did. We created a pun for the West Coast version where one character answered the phone by saying ‘¿Bueno?’ (‘Good’) and the caller replied, ‘Bueno no, buenísimo’ (‘Not only good, but very good’).

We sent a creative rationale explaining that literally bueno means good, but that in context it really means hello. That it was a play on words to introduce the retail message (great prices), etc., etc. . . . of course. She never got it. The cultural divide was insurmountable. On the other hand, we never found a Pan-Latin way of saying hello. The hyperreal had turned surreal.

“We ended up creating a funny, clever, and very effective campaign where people call their countries of origin, but no one answers the phone by saying hello. We just started the spots midway through the calls. In the world of Hispanic Hyperreality, definitely less is more.”

Ileana Aléman-Rickenbach, chief creative officer, BVK/MEKA, Miami
You have to understand the cultural nuances. Here are some examples that express the delicacy of cultural nuance:

- A Coca-Cola ad may use the slogan “y su comida favorita” (“and your favorite food”), but for Miami Cubans the ad shows pork loin, for South Texas Mexicans it’s tacos, and for New York Puerto Ricans they use pork and rice or arroz con gandules.
- When McDonald’s first developed a series of “Hispanic ads,” they considered all Hispanics the same until they received complaints from Puerto Rico that the ads were “too Mexican.”
- A telephone company tried to market its products to Latinos by showing a commercial in which a Latina wife tells her husband to call a friend and tell her they would be late for dinner. The commercial bombed since Latina women generally do not give orders to their husbands, and their cultural concept of time would not require a call about being late.

**Millennials: Embracing Two Cultures**

Many Latinos are young and prefer to consider themselves bicultural, embracing both American culture and the culture of their ethnic heritage. So what does all this mean for advertisers? For one, we know that bilingual Latinos are more influenced by advertising in Spanish than by advertising in English. That means that Spanish-language media are caliente. It also means that marketers need to get to know Millennials, as 53% of all Latinos are below the age of 30. Most Millennials were born in the United States and are big media users. In fact, Hispanic Millennials overindex when it comes to digital media. They are more likely to chat, stream video, listen to music, download apps, and play online games than non-Hispanic Millennials. For Latino Millennials their identity is generational as much as ethnic. Their seamless blending of Latino and American culture makes Millennials the most “American” of all Hispanic segments. In fact, “What we’re seeing is that a 24-year old Hispanic may have more in common with a 24-year old African-American or Asian-American than with his 45-year old uncle.”

**Dígame Más**

Let’s turn to the business of advertising for a moment. Advertising to Hispanics tends to be done through multicultural agencies, just as with advertising to African Americans. Most of the big agencies have one Hispanic shop under their umbrella, if not more: LatinWorks, Dieste, and Alma are under Omnicom, Bravo Group and Wing are part of WPP, while Conill and Lapiz find their home with Publicis. Each is connected to one general market agency. Bravo Group is Y&R’s Hispanic agency, while Lapiz is linked to Leo Burnett. There are still a few stand-alone Hispanic agencies, such as Zubi in Coral Gables, Vidal in New York, and Lopez Negrete in Houston.
Hispanic media spending is up. In traditional media television is king, garnering 73% of media budgets. The kinds of shows that draw Hispanics center on family, which is a huge culture identifier within Latino culture. It’s not surprising that Modern Family, which pushes back against stereotypes while embracing family values, is a primetime TV leader among Hispanics. At the same time, telenovelas (soap operas) remain big for daytime viewing. It’s all about family, family, family. And staying connected matters greatly within the Hispanic community. Social networks play a big role here, with Facebook having 82% reach among Latinos. Google sites have 95% reach, while nearly half of all Latinos are on Twitter and Pandora. Hispanics follow their favorite brands and share branded web content at a higher rate than non-Hispanics. The key here is to know that Hispanics access online via mobile. Mobile is cost effective and portable. It fits their lifestyle. Mobile is economical and portable. If you want to reach Latinos, mobile is likely a great starting place.

**Tapping Into the Latino Market**

It’s fair to say that some things are common across Hispanic cultures and tend to transcend country of origin. Family-focused activities are essential to Hispanic life. It was once common for multiple generations to share the same household. Today Millennial Latinos are eager to break away from their families, just like many young Americans have done for generations. Yet for Latinos, familial concerns trump individual needs. Additionally, everyday life within the Latino community can be a bit slower paced. There is always time for family and laughter. Humor, especially self-deprecating humor, plays a big role in Hispanic life. In fact self-deprecating humor is a form of cultural expression. (You’ll find this in Mexico too, as we’ll discuss in the next chapter.) Sports are also a huge part of Latino culture, and enjoying sports as a family has a long tradition. A whopping 94% of male Hispanics are sports fans, with soccer and boxing at the top of the list. Add to that the popularity of baseball among Cubans, Puerto Ricans, Dominicans, and Panamanians. But if there is one thing that brings Latinos together, above all else, it is music. Music is a Latin passion. (This parallels Brazilian culture. Check out Chapter 5.) The key to success is to check stereotypes against cultural understanding by learning the nuances of Latino culture. Brands that cater to the needs of Hispanic families, offering products and services that add value to their family’s life, while demonstrating cultural knowledge and respect, will do well with Latinos. Within the Hispanic community brands like Procter & Gamble, AT&T, and McDonald’s are hugely successful, and among the top 20 advertisers vying for Hispanic dollars are four automakers. Hispanic dollars are so hot that Procter & Gamble ramped up its ad spending by 36%, and that has paid big dividends. With their income and spending on the rise, brands that take the time to understand Hispanics will be well rewarded.

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“The challenge is to keep the flame burning, the flame of communicating to the Hispanic market in the language of their heart.”

Tere Zubizarreta, former CEO of Zubi Advertising Services and Hispanic advertising pioneer.
East Meets West

Like the Hispanic market, the Asian American demographic is a very diverse group. While there are some cultural similarities, you cannot use the same tactics to reach Chinese, Japanese, Korean, Indian, Pakistani, Thai, and the myriad other Asian American ethnicities represented within this niche market. At the same time, Asian Americans share some cultural similarities.

The largest group of Asian Americans are of Chinese descent, followed closely by immigrants from India and the Philippines. Vietnamese and Korean make up the fourth and fifth largest groups, with Japanese a distant sixth. Asian Americans tend to live in urban centers. Think of the coasts, the urban Midwest, and Texas, with Los Angeles and New York representing the highest density designated market areas for Asian Americans. Asian Americans are the fastest growing multicultural segment, with 58% growth between 2000 and 2013, much of it spurred on by immigration. They tend to cohabitate in family units, with multiple generations living together. They aspire strongly toward American values. Yet Asian Americans embrace and honor their individual cultural heritage. Interestingly, the majority of Asian Americans tend to see themselves as bicultural, which may be an indicator of their strong aspirational focus. Aspiration to embrace American norms and values combined with a passion for their individual cultural heritage and values creates an opportunity for advertisers. When it comes to purchase decisions Asian Americans focus on efficiency and convenience. Layer onto this strong aspirational desires to achieve the American dream. These values and desires shape their buying behaviors and drive purchasing decisions. Asian Americans overindex in key categories, including food, clothing, and technology. While they seek out value, Asian Americans also aspire to premium status and luxury brands. Suffice it to say, this is a complex group to reach.

A Culture of Fusion

We spoke about the importance of music among African Americans and Latinos. For Asian Americans the one thing that dominates their family and social life above all else is food. Cultural events revolve around food, with formal greetings and displays of affection often connected to edible tokens. Thus, it is not surprising to find that Asian Americans overindex on organic food, fresh produce, and dry grains. Considering Asian Americans’ passion for food, it is also not surprising that the general market is obsessed by Asian fusion cuisine. No wonder Asian fusion is making a mark in gourmet dining. What is a surprise is that food and beverage marketers are not taking advantage of the ways Asian Americans influence food trends.

Family across the generations is beautifully articulated in this in-language grid layout for AARP. One does not even need to read Chinese to understand the essence of message. It is implied in the images and fits perfectly with the brand.
Another place Asian American show consumer passion is in retail spending. Their aspirational values and higher incomes drive them to retail brands such as Nordstrom and Neiman Marcus at a far higher rate than the general market. The only category they have more passion for than clothing is books. Like any niche group, Asian Americans also have their aspirational celebrities. Jeremy Lin, the Harvard-educated basketball sensation, demonstrates immense potential as an Asian American spokesperson. More important, he has huge general market crossover. That fact was not lost on Nike, which signed him long before he burst onto the national media stage. Another brand, Ben & Jerry’s, did not fare so well. It put its proverbial branded foot in its mouth when it released the absurdly stereotypical Linsanity ice cream made with fortune cookies. The brand quickly apologized and removed the flavor. They might have thought about limited-edition flavors celebrating the Chinese New Year. Not only would they taste better, they would likely sell better. Brands that understand this demographic, such as AT&T, HBO, State Farm, and Wells Fargo, and use Asian actors to reach them, are likely to win big.

Asian Americans may be a small market segment, making up just under 6% of the U.S. population. However, they are highly educated and more affluent than any other multicultural demographic group in the United States. Indian Americans lead the way by a significant margin in terms of income and education. In fact, seven in ten Indian American adults have a college degree, while only about half of Americans of Korean, Chinese, Filipino, and Japanese descent and just a quarter of Vietnamese Americans have college degrees. That’s still far more Asian Americans with college degrees than in the general population. In fact, a whopping 61% of all Asian Americans have a college degree, compared with 40% of all Americans. To top it off, Asian immigrants claim 75% of all new visas for highly skilled workers. The average Asian American household spends—not earns—$61,400. That’s nearly 40% more than the average general market Millennial household. Another way to think about this is that Asian Americans spend more than the average American family earns. Needless to say, they have money to spend.

Media Savvy and Digitally Passionate

The two key ways to reach Asian Americans are through in-language media and across digital platforms. This seems paradoxical, and in part it is. First, Asian Americans consume much of the same media as their non-Asian neighbors, but it’s often via digital platforms. Second, despite their strong digital preference they gravitate toward in-language sources when it comes to traditional media. In Los Angeles there are 33 free Asian television broadcasters, with over 150 Asian satellite channels nationwide. Asian Americans also consume a lot of in-language radio. The crucial point here is that Asian Americans seek out culturally specific programming. In fact, ads that feature culturally relevant...
situations and characters make up 65% of the top ads among Asian Americans. Cultural relevance truly does matter.

If there is one thing that stands out with Asian Americans it is their propensity toward digital adaption and innovation. A large percentage of Asian Americans are Millennials, and they are swiftly driving this demographic toward digital innovation. As a whole, Asian Americans have higher rates of smartphone use, online video consumption, and Internet connectivity. In fact you could say that Asian Americans are redefining the way the general market watches, listens to, and interacts with media. As influencers Asian Americans are 15% more likely than the general market to recommend technology or electronics to others, and their smartphone penetration is an astounding 75%. Now consider their digital entertainment habits. Asian Americans spend over 12 hours a month watching videos on the Internet. That is twice the rate of the general market. They are also 2.5 times more likely to download movies from a website. Plus, they spend at least 10% more time on their laptops, tablets, and mobile phones than the general market! This is a demographic that is truly passionate about the digital landscape and how they interact in this landscape is likely to affect all of us.

Tapping Into the Asian American Market

Now that you know a bit about where Asian Americans live, their cultural and aspirational values, their passion for digital media, and their affluence, you are probably wondering, how do you reach this dynamic and diverse demographic? Here are key takeaways:

- Asian Americans are digital pioneers, adopting technology at a faster rate than any other group. Keep your eyes on them.
- In-language TV is still a dominant medium within this demographic. Learn how to speak to Asian Americans with resonance.
- Asian Americans use the Internet as a key shopping venue. Develop strategies that leverage this.
- Family and cultural heritage are key drivers shaping Asian Americans’ buying behaviors. Remember this and make it work for your brand.
- Luxury brands provide aspirational value for Asian Americans. Consider how aspirational values can work for your brand, even if it is not a luxury brand.
- Asian Americans prefer information and utility in advertising messages. Leverage their high level of education for your brand.
- Culturally relevant themes are imperative within all advertising messages. Demonstrate respect for their individual cultures and Asian Americans will return the respect.
Don’t Ask. Don’t Tell. Just Sell.

Depending on the survey, anywhere from 6% to 10% of the American population identifies as gay, lesbian, bisexual, or transgender. Smart marketers know they can’t ignore 20 million to 32 million people. Aside from the sheer numbers, the LGBT segment offers marketers other advantages. Like Asian Americans they tend to have more disposable income than the average American. Unlike Asian Americans they are not easily identifiable and often defy segmentation. However, they look fondly on brands that advertise in LGBT media or that have publicly courted them in mainstream media. Generally, LGBT households tend to be brand loyal and to seek out product upgrades at higher rates than their nongay counterparts. Brands that have historically embraced this demographic include Brita, Cheerios, Chevrolet, Coca-Cola, Heineken Light, Intel, Johnson & Johnson, Revlon, Starbucks, Taco Bell, and Tide. These brands are taking the lead in publically celebrating LGBTs. And it’s paying off handsomely.

Just Do It

Back in the mid-1990s Nike Women ran an ad, “Canoeists,” featuring two lesbians. Ironically, no one at Nike knew they were lesbians. That fact was not lost on the creative team, which consciously chose the two women because they felt they epitomized the empowerment theme and spoke to an often-ignored audience. Will it take this same kind of silent protest to bring transgendered people out in the world of advertising? Some brands, such as Absolut, American Express, Cheerios, IKEA, J. C. Penney, Pepsi, and Subaru, benefit greatly from their positioning that does not exclude people based on sexual orientation. It’s all about knowing your target and their tolerance threshold and being willing to step up and be inclusive. If you understand the LGBT target and show them respect, they will return the favor with brand loyalty.

Years ago, American Express began courting the gay and lesbian target when it highlighted Ellen DeGeneres as a cardholder in its “My Life. My Card” campaign. It worked well because the campaign’s One Thing originally focused on celebrities. Back in the day DeGeneres fit in perfectly and slipped under the radar, but not to this community. Members of the LGBT community notice brands that reach out and include them, and they reward these brands. Just remember that backlash is always a possibility, though less and less as marriage equality takes root and tolerance of sexual orientation grows deeper among mainstream American culture.

Tapping Into the LGBT Market

If your assignment is to reinforce brand preference among LGBTs, you have several options.
One of them, however, is not stereotyping. While gays and lesbians may identify themselves by sexual preference, they also tend to strongly identify as mainstream consumers. You might run your general market campaigns in mainstream media that also have a high gay or lesbian concentration. You don’t change the creative, but the media selection indicates that you’re interested in their business. Running in straight and gay media at the same time also demonstrates your commitment to their community. They will notice and thank you at the checkout. Then, using visuals and copy, or both, incorporate gay themes and run those in gay publications. Reviewing gay and lesbian media, you’ll notice that they tend to have the ability to laugh at themselves and the world; just be careful not to fall victim to stereotypical images. There is also the option of streaming platforms like Netflix and Hulu, which have successfully tapped into the LGBT market. Another approach is to integrate gay-themed ads across the entire campaign. IKEA, for example, has used gay themes in television commercials that also reach the general market. This demonstrates that you believe your brand is for all consumers, and you’re willing to risk a possible backlash. Cheerios did this with its Cheerios Effect campaign, reaching out to gay and interracial families. It won the brand huge media praise, but also the ire of conservative groups. You can also consider keeping your mass-media advertising mainstream, or gender neutral, and focus on promotional and public relations programs that target gays and lesbians or movie trailers at movies that appeal to this demographic. Just remember that it’s all about context, and respect rules the day.

Are these two brands brave or smart? Each reached out to gays and lesbians within the context of its general market campaign, and it fits perfectly. Here’s where brave may come in: each openly expresses its support for gay marriage. Is this taking a brave risk or smartly appealing to the right demographic?
Generational Marketing

“You just don’t understand.” Every parent has heard this at one time or another, and every child has heard “When you’re my age, you’ll understand.” Every generation sees this world differently, and advertising is definitely part of this world. This next section will offer some insight on generational marketing, including what other generations think of your generation. We’ll work from the top down.

Matures and Boomers: Age is a Matter of Perception

Baby boomers are getting younger. In our last edition we reported that boomers thought of themselves as 10 years younger than they really are. This time around it’s 20 years younger. How do you address this demographic when many of them don’t even see themselves as part of it? You begin by understanding that there are distinct groups within this market. One is the matures. They are over 70 and generally have a strong work ethic, are self-sacrificing, tolerant of authority, comfortable with conformity, loyal, and patriotic. They appreciate a good value and will happily spend money when they find it. Then there are the boomers. This group is 52 to 70, focused on self-improvement, and more than a bit hedonistic. If they could find the fountain of youth they’d be ecstatic. Boomers are nonconformist, more educated than matures, and way more tech savvy than you might imagine. They believe work should be fulfilling, feel a sense of entitlement, tend to tolerate differences, and seek adventure and new experiences. Despite their differences, matures and boomers have a fair amount in common. Both groups skew female, and together they represent about a quarter of the U.S. population.

Connecting With Boomers and Matures

When it comes to media, boomers and matures are big users, especially boomers. Today the median age of prime-time television viewers is smack dab in the boomer demographic. To remain relevant, advertisers will have to rethink television messaging. However, boomers are also very savvy digital media users, and matures are earnest digital learners. Consider this: boomers now spend more money on technology than any other demographic. As boomers age into matures, they will take technology with them, along with social media, which is already a huge presence in boomers’ lives. Today one in three social media users is either a boomer or a mature. Despite their embrace of social media, both boomers and matures have a traditional streak, especially matures. Both prefer to balance social media with good old-fashioned face-to-face conversation and traditional media consumption, including tangible print, radio, and television.

No matter what the platform, for this demographic, it’s the message that counts. Boomers and matures tend to respond very positively to relationships. Build them. Consider using life-stage marketing, because the mature market responds strongly to life-changing events, especially those that are personal.

Despite some backlash after running TV spots featuring a bicultural family, Cheerios brand managers did not back down. Instead they stepped it up, launching the Cheerios Effect campaign, with one spot featuring a gay couple and their adopted multiracial daughter. Just like two O’s in a bowl, we all love to connect. That’s the Cheerios Effect.
Make these events the defining moments of your campaign. Consider testimonials and endorsements to back up your claims. Give them facts. Be clear and straightforward. Let them know the benefits. Demonstrate your credibility. Education will engender loyalty. From a tonal perspective, celebrate the joys of retirement, and avoid scare tactics at all costs. Above all, don’t pressure them. They will take their time to make a decision. Once they’ve decided your brand is the one, they will be very loyal.

Tapping Into the Boomer and Mature Market

Here are a few specific things to consider related to media. But first, here are a few tips about design that apply across most media. Make your ads visually accessible. Keep them simple, avoid clutter, and use plenty of white space. Don’t forget to make type legible and a bit larger.

- **Print:** Give them information, because they tend to read more. Use bold headlines and clear subheads. Break your copy into columns to deliver information. Avoid glossy stock, because it glares.
- **Radio:** Keep background music to a minimum, and remember, they are heavy early-morning listeners.
- **Television:** Nobody watches the news like they do. However, don’t forget, boomers are happy to DVR programs, so product placement and sponsorships might be good alternatives. Keep background music down, and keep titles on the screen just a bit longer.
- **Web:** Make your message meaningful and information rich. If you do, they will come, stay, and return. Give them a reason to trust you.
- **Social:** Use images when you can. Make your content meaty and relevant, and give them time to dwell. Build trust by avoiding hype and insulting jargon.
- **Mobile:** Make your message meaningful. They’re on the move, with over 80% of boomers and 67% of matures packing their mobile devices wherever they go.
- **Direct:** They don’t mind getting mail. In fact matures look forward to it. Boomers would also be happy to engage with you online, as long as you make it worth their while.
- **Promotion:** If something can save them money and the offer doesn’t expire too soon, they will participate.

Amazon’s 50+ Active and Healthy Living Store is a destination site offering a vast selection of items, from blood pressure monitors to books on traveling the world. It has a robust Resource Center filled with tips on everything from boosting brainpower to caregiving. This is a brand that understands boomers’ youthful desires, spending power, and online habits.
Levi’s was the brand that saw boomers through the 1960s, and they rewarded the brand by taking Dockers to work. Nobody loves a Harley-Davidson more than a boomer guy and his biker gal. Boomers are the Pepsi generation and grooved to Michael Jackson and Madonna, Ray Charles and Tina Turner. But it’s not just these traditional brands that have secured a spot in the hearts of boomers. They also bought 41% of all Apple computers (they actually remember seeing Apple’s “1984” ad) and love to log into Facebook on their new iPhones. Treat them with respect, acknowledge their desire for an enduring youth, and if you remember their grandchildren—you’ll tap into their hearts and wallets.

**Gen X: Stuck in the Middle**

No other generation was hit harder by the Great Recession. People in their mid-30s to late 40s face the possibility of being the first generation that will do worse than their parents and their children. They’ve been called the forgotten generation because so much has been said about Boomers and Millennials. But at 60 million strong, marketers can’t afford to ignore them. Gen Xers are more diverse than previous generations in race, class, religion, ethnicity, and sexual orientation. They are more likely to be the children of divorced parents than previous generations. Statistically, they have the highest education levels. Gen Xers, individually, make less money in real dollars than their parents, but have higher household incomes because of more women in the workforce.

**Tapping Into the Gen X Market**

Gen Xers have thoroughly embraced mobile technology. While not exactly digital natives, they were early adapters. They tend to like casual, friendly work environments over cubicle farms.


Hook matures with a bit of respectful humor, then pass along the information they covet. They will reward you with loyalty.
(Seriously, what person actually likes working in a box?) They've lived through their parents' recessions and experienced the worst downturn since the Great Depression in the prime of their careers. So they are more risk averse than Boomers or Millennials and tend to be a little more careful about making major purchases. Gen Xers aren’t as loyal to brands and may be a little more cynical about advertising since they’ve been inundated by it all their lives. They’re also less enthusiastic about long-term careers, being more likely to make a lateral move than moving up the corporate ladder.

Here are some tips for finding and connecting with the Gen X market:

- **They value independence.** Give them a goal and let them figure out how to accomplish it.
- **Be very clear about your offer.** Don’t give them reasons to be skeptical. Give lots of details, so it doesn’t look like you are trying to hide anything. Offer a money-back guarantee (remember, they are risk averse).
- **Give suggestions, not rules.** Show them some things they might like and let them figure out which works best for them.
- **Consider direct mail.** Gen X seems to have a greater appreciation for direct mail than the older Baby Boomers. According to a study conducted for the U.S. Postal Service, 86% of Gen X bring in the mail the day it’s delivered. Gen X rate 75% of the mail they receive as valuable.
- **Go online.** Gen X's online habits are so fractured that they’re hard to pin down. However, more than any other generation, Gen X likes to research while shopping online. They read more reviews, and visit more opinion sites. This would suggest a couple of tactics: ramping up your presence on Yelp and other opinion websites, also using keyword search engine advertising.

### Millennials: A Marketing Dilemma

A recent Pew Research study of Millennials showed that their attitudes and opinions are markedly different from those of older generations. America's Millennials are not generally attached to organized religion, but they are linked together by social media. They are also “digital natives,” as 81% of them are on Facebook, with a median friend count of 250, far higher than that of older age groups. They are both skeptical and frugal, and tend to delay big purchases. Likewise, Millennials are used to sharing what they have and are in no hurry to marry. (Remember the growth of singletons?) They are, also, optimistic about the country’s future. Idealism and the notion of equity tend to drive their political goals and social principles. While many Millennials call themselves political independents, they tend to support Democrats and possess liberal views on many political and social issues, ranging from a belief in an activist government to support for same-sex marriage and marijuana legalization.
Interestingly, Millennials are somewhat less enthusiastic than older adults about environmentalism, at least its old definition. Their idea of environmentalism may be represented in the growth of brands like Zipcar and Divvy. What they do care about is brands that act ethically. This may explain why, while Millennials may fondly remember the flavor of a Big Mac (and even long for it), they still choose not to patronize McDonald’s and instead turn to brands like Freshii.

In the end, Millennials represent a movement toward accumulating experiences rather than accumulating stuff.

Besides dealing with this major shift in attitudes, marketers find it increasingly hard to reach Millennials. No other generation is more distrustful of advertising or finds more creative ways to avoid it.

**Tapping Into the Millennial Market**

Marketing demographers sometimes disagree about how to define this generation. Are they Generation Z (born from 1994 to 2010) or Generation Y, born 10 years earlier? No matter what name you use, it’s a generation defined more by values than birthdates. We shouldn’t have to tell you how to talk to your peers, but when it comes to reaching the younger range of the Millennial spectrum, here are a few tips:

- **Text + Mobile Video + Sharing:** It seems to be a pretty straightforward marketing equation. Invite them to opt in to a text marketing program. Create interesting mobile video content. Send them links to this mobile video. Provide an option to share this mobile video with their friends. Occasionally text them offers, invites, and discount codes that they can also share with their friends via text and social media. Teens send and receive an average of 3,330 texts per month. That’s more than 6 texts each waking hour. It’s also more than double any other age group. Text messaging is the number one use of a cell phone by teens.

- **Online shopping:** Nearly half of all teens have purchased something online.

- **Mobile video:** Millennials watch twice as much mobile video as other mobile viewers.
• **Sharing on social networks:** They have higher than the average number of friends on social networks, and they like to share with those networks. Ninety-three percent of Millennials have created or shared content online.

• **Don’t forget traditional media:** Millennials still watch TV, listen to radio, see billboards, and pick up a newspaper or magazine. But don’t think that any of those marketing communication methods will be enough to move the needle. (Return to first bullet point.)

**Children: Walking a Fine Line**

Reaching children requires engagement that is culturally embedded and repetitive. Characters, which have been a staple of advertising for generations, have proved to be highly effective. The Pillsbury Doughboy, Charlie the Tuna, Tony the Tiger—all of these characters have been used successfully for decades. Today Nickelodeon's SpongeBob SquarePants has cobranding licensing agreements with a range of brands.74 Characters offer brands a chance to emotionally engage with children with a message ensuring strong recall. This does not even address the sales power and branded cross-promotion of movies targeting children. Today Nickelodeon's SpongeBob SquarePants has cobranding licensing agreements with a range of brands.74 Characters offer brands a chance to emotionally engage with children with a message ensuring strong recall. This does not even address the sales power and branded cross-promotion of movies targeting children. Not surprisingly, fast food, soda, and toys are product categories that have the highest recall among children. Among all these brands, McDonald's has the highest recall.75 And remember, McDonald's is a brand that has strong loyalty among Latinos, and that community has a lot of children under 18. These two factors are not mutually exclusive. Coca-Cola is another brand that reaches out to children. In fact, Coca-Cola Classic accounted for three quarters of all branded messages targeting children in 2010, with an emphasis on the Black community.76 With clear and compelling evidence of an obesity epidemic in America, an epidemic with particularly salient effect in Latino and Black communities, should brands like Coca-Cola and McDonald's aggressively targeting children?

Advertising to children is fraught with ethical concerns. We invite you to remember our discussion from Chapter 3. Use media and messages that are age appropriate. Consider whether the content is detrimental to children. Honestly acknowledge your role in creating and/or maintaining stereotypes. And honor the concerns of parents and professionals, especially when it comes to younger children.

**Women in Advertising: Have We Really Come a Long Way, Baby?**

Advertisers have been telling women how far they’ve come for a long time—from Virginia Slims in 1968 to Nike in 1995 to Dove in 2004 to Always in 2014. Yet what seems missing is a holistic approach that finds the balance between objectifying women and speaking to them in a voice that lacks resonance or telling them how far they've come and how empowered and naturally beautiful they are.
The world may be changing, but advertisers are taking their time to catch up. At the same time, women remain in the driver’s seat when it comes to consumer spending in both the traditional retail landscape and in the online world. If you thought women were at home with the kids, spending someone else’s money, think again. Seventy-five percent of moms with school-aged children are in the labor force.78 Women are earning and spending money. The bottom line is “women are the purchasers of this world, and understanding why she buys is the most valuable insurance policy there is.”79

Hey, Big Spender, Spend a Little Time With Me

The idea that women are a “niche” market appears even more odd when you consider that women80:

- Spend close to $7 trillion annually.
- Purchase 50% of the products marketed to men.
- Represent the majority of the online market.
- Buy 68% of the new cars and influence up to 80% of all car purchases.
- Make 80% of all health care decisions.
- Influence 91% of all new home purchases.
- Buy 92% of all vacations.
- Open 89% of all bank accounts.
- Purchase 66% of all computers.
- Buy 93% of all food.
- Hold 60% of all personal wealth in the United States.

These exceptional student ads, developed as part of a campaign, call into question how women and girls are portrayed each and every day in advertising. They are also demonstrate the power of surprinting to drive home a message. Maybe it’s time to more seriously consider, what message are we sending our women and girls?
But here’s the real kicker: 91% of women think advertisers do not understand them.\textsuperscript{81} We’d say advertisers have missed the mark when it comes to women.\textsuperscript{82} Maybe that’s because advertisers still consider women a “niche” market, while White men remain the default general market.

Besides wielding an immense amount of economic power, women are also considered the leading indicators of social change. To engage women, a brand must demonstrate that it understands the meaning, significance, and direction of large social changes and how these changes affect not only women’s lives, but the very fabric of society. Think of how that plays out in the work world. Women have a high preference for personal networking, and they prefer collaboration and shared authority. They thrive on conceptual thinking, consensus building, and flexible work and lifestyles. Now, think about how that plays out in women’s personal lives. Women talk, whether it is one on one over coffee with friends or social word of mouth on blogs, Pinterest, or Facebook. They use brands to add convenience to their lives and joy to their family life, and they use media to gather and share information. They will sing a brand’s praises or take it down with lightning speed.

**Tapping Into This Influential “Niche” Market**

Now that you understand a little bit about what makes women tick and what doesn’t, let’s talk about crafting messages they will respond to. The vast majority of women see advertising as a source of information as compared with entertainment.\textsuperscript{83}

\[\text{“Change begins when we acknowledge how gender roles are fostered in families.”}\]

Kelli Szymczak, associate creative resource manager, Lapiz
These ads demonstrate humanity through storytelling. Athleta speaks of taking action to take care of yourself and offers “Power to the She,” while Johnson’s Baby Lotion visually connects mother and daughter as the copy provides tangible, emotive information. These are human stories that sing with resonance.

But how you give them information is based on “four emotive pathways,” according to PurseStrings by Amanda Stevens and Tom Jordan:

- **Storytelling**: Tell a story that feels real and can be told across multiple platforms. They will embrace it and share it.
- **Magical music**: Music can have a profound effect on the human body. Find out what motivates your women, and use music to tap into their emotions.
- **Embrace humanity**: Studies have documented how infants respond to faces, baby girls more than baby boys. As adults that difference remains. Add humanity to an ad, and you’ll connect with women.
- **Laughter is the best medicine**: We are not talking about the typical boy humor that dominates advertising today. We are talking about merging humor with humanity and offering the ability to laugh with, not at, someone.

Women are not all the same. Young women 18 to 24 are just starting out on their own and very much reflect Gen Y. They are a lot different from 20- to 30-year-old women who work hard and play hard, and are often highly focused on their careers. Women in their upper 30s and 40s bear little resemblance to career-focused 20-somethings. They are often moms with a burgeoning family-centered focus, while trying to balance full- or part-time work with family life. Then there are women over 50. These boomers are starting a new phase of life and tend to have an adventurous streak that focuses on self-fulfillment, not to mention that they think of themselves as closer to 40. Women’s age and life experiences make a huge difference in how a brand speaks to them and where the brand will find them.
The generational differences among women, as with other demographics, are huge. Do your homework. Remember, women view the world through a unique lens. Before you start talking to a woman, listen to her.

**Did We Miss Anyone?**

No doubt we did. Three groups come to mind: Arab Americans, Native Americans, and people with disabilities—in large part because they are too often misrepresented or invisible. No doubt there are others too.

So, what about Arab Americans? Not all Arabs are Muslim. Not all Muslims are Arabs. How do we address them respectfully while not alienating other groups? There’s a wide spectrum across Arab Americans, from conservative to secular Muslims to Christians of Arab descent to Arab Americans without any religious affiliation. While we can’t begin to break down all the different segments, as a whole, American Muslims have $170 billion in purchasing power.85 Brands such as Lowe’s, Walmart, and McDonald’s began courting Muslim Americans, but backed off when some groups, unfairly, accused them of supporting extremist views. Brands need to act ethically and proactively but should always be prepared for consumer responses. Brands that cave into pressure from a vocal minority often reduce their credibility with all consumers. In turn, groups with passion for their cause and the financial ability to express it need to consider the impact of their words and images. We need to find common ground in difficult times.

What about Native Americans? They have been the subject of unflattering media stereotypes for generations. Historically they’ve been portrayed as bloodthirsty savages, humble guides, alcoholics, and of course the Lone Ranger’s “faithful Indian companion.” But they are rarely cast in mainstream advertising. The standout exception may be the “Crying Indian” weeping for the environment in the 1971 “Keep America Beautiful” campaign. But, here’s the irony. Iron Eyes Cody, the actor who portrayed the Indian, was actually an Italian American. In hindsight, it was an epic failure, when it could have been a breakthrough. The reality is that the majority of Native Americans have not lived on reservations since at least the early 1960s. For instance, Chicago, in a state without any reservations, has the third largest Native American population, representing more than 100 tribal ethnic groups. Recently, broadcasters and advertisers have had to consider how to describe Washington’s NFL team. Do they embrace the traditional name, which most people consider hugely offensive outside of its football context? Or do they risk alienating diehard fans by ignoring the name of their beloved team? Yes, names matter. In the end, Native Americans do not see themselves as historical artifacts. They see themselves as contemporaries in diverse society. Maybe advertisers need to do the same.

What about people with disabilities? Every disability presents different challenges and may present different wants and needs. Like African Americans before the 1970s, people with disabilities are nearly invisible in today’s advertising. In the United Kingdom, the VisABLE Campaign works to bring disabled people into advertising. One2OneNetwork, a mobile brand, used a man in a wheelchair as part of a slice-of-life story. In Sweden, ICA, a large grocery chain, created a long-running campaign featuring Jerry, one of its cognitively disabled employees. ICA sent home the message that we are more alike than different, and Swedes loved them for it. They also took home a Cannes Lion. Some brands do get it right, naturally. There are three reasons to use people with disabilities in advertising: It’s the right thing to do. It’s commercially viable. And, at least in Britain, it’s a legal obligation. Maybe it’s time for American advertisers to start emulating their European colleagues? And that includes people with developmental disabilities. However, for the first time, a model with Down’s syndrome strutted down the catwalk during New York Fashion Week in 2015. Ever so slowly, the marketing world is beginning to realize that everyone needs to be included.
While disabled people are not as prominently featured in the United States, they are not invisible. Two status-oriented brands, Nordstrom and Guinness, take a step in the right direction. How might you use disabled people in your ads?
The Times They Are A-Changin’

There just isn’t enough time or space, so the conversation about niche markets must come to a close. Despite our best efforts to avoid offending any group or individual, and our humble disclaimer at the beginning of the chapter, we have probably touched a few raw nerves. The truth is, anyone can find just about anything that’s offensive if they go out of their way to look for it. It’s easy to remind creative people to avoid overt racist, sexist, and homophobic language. But giving guidelines for avoiding every possible variant of subtle microaggression is far outside the scope of this book. So in the spirit of relevance and respect, we offer a few tips that apply to most niche market situations:

- Don’t make assumptions or rely on personal prejudices.
- Do your homework. Talk to the people in your target audience.
- Always remember that even within a market segment, there can be huge variation.
- Get more than one opinion. What’s acceptable to one person may be totally off base for a whole market segment.
- Market segments, like subcultures, are culturally bound.
- Social context matters. Be alert to subtle references that some groups may find offensive.
- Humility goes a long way.
- Act globally. Think locally.
- Above all, be respectful.

This last point—respect—needs some more discussion. John Kuraoka, a freelance copywriter, offers some great advice:

Racism, sexism, and other us-against-them motifs are not funny. It is no more acceptable to poke fun at a middle-aged white man than it is to poke fun at a young black lesbian. It makes no difference that you, personally, are either a middle-aged white man or a young black lesbian. On reflection, it’s questionable whether poking fun at anybody helps sell anything.86

On the other hand, don’t let political correctness overrule common sense. Kuraoka has some good advice on this, too: “There is a difference between race and racism, sex and sexism. It is pointless to make a pantyhose ad gender-neutral, just as it is foolish to craft political messages about birth control without fully bringing women into the deliberation. Be aware of cases and causes in which neutering the tone of your message will degrade its effectiveness.”87 Above all remember the golden rule, and treat others as you would like to be treated.
**Sergio Alcocer**

As president and chief creative officer (CCO) of Latin Works, Sergio Alcocer is one of the most progressive multicultural marketers in the nation. Latin Works was named Multicultural Agency of the Year three times and is consistently listed as one of the top ten ad agencies in the country. Sergio is a frequent speaker at international forums on multicultural marketing and has served twice as a judge at the Cannes Festival. He holds an MBA from the Berlin School of Creative Leadership and is currently working on his PhD at the University of Texas.

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**Cindy Chen**

Known as a fearless brand transformer, Cindy Chen pioneered real-time marketing with Oreo “Daily Twist” and Oreo Super Bowl “Blackout” tweets. During her long-standing successful career driving double-digit growth of multibillion dollar businesses in North America and Asia Pacific, she has transformed brands like Oreo from well-known ones into cultural icons. Chen has won numerous awards for reinventing brands through marketing, digital, social, and mobile innovations. Recently she was awarded seven Cannes Lions, including a Cyber Grand Prix, Effie and Clio Awards, and, among many others, a Facebook Studio Blue Award and an IAB Mixx Award as the best social media campaign of 2013. Chen is currently global head of innovation, gum category, Mondeléz International.

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**Jimmy Smith**

Jimmy Smith co-created some of the world’s most iconic campaigns for brands such as Nike, Pepsi, and Snickers. Additionally, he gave birth to the rebranding of Gatorade as G and the G campaign. Soon, his talents spilled over into the world of entertainment. He has authored books (*Soul of the Game, The Truth* for Dark Horse Comics), co-created video games (EA Sports’ *NBA Street*, Intel and Microsoft Kinect’s *Discovered*), and co-created TV shows (*Nike Battlegrounds, Gatorade Replay*). Smith’s work has been recognized by the One Show, the Emmys, Cannes, and *Time* magazine, and he was declared one of the Top 100 Most Creative People in Business by *Fast Company* magazine. In addition to his duties as chairman, CEO, and CCO of Amusement Park Entertainment, he also sits on the board of the One Club.

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**Caroline Jones**

A copywriter with a long list of firsts, Caroline Jones is often promoted as the first Black woman to have held the position. She helped many clients, including American Express, Anheuser-Busch, McDonald’s, and Prudential, make their initial forays into the African American market. Jones began her career in 1963 in New York as a secretary and copywriter trainee at J. Walter Thompson. She rose to creative director in less than five years. In 1968, she helped form Zebra Associates, no small feat in an era with few Black agency principals. She cofounded the Black Creative Group and established Mingo, Jones, Guilmenot, now the Chisholm-Mingo Group. Jones died in 2011.
Our client, Global Learning Systems (GLS), has created an educational system to help advance learning the basics—reading, writing, and arithmetic. The system focuses on early elementary learning, and thus the target is parents of children ages 6 to 10. The GLS educational system is based on an at-home educational system with an online interface. It provides support for parents and online brainteasers for children, and is framed by a systemic process, where parents can test their children's progress. GLS developed this modestly priced educational program as an at-home system specifically so that geographic constraints would not be a consideration.

To begin the process of developing insight, bring to class a photo of a child within the target age range. Have it printed on an 8½ × 11 piece of paper. Next, we will post all the faces for the class to see. Stand back and look at them. Take your time, move them around. Boys. Girls. Blondes. Redheads. Brunettes. Brown. Black. White. Then start considering why each photo was chosen. Each picture seems to have a story. “This is my favorite picture of my little brother when he was seven.” Or, “This is the kid I nanny.” Eventually you may make your way around to talking about what themes you see in the faces. Then think back to the basics of the GLS educational system: it’s an at-home program with online interface, including support for parents and brainteasers for children. How can you use this range of imagery to gather insights for GLS and to learn something about yourself?

1. Do the faces reflect the diversity in your community? Do the faces reflect the diversity within the potential target demographic?

2. What impact do the faces you chose have for those who may see the advertising you will eventually create for GLS?

3. How do those faces draw us into the ad—or not? How might those faces draw someone else to a GLS—or not?

4. Do the faces reflect the diversity you see in advertising? What does this say about our industry—if anything at all?

Sheri Broyles, professor, University of North Texas

The inspiration for this came from something I saw while on an accreditation site team visit. I admired it greatly. I remember talking to the faculty member about using it, but I can’t recall the person or the university. If you read this and think it sounds familiar, my sincere apologies.
1. Different Voices

Choose a product. Consumer packaged goods can be good. So can home cleaning products or consumer electronics.

- Pick one brand—for example, Swiffer.
- Draw two stick people and imagine they are from two different demographic groups. As a group, create a bulleted list of demographics and psychographics that represent each group.
- Next draw a speech bubble by each stick person. Fill in the speech bubble, considering how they would greet each other.
- Now give each a thought bubble. Consider how the two stick people might think differently about each other. This is the interesting part, because it gets to an exploration of demographic, cultural, and social differences. Now fill in the think bubble. You might even begin to get at some of the deeper ethical issues, which are often hard to discuss.

2. Brands as Global Personalities

How do some brands more successfully move across the globe than other brands? Why do some take a globalized approach and others a standardized approach?

- Begin by thinking of brands as people and be prepared to trace their personalities across cultures.
- Generate a list of 10 of the most influential people on the globe.
- Discuss why each of these people is influential: What about their actions, personality, country of origin and current residence, profession and title, associations, and so on makes them influential?
- From the previously generated list consider the qualities inherent in each person. Now, link a brand to each person.
- Discuss why each of the brands exemplifies that individual.
- Now write a brand personality statement for each brand. Consider how much this statement reflects the person associated with the brand.
- Finally, discuss how these brands move across the globe based on their brand personality and cultural variations. Consider if a standardized or globalized approach is used and why.

3. Is There Really a Difference?

This exercise challenges you to consider stereotypes and how they influence advertising.

- Your instructor will connect with agency colleagues and find a campaign (ads and briefs) that involves ads for both the general market and the gay and lesbian market.
Exercises

- As a class, review the brief and ad for the general market.
- Next, working in teams, brainstorm ad concepts for the gay market.
- Then select your best idea and present it to the class along with a rationale for why it’s the best option to reach the gay demographic.
- Finally, your instructor will show you the ad the agency produced for the gay market.
- Open for discussion: What are the differences between the general market ad and the ad for the gay market? What were your assumptions? How did stereotypes play out?

- Interactive practice quizzes
- Mobile-friendly eFlashcards
- Carefully selected chapter-by-chapter video and multimedia content