

# Relevance by Design

NBCU's 100-Year Playbook  
for *Brand Resilience*

# WHY 100 YEARS MATTER

As NBCUniversal marks 100 years of shaping culture, we're asking a critical question:

## *What makes a brand endure?*

By studying our own journey, and the lessons of our trusted partners, we've identified the four attributes

*Defined **Brand Identity***



*Nurtured **Customer Relationships***



*Cultural Relevance*



*Compelling **Value Proposition***



This playbook distills those insights into practical guidance for marketers navigating today's volatility.

**Because resilience isn't chance – it's built by design.**



# Today's Marketing Reality:

## Volatility & disruption are the new normal



### Consumer Demands

#### Trust is Non-Negotiable

**88%** of consumers say lack of trust is a dealbreaker<sup>1</sup>

### Values Matter

**19%** of U.S. adults – and **40%** of Gen Z – have cut ties with a brand over its DEI stance<sup>2</sup>

### New Business Barriers

#### Low Barriers to Entry

**423K** new business filings (+7.8%) in Jan 2025 signaling rising competition and ease of entry<sup>3</sup>

### Retail Reinvention

**32%** of retailers plan to launch their own marketplace mirroring platforms like Shein, Temu, and Tiktok<sup>4</sup>

### Regulatory Challenges

**44%** of business execs rank AI/data regulations as a top driver of strategic change in their company<sup>5</sup>

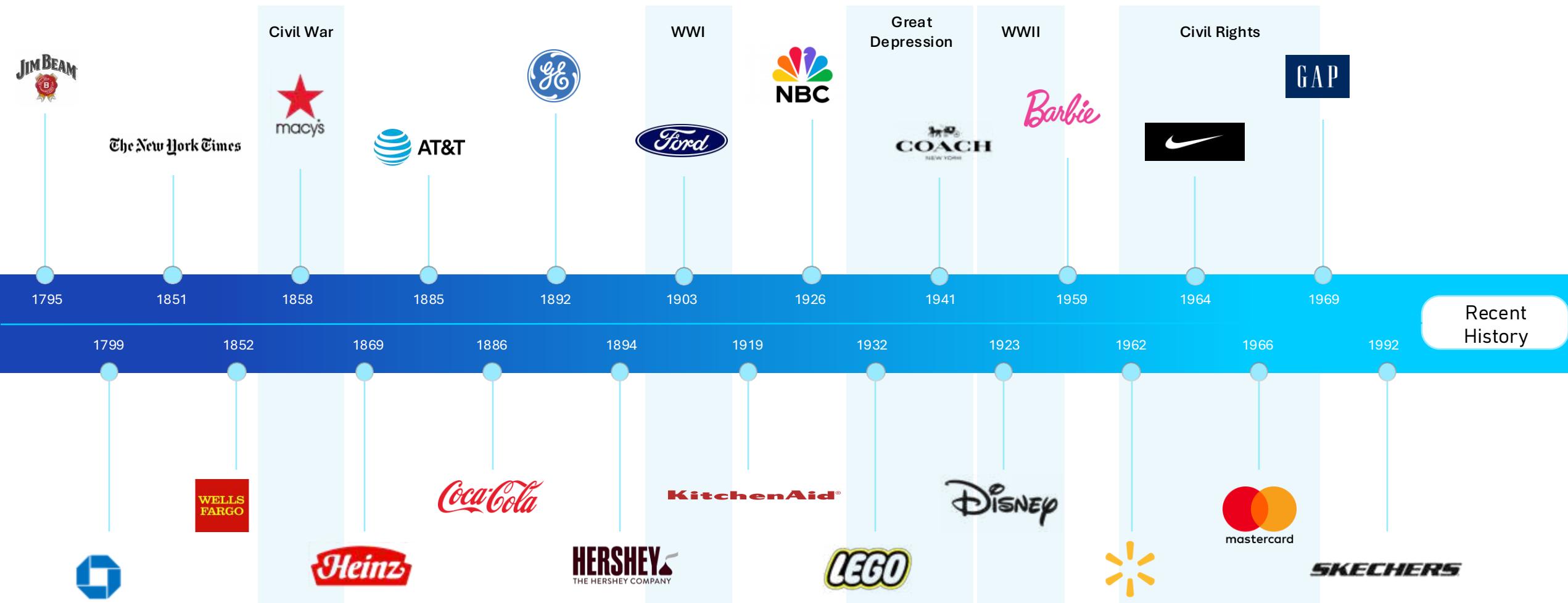
### Macro Economics

#### Price Sensitivity Rising

**49%** of consumers are choosing lower-cost brands more frequently due to economic pressure<sup>1</sup>



# Volatility Isn't New. It's the *constant* in modern marketing.

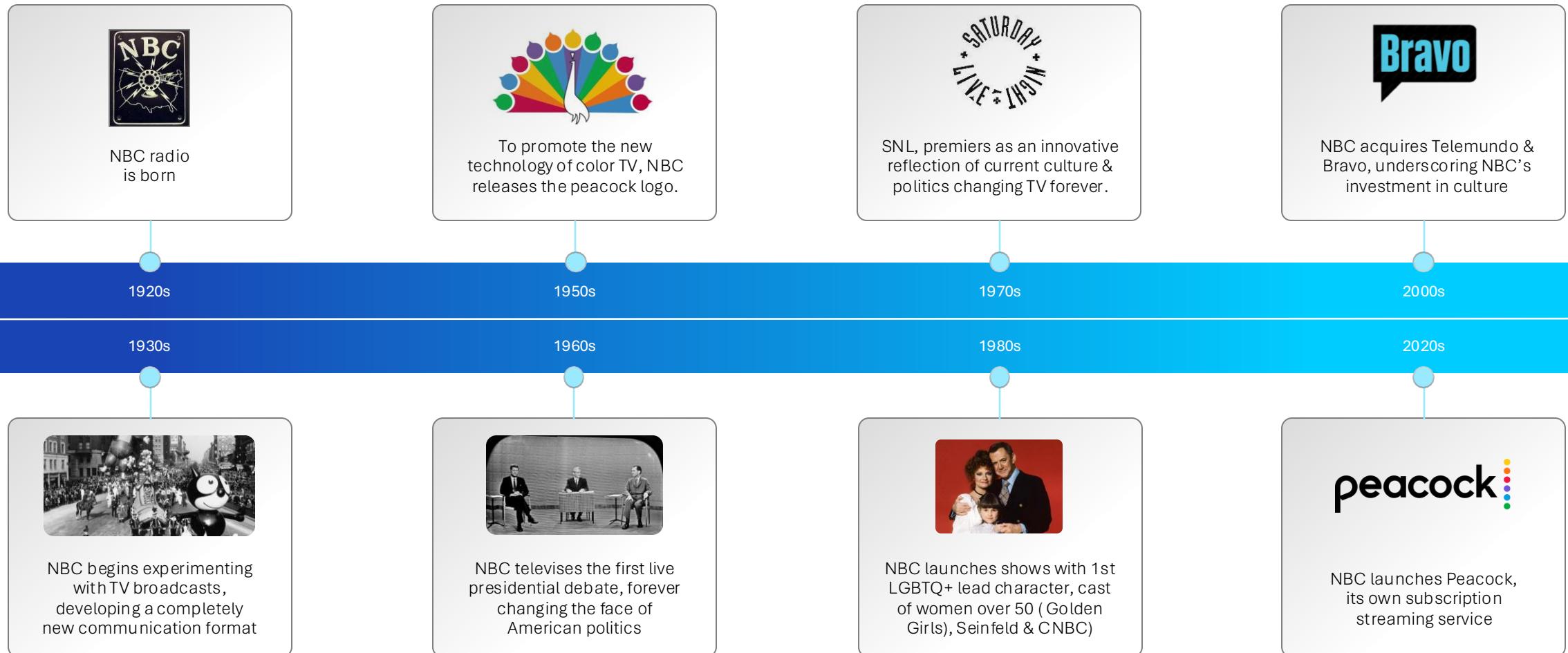


Resilient brands adapt,  
and those that invest in  
**Culture Emerge Stronger**

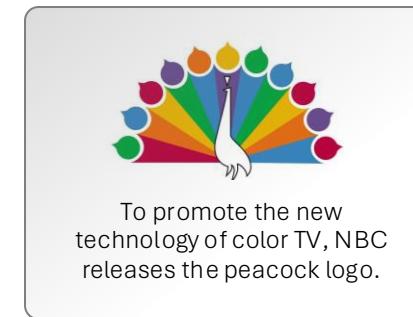
Brands that maintained  
*cultural investment* during disruptions captured  
**25% more market share post-crisis**

# NBCU Has Reinvented Media

## In Step With Culture For A Century



# And learned how to lead with authority as the landscape evolved



1920s

1950s

1970s

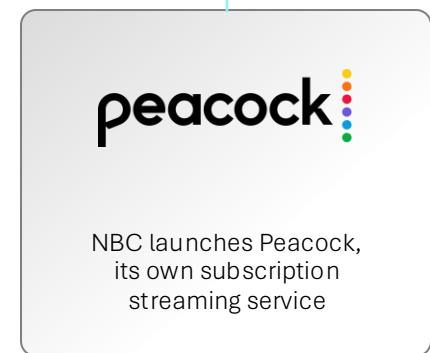
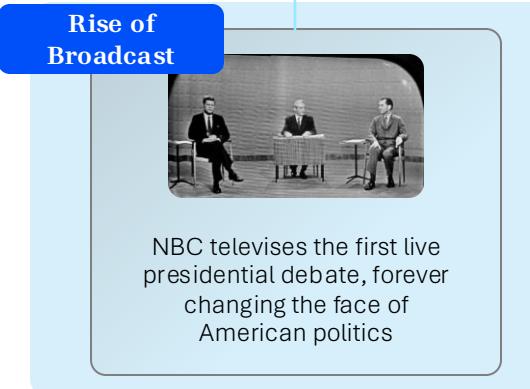
2000s

1930s

1960s

1980s

2020s



# Our Content & Creative Teams are here to **INNOVATE with you**

Custom  
Shows

Sponsorships

Branded  
Content

Events

Commerce

Social

Talent Partnerships

Custom  
Content

In-show Integrations

Show & Segment  
Sponsorships

Custom  
Ad Products

Mobile  
/ Gaming

Enterprise Relationships

On-Site Activations



# A Marketer and A Partner To Brands For Decades, NBCU Knows That *Resilient* Brands Rely On **4 KEY ATTRIBUTES FOR ENDURING SUCCESS**

**1**

## **Defined Brand Identity**

*Consumers can't choose what they don't understand. Resilient brands articulate what they stand for—clearly, consistently, and publicly*

**2**

## **Nurtured Customer Relationships**

*Enduring brands treat customers like long-term partners. Once trust is built, it must be nurtured and reinforced at every touchpoint.*

**3**

## **Cultural Relevance**

*Timeless brands evolve with culture, not apart from it. Cultural fluency helps them stay top of mind—and top of choice.*

**4**

## **Compelling Value Proposition**

*Brands that endure know what they bring to the table—and make sure customers do too. Value must be clear, compelling, and consistent.*

**Proven Success Metrics**

Because investing in these attributes drives

# growth & loyalty

Across NBCU



**+23%**

*revenue increase from consistent branding across touchpoints<sup>1</sup>*

**Defined Brand Identity**

**80%**

*of future revenue comes from 20% of existing customers<sup>2</sup>*

**Nurtured Customer Relationships**

**+47%**

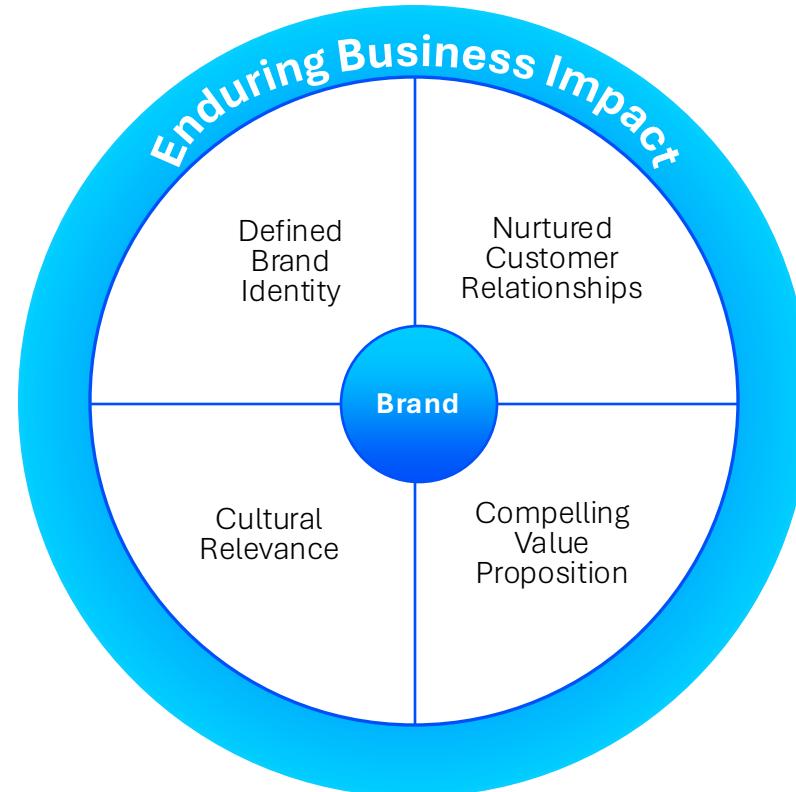
*higher customer retention for brands that invest in cultural relevance<sup>3</sup>*

**Cultural Relevance**

**57%**

*of customers cite product quality as a driver for loyalty<sup>4</sup>*

**Compelling Value Proposition**



These **Four Key Attributes** are the foundation of NBCU's playbook for brands seeking to regain brand relevance and endurance

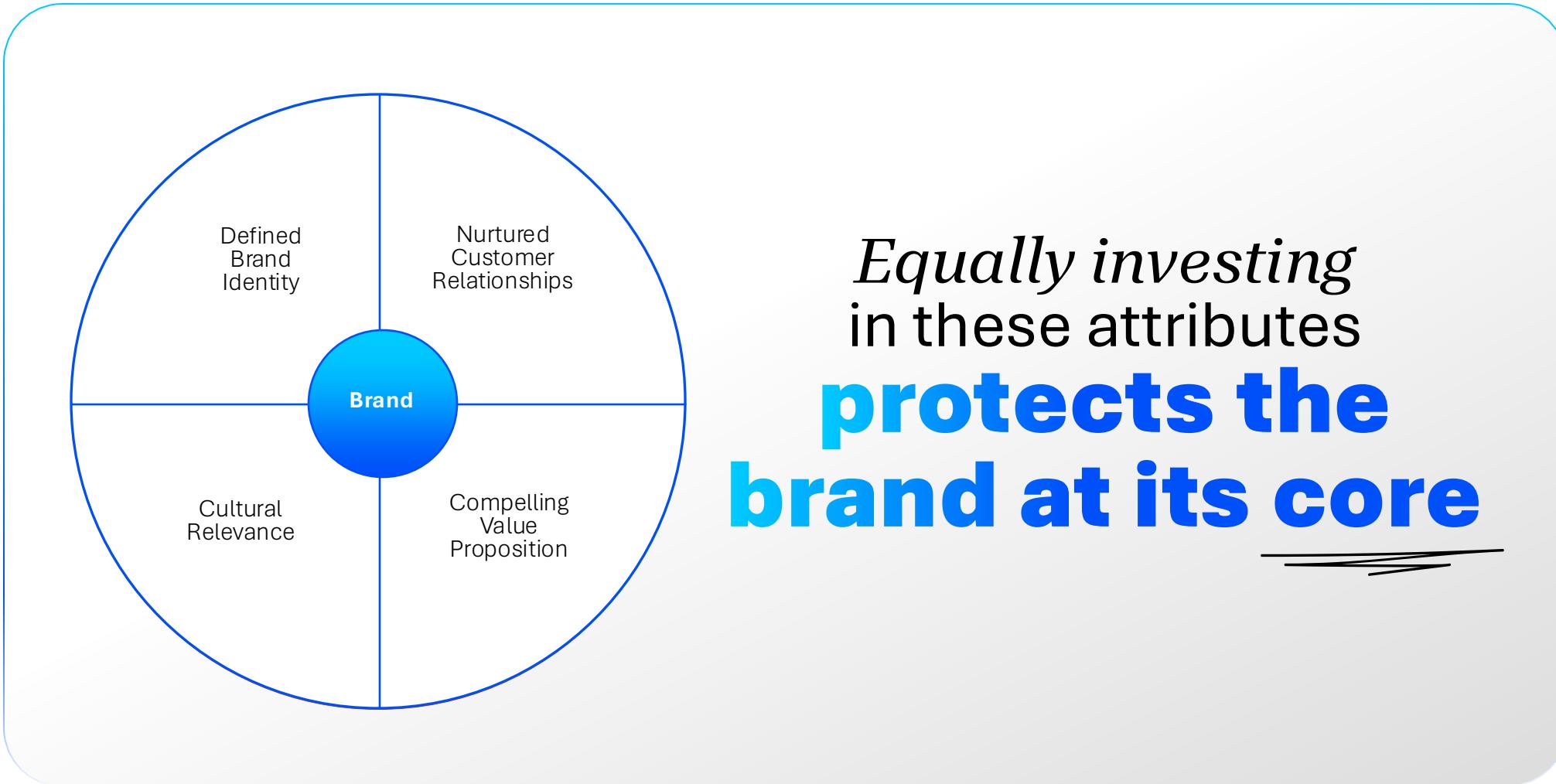


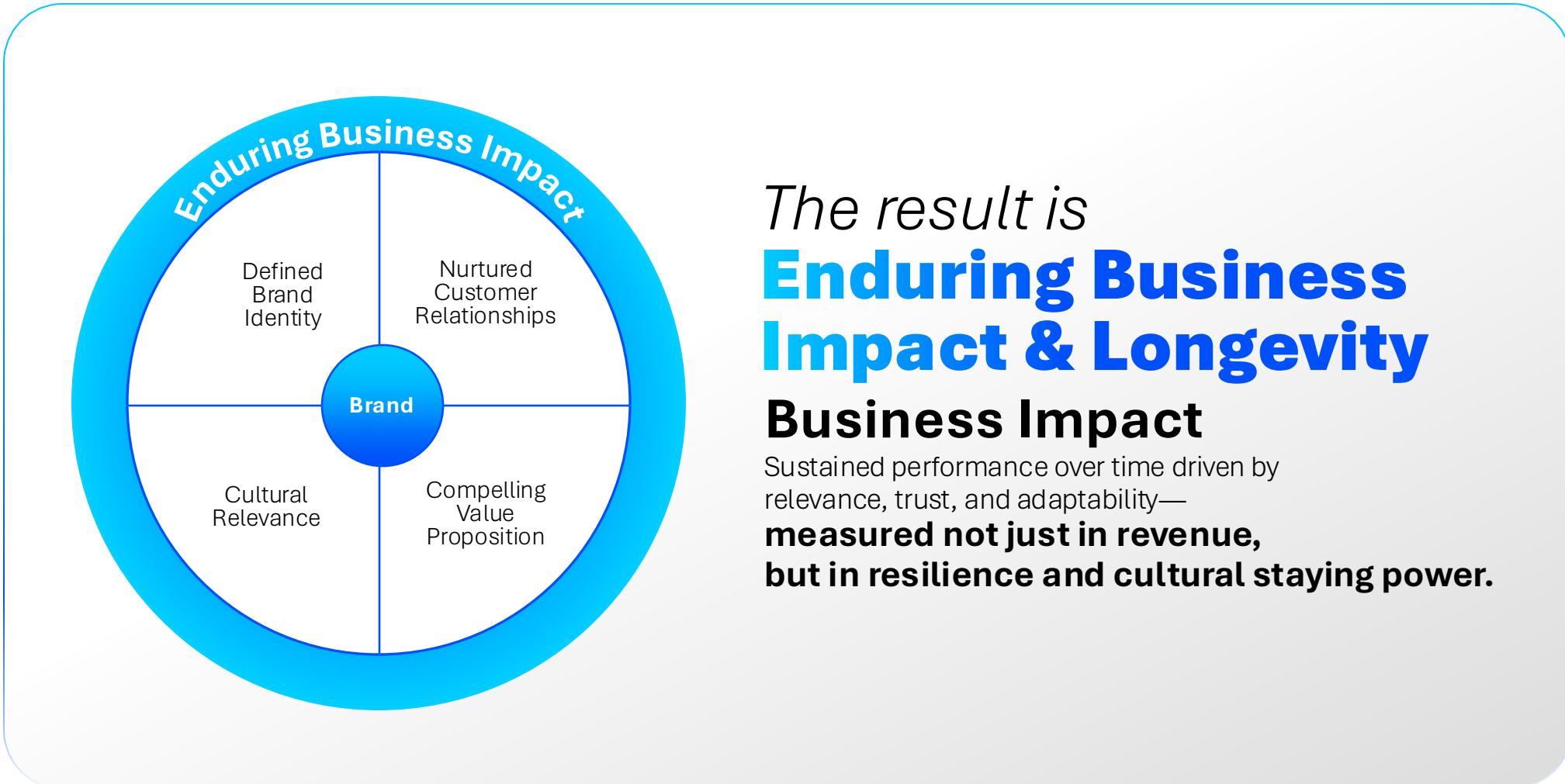
The heart of the framework:  
**YOUR BRAND**

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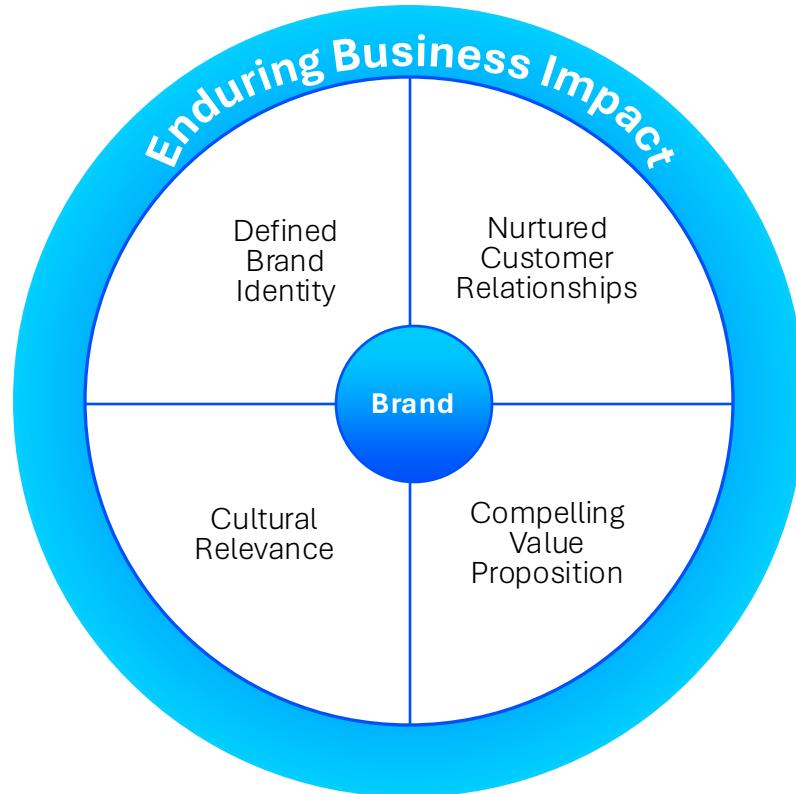
Who a brand is. It includes the clear, enduring reason a brand exists and aligns with market needs and consumer expectations —

**fueling every decision, message, and innovation.**





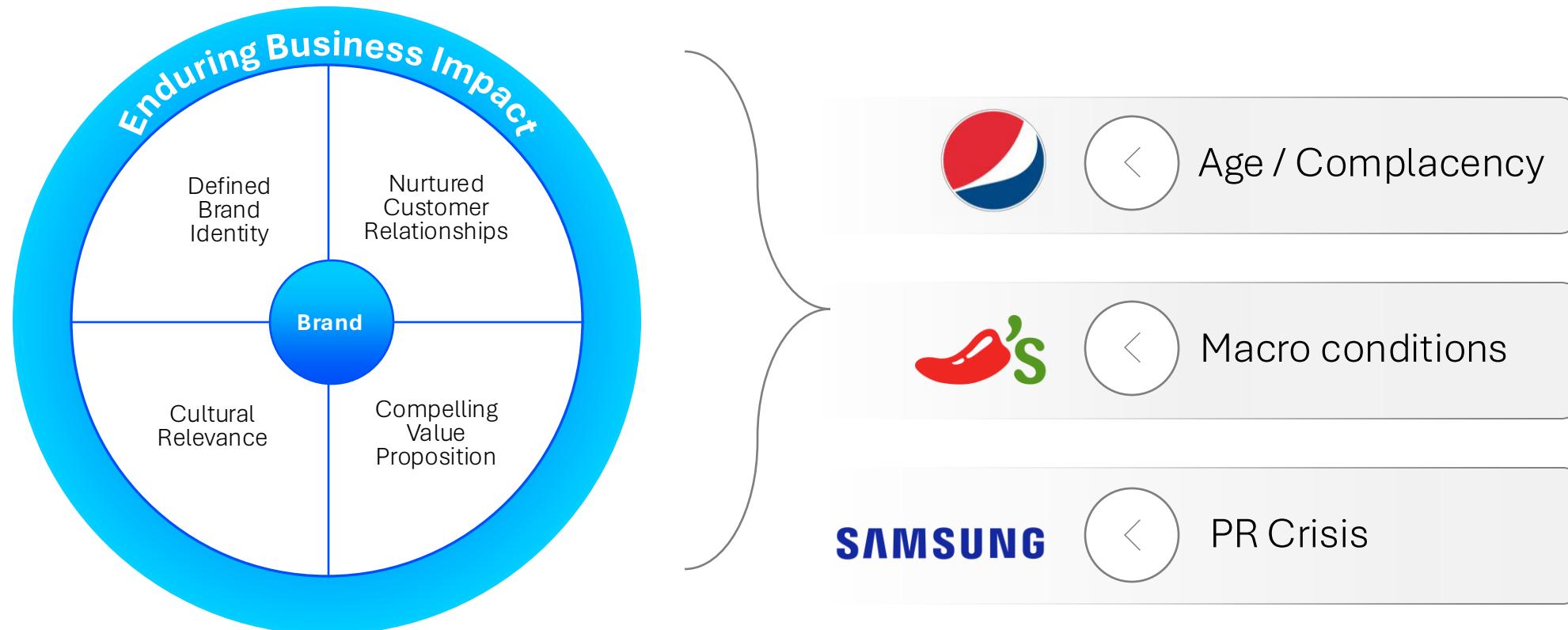
# Brands That Invest In These Attributes *Withstand Disruption*

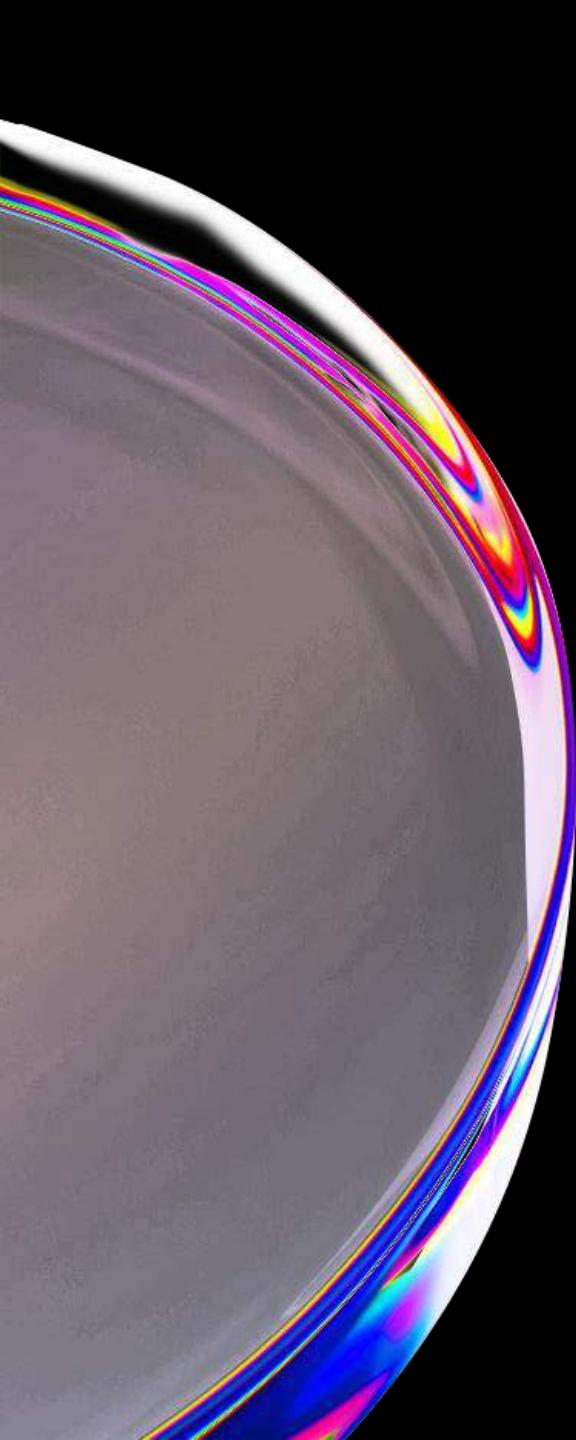


## Disruptions/Brand Crises

- Age / Complacency
- Macro conditions
  - Places pressure on the business model and the customer relationship
- PR Crisis
  - Creates identity crisis from a disconnect between the brand's stance and its perceived actions

Pepsi, Chili's and Samsung are examples of brands who have reinforced these attributes to rebound





CASE STUDIES

**These Four Attributes  
Have Proven Effectiveness—**  
See How Real Brands Have Used Them.

# Pepsi (est. 1898)

## Crisis Type: Complacency



Pepsi (est. 1898)

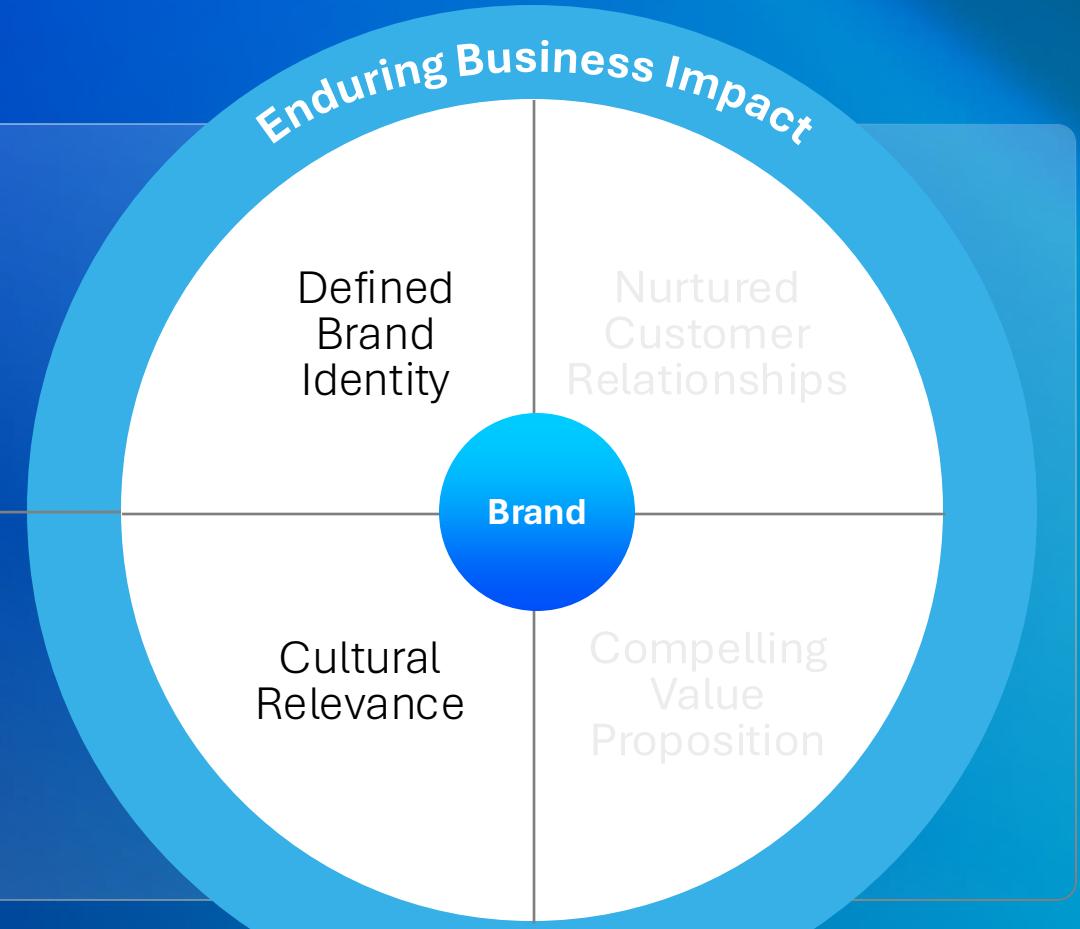
## Problem: Rebuilding Cultural Credibility After Crisis

### Defined Brand Identity

Following the 2017 Kendall Jenner ad backlash, Pepsi faced a cultural credibility crisis. The ad spot was seen as trivializing social justice movements, causing net sentiment to drop **14 percentage points** (from +2% to -12%) and millennial **purchase consideration to fall from 27% to 23%**

### Cultural Relevance

Among Hispanic audiences specifically, Pepsi was losing the battle against Coca-Cola with brand likeability 16 points lower and purchase intent 12 points lower where the Hispanic market represents 27% of Pepsi's 18-34 consumer base making cultural authenticity essential for long-term survival.



Pepsi (est. 1898)

## Partner with Authentic Cultural Authority

Following a misstep that damaged brand credibility, Pepsi partnered with Telemundo to **rebuild authentic connections within the Hispanic community**. The collaboration focused on creating genuine cultural content and leveraged Telemundo's trusted platform to restore brand affinity.

### ***Cultural Relevance***

#### **Rebuilt brand authenticity through cultural relevancy:**

Collaborated with Telemundo to create "Totally Obsessed," genuine content celebrating Hispanic culture

#### **Restored community trust via trusted authority partner:**

Leveraged Telemundo's trusted position in Hispanic community to rebuild brand reputation

### ***Defined Brand Identity***

#### **Achieved sustained engagement across multi platform integration:**

Created culturally relevant custom content for Premios Billboard de la Musica Latina with extensions across social /digital for sustained engagement

#### **Demonstrated strategic focus with targeted community connection:**

Partnered with Latinx Now! which had 95% self-identifying "fusionista" audience – ensuring cultural authenticity

Pepsi (est. 1898)  
 From  
 Criticism  
 to **Authentic  
 Community  
 Connection**

Partnering with Telemundo's cultural authority and leveraging their community trust allowed Pepsi to rebuild credibility through genuine collaboration.

NBCU's premium multicultural platforms provide the authentic community connections and cultural fluency necessary for resilience.



+220%

lift in describing Pepsi as "liberating" by partnering with authentic cultural content celebrating Hispanic pop culture moments



+200%

lift in "aligns with my personal values" through Telemundo's cultural authority and 95% "fusionista" audience delivering genuine brand credibility



4X

Higher buzz scores among Telemundo viewers through integrated content in LatinX Now! and Premios Billboard, extending reach via digital and social platforms



+73%

lift in recommendation by focusing specifically on bi-cultural millennials who drive both cultural influence and purchasing power within Hispanic market

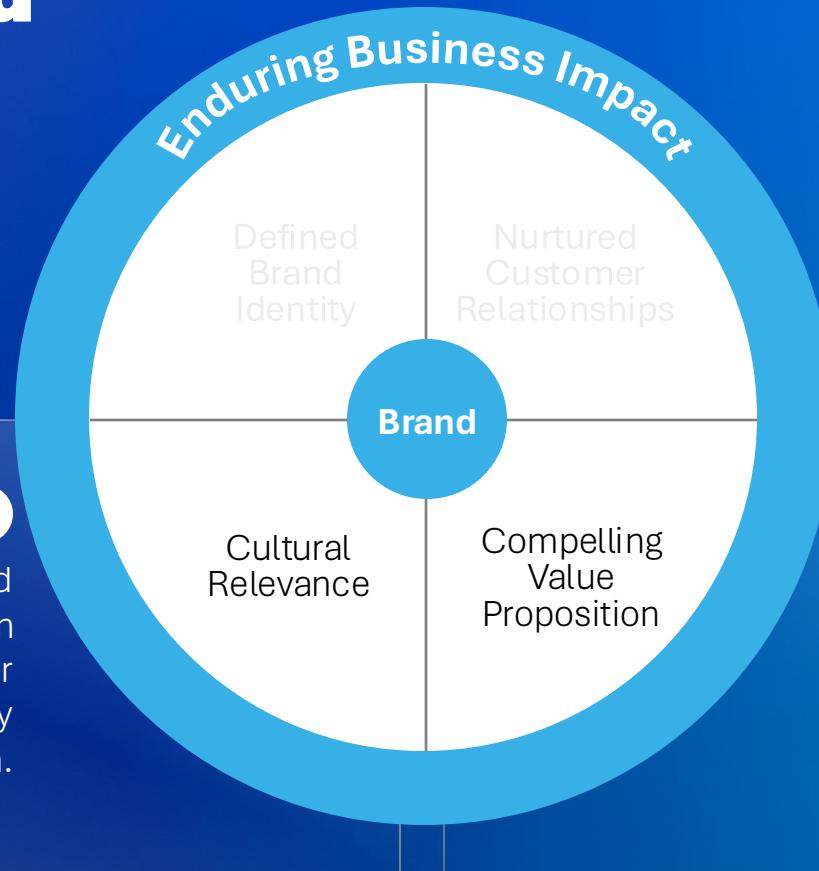
# Chilis (est. 1975)

## Crisis Type: Macro Conditions & Cultural Drift



Chilis (est. 1975)

## **Problem: Chili's was forgotten as nostalgia replaced relevance**



### **Cultural Relevance**

Once a staple of 90s dining, Chili's coasted on nostalgia, falling out of sync with modern tastes and disconnected from younger demographics, becoming a fond memory than a relevant dining destination.

### **Compelling Value Proposition**

The casual dining sector saw a decline in popularity as consumer preferences shifted toward price, speed over full-service dining. This trend accelerated during the COVID-19 pandemic, forcing a re-evaluation of the in-person dining experience.

Chilis (est. 1975)

## Reignite value and relevance through cultural partnerships

Chili's transformation required sustained cultural relevance across multiple touchpoints. NBCU's diverse content portfolio allowed Chili's to authentically connect with different audience segments and proved that lasting cultural relevance demands ongoing, authentic partnerships.

### *Cultural Relevance*

#### **Achieved Cultural Comeback:**

Identified opportunity to connect with younger audiences through authentic cultural moments and sustained partnerships

#### **Generated viral engagement across multi-platform integration:**

Combined traditional TV advertising power with NBCU's premium content ecosystem to create comprehensive cultural impact and value differentiation

### *Compelling Value Proposition*

#### **Delivered sustained growth via compelling value proposition:**

Repositioned itself as the better-value alternative to fast food through "3-for-Me" and "Triple Dipper" deals to showcase indulgence and service for the same price

#### **Transformed brand perception with strategic media investment:**

After six years of going dark, Chili's invested in strategic and high impact media campaigns targeting key audience segments and co-viewing moments to drive renewed brand perception and consideration

# Chilis (est. 1975)

## From Forgotten Relic to **Gen Z Favorite**

This approach positions NBCU as the strategic cultural partner that enabled Chili's sustained transformation by providing multiple authentic touchpoints across different audience segments, showing the depth and breadth of NBCU's cultural authority in driving business results.



**+60%**

video view rate on Bravo content  
(40%+ above NBCU benchmark)  
through sustained partnerships  
creating authentic lifestyle moments

**+27%**

comparable sales in  
Q4 2024



**+15%**

YoY sales in  
Q4 2024



**+6%**

boost in  
Q4 traffic

# Samsung (est. 1975)

## Crisis Type: PR & Values



Samsung (est. 1969)

## Problem: Rebuilding trust after a safety crisis

### Defined Brand Identity

Following an exploding battery crisis (2017) Samsung's credibility as a reliable technology partner was damaged. Despite innovative S10+ features, the brand struggled to communicate capabilities credibly after safety failures.

### Nurtured Customer Relationships

Previous Galaxy recalls created deep consumer distrust. Purchase hesitancy was high as customers feared investing in Samsung devices, viewing the brand as potentially unsafe and unreliable.

### Brand

### Enduring Business Impact

Defined Brand Identity

Nurtured Customer Relationships

Cultural Relevance

Compelling Value Proposition

### Compelling Value Proposition

Consumers weren't motivated to upgrade to the Galaxy S10+ despite enhanced technological features. The value proposition of "innovative camera capabilities" fell flat when consumers questioned whether Samsung's innovations were worth the safety risk.

Samsung (est. 1969)

## Rebuilding Trust After a Safety Crisis

Following the Galaxy Note 7 recall crisis, Samsung faced deep consumer distrust and purchase hesitancy despite innovative S10+ features. Samsung partnered with NBCU's Tonight Show to rebuild credibility through authentic demonstration, leveraging Jimmy Fallon's cultural authority to prove technological capability in real-world conditions.

### *Defined Brand Identity*

**Trust Transfer Strategy and Authentic Integration:**  
Partnered with Jimmy Fallon and NBC's Tonight Show to leverage their cultural authority and audience trust embedding the product naturally into beloved relevant content

### *Nurtured Customer Relationship*

**Defined Cultural Context:**  
Samsung positioned their innovative technology as enabling authentic cultural experiences

**Impossible Demonstration to Win Back Buyers:**  
Filmed an entire episode on Galaxy S10+ to showcase capabilities in real-world, high-stakes environment

### *Compelling Value Proposition*

**Capability Demonstration through Innovative Use Case:**  
Showed Galaxy S10+ features in action rather than describing them as demonstrated through Fallon's experience

Samsung (est. 1969)  
From Safety  
Crisis to  
**Gen Cultural  
Innovation  
Leader**

Trust is rebuilt through cultural authority, not advertising claims. By partnering with NBCU's premium content environment and Fallon's authentic personality, Samsung transformed a product launch into a cultural moment that naturally rebuilt consumer confidence while demonstrating technological capability.



**+31%**

Higher conversion rates in days following broadcast vs. average sales



**+13%**

Galaxy S10+ orders during broadcast week-over-week



**92%**

Positive sentiment score (13% higher than Samsung's average)



**6M**

Cross-platform views making it the most-watched late-night show that day

The speed of recovery matters:

## WHY AN ATTRIBUTE-DRIVEN APPROACH IS CRITICAL

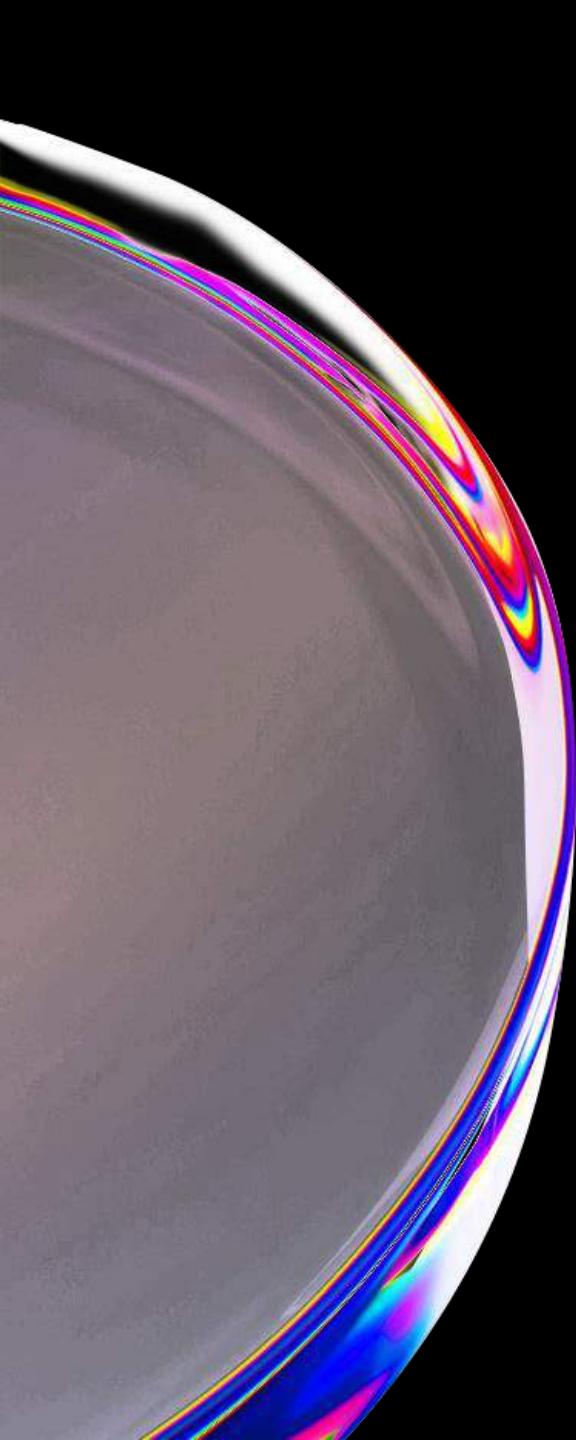
85% of brands fail to recover pre-crisis revenue without a structured approach

Brand	Crisis Type	Attributes Used for Recovery	Timeline to Recovery	Peak Growth	Key Success Factor
Pepsi	Values Crisis	Cultural Relevance + Brand Identity	12 months	+200% “aligns with values” <sup>1</sup>	<i>Authentic community partnership with Telemundo cultural credibility</i>
Chili's	Cultural Drift	Cultural Relevance + Value Proposition	36 months	+27% comparable sales <sup>2</sup>	<i>Social listening + sustained cultural partnerships across NBCU platforms</i>
Samsung	PR Crisis & Trust Deficit	Defined Brand Identity + Customer Relationships	6 months	+31% conversion rates <sup>3</sup>	<i>Cultural authority transfer via Fallon's trusted platform</i>

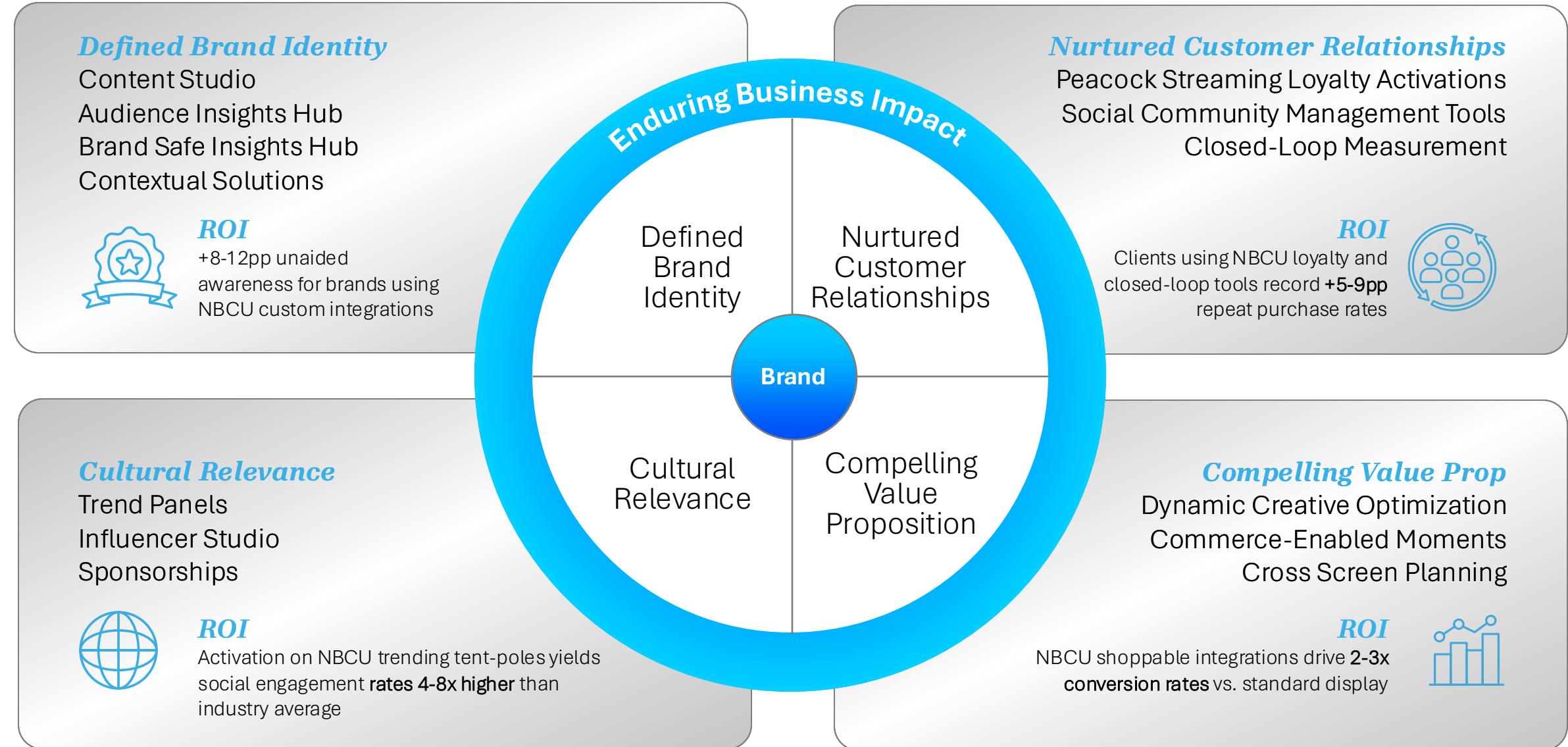
These three case studies have proven that strategizing around the four brand resiliency attributes drives success



NBCU's cultural authority and measurement capabilities can compress these timelines - brands partnering with NBCU drive higher conversion, sentiment and trust



**After 100 years of  
navigating change,  
here is how NBCU is helping our partners  
adapt and stay relevant *in every climate***



# For More Information & Questions

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