

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 dealbreaker¹

Values Matter

19% of U.S. adults – and 40% of Gen Z – have cut ties with a brand over its DEI stance²

New Business Barriers

Low Barriers to Entry

423K new business filings (+7.8%) in Jan 2025 signaling rising competition and ease of entry³

Retail Reinvention

32% of retailers plan to launch their own marketplace mirroring platforms like Shein, Temu, and Tiktok⁴

Regulatory Challenges

44% of business execs rank AI/data regulations as a top driver of strategic change in their company⁵

Macro Economics

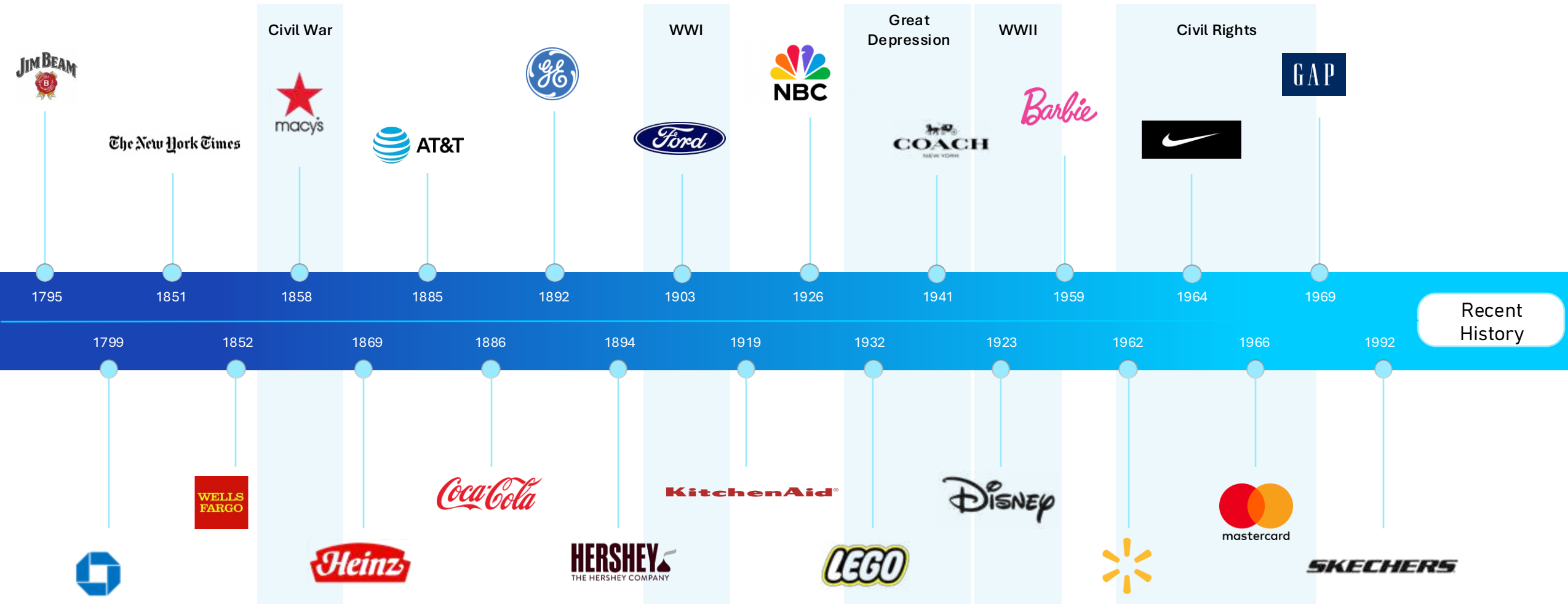
Price Sensitivity Rising

49% of consumers are choosing lower-cost brands more frequently due to economic pressure¹



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



NBC radio
is born

1920s



To promote the new
technology of color TV, NBC
releases the peacock logo.

1950s



SNL, premieres as an innovative
reflection of current culture &
politics changing TV forever.

1970s



NBC acquires Telemundo &
Bravo, underscoring NBC's
investment in culture

2000s

1930s



NBC begins experimenting
with TV broadcasts,
developing a completely
new communication format

1960s



NBC televises the first live
presidential debate, forever
changing the face of
American politics

1980s




NBC launches shows with 1st
LGBTQ+ lead character, cast
of women over 50 (Golden
Girls), Seinfeld & CNBC)

2020s



NBC launches Peacock,
its own subscription
streaming service

And learned how to lead with authority as the landscape evolved



NBC radio is born

1920s



To promote the new technology of color TV, NBC releases the peacock logo.

1950s



SNL, premieres as an innovative reflection of current culture & politics changing TV forever.

1970s

Dot Com Boom

Streaming Age



NBC acquires Telemundo & Bravo, underscoring NBC's investment in culture


2000s



NBC begins experimenting with TV broadcasts, developing a completely new communication format

1930s

Rise of Broadcast




NBC televises the first live presidential debate, forever changing the face of American politics

1960s



NBC launches shows with 1st LGBTQ+ lead character, cast of women over 50 (Golden Girls), Seinfeld & CNBC)

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NBC launches Peacock, its own subscription streaming service

2020s

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

Custom
Shows

Custom
Content

Sponsorships

In-show Integrations

Branded
Content

Show & Segment
Sponsorships

Events

Custom
Ad Products

Commerce

Mobile
/ Gaming

Social

Enterprise Relationships

Talent Partnerships

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 touchpoints¹

Defined Brand Identity

80%

of future revenue comes from 20% of existing customers²

Nurtured Customer Relationships

+47%

higher customer retention for brands that invest in cultural relevance³

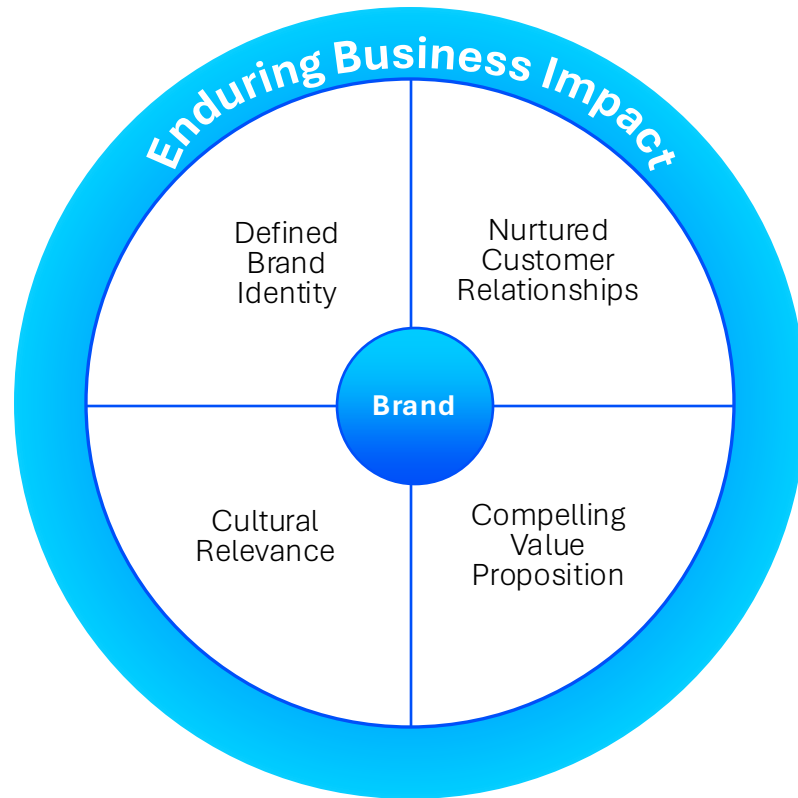
Cultural Relevance

57%

of customers cite product quality as a driver for loyalty⁴

Compelling Value Proposition

Source: 1. LinkedIn, 2. Firework, 3. Cultural Inclusion Accelerator, 4. SAP Emarsys



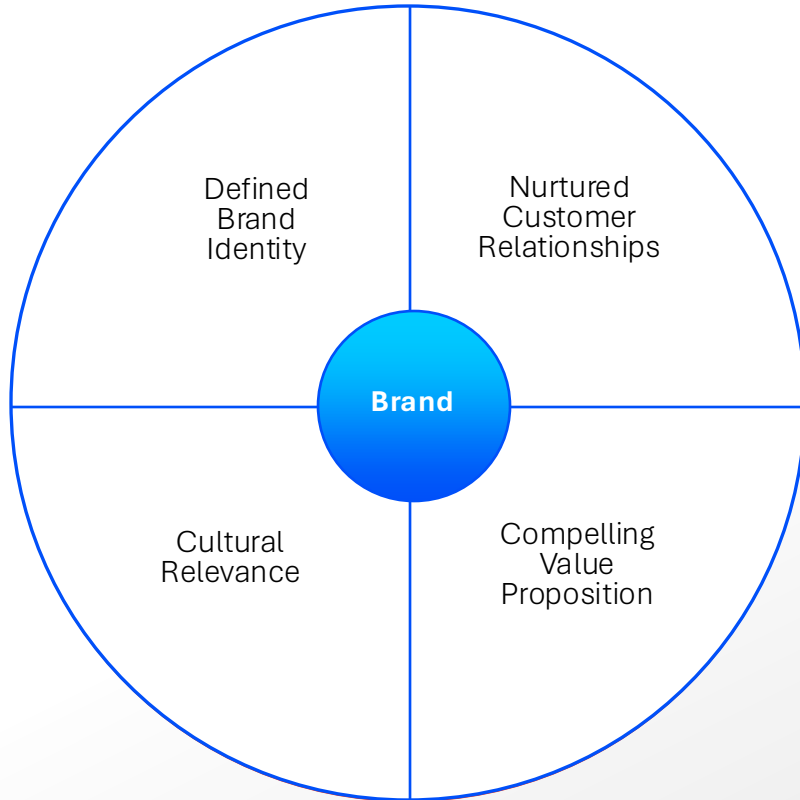
These **Four Key Attributes** are the foundation of NBCU's playbook for brands seeking to regain brand relevance and endurance



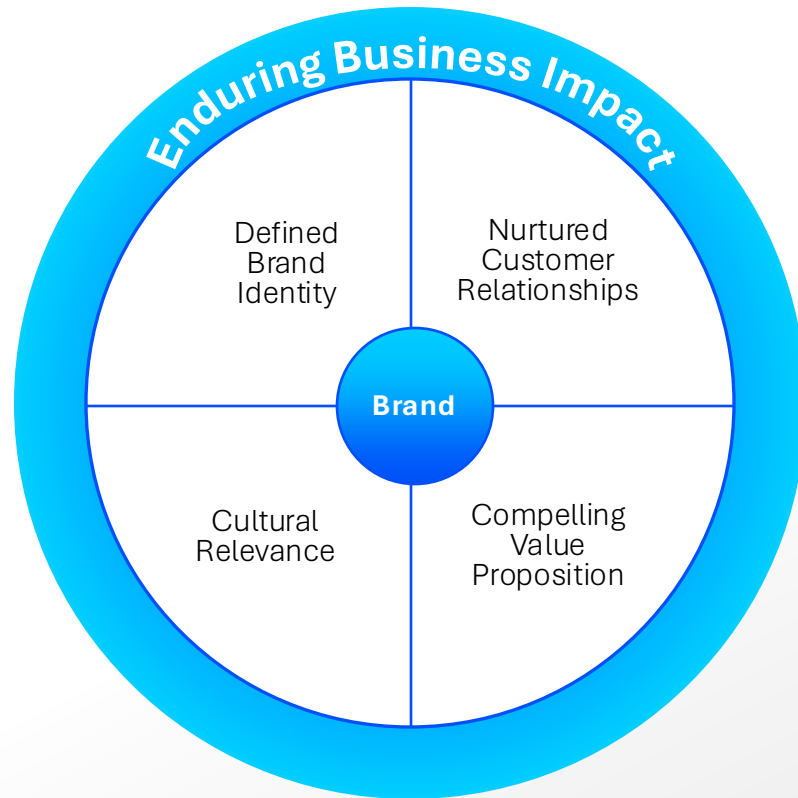
The heart of the framework:
YOUR BRAND

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.



Equally investing
in these attributes
protects the
brand at its core



The result is
**Enduring Business
Impact & Longevity**

Business Impact

Sustained performance over time driven by
relevance, trust, and adaptability—

**measured not just in revenue,
but in resilience and cultural staying power.**

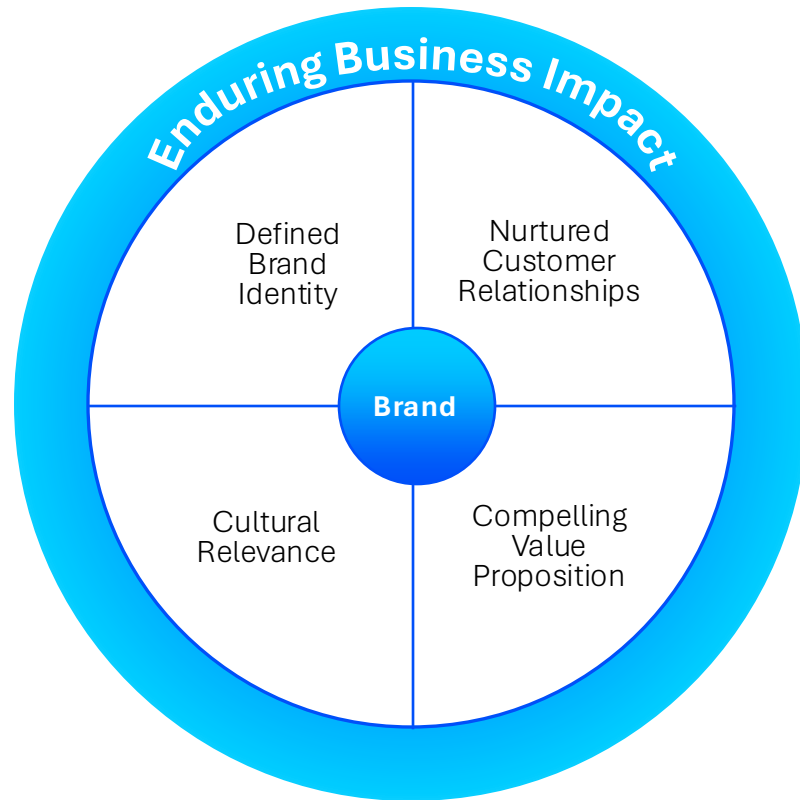
Brands That Invest In These Attributes *Withstand Disruption*



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



Age / Complacency



Macro conditions

SAMSUNG



PR Crisis



CASE STUDIES

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

Pepsi (est. 1898)

Crisis Type:
Complacency



Pepsi (est. 1898)

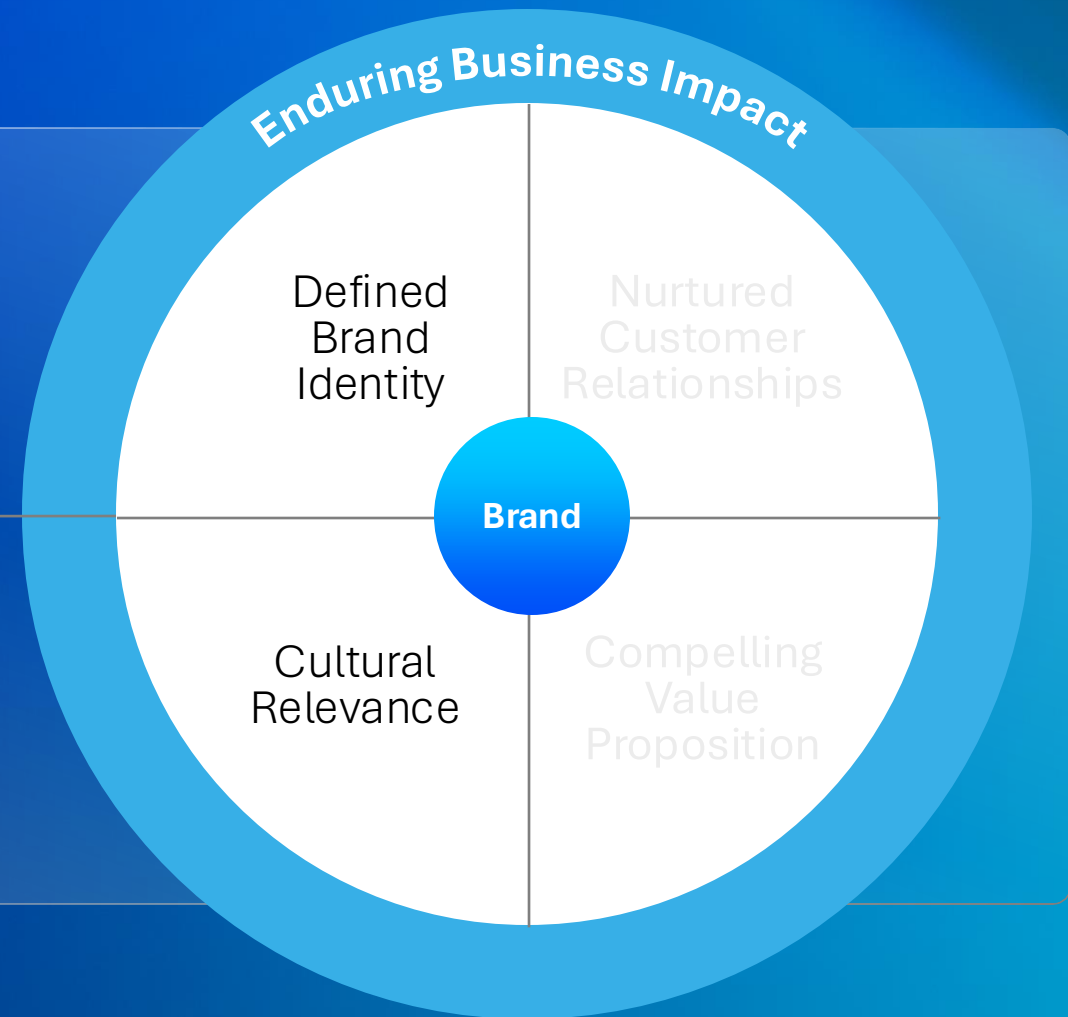
Problem: Rebuilding Cultural Credibility After Crisis

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

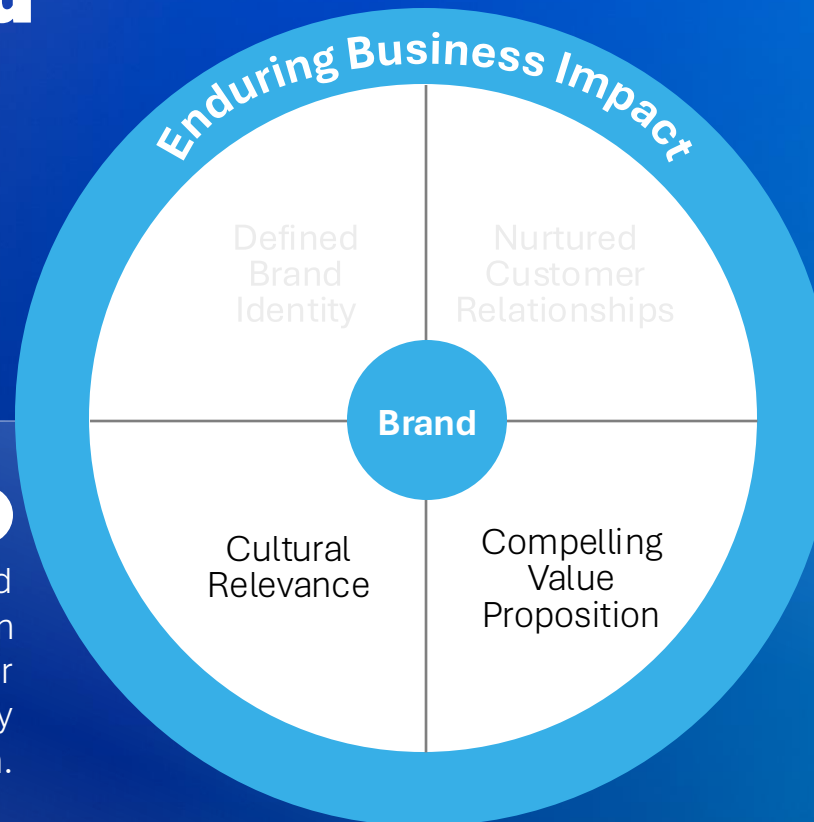
Chilis (est. 1975)

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:

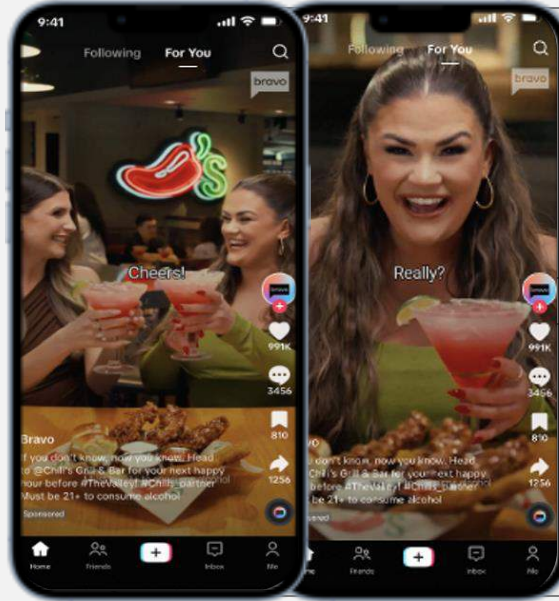
Repositioned itself as the better-value alternative to fast food through "3-for-Me" and "Triple Dipper" deals to showcase indulgence and service for the same price

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

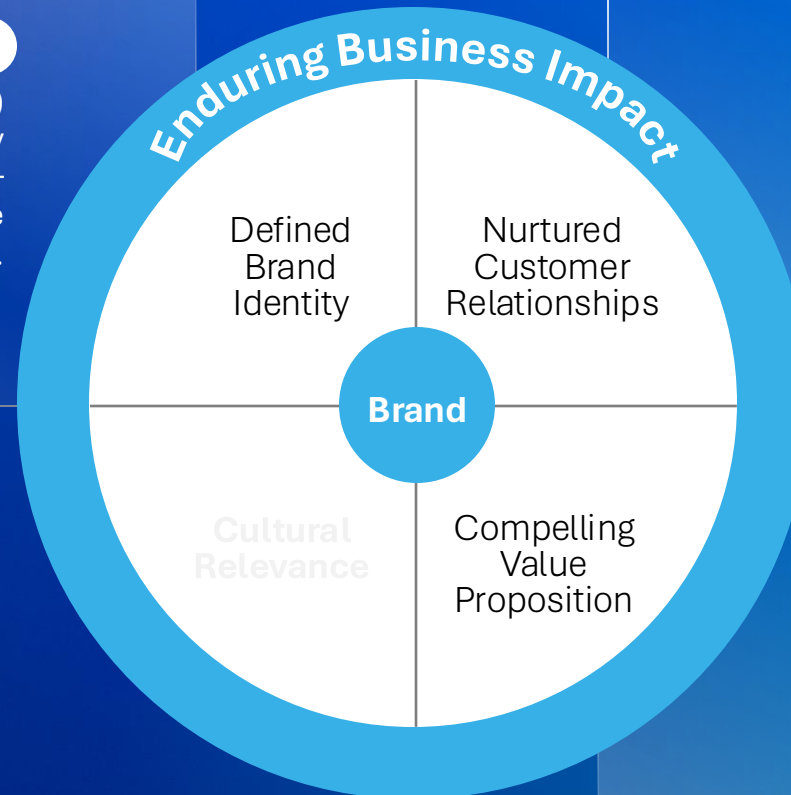
Following an exploding battery crisis (2017) Samsung's credibility as a reliable technology partner was damaged. Despite innovative S10+ features, the brand struggled to communicate capabilities credibly after safety failures.

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.

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

Compelling Value Proposition

Impossible Demonstration to Win Back Buyers:

Filmed an entire episode on Galaxy S10+ to showcase capabilities in real-world, high-stakes environment

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” ¹	<i>Authentic community partnership with Telemundo cultural credibility</i>
Chili’s	Cultural Drift	Cultural Relevance + Value Proposition	36 months	+27% comparable sales ²	<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 ³	<i>Cultural authority transfer via Fallon’s trusted platform</i>

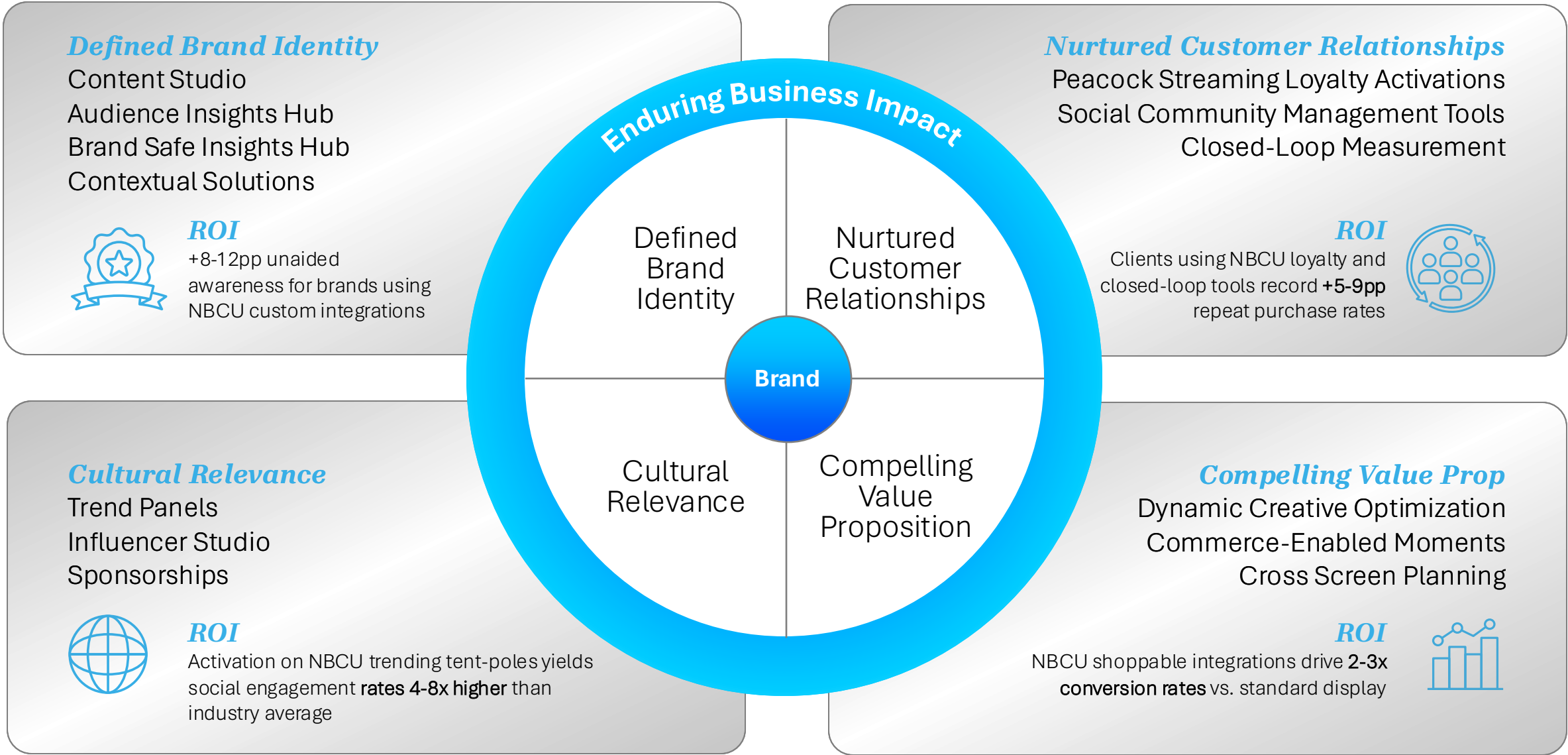
These three case studies have proven that strategizing around the four brand resiliency attributes drives success



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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