

Appendix C. Targeted Marketing Campaigns

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
The Coca-Cola Company	Company	Media	✓		The Coca-Cola Company and ESSENCE Extend Partnership	Black women, communities	"We are thrilled to extend our partnership with ESSENCE and be back in the city of New Orleans for this year's ESSENCE Festival of Culture." "With this partnership we hope to create impactful, immersive experiences that connect with the ESSENCE community in authentic ways." (1)
The Coca-Cola Company	Company	Culture, DEI**		✓	The Coca-Cola Company Donates \$2 Million to National Museum of the American Latino	Latino communities	"The Smithsonian is shining a much-needed spotlight on the tremendous contributions of Latinos in this country, and Coca-Cola is proud to contribute to this landmark effort." "Through our partnership, we aim to make a difference in communities by celebrating stories, empowering learning and boldly shaping a better future where diversity, equity and inclusion play a central role." (2)
The Coca-Cola Company	Foundation	Social justice		✓	Where We Stand on Social Justice	Racially/ ethnically diverse communities	"We will use the voices of our brands to weigh in on important social conversations. For example, today we are announcing \$2.5 million in grants from The Coca-Cola Foundation for the Equal Justice Initiative to assist advocates and policymakers in the critically important work of criminal justice reform; the NAACP Legal Defense Fund in support of the 'Policing Reform Campaign;' and the National Center for Civil and Human Rights to deliver a platform to bring people together for powerful conversations that matter and inspire social change and their current 'Campaign for Equal Dignity.'" (3)
The Coca-Cola Company	Coke	Social justice		✓	Coca-Cola Wraps 'Together We Must' Virtual Dinner Series, Offers Resources to Continue Social Justice Conversations Over the Holidays	Racially/ ethnically diverse communities	"When people come together over an ice-cold Coca-Cola and a great meal, they open up to new ideas and perspectives. This is the path to deeper understanding, more empathy and greater action to create a more inclusive world – so this is very much grounded in our values." "As families and loved ones gather for Thanksgiving – either in person or virtually – we see an opportunity for meaningful connection and this important conversation to continue." (4)
The Coca-Cola Company	Coke	Food insecurity		✓	Dinner and a Musical: Coca-Cola and Disney+ Bring Families Together to Celebrate July 3 'Hamilton' Premiere	Minority communities (Black, Indigenous, & People of Color)	"This is an example of the Coca-Cola brand modernizing our marketing and acting on our purpose while celebrating a pop culture moment." "This collaboration recognizes the power of coming together to champion the values that connect us to make a difference in society while giving fans an unforgettable experience to celebrate the premiere of Hamilton on Disney+." (5)
The Coca-Cola Company	Fanta	Product flavor	✓		Fanta Glow Up the Night with New Dragon Fruit Zero Sugar	Multicultural youth	"Just like dragon fruit – which blooms at night – Fanta's core consumers come out and shine in the dark. With its fluorescent pink hue, Fanta Dragon Fruit Zero Sugar is the perfect companion for those twilight hours after an electrifying concert, all night gaming session with friends, or those inevitable late-night snack runs... we're bringing them a delicious, cool, exotic flavor they can experience with friends." (6)

Appendix C. Targeted Marketing Campaigns

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
The Coca-Cola Company	Gold Peak	Music	✓		Gold Peak Taps Questlove for 'Tea is for Trying' Summer Campaign	Multicultural youth	"Gold Peak Real Brewed Tea is made from real tea leaves and real cane sugar, and that's not changing anytime soon." "What has changed is tea fans' thirst for trying new things, which studies show are at an all-time high. Whether it's trying to play an instrument, learning a new language or just testing a new recipe, Gold Peak 'Tea is for Trying.'" (7)
The Coca-Cola Company	Minute Maid	Product flavor	✓		Minute Maid Agua Frescas Offers Bold, 'Refreshing AF' Twist on Juice Drinks	Gen Z, Hispanics	"The Latin American-inspired, noncarbonated beverage is made with real fruit juices and natural flavors, delivering a bold, 'refreshing AF' sensorial experience tailored to Gen Z tastes." "Minute Maid AF is step one in refreshing this iconic brand and our messaging to bring it into the 22nd Century." "It's not every day you're lucky enough to find a tagline—or two letters—that can serve as a shortcut to cultural and product relevancy." (8)
The Coca-Cola Company	Vitaminwater	Music	✓		Lil Nas X and VitaminWater Team Up for Collection of Flavor-Inspired Videos	Multicultural youth	"Lil Nas X's authentic personality and the many 'yous' he shares with the world make him the perfect partner." "These vitaminwater flavor-inspired videos drip with his signature style and sound, and we hope our collaboration will inspire people to embrace their most authentic selves and nourish all their 'yous'." (9)
The Coca-Cola Company	Sprite	Music	✓		Sprite and James Blake Shine "Limelight" on Diverse Artists Who Use Their Music to Beat the Heat	Multicultural youth	"Three distinctive global artists—American rapper Coi Leray, African singer-songwriter and social media sensation Omah Lay, and Chinese pop/rock singer Hua Chenyu—used the hook as inspiration for their own original songs." "They all have something unique and special to say." "We were looking for fearless artists with strong personalities and points of view, anchored by their creative talent and musicality. Sprite has always championed self-expression and authenticity at its core, so we're taking a very purposeful and respectful approach to ensuring all Limelight content and storytelling remains true to our partner artists." (10)
The Coca-Cola Company	Sprite	Product flavor	✓		Sprite Brings Extra Spice to the Holiday Season With Limited-Edition Flavors	"Young Black people"	"Everyone shows love and joy during the holidays, but no one as uniquely as young Black people whose humor and vernacular spread cheer with a little extra spice and uplift—just like Sprite Winter Spiced Cranberry." "Our creative leans into expressions of Black joy, which are always 'extra' but never too much, and celebrates the spirit of connection we all crave more than ever." (11)
The Coca-Cola Company	Sprite	Music, Product packaging	✓		Live From The Label: Sprite Pairs Hip-Hop Headliners With Emerging Artists for Virtual Summer Concert Series	Multicultural youth	"With the Sprite Live From The Label series, your bottle is your ticket." "We saw the opportunity to capitalize on the rising popularity of QR codes and livestream concerts, which both have boomed during the pandemic." "Thirst for Yours', which launched in 2019, pays homage to the brand's longstanding connection to hip-hop culture by "putting on" young tastemakers and innovators shaping the future of the genre." (12)

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
The Coca-Cola Company	Sprite	Music, Product flavor	✓		Sprite 'Drops' Hit of Ginger with Launch of New Beverage and Streetwear Collaboration	Multicultural youth	"In the spirit of reinvention, Sprite tapped a diverse group of up-and-coming creators from across the creative spectrum—fashion, art, photography and more—to add a hit of something new to their already impressive body of work. Sprite is bringing these visions to life through the “Ginger Collection”, the brand’s first creative capsule collection." "Our audience expects and appreciates the art of the ‘drop’... it’s a key part of how things are introduced in the hip-hop world, and core to how culture moves and works today." "Given Sprite’s deep hip-hop credentials, we saw an opportunity to be the first beverage brand to ‘drop’ its latest release." (13)
The Coca-Cola Company	Sprite	Social justice		✓	Create Your Future: Sprite Inspires Multicultural Youth to Make Their Voices Heard Via Inclusive Voter Education Program With Help From Cultural Tastemakers	Black and multicultural youth	"Our purpose is to help Black and multicultural youth make their mark on culture. And what better way to do so than by voting." "‘Create Your Future’ will use the power of creative expression to showcase how personal and pragmatic our reasons for voting can be and inspire our community to embrace and share their own reasons." (14)
General Mills	Cinnamon Toast Crunch	Music, Product packaging	✓		Manuel Turizo Toast Crunch - Cinnamoji Takeover series	Multicultural youth	"The Cinnamojis have rounded out their takeover by partnering with global Urbano singing sensation, Manuel Turizo, to create Manuel Toast Crunch. In what might be their rowdiest design yet, the Cinnamojis bring the hype to the dancefloor while Manuel’s Cinnamoji double graces the stage on this one-of-a-kind collectable box." (15)
General Mills	Old El Paso	Product flavor	✓		Old El Paso brings the intensity of TAKIS FUEGO to taco night with new hot chili pepper and lime-flavored taco shells	Multicultural youth, families	"Our partnership with Walmart will bring fans a new way to enjoy the bold flavor and satisfying crunch of Takis Fuego with Old El Paso Taco Shells." "The Old El Paso Takis Fuego Hot Chili Pepper and Lime-Flavored Stand 'N Stuff Taco Shells are not only inspired by the intensity of our iconic rolled tortilla chip beyond the snack bag, they allow our consumers to build their own Takis Fuego creation in taco form with the convenience of the Old El Paso Stand 'N Stuff Taco Shells." (16)
General Mills	Old El Paso	Food insecurity		✓	Old El Paso #MessFreeChallenge is rebounding for year two with basketball stars Andre Drummond and Andrew Wiggins to fight hunger	Multicultural youth, families	"We’re always looking for engaging ways to be a force for good and show up for our friends and communities in a bold way, so we’re honored to do that by drawing attention to the face of food insecurity. " "Last year sports fans around the world showcased our delicious tortillas to elevate this friendly competition into a global-reaching initiative benefitting families and we are inspired by the passion that Andre Drummond and Andrew Wiggins are bringing this year." (17)

Appendix C. Targeted Marketing Campaigns

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
The Hershey Company	Company, Kit-Kat	Music, Product packaging	✓	✓	The Hershey Company and Memphis Music Initiative Partner to Elevate Black Voices and Support the Next Generation of Black Creators	Black community, "Black and Brown youth"	"At Hershey, we have a legacy of creating connection, building community and supporting children and youth." "This legacy and our ongoing commitment to support the Black community inspired our partnership and the Beat of the Future campaign. MMI has been a truly terrific partner. Students and MMI staff were integral to developing the campaign. We're thrilled to support MMI and its mission of creating equitable opportunities for Black and Brown youth in Memphis." (18)
Kellogg Company	Cheez-It	Music, Product flavor	✓		Cheez-It Teams Up with Pandora to Create First-ever Sonically-aged Cheese Snack Using Music From Iconic Hip-hop Artists	Multicultural youth	"After six months in the making, we're thrilled to finally share this absurdly delicious collaboration with our fans." "Our innovations team is always exploring new ways to bring more unique experiences to our fans, and Cheez-It x Pandora Aged by Audio is the perfect way to provide our dedicated fans with a truly first-of-its-kind snack while celebrating the joy music brings." (19)
Kellogg Company	Frosted Flakes	Youth sports		✓	Tony the Tiger and Pro Running Back Najee Harris Surprise Pittsburgh Public Schools With a Game-changing Mission Tiger Donation	Low-income communities	"Over the past two years, we've seen many middle school sports programs cut short, which means kids miss out on the benefits of school sports. That's why Mission Tiger reaffirmed our commitment to help 1 million kids gain better access to sports and help keep kids in the game." (20)
Kellogg Company	Kellogg Cereals	Spanish-language	✓		New Hispanic Cereal Campaign Demonstrates Importance of Authentic Content Creation	Bicultural Latina moms	"One insight we uncovered recently was that our cereal has been on the breakfast tables of Latina moms for generations in Mexico and the United States. We connected that insight to the understanding that being bicultural today means a person can unapologetically embrace both of their cultures. The result is our Kellogg's campaign, called 'On Moms' tables Aquí y Allá' ('On Moms' tables here and there'). Our goal is to authentically capture the emotional relationship that bicultural Latina moms have had with our brands throughout their lives." (21)
Kellogg Company	Pop-Tarts	Product packaging	✓	✓	Pop-Tarts Launches Limited-Edition Día de Muertos Box Inspired By Cultural Tradition	U.S. Latinx communities	"The festive Día de Muertos Printed-Fun designs appears atop the Frosted Chocolatey Churro flavor, which was inspired by the soft, irresistible pastry and features rich chocolatey cinnamon flavored filling and tender pastry crust." "This limited-edition collection is one of many opportunities to recognize and appreciate the contributions of the vibrant U.S. Latinx community." "As part of this commitment, Pop-Tarts will be providing grants to four Latinx arts organizations serving youth and their communities in Los Angeles, San Diego, Dallas and Houston." (22)

Appendix C. Targeted Marketing Campaigns

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
Kellogg Company	Special K	Food insecurity, Fitness		✓	Kellogg's Special K, Black Girls RUN! and La La Anthony Inspire You to Feel Good While Doing Good	Black women	"Kellogg's Special K and Black Girls RUN! are teaming up to bring two essential ingredients — food and wellness — together in one delicious effort with the first-ever Special 5K®. With the help of actress, producer, advocate and fitness enthusiast La La Anthony, the inaugural virtual race kicks off in a big way today and welcomes everyone, everywhere to support Feeding America one K at a time (literally). The Special 5K turns the Ks you log into donations for families in need with the goal of helping to provide at least 2.5 million meals." (23)
The Kraft Heinz Company	Company	DEI (Black-owned restaurants)		✓	Heinz Partners with The LEE Initiative to Help Preserve Black-Owned Restaurants' Cultural Legacy	Black community	"Black-owned restaurants are critically important to communities across the country and we saw this as an opportunity to help ensure these businesses thrive for years to come. We're proud to kick off a partnership with The LEE Initiative to help foster a more diverse and equitable restaurant industry as well as preserve the legacy of these restaurants, and we anticipate working closely together as we celebrate, honor and uplift culinary leaders in the Black community." (24)
Mars	Company	DEI		✓	The National Hispanic Corporate Council Welcomes Mars, Incorporated as its Newest Corporate Member	Hispanic consumers	"Mars is committed to fostering an environment where everyone has an equal opportunity to reach their full potential, be heard and valued." "We look forward to the insight, programming and partnership of the National Hispanic Corporate Council." (25)
Mars	Ben's Original	DEI (advertising)		✓	Ben's Original Launches First Global Marketing Campaign	Diverse families	"Original not only speaks to the quality of the world's best rice brand, but also our vision of inclusivity that celebrates individuality. We are not defined by our age, gender, sexuality or race - what defines us are the personality traits and quirks that make us all unique. Because we're individuals...we're all original!" (26)
Mars	Ben's Original	DEI (Black chefs)		✓	Mars Food Announces the Uncle Ben's Brand Will Change its Names to Ben's Original	Diverse communities	"We understand the inequities that were associated with the name and face of the previous brand, and as we announced in June, we have committed to change." "Ben's Original community outreach programs will ensure underserved communities have access to the nutritious meals we all deserve, as well as help culinary entrepreneurs of all colors get educational opportunities so their ideas and voices can be appreciated by all. This work will begin in the U.S. where the brand has forged a partnership with National Urban League to support aspiring Black chefs through a scholarship fund, before expanding to support other underserved communities around the world." (27)
Mars	Kind	Racial justice, DEI (product packaging)		✓	KIND Introduces New Commitments to Support Racial Equality	BIPOC communities, women, kids	"People of Color have been disproportionately exposed to long-standing inequalities rampant across our healthcare system, economy, and society." "Overcoming these challenges will require all of us to deepen our commitment to standing up against injustice and taking stock of our own actions, big or small, each day. As a global brand and movement, KIND has an even greater opportunity and responsibility to make an impact." (28)

Appendix C. Targeted Marketing Campaigns

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
Mars	M&Ms	DEI (media)		✓	Mars Wrigley Creates Better Moments and More Smiles by Announcing Mentorship for Diverse Filmmakers	Women and underrepresented communities (BIPOC, people with disabilities, LGBTQIA+)	“Through our multi-year partnership with Bentonville Film Festival, I’ve learned that a filmmaker’s second film is one of the biggest hurdles, especially for women and underrepresented storytellers, which includes BIPOC, people with a disability and people from the LGBTQIA+ communities.” “With this mentorship, Mars Wrigley is thrilled to help diverse content creators overcome this challenge with funding and provide hands-on experience with one of our largest global brands—M&M’S®—to bring more diversity to mainstream media and better moments to the next generation of fans and creators.” (29)
Mars	Snickers	Product flavor	✓		Snickers Peanut Brownie: 'Comfort' for Awkward, Everyday Moments	Hispanic families	“Whenever we do work that’s designed for our Hispanic consumer, we’re always thinking about that insight that’s going to be most relevant to their family,” Snickers senior director Josh Olken tells MarketingDaily. “In this case, the idea and the humor is that often Latino families are big, extended families. So when you’re getting involved with someone, you’re maybe getting involved with a much broader group than you realized.” (30)
Mondelez International	Company	DEI (representation, suppliers)		✓	Mondelez International Advances Diversity & Inclusion Commitments With Key Appointment, Board-level Action on Diversity and New Partnerships for Inclusive Marketing	Diverse consumers	“Our approach to marketing celebrates the human and emotional connections our brands create with our consumers: From racial inclusion to LGBTQ+ representation, our brands have a long history of ally-ship, advocacy, and standing up for the diversity of the world in which we live,” (31)
Mondelez International	Oreo	Music	✓		Watch Becky G Recruit Her Actual Family in New Oreo Commercial	Latino youth	“Becky G is celebrating the real meaning of family in a new Oreo commercial, set to air during the 20th annual Latin Grammy Awards on Thursday night. With its new commercial, Oreo spotlights the value of family and music within Latin culture.” (32)
Mondelez International	Ritz	Music	✓		RITZ Brand Launches First Hispanic-Lead Campaign to Celebrate and Spotlight the Diversity of the Community	Multicultural youth	“‘Mixing Up Lo Nuestro’ is the first of its kind from the RITZ brand.” “While we have adapted campaigns into Spanish in the past, this is our first dedicated creative and I can’t be more humbled and excited to launch this campaign as we continue our mission of diversity and inclusion.” “The U.S. Hispanic population is extremely diverse, yet we are often put into one monolithic group. This creative breaks those connotations and represents the diversity within the U.S. Hispanic culture through recipes from five countries and the music of Manuel Turizo” (33)
Nestlé USA	Company	Social justice		✓	Supporting The National Urban League’s Efforts to End Racial Discrimination	Diverse communities	“Our work to build an inclusive culture at work and in our communities is never done. That’s why we’re donating \$500,000 to the National Urban League – a leading community-based organization dedicated to ending racial discrimination.” (34)

Appendix C. Targeted Marketing Campaigns

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
Nestlé USA	Global Brands	Product flavor	✓		Nestlé Global Brands Celebrate Latino Flavor during Hispanic Heritage Month with “El Plato de Todos”	Latino consumers	“Hispanic Heritage Month is a very special time to take pride in one’s roots and celebrate culture. We couldn’t think of a better way to honor this month than by virtually inviting Latinos across the U.S. to unite and help us create El Plato de Todos and experience Hispanic culture in a way that reminds us and gets us a bit closer to home – through delicious Latino food,” (35)
Nestlé USA	Perrier	Product flavor/ packaging, Support for Latino orgs.	✓	✓	Perrier Launches Limited-Edition Can Inspired by Día de Los Muertos	Latino community	“As a global brand, Perrier prides itself on being a reflection of our consumers, so we’re thrilled to be releasing our new limited-edition can inspired by the bold expressions of Día de los Muertos.” “As consumers celebrate the holiday and honor loved ones, we hope our new offering will enhance holiday moments that are shared amongst friends and family.” (36)
PepsiCo	Foundation	DEI (Black-owned restaurants)		✓	National Urban League and PepsiCo Foundation Celebrate Black Restaurant Accelerator 100-Grantee Milestone with Expansion of Historic New Orleans Business	Black communities	“Investing to ensure Black-owned restaurants survive is critical to enabling communities to thrive.” “Our partnership with the National Urban League and its Entrepreneurship Centers provides comprehensive support in that it provides more than just access to capital but also essential support services that help them reimagine their businesses and make them sustainable for generations.” (37)
PepsiCo	Foundation	Scholarships		✓	Amid National Access And Affordability Crisis, PepsiCo Expands Community College Program Nationwide To Support 4,000 Black And Hispanic Students	Black and Hispanic youth	“Black and Hispanic students are facing an unprecedented educational crisis as enrollment rates continue to decline and dropout rates increase, often because of financial needs outside of tuition. Students need more than scholarships – they need support to stay in school, finish their degrees, and access the job market.” “We launched this program to help students address some of the most critical barriers to their education and economic success, and we’re proud to announce today that we’re bringing more students in and helping them on their academic journey.” (38)
PepsiCo	Foundation	DEI (Black-owned restaurants)		✓	National Urban League Launches Black Restaurant Accelerator Program Powered by \$10 Million Grant from PepsiCo Foundation	Black communities	“This is a key component of the broader investments we’re making to bolster Black-owned restaurants and small businesses, which has never been more critical.” “We’re honored to build on the important work the National Urban League is doing to diminish the barriers that limit possibilities for Black-owned foodservice businesses and create economic mobility that propels individuals and communities.” (39)

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
PepsiCo	Bubly	Social justice		✓	PepsiCo's Bubly Stages 'Virtual' Parade to Celebrate Pride Month	Black and LGBTQ+ communities	"According to PepsiCo, the goal is to unite people and embrace the intersectionality of the LGBTQ+ community while supporting GLAAD—which until 2013 was known as the Gay & Lesbian Alliance Against Defamation—and the Center for Black Equity. 'We are proud to partner with GLAAD and The Center For Black Equity to help build a more equitable future,' Stacy Taffet, vice president, water portfolio for PepsiCo, said in a statement." (40)
PepsiCo	Cheetos	Music	✓	✓	Cheetos And Bad Bunny To Help Fans Leave Their Mark In U.S. Hispanic Communities With Launch Of \$500,000 Deja tu Huella Fund	Hispanic communities	<p>"As a brand known for leaving its mark in culture, Cheetos is here to encourage others to do the same." "In the third iteration of the Deja tu Huella campaign, we're eager to support fans on the ground in Hispanic communities across the U.S. and Puerto Rico." (41)</p> <p>While more than 50% of Cheetos' sales "are in the Hispanic base," there's a broader strategy behind the Bad Bunny partnership, Solis tells Marketing Daily. "He's making such a mark on mainstream culture. It was important for us to partner with a strong Latino artist who goes beyond just the Hispanic, but really touches a broader base." (42)</p> <p>"Recently, the snack category has been steadily increasing its Hispanic marketing spend with targeted and culturally relevant efforts to win this audience. For the Cheetos brand, more than a decade had passed since the last Hispanic dedicated initiative, and penetration numbers were declining. By embedding the brand into the Hispanic cultural conversation, Cheetos re-ignited its relationship and effectively reversed penetration erosion." (43)</p>
PepsiCo	Cheetos, Doritos	Sports, Music	✓		Frito-Lay Brings the Heat to Super Bowl LVI with Flamin' Hot Campaign featuring Vocal Talents of Megan Thee Stallion and Charlie Puth	Multicultural youth	"We've been so inspired by how fans have embraced Flamin' Hot." "The Super Bowl provides the perfect stage to showcase the Flamin' Hot flavor and attitude, and we are thrilled to partner with such exceptional musical talent to bring it to life. Music has a way of bringing joy, connecting us and delivering a story in such a unique way; so reimagining 'Push It' with the help of Megan and Charlie will really allow our fans to unleash their Flamin' Hot." "Spicy salty snacks have spiked in popularity in recent years with the category growing more than 12 percent in the last four years. And the fandom with Flamin' Hot is unparalleled, with nearly 800,000 tweets about Cheetos Flamin' Hot alone in just one year." (44)
PepsiCo	Doritos	Social justice	✓	✓	Doritos® And Ego Nwodim Announce Return Of SOLID BLACK™ Initiative Supporting Black Changemakers	Black communities	"We're inspired by the unique ways this year's Changemakers are using innovation and boldness to drive culture and give back to their communities." "As a brand that believes in supporting bold self-expression, Doritos is proud to continue to grow the SOLID BLACK initiative and provide a platform and resources for our next class of Changemakers." (45)

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
PepsiCo	Doritos	Music	✓		Doritos taps Lil Nas X as sheriff of 'The Cool Ranch' in Super Bowl push	Multicultural youth	<p>"This latest Doritos effort comes as the popular chip brand is looking to reposition the Cool Ranch product and refresh it in newer and more modern ways, and comes as the company recently revamped the flavor. By using the massive public stage of the Super Bowl as a launchpad, Doritos has the opportunity to deliver this message to a broad audience, especially by tying its ad into Lil Nas X's 'Old Town Road,' which became the longest-running Billboard No. one last year." (46)</p> <p>"As brands like Doritos seek to reach a younger demographic of typically heavy consumers of both snack food and mobile video, TikTok is becoming a more popular advertising platform." "Doritos' promotional efforts aimed at younger audiences in the past year have included sponsoring events with other PepsiCo brands like Mtn Dew. Doritos and Mtn Dew in September sponsored a livestreamed esports tournament for Activision Blizzard's latest version of 'Call of Duty,' the video game developer's hit franchise. The prior month, Doritos ran a campaign that removed its logo in an effort to reach ad-adverse Gen Zers, and included a Snapchat AR Lens." (47)</p>
PepsiCo	Gatorade	Sports	✓		Gatorade Signs its First HBCU Athlete	Black youth	<p>"The signing represents PepsiCo's long-term commitment to HBCUs and fostering Black talent, according to the company, which includes a partnership with Shedeur Sanders' dad and coach, NFL legend Deon Sanders." (48)</p>
PepsiCo	LifeWtr	Black culture, Social justice, DEI (Black creatives)	✓	✓	LIFEWTR® Spotlights and Uplifts Black Creatives in Black Art Rising's Latest Chapter; Debuts Official Brand TikTok and Commissions Artists for Limited-Edition NFTs	Black consumers	<p>"The LIFEWTR brand's commitment to supporting creatives of all kinds is anchored in our unwavering belief that creativity begins and ends with diversity of thought and expression." "Black creatives have historically been at the forefront of culture's most pivotal works and social movements, yet systemic obstacles continue to prevent inclusive artistic representation. We're thrilled to unveil the latest iteration of our Black Art Rising program this Black History Month, as part of our year-long efforts to help provide a platform for Black and other diverse creatives everywhere." (49)</p> <p>"The program obviously lends itself to African Americans and Black people for sure," Smith tells Marketing Daily. "But I think we're really looking for any work from anyone who feels inspired by the movement for social justice and can help depict the impact of the protest movement on our society." (50)</p>
PepsiCo	Lipton	Music	✓		As 'Cousin T,' T-Pain Throws Down The Love For Lipton	Black consumers	<p>"It's all about bringing these relatable family moments to life in a very fun way," Chauncey Hamlett, vice president and CMO for PepsiCo Beverages North America South Division, tells Marketing Daily. "His music specifically has a major influence on the South geographies, whether you talk about Florida, Georgia, the Carolinas, Alabama and Mississippi." Along with Southern consumers over-indexing for tea purchases, "Lipton does have a high skew of African-American consumption." (51)</p>

Appendix C. Targeted Marketing Campaigns

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
PepsiCo	Manzanita Sol	DEI (vendors)		✓	PepsiCo Brings Apple Soda to New York, Mango to Reality TV	Hispanic and Black vendors, consumers	"Manzanita Sol ('little apple sun' in Spanish) launched three decades ago in Mexico and has been available in the United States for about 15 years," according to Yasmin Grant, PepsiCo's director of marketing, Hispanic business unit. "The brand is beloved and very well established in the West and Southwest because of its Mexican origin." (52)
PepsiCo	Mtn Dew, Ruffles	Sports, Music, Scholarships	✓	✓	MTN Dew and Ruffles Present The Block at NBA All-Star 2022 (including donation to support the Thurgood Marshall College Fund)	Multicultural youth	"RUFFLES fans embody everything basketball culture offers - which is why we continue to bring them one-of-a-kind experiences to help fuel that passion through our NBA athlete partnerships, bold new flavor launches, and more." "We built The Block as a hub to celebrate DEW Nation's love for all-things basketball, music and culture on and off the court." (53)
PepsiCo	Pearl Milling Company	DEI (consumers), Product packaging		✓	Pearl Milling Campaign: 'Same Great Taste' as Aunt Jemima	Black families	"In its first campaign since announcing it was shutting the Aunt Jemima brand in February, PepsiCo's Pearl Milling Company has launched an ad telling consumers that although the brand has changed its name, the taste is still the same." (54)
PepsiCo	Pepsi	Sports, Music	✓		Camila Cabello Delivers Show-Stopping Carnival Spectacular at the UEFA Champions League Final Opening Ceremony Presented by Pepsi	Latinos	"The festival-themed spectacular was a celebration of togetherness featuring a vibrant mix of colour, choreography and musicians, inspired by Camila's latin heritage, and a special homage paid to the Oaxaca carnival in Mexico... As a brand rooted in sport and music entertainment, Pepsi is proud to be in its sixth year of presenting the Opening Ceremony alongside UEFA, running across the international Pepsi trademark, which includes Pepsi, Pepsi Black / MAX and Diet Pepsi." (55)
PepsiCo	Pepsi	Sports, Music	✓		Five Epic Hitmakers Unite for Pepsi Super Bowl LVI Halftime Show Sunday, February 13, 2022 on NBC, Peacock and Telemundo	Multicultural youth	"Artists like Dr. Dre and Snoop Dogg were at the forefront of the West Coast hip hop revolution, so to be able to bring them back to LA, where it all began alongside Eminem, Mary J. Blige and Kendrick Lamar will prove to be an epic, unforgettable celebration of the impact hip hop has today." "The Pepsi Super Bowl Halftime Show has become a landmark cultural moment, bringing about some of the most iconic performances over the years." (56)
PepsiCo	Pepsi	Music	✓	✓	Pepsi Paves the Way for Future Hip-Hop Artists with Inaugural Launch of Pepsi Music Lab	Multicultural youth	"As a brand with a deep heritage in music, we have a unique opportunity to use our resources and scale to make an impact on the next generation of hip-hop superstars." "Pepsi Music Lab is a transformational opportunity for artists around the country, especially since they'll be given the opportunity to partner with award-winning producer Pi'erre Bourne and learn from his extensive knowledge and skills." (57)

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
PepsiCo	Pepsi	DEI (Black-owned restaurants)		✓	Make Your Meal Count: People Across America Are Invited to Boost Local Black-Owned Restaurants on the First-Ever "Pepsi Dig In Day" on Nov. 6	Black communities	"We're re-igniting support with individuals and companies alike by giving them an easy way to make their meal count on Dig In Day and every day." "Our goal is to go beyond this moment to feed a movement and we're already seeing incredible excitement from the restaurant community, our PepsiCo associates, and corporate partners who together can really make this big." (58)
PepsiCo	Pepsi	DEI (employees, consumers)		✓	Academy Award-Nominated Filmmaker Stanley Nelson And Jacqueline Olive Set To Direct 'The Color Of Cola' Documentary Chronicling The Journey Of Pepsi's All-Black Sales Force In The Jim Crow South	Black consumers	"At PepsiCo, we know that our company can only succeed when our associates and the societies we serve thrive. That's why we have long been committed to fostering a diverse workforce that reflects our consumer base and society at all levels of the company," said PepsiCo Chairman and CEO Ramon Laguarta. "This commitment to racial equality is part of our company's DNA, going back to this our first Black sales team." "What first attracted me to the project was the opportunity to tell the story of this pioneering sales team of Black men whose work launched an effort at corporate diversity that laid the foundation for meaningfully engaging what has become a trillion dollar Black consumer market today," said director Jacqueline Olive. (59)
PepsiCo	PepsiCo Beverages	DEI (Latina-owned businesses)		✓	PepsiCo Juntos Creceemos Launches New Jefa-Owned Campaign Aiming to Help Latina-Owned Businesses Gain Access to Business Building Support Services	Latinas	"Latinas are a powerful economic force in the U.S., creating businesses at a rate six times the national average." "Despite this accelerated growth rate, Latinas are confronting foundational challenges which must be addressed. This Women's History Month, PepsiCo is proud to grow the impact of the Juntos Creceemos platform with a focus on helping Latina business owners strengthen their businesses while raising visibility for them through the Jefa-Owned campaign." (60) "If your brand is in a position to extend special deeds like offers, discounts or contributions, those actions contribute enormously in ensuring consumers will remember your brand for being there and doing good. A great example of this is PepsiCo's Juntos Creceemos Program, which set out to distribute \$10,000 grants to minority-owned businesses who have been negatively impacted by the pandemic. As a Hispanic myself, I am hopeful that we will head into better times soon. In the meantime, as marketers, we must continue to be vigilant, listen to the voice of our audience and offer them positive contributions to help them thrive." (61)

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
PepsiCo	PepsiCo Beverages	Youth employment		✓	PepsiCo Launches A More Than \$5 Million Initiative To Help Young Adults From Chicago's South And West Side Communities Access High-Quality Careers In Partnership With Leading Community Organizations	Black and Hispanic youth	"Chicago's South and West Sides are full of talented young people who thrive when provided access to career opportunities and skills training." "Chicago offers one of the most diverse, talented workforces in the United States. Increasing access to high-quality careers across industries enables economic growth in South and West Side communities and also supports a sustainable pipeline of high-potential, diverse talent for PepsiCo's local business. PREP by PepsiCo Stronger Together is our commitment to inclusive community partnerships which help young people in Chicago realize their potential." (62)
PepsiCo	Pepsi, Lays, Gatorade	Youth sports		✓	PepsiCo Adds 16 New Organizations To The "Team Of Champions" In Second Year Of \$1 Million Commitment To Improve Access To Soccer In Underserved Communities	Black and Hispanic youth	"The 'Team of Champions' is symbolic of PepsiCo's commitment to drive long-term change and address systemic barriers in these underserved communities." "Soccer is the most popular sport in the world, and the commitment made by our brands Lay's, Pepsi and Gatorade through this program has had a measurable impact on Hispanic-owned and Black-owned soccer clubs, programs and businesses in the United States." (63)
PepsiCo	Rockstar	Music	✓		Rapper 'Snow Tha Product' Fronts Hispanic-Focused Rockstar Energy Campaign	Hispanics	According to PepsiCo Energy CMO Fabiola Torres, 14% of Rockstar consumers are Hispanic. "Rockstar Energy was founded in the West and has a legacy of engaging with Hispanic consumers through product innovation—and our consumer base actually overindexes with Hispanics." "This year we are going one step beyond by partnering with an iconic Hispanic talent such as Snow Tha Product and working with her to tell the story of the Hispanic community's hustle. And it's only the beginning." (64)
PepsiCo	Rockstar	Music, Product flavor	✓		Rockstar, Cheetos Celebrate Hispanic Hustle (And Orange Dust)	Hispanics, Latin community	"Fronting what Rockstar calls its 'first-ever Hispanic equity campaign' is North Carolina native Victor Fontanez—known to millions of TikTok followers as Vic Blends. "This is our first integrated campaign that will run on multiple platforms that reach Hispanic consumers," who are 28% more likely than the general U.S. population to consume energy drinks... Rockstar is launching two new fruit flavored variations under the Punched Aguas Frescas name..." (65)
PepsiCo	Tostitos	Social media promotion	✓		Tostitos® Brings A Fresh Spin To Cinco De Mayo Festivities With Fiesta Remix Starring Danny Trejo And Sofia Reyes	Latinos	"Tostitos embodies the best of both worlds – being both a classic party staple and a snack that creates new, flavorful experiences with every bite" "We were thrilled to have Danny and Sofia lend their takes on how to make get-togethers with friends and loved ones even more memorable all summer long." (66)

Appendix C. Targeted Marketing Campaigns

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
Redbull	Redbull	Sports	✓		Sergio Perez signs on for 2 more years of good times	Multicultural youth	"It's official! Sergio Pérez will be an Oracle Red Bull Racing driver for another two years! Following a superb drive to win the 2022 Monaco Grand Prix – Pérez's first victory in the principality – the confirmation that the man known more commonly as 'Checo' will continue in 2023 and 2024 is music to our ears." (67)
Redbull	Redbull	Music	✓		The 2022 Season of Red Bull Batalla Kicks Off!	Multicultural youth	"The journey to the main stage will be a long, epic trajectory as we seek to uncover the world's best Spanish-speaking freestyle talent." (68) "As the popularity of Red Bull Batalla will attest, language doesn't have to be a barrier to world domination. The Spanish-language rap battle is at the forefront of a new wave of Latinx and Hispanic artists breaking into the music mainstream without adjusting their sound— or lyrics—for English-speaking listeners." (69)
Redbull	Redbull	Music	✓		Kam and Tank Celebrate Their "Crowns" as Queens of Gulf Coast Soul	Multicultural youth	"What these queens call genreless, others would explain as the boundless sound that characterizes each group. Created from a fusion of jazz, soul, hip hop, R&B, Latin, and other underground vibes, their music is a reflection of the region from which they come." (70)
Redbull	Redbull	Music	✓		Red Bull Celebrates Hispanic Heritage Month with Exclusive Content	Hispanic youth	"With documentaries, radio shows, interviews, and more, Red Bull is bringing exclusive content amplifying Hispanic talent throughout the month." (71)
Redbull	Redbull	Music	✓		Red Bull Culture Clash Returns to the United States in 2022	Multicultural youth	"Inspired by Jamaican soundsystem culture, where more is more, and community is king, Red Bull Culture Clash is more than a DJ battle or band competition. Instead, prepare for head-to-head performances, where each crew can show off their heaviest sound, best tunes, most effective MC tactics, and any crazy presentation they can dream up." (72)
Tyson Foods	Company	Sports	✓		Tyson Foods is the First-Ever Title Sponsor of the Black College World Series	Black youth	"We're honored and excited to support the Black College World Series, which we know is special to the HBCU community, student-athletes, coaches and the thousands of fans who will be attending and watching online." "Our participation is also in recognition of the HBCU graduates who are part of our company as well as the communities where we live and work." (73)

Appendix C. Targeted Marketing Campaigns

Company	Brand	Campaign type			Headline	Target	Company statements
			Cultural relevance	Cause-related			
Tyson Foods	Company	DEI (media)		✓	Tyson Foods Demonstrates Commitment to Credible Journalism with Mindshare and SocialContext Impact Index	Diverse consumers	"Tyson Foods has one of the most diverse workforces, and we're proud to advance diversity, equity and inclusion by committing to actions like the Impact Index," said Paul Davis, VP and Chief DEI Officer for Tyson Foods. "The Impact Index will ensure our actions in brand responsibility ladder up to our core values as a company and individuals." (74)
Unilever United States	Ben & Jerry's	Social justice, Product flavor/ packaging		✓	Why We're Rebranding a Flavor to Celebrate the Power of Black Voters	Black youth	"Whether you're excited about it, exhausted by it, or somewhere in between, you probably know that we're closing in on what's certain to be a historic midterm election. With more reasons than ever to make your voice heard, and with some states trying to make it harder to do so, we felt we needed to do something big to help out. That's why we're rebranding our fan-favorite Limited Batch flavor, Change is Brewing, to highlight the power of Black voters and encourage voter participation." (75)

* Quotes from statements made by company representatives ** Diversity, equity, and inclusion (DEI)

Source: Rudd Center analysis of company press releases and statements made in the marketing press from January 2020 to September 2022

References

- (1) The Coca-Cola Company (2022). The Coca-Cola Company and ESSENCE extend partnership. <https://www.coca-colacompany.com/news/coca-cola-and-essence-extend-partnership>
- (2) The Coca-Cola Company (2022). The Coca-Cola Company donates \$2 million to Nation Museum of the American Latino. <https://www.coca-colacompany.com/news/coca-cola-donates-two-million-to-national-museum-of-the-american-latino>
- (3) The Coca-Cola Company (2020). Where we stand on social justice. <https://www.coca-colacompany.com/news/where-we-stand-on-social-justice>
- (4) The Coca-Cola Company (2020). Coca-Cola wraps 'Together We Must' virtual dinner series, offers resources to continue social justice conversations over the holidays. <https://www.coca-colacompany.com/news/together-we-must-virtual-dinners-concludes>
- (5) The Coca-Cola Company (2020). Dinner and a musical: Coca-Cola and Disney+ bring families together to celebrate July 3 'Hamilton' premiere. <https://www.coca-colacompany.com/news/dinner-and-a-musical-coca-cola-and-disney-plus-bring-families-together-to-celebrate-july-3-hamilton-premiere>
- (6) The Coca-Cola Company (2022). Fanta glows up the night with new Dragon Fruit Zero Sugar. <https://www.coca-colacompany.com/news/fanta-dragon-fruit-zero-sugar-launch>
- (7) The Coca-Cola Company (2022). Gold Peak taps Questlove for 'Tea is for Trying' summer campaign. <https://www.coca-colacompany.com/news/gold-peak-and-questlove-tea-is-for-trying>
- (8) The Coca-Cola Company (2022). Minute Maid Aguas Frescas offers bold, 'Refreshing AF' twist on juice drinks. <https://www.coca-colacompany.com/news/minute-maid-aguas-frescas-new-twist-on-juice>
- (9) The Coca-Cola Company (2022). Lil Nas X and vitaminwater team up for collection of flavor-inspired videos. <https://www.coca-colacompany.com/news/lil-nas-x-and-vitaminwater-team-up>
- (10) The Coca-Cola Company (2022). Sprite and James Blake shine 'Limelight' on diverse artists who use their music to beat the heat. <https://www.coca-colacompany.com/news/sprite-and-james-blake-shine-limelight-on-diverse-artists>
- (11) The Coca-Cola Company (2021). Sprite brings extra spice to the holiday season with limited-edition flavors. <https://www.coca-colacompany.com/news/sprite-holiday-limited-edition-flavors>
- (12) The Coca-Cola Company (2021). Live from the Label: Sprite pairs hip-hop headliners with emerging artists for virtual summer concert series. <https://www.coca-colacompany.com/news/sprite-live-from-the-label>
- (13) The Coca-Cola Company (2020). Sprite 'drops' hit of ginger with launch of new beverage and streetwear collaboration. <https://www.coca-colacompany.com/news/sprite-drops-hit-of-ginger-with-launch-of-new-beverage-and-streetwear-collaboration>
- (14) The Coca-Cola Company (2020). Create Your Future: Sprite inspires multicultural youth to make their voices heard via inclusive voter education program with help from cultural tastemakers. <https://www.coca-colacompany.com/news/sprite-inspires-multicultural-youth-via-voter-education-program>
- (15) Cinnamon Toast Crunch (2022). Manuel Turizo Toast Crunch. <https://shop.cinnamontocrunch.com/products/manuel-turizo-toast-crunch>

References

- (16) General Mills (2021). Old El Paso bring the intensity of Takis Fuego to taco night with new hot chili pepper and lime-flavored taco shells. <https://www.generalmills.com/news/press-releases/old-el-paso-brings-the-intensity-of-takis-fuego-to-taco-night>
- (17) General Mills (2021). Old El Paso #MessFreeChallenge is rebounding for year two with basketball stars Andre Drummond and Andrew Wiggins to fight hunger. <https://www.generalmills.com/news/press-releases/old-el-paso-messfreechallenge-is-rebounding-for-year-two>
- (18) The Hershey Company (2022). The Hershey Company and Memphis Music Initiative partner to elevate Black voices and support the next generation of Black creators. <https://www.thehersheycompany.com/content/hershey-corporate/en-us/home/newsroom/press-release/press-release-detail.html?122685> https://www.thehersheycompany.com/en_us/home/beat-of-the-future.html
- (19) Kellogg's (2022). Cheez-It teams up with Pandora to create first-ever sonically-aged cheese snack using music from iconic hip-hop artists. <https://newsroom.kelloggcompany.com/2022-05-17-CHEEZ-IT-R-TEAMS-UP-WITH-PANDORA-R-TO-CREATE-FIRST-EVER-SONICALLY-AGED-CHEESE-SNACK-USING-MUSIC-FROM-ICONIC-HIP-HOP-ARTISTS>
- (20) Kellogg's (2022). Tony the Tiger and pro running back Najee Harris surprise Pittsburgh public schools with a game-changing Mission Tiger donation. <https://newsroom.kelloggcompany.com/2022-04-21-TONY-THE-TIGER-R-AND-PRO-RUNNING-BACK-NAJEE-HARRIS-SURPRISE-PITTSBURGH-PUBLIC-SCHOOLS-WITH-A-GAME-CHANGING-MISSION-TIGER-TM-DONATION>
- (21) Jenkins C (2022). New Hispanic cereal campaign demonstrates importance of authentic content creation. Kellogg Company Blog. <https://kelloggsblog.com/2022/06/new-hispanic-cereal-campaign-demonstrates-importance-of-authentic-content-creation/>
- (22) Kellogg's (2021). Pop-Tarts launches limited-edition Día de Muertos box inspired by cultural tradition. <https://newsroom.kelloggcompany.com/2021-08-30-Pop-Tarts-R-Launches-Limited-Edition-Dia-de-Muertos-Box-Inspired-By-Cultural-Tradition>
- (23) Kellogg's (2021). Kellogg's Special K, Black Girls RUN! And La La Anthony inspire you to food good while doing good. <https://newsroom.kelloggcompany.com/2021-06-08-Kelloggs-R-Special-K-R,-Black-Girls-RUN-and-La-La-Anthony-Inspire-You-to-Feel-Good-While-Doing-Good>
- (24) Kraft Heinz (2021). HEINZ partners with the LEE Initiative to help preserve Black-owned restaurants' cultural legacy. <https://news.kraftheinzcompany.com/press-releases-details/2021/HEINZ-Partners-With-The-LEE-Initiative-to-Help-Preserve-Black-Owned-Restaurants-Cultural-Legacy/default.aspx>
- (25) Mars (2021). The National Hispanic Corporate Council welcomes Mars, Incorporated as its newest corporate member. <https://www.mars.com/news-and-stories/press-releases-statements/the-national-hispanic-corporate-council-welcomes-mars>
- (26) Mars (2021). Ben's Original launches first global marketing campaign. <https://www.mars.com/news-and-stories/press-releases-statements/bens-originaltm-launches-first-global-marketing-campaign>
- (27) Mars (2020). Mars Food announces the Uncle Ben's brand will change its name to Ben's Original. <https://www.mars.com/news-and-stories/press-releases/bens-original>

References

- (28) Mars (2021). KIND introduces new commitments to support racial equity. <https://www.mars.com/news-and-stories/press-releases-statements/kind-introduces-new-commitments-support-racial-equality>
- (29) Mars (2021). Mars Wrigley creates better moments and more smiles by announcing mentorship for diverse filmmakers. <https://www.mars.com/news-and-stories/press-releases-statements/mars-wrigley-creates-better-moments-and-more-smiles-by>
- (30) Ellwanger S (2021). Snickers Peanut Brownie: 'Comfort' for awkward, everyday moments. MediaPost. <https://www.mediapost.com/publications/article/359778/snickers-peanut-brownie-comfort-for-awkward-ev.html>
- (31) Mondelez International (2020). Mondelez International advances diversity & inclusion commitments with key appointment, board-level action on diversity and new partnerships for inclusive marketing. <https://ir.mondelezinternational.com/news-releases/news-release-details/mondelez-international-advances-diversity-inclusion-commitments>
- (32) Roiz J (2019). Watch Becky G recruit her actual family in new Oreo commercial: Exclusive. Billboard. <https://www.billboard.com/music/latin/becky-g-oreos-commercial-exclusive-8543654/>
- (33) PR Newswire (2022). RITZ brand launches first Hispanic-lead campaign to celebrate and spotlight the diversity of the community. <https://www.prnewswire.com/news-releases/ritz-brand-launches-first-hispanic-lead-campaign-to-celebrate-and-spotlight-the-diversity-of-the-community-301475123.html>
- (34) Nestle USA (2020). Supporting The National Urban League's effort to end racial discrimination. <https://www.nestleusa.com/about-us/message-from-our-executive-team>
- (35) Nestle USA (2020). Nestle global brands celebrate Latino flavor during Hispanic Heritage Month with "El Plato de Todos." <https://www.nestleusa.com/media/pressreleases/allpressreleases/nestl%C3%A9-global-brands-celebrate-latino-flavor-during-hispanic-heritage-month>
- (36) Nestle USA (2021). Perrier launches limited-edition can inspired by Día de Los Muertos. <https://www.nestleusa.com/media/pressreleases/perrier-dia-de-los-muertos>
- (37) PepsiCo (2022). National Urban League and PepsiCo Foundation celebrate Black Restaurant Accelerator 100-Grantee Milestone with expansion of historic New Orleans Business. <https://www.pepsico.com/our-stories/press-release/national-urban-league-and-pepsico-foundation-celebrate-black-restaurant-accelera05022022>
- (38) PepsiCo (2021). Amid national access and affordability crisis, PepsiCo expands community college program nationwide to support 4,000 Black and Hispanic students. <https://www.pepsico.com/our-stories/press-release/amid-national-access-and-affordability-crisis-pepsico-expands-community-college-11102021>
- (39) PepsiCo (2020). National Urban League launches Black Restaurant Accelerator Program powered by \$10 million grant from PepsiCo Foundation. <https://www.pepsico.com/our-stories/press-release/national-urban-league-launches-black-restaurant-accelerator-program-powered-by-10202020>
- (40) Ellwanger S (2020). PepsiCo's Bubly stages 'virtual' parade to celebrate Pride Month. <https://www.mediapost.com/publications/article/352704/pepsicos-bubly-stages-virtual-parade-to-celebra.html>

References

- (41) PepsiCo (2022). Cheetos and Bad Bunny to help fans leave their mark in U.S. Hispanic communities with launch of \$500,000 Deja tu Huella fund. <https://www.pepsico.com/our-stories/press-release/cheetos-and-bad-bunny-to-help-fans-leave-their-mark-in-us-hispanic-communities-w07182022>
- (42) Ellwanger S (2020). More CPG brand reaching out to Hispanic consumers, causes. MediaPost. <https://www.mediapost.com/publications/article/357377/more-cpg-brands-reaching-out-to-hispanic-consumers.html>
- (43) Hispanic Marketing Council (2022). Hispanic Marketing Guide. <https://hispanicmarketingcouncil.org/hispanic-market-guide/>
- (44) Frito-Lay (2022). Frito-Lay bring the heat to Super Bowl LVI with Flamin' Hot campaign featuring vocal talents of Megan Thee Stallion and Charlie Puth. <https://www.fritolay.com/frito-lay-brings-the-heat-to-super-bowl-lvi-with-flamin-hot%C2%AE-campaign-featuring-vocal-talents-of-megan-thee-stallion-and-charlie-puth>
- (45) PepsiCo (2022). Doritos and Ego Nwodim announce return of SOLID BLACK initiative supporting Black changemakers. <https://www.pepsico.com/our-stories/press-release/doritos-and-ego-nwodim-announce-return-of-solid-black-initiative-supporting-blac06222022>
- (46) Christie D (2020) Doritos taps Lil Nas X as sheriff of 'The Cool Ranch' in Super Bowl push. Marketing Dive. <https://www.marketingdive.com/news/doritos-taps-lil-nas-x-as-sheriff-of-the-cool-ranch-in-super-bowl-push/570744/>
- (47) Williams R (2020). Doritos lets mobile fans create Super bowl dance videos with AI app. Marketing Dive. <https://www.marketingdive.com/news/doritos-lets-mobile-fans-create-super-bowl-dance-videos-with-ai-app/571361/>
- (48) MediaPost (2022). Gatorade signs its first HBCU athlete. <https://www.mediapost.com/publications/article/370691/gatorade-signs-its-first-hbcu-athlete.html>
- (49) PepsiCo (2022). Lifewtr spotlights and uplifts Black creative in Black Art Rising's latest chapter; debuts official brand TikTok and commissions artists for limited-edition NFTs. <https://www.pepsico.com/our-stories/press-release/lifewtr-spotlights-and-uplifts-black-creatives-in-black-art-risings-latest-chapt02032022>
- (50) Ellwanger S (2020). PepsiCo's Lifewtr showcasing Black protest art as it funds creators. MediaPost. <https://www.mediapost.com/publications/article/357024/pepsicos-lifewtr-showcasing-black-protest-art-as.html>
- (51) Ellwanger S (2021). As 'Cousin T,' T-Pain throws down the love for Lipton. MediaPost. <https://www.mediapost.com/publications/article/365047/as-cousin-t-t-pain-throws-down-the-love-for-lip.html>
- (52) Ellwanger S (2021). PepsiCo brings apple soda to New York, Mango to reality TV. <https://www.mediapost.com/publications/article/362376/pepsico-brings-apple-soda-to-new-york-mango-to-re.html>
- (53) PepsiCo (2022). MTN DEW and Ruffles present The Block at NBA All-Starr 2022. <https://www.pepsico.com/our-stories/press-release/mtn-dew-and-ruffles-present-the-block-at-nba-all-star-202202092022>

References

- (54) Wasserman T (2021). Pearl Milling campaign: ‘Same great taste’ as Aunt Jemima. <https://www.mediapost.com/publications/article/366555/pearl-milling-campaign-same-great-taste-as-aunt.html>
- (55) PepsiCo (2022). Camila Cabello delivers show-stopping Carnival spectacular at the UEFA Champions League Final Opening Ceremony Presented by Pepsi. <https://www.pepsico.com/our-stories/press-release/camila-cabello-delivers-show-stopping-carnival-spectacular-at-the-uefa-champions05292022>
- (56) PepsiCo (2021). Five epic hitmakers unite for Pepsi Super Bowl LVI Halftime Show Sunday, February 13, 2022 on NBC, Peacock and Telemundo. <https://www.pepsico.com/our-stories/press-release/five-epic-hitmakers-unite-for-pepsi-super-bowl-lvi-halftime-show-sunday-february09302021>
- (57) PepsiCo (2021). Pepsi paves the way for future hip-hop artists with inaugural launch of Pepsi Music Lab. <https://www.pepsico.com/our-stories/press-release/pepsi-paves-the-way-for-future-hip-hop-artists-with-inaugural-launch-of-pepsi-mu12142021>
- (58) PepsiCo (2021). Make your meal count: People across America are invited to boost local Black-owned restaurants on the first-ever “Pepsi Dig in Day” on Nov. 6. <https://www.pepsico.com/our-stories/press-release/make-your-meal-count-people-across-america-are-invited-to-boost-local-black-owne10252021>
- (59) PepsiCo (2022). Academy Award-nominated filmmaker Stanley Nelson and Jacqueline Olive set to direct ‘The Color of Cola’ documentary chronicling the journey of Pepsi’s all-Black sales force in the Jim Crow south. <https://www.pepsico.com/our-stories/press-release/academy-award-nominated-filmmaker-stanley-nelson-and-jacqueline-olive-set-to-dir03162022>
- (60) PepsiCo (2022). PepsiCo Juntos Creemos launches new Jefa-owned campaign aiming to help Latina-owned businesses gain access to business building support services. <https://www.pepsico.com/our-stories/press-release/pepsico-juntos-creemos-launches-new-jefa-owned-campaign-aiming-to-help-latina-o03292022>
- (61) Correa C (2022). How to keep pace with inflation’s major impact on U.S. Hispanics. MediaPost. <https://www.mediapost.com/publications/article/373887/how-to-keep-pace-with-inflations-major-impact-on.html>
- (62) PepsiCo (2021). PepsiCo launches a more than \$5 million initiative to help young adults from Chicago’s South and West side communities access high-quality careers in partnership with leading community organizations. <https://www.pepsico.com/our-stories/press-release/pepsico-launches-a-more-than-5-million-initiative-to-help-young-adults-from-chic10042021>
- (63) PepsiCo (2022). PepsiCo adds 16 new organizations to the “Team of Champions” in second year of \$1 million commitment to improve access to soccer in underserved communities. <https://www.pepsico.com/our-stories/press-release/pepsico-adds-16-new-organizations-to-the-team-of-champions-in-second-year-of-1-m04272022>

References

- (64) Ellwanger S (2022). Rapper 'Snow Tha Product' fronts Hispanic-focused Rockstar Energy campaign. MediaPost. <https://www.mediapost.com/publications/article/372398/rapper-snow-tha-product-fronts-hispanic-focused.html>
- (65) Ellwanger S (2022). Rockstar, Cheetos celebrate Hispanic hustle (and orange dust). https://www.mediapost.com/publications/article/374030/rockstar-cheetos-celebrate-hispanic-hustle-and-o.html?utm_source=newsletter&utm_medium=email&utm_content=headline&utm_campaign=126314&hashid=8SpMelZeRa6xltL6hYn1XA
- (66) PepsiCo (2022). Tostitos brings a fresh spin to Cinco de Mayo festivities with Fiesta Remix starring Danny Trejo and Sofia Reyes. <https://www.pepsico.com/our-stories/press-release/tostitos-brings-a-fresh-spin-to-cinco-de-mayo-festivities-with-fieta-remix-star04272022>
- (67) Musgrove A (2022). Sergio Perez signs on for 2 more years of good times. <https://www.redbull.com/us-en/sergio-perez-oracle-red-bull-racing-extension>
- (68) Red Bull (2022). The 2022 season of Red Bull Batalla kicks off! <https://www.redbull.com/us-en/batalla-2022-season-starts>
- (69) Almeida RG (2021). Why are Spanish-speaking musicians storming the world? <https://www.redbull.com/us-en/how-spanish-speaking-musicians-influence-mainstream-music>
- (70) Vaughn H (2021). Kam and Tank celebrate their "crowns" as Queens of Gulf Coast Soul. <https://www.redbull.com/us-en/kam-and-tank-soundclash-interview>
- (71) Rikhy R (2020). Red Bull celebrates Hispanic Heritage Month with exclusive content. V Man. <https://vman.com/article/red-bull-celebrates-hispanic-heritage-month-with-exclusive-content/>
- (72) Parkin C (2017). How Jamaican soundsystem culture conquered music. <https://www.redbull.com/us-en/how-jamaican-soundsystem-culture-conquered-music>
- (73) Tyson Foods (2022). Tyson Foods is the first-ever title sponsor of the Black College World Series. <https://www.tysonfoods.com/news/news-releases/2022/4/tyson-foods-first-ever-title-sponsor-black-college-world-series>
- (74) Bloomberg (2022). Tyson Foods demonstrates commitment to credible journalism with Midshare and SocialContext Impact Index. <https://www.bloomberg.com/press-releases/2022-08-11/tyson-foods-demonstrates-commitment-to-credible-journalism-with-mindshare-and-socialcontext-impact-index>
- (75) Ben & Jerry's (2022). Why we're rebranding a flavor to celebrate the power of Black voters. <https://www.benjerry.com/whats-new/2022/09/change-is-brewing>