

Cracking the Code: How Multicultural & Gen Z Reshape Mainstream Marketing





Mark D. Walker Chairman. Co-Founder and CEO Direct Digital Holdings

Introduction

I've long held the belief that a key part of Direct Digital Holdings' secret sauce as a company is bringing diverse perspectives and experiences to the business we do. And, I believe in sharing those perspectives to benefit the entire advertising industry.

There's been much discussion recently on whether diversity and multiculturalism are shaping the attitudes and habits of consumers today. At the same time, we're hearing a lot about how to reach Gen Z, the most diverse demographic in history. Just how vital is multiculturalism and diversity for this specific demographic?

Direct Digital Holdings is pleased to share new research that I think will have far-reaching ramifications — with the potential to completely reshape how marketers can and should target their future customers.

Among the many eye-opening findings from this new study was that a whopping 81% of Gen Z say that multicultural and diverse consumers have a significant influence on their brand preferences and choices, and 72% of Millennials said the same — compared to 48% of Gen Xers, and just 32% of Boomers.

Simply put, among younger consumers, multicultural and diverse voices have a powerful impact on trends and buying preferences — one that extends well outside their own communities.

In fact, when you look at the generations collectively, a significant tipping point is revealed — as more than 57% of the general population is reporting that multicultural and diverse people have a major influence on their brand preferences. Considering that the size of the multicultural/diverse population in the U.S. currently represents 40% of the market, this group is driving an outsized impact on what people choose to buy today.

Unfortunately, many brands are still stuck executing misguided massmarket media plans and outdated multicultural spending allocations.

However, there are signs of progress. A year ago, Direct Digital Holdings embarked on an extensive research project to better understand multicultural and diverse communities' perceptions of targeted advertising and media spending. Those results were profound.



The major takeaway from that earlier research was that Black, Hispanic/Latin, AAPI, and LGBTQIA+ consumers in the U.S. clearly notice and care when brands cater to them directly — and marketers who don't are leaving serious money on the table.

Since then, we've seen more brands and media buyers reallocate ad budgets based on these findings through our sell-side platform Colossus SSP. The same goes with our buy-side companies, Huddled Masses and Orange 142, which have seen marketers in categories that range from travel to entertainment, moving more dollars toward targeting multicultural and diverse audiences.

Thanks to this new research, highlighted in our just-released whitepaper, "Cracking the Code: How Multicultural & Gen Z Reshape Mainstream Marketing," it's becoming clear that investing in niche media isn't just crucial for connecting with these diverse audiences directly — but with consumers across the board.

Multicultural/diverse media spending is vital for brands hoping today to compete long term. And thus, the time is now for brands to rethink their media spending and creative strategies to match this diverse customer profile, and ultimately future-proof their businesses.

More than 57% of the general population is reporting that multicultural and diverse people have a major influence on their brand preferences.





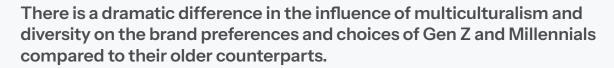
Gaining Insights from the Findings

The most recent U.S. Census found that the nation's population is more diverse than ever, as 34% of Americans identify as a race or ethnicity other than white, and 8% identify as LGBTQIA+.

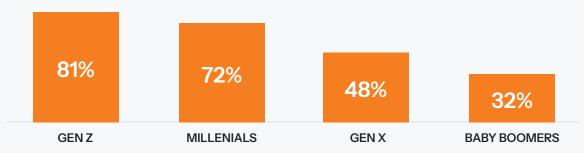
In other words, more than two-fifths of the U.S. population is non-white or non-hetero. However, when it comes to the future of marketing, those numbers don't nearly tell the whole story.

That's because, for brands, that diversity figure may as well be 100%, given these groups' huge and growing influence on where people shop, what they buy, what they watch, eat, and so on.

An overwhelming majority of Gen Z consumers — some 81% — revealed that a huge influence on their brand preferences and choices comes from multicultural and diverse people, as did 72% of Millennials. This is in contrast to 48% of Gen Xers, and just 32% of Boomers.



% who say multicultural people equals big influence on brand preferences and choices (net)



Net of Having a 'Big Influence' for Any Category. Among Consumers in Each Segment.

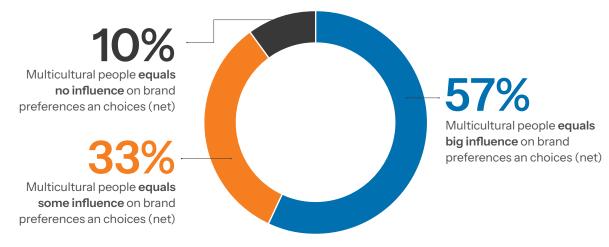
*Please note that the term "multicultural" collectively includes Black/African American, Hispanic/Latin, AAPI, and LGBTQIA+ consumers throughout this study

That's among the many revelations from this new study conducted by Horowitz Research on behalf of Direct Digital Holdings, which found that among younger consumers, multicultural and diverse voices have a powerful impact on trends and buying preferences — one that extends well outside their own communities.

With younger consumers leading the way, the research has uncovered a major turning point for the whole of the U.S. population. While about 40% of the country is multicultural/diverse, these collective audiences maintain an outsized sway over the marketplace overall, as the research found that 57% of general market consumers report that multicultural people have a major influence on their brand preferences and choices.

The majority of all consumers say that multicultural people have a big influence on their brand preferences and choices.

Share of all consumers who say...



Net of Having X Influence for Any Category

We've Reached a Clear Tipping Point

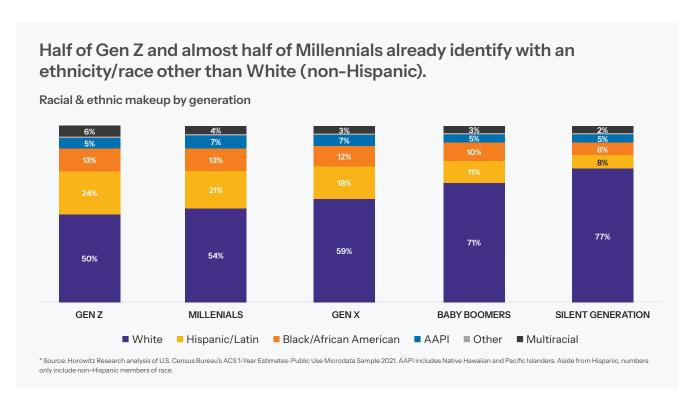
Indeed, multicultural and diverse audiences may be the most important force in consumer marketing today - and soon will dominate the landscape. As Alison Ciccione, Director, US Media at McDonald's put it, "Multicultural is the mainstream." Brands that don't recognize this reality today risk being left behind tomorrow. And while some brands such as McDonald's are well on their way, others appear to be already behind the curve.

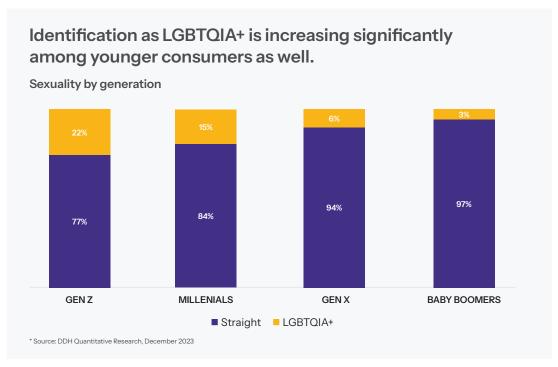
"These groups have long been disproportionately influential," said Dr. Marcus Collins, Clinical Assistant Professor of Marketing at the University of Michigan, Ross School of Business. "And today, cultural circles are more heterogeneous than ever before. Marketers have been a little slow to this. Particularly the impact and influence of network effects."

Our hope is that that will soon change.

A Closer Look at Gen Z

According to Pew Research, Gen Z encompasses people born between 1997 and 2012. Per the U.S. Census, half of the Gen Z respondents and almost as many millennials reported being an ethnicity or race other than white/non-Hispanic.







Clearly, younger audiences are coming of age in a far less white-dominated era, which partially explains their expectations regarding representation and support from the ad community.

However, the research found that Gen Z's predisposition toward inclusion isn't just driven by their own diverse makeup. Rather, this group appears to exhibit a fundamentally different point of view regarding fairness, influence, and culture — prioritizing diversity while championing equality.

Millennials and Gen Z have grown up in very different environments," said Mark Prince, SVP, Head of Economic Empowerment at dentsu Media. "This research reinforces the importance and expectations of these consumers."

When it comes to supporting — even demanding — diversity, "they are not playing. It's part of who they are."

So much so that they appear to watch closely for others being excluded. "Gen Z makes decisions around these issues," said Esther Uduehi, Assistant Professor of Marketing and International Business, University of Washington, Foster School of Business.

"It doesn't feel good [to them] to buy brands their friends can't, or when other groups are not included," Uduehi added. "The thinking is, 'we can feel more included when we see other groups being included."

In other words, it's not just about seeing themselves supported by ads or media spending. Gen Z seems to be keeping score about equality for all groups.

"They are particularly vocal," said Kana Schmidt, Marketing Director, Pain/Cardio at Bayer.

> "It is clear that when brands support diverse-owned media and use genuine inclusive ad creative, it can boost trust, create brand love and increase loyalty."

MJ DePalma, Head of Inclusive Business Impact, Microsoft Advertising.

A recent Microsoft research report bears this out. Ads categorized as 'inclusive' drove a 23-point lift in purchase intent, regardless of whether the person experiencing the ad was personally represented in the ad or not, the research found.

"It is clear that when brands support diverseowned media and use genuine inclusive ad creative, it can boost trust, create brand love and increase loyalty," said MJ DePalma, Head of Inclusive Business Impact, Microsoft Advertising.

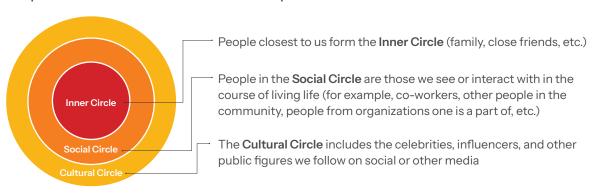
The question is, how do brands reach these diversity-first consumers?

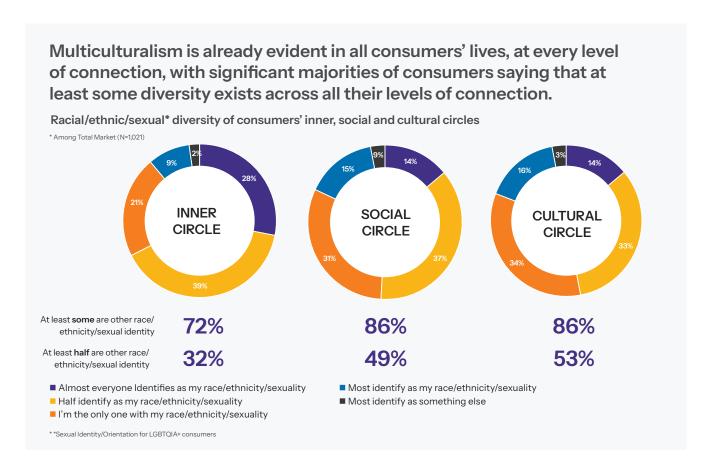
Going in Circles - It's Not Only Who You Know

As part of the researchers' overall efforts toward measuring the influence of different groups on today's consumers, the team elected to specifically examine the impact of people that consumers are closely connected to, versus those with whom they have less direct connections, to assess for any major differences. The study found that regardless of demographic, consumers are uniquely and distinctly impacted by three different key circles:

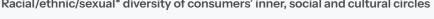
One thing we all share is that we are all influenced by the people around us - those we are most closely connected to, and also by those with whom we have less direct connections.

Respondents were asked about the cultural composition of each of their circles:

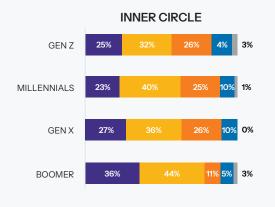


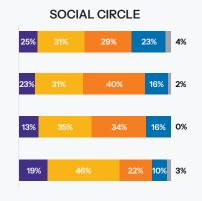


The circles of Gen Z and Millennial consumers are, at all levels, more diverse than those of their older counterparts. Gen Z consumers are the most likely to say that their connections, at every level, are primarily (more than 50%) diverse. Racial/ethnic/sexual* diversity of consumers' inner, social and cultural circles



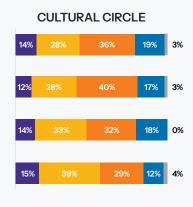






■ Most identify as my race/ethnicity/sexuality

■ Most identify as something else/sexuality



- Almost everyone Identifies as my race/ethnicity/sexuality
- Half identify as my race/ethnicity/sexuality
- I'm the only one with my race/ethnicity/sexuality

cultural circles.

Increasingly, each of these circles are marked by a diverse makeup that was only sometimes the case just a few decades ago. A full 72% of the general population said that members of their inner circle are of a different race or sexual identity than their own, while 86% said the same about both their social and

Put another way, multiculturalism and diversity were present in all consumers' lives at every level of connection.

However, among younger consumers, this diversity within their key circles of influence is much more pronounced. For Gen Z consumers, their connections are primarily diverse more than 50% across the board.

For example, just 25% of Gen Z say the members of their inner circles identify as the exact same race, ethnicity and sexual identity as they do. In contrast, a significantly higher share of boomers (36%) report a lack of diversity in their inner circles.

This diverse-by-default-dynamic colors their thinking on just about everything - certainly brand preferences and product decisions.

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^{*}Sexual Identity/Orientation for LGBTQIA+ consumers



Living This Shift in Real Time

A few years ago, McDonald's realized it had lost the young consumer — an important subset of the multicultural segment. A generation that was so crucial to the brand's future was turning away from the brand.

"We said, we've got to win this audience," said Caleb Pearson, Vice President, US Customer Engagement at McDonald's. The fast-food giant had long relied on its pillars of convenience and value in its messaging, while getting caught up in offering constant promotions. "We needed a shift in how we go to market."

That required attempting to make McDonald's resonate with Gen Z by leaning heavily into what is driving culture today.

First, they had to figure out how to communicate with this demographic, which had just graduated from Happy Meals but may not be fully living out on their own.

"They care about convenience and value in their lives," said McDonald's Ciccione. "And as you start looking at their audience, and how diverse they are, they really care about personalization."

To that end, the company rolled out 'Fan Truths,' where McDonald's celebrated the 'go-to' orders of celebrities such as Travis Scott.

The focus on young, cultural icons has continued in recent years, including a marketing partnership with the collectibles fan/artist Kerwin Frost, along with a tie-up with the UK streetwear brand Palace.

Beyond marketing, McDonald's has even tweaked its menu to respond to Gen Z's preferences and makeup. For instance, over the past few years, the brand has rolled out adult happy meals (Cactus Plant Flea Market Box), while pushing spicier fare and even featuring a limited-time-offer of Mambo sauce.

McDonald's has made a concerted effort to expand the pool of outlets it works with, such as streaming audio partners outside of Spotify which cater to a more diverse-owned properties overall.

"They are driving so much of the influence," said Ciccione. "It's really changed how we approach the general market. It's really a new definition of mainstream."

One that requires a very different media buying approach. McDonald's, long a creature of big traditional media investment, instead shifted away from linear TV and radio, and currently spends 84% of its dollars on digital media. "That's a shift from ten years ago," said Ciccione.

But, moving more money to digital platforms wasn't enough. McDonald's has made a concerted effort to expand the pool of outlets it works with, such as streaming audio partners outside of Spotify which cater to more diverse-owned properties overall.

Lashawnda Goffin, CEO, Colossus SSP points out that "to battle the pervasive multicultural media scale, a proactive, educated investment is vital."



Gen Z's preference for multicultural and diverse influences cuts across nearly every product category.

This has forced the brand to think outside of the traditional marketing mix modeling.

"We needed to be audience-led, versus partner-led and media-led," said Ciccione. "This notion of intersectionality has reshaped how brands go to market. We're trying to not think of communities in buckets, but instead more holistically."

"We aspire to be the most inclusive brand in the world," she added.

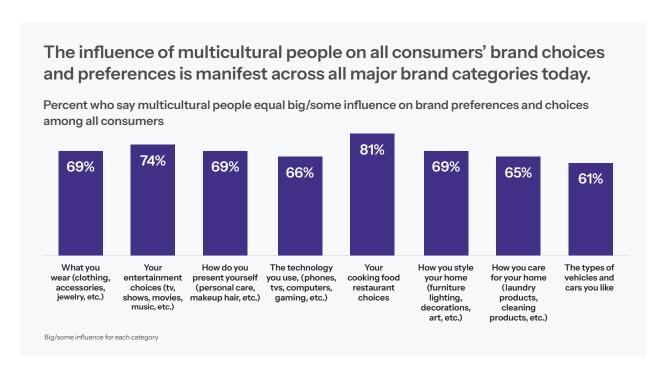
It's not always easy to pull off this level of change inside a large traditional organization. But it's crucial for brands looking to grow share, which McDonald's has in recent years after righting its relationship with Gen Z.

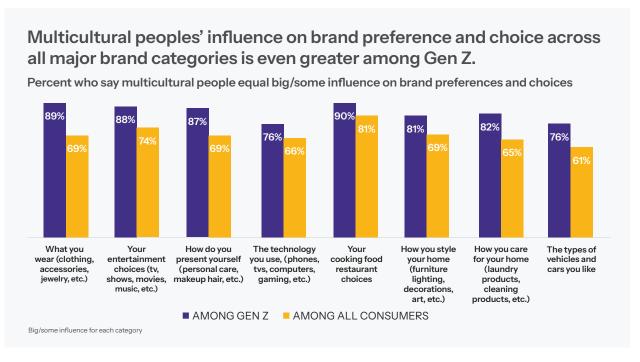
"This completely aligns with our businesses," said Pearson. "If we want to win, we need to create culture and build that ecosystem."



Diverse Voices on Brand/Product Choices

Gen Z's preference for multicultural and diverse influences cuts across nearly every product category. "They care about and prioritize multiculturalism," added Uduehi at the University of Washington.





Consider fashion — 89% of Gen Z said that diverse voices have either some or a large amount of influence on them when making decisions, in comparison to 69% of the general population, according to the new Direct Digital Holdings research.

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Or, another example — music. Hiphop has dominated the Billboard charts for several decades. However, its influence goes well beyond music, extending to brands worldwide, such as the German streetwear maker Highsnobiety.

More recently, we've seen the influence of Asian culture continue as Korean artists from the K-Pop world are heavily followed by Gen Z audiences, noted Thomaï Serdari, Clinical Associate Professor of Marketing, New York University, Stern School of Business, who has studied Gen Z extensively in her work covering marketing for fashion and luxury brands. And, in recent years, the micro nail trend came to

the U.S. through Asian American and Pacific Islander communities with heavy influences in the fashion, music, and entertainment worlds.

Along those same lines, she pointed out that marketers from Nike to Uniqlo have collaborated with Anime artists.

There are numerous examples like this across multiple industries, including even basic products such as laundry detergent and cleaning products, where — according to findings from the Direct Digital Holdings survey — 82% of Gen Z leans on diverse groups' influence compared to 65% of the general population.

That even goes for everyday staples like pain relievers. A recent campaign for Alleve was set in an African American hair salon. The brand took pains to lean on its own DEI council and experts in the category to get the look, feel and tone just right, explained Bayer's Schmidt.





"It's not just how we reach them but how we talk to this audience," said Schmidt. "You need authenticity. You can get it right or so wrong." That applies to nearly every aspect of the marketing process, "How is our consumer base represented? Is it part of the brief? Reflected in casting, etc? Diversity is a must throughout."

That sums up the opportunity in front of brands, and the inherent risk. Marketing to these communities requires a researchdriven effort. "Our brand clients have been asking to expand their reach into multicultural and diverse audiences as more so-called "niche" communities rapidly become mainstream," said Maria Vilchez Lowrey, Chief Growth Officer, Direct Digital Holdings. "However, it is vital that we understand their distinct nuances in order to reach them authentically and drive sales, as well as long-term loyalty."

"It's not just how we reach them but how we talk to this audience. You need authenticity. You can get it right or so wrong."

Kana Schmidt, Marketing Director, Pain/Cardio, Bayer



Mode Mindset?

Arnetta Whiteside, SVP, Multicultural Consulting, Agency and Brand Readiness, Publicis Media, said that in the traditional marketing world, when it comes to capitalizing on the broad influence of multiculturalism, inertia is a problem that still needs to be solved.

"When we talk about the general market, even given the Census projections over the last 20 years of a multicultural majority, brands sometimes tend to lump all people

"Some marketers are extremely conservative, but we're seeing many of our clients leaning in to better reach diverse audiences and shift that legacy thinking."

Arnetta Whiteside, SVP, Multicultural Consulting, Agency and Brand Readiness, Publicis Media

together by looking at past performance of white consumers," she said.

"The thinking is, 'I need to move my product today. Why would I mess with that?' It's hard to get them to move away from that. Some marketers are extremely conservative, but we're seeing many of our clients leaning in to better reach diverse audiences and shift that legacy thinking."

Uduehi concurred. In her experience, many marketers don't have the necessary methodology and understanding required to act upon the multicultural opportunity - and that requires institutional change. "I don't believe they are going as fast as they should be. They have to think about, 'what does it mean to have a modern marketing division?"

That likely requires hiring more executives from Gen Z and empowering them to make budgeting allocations. "There is a disconnect between decision-makers, "she added. "Their experiences are so different."

Beyond simply bringing in more generational talent, marketers and agencies must wrestle with crafting a media plan that targets multicultural audiences, hits the right mix of social and cultural circles, and influences the general market.

"The lines between plans are more and more blurry," said Schmidt at Bayer. "Years ago, multicultural was a completely different marketing budget. Now everything has to be inclusive."

"We are seeing a shift [towards this thinking]," states Natalie Shyu, Group Director, Digital & Programmatic Strategy at dentsu Media. "I'm seeing progress. Brands are paying attention."

A great example of a successful campaign that resulted from collaboration across groups is the Cheetos Deja Tu Huella platform which launched a few years ago with Spanish-speaking pop star Bad Bunny. "That's a campaign that has led with Hispanic insights," said Michael Roca, Executive Director of ELEVATE, Omnicom Media Group.

But when it comes to looking to penetrate different circles and coordinate targeting, "There is a layer of complexity," Shyu said. "If you have the data you can do it. It's the measurement that's a challenge."

To help meet brands halfway, University of Michigan's Collins advocates for what he calls a "fireworks and campfires" strategy, one that integrates mass communications with customized cultural touchpoints.

He cited movie campaigns, which still pump out trailers to reach the broad market, but then often create unique campaigns aimed at specific influential audiences. "Increasingly, there are campaigns where multicultural insights drive the whole campaign. But more is needed. With Gen Z, it's about how you show up, and where you show up."

Michael Roca, Executive Director of ELEVATE, Omnicom Media Group

"Talking to a smaller fraction of the audience didn't always make a lot of sense for brands," said Collins. "But the impact and influence of network effects can set the force aflame."

"There was a time when brands had a Hispanic budget, a Black budget, etc." said Roca. "Today, it's everybody's responsibility to reach these audiences. Brands and agencies need to make this a business priority, and the siloed approach doesn't work anymore."

He continued by saying, "Increasingly, there are campaigns where multicultural insights drive the whole campaign. But more is needed. With Gen Z, it's about how you show up, and where you show up."





So, What's Next?

Addressing the imbalance between the multicultural influence of Gen Z and the spending behavior of brands is a tricky problem to solve. As evidenced by the aforementioned McDonald's example, it often requires bold, unconventional thinking and deliberate action.

It is critical to understand that there aren't always straightforward marketing routes to drive trends among Gen Z. "Discovery is huge for them. Rather than taking direction from a marketing engine, the commercial environment or brands or employers, they prefer to listen to different voices," said NYU's Serdari. "They get a lot of ideas from peers, and often dismiss authoritative voices."

"Discovery is huge for them. Rather than taking direction from a marketing engine, the commercial environment or brands or employers, they prefer to listen to different voices."

Thomaï Serdari, Clinical Associate Professor of Marketing, New York University's Stern School of Business At OMG, the company has established a dedicated business unit, ELEVATE, which embeds "cultural practitioners" within various teams inside the agency.

The goal is to "upstream the importance of multicultural spending in media, and help uncover those insights and nuances," said Roca. The best way to make that happen is to "ensure this starts from the get-go."

It seems clear that just hoping media and ad strategies will become more equitable isn't enough. Agencies and brands need an intentional approach and vocal leaders to drive change.

That's the thinking behind Prince's team at dentsu Media, which sits across various key groups, including investments and brands strategy. "You need people inside, and you need advocates," he said.

Insights are important. But so are the choices of media vehicles—as Gen Z's set of multicultural groups want to see brands support 'their' media.

"Trusted voices matter," said Prince. "You really need to be able to own your voice and tell your story. Diverse-owned properties that connect with those audiences have the full power to do that."

The Future is Right Now

Clearly, the priority that Gen Z places on multiculturalism and diversity is helping to reshape the attitudes and preferences of the entire marketplace.

"If we don't speak to Gen Z now, we're going to lose out," said Andrea Fischer, Senior Manager, Media Strategy at Bayer. "They are influencing the buying habits of their older generation."

It seems evident that marketers need to home in on what researchers are observing from this audience and take a proactive approach toward changing their tactics. The general market is being reshaped and thus, most marketers need to reshape their own strategies and approach.

"In terms of measuring, we are sometimes doing things our own way," added Fischer. "We're using MMMs for ROI, we're using brand lift from a qualitative standpoint, and we're trying to gauge the impact of multicultural marketing on the brand."

The research is clear. "Inclusive advertising builds trust, loyalty, and purchase intent for this generation," said Microsoft's DePalma. "Combining inclusive advertising with a diverse-owned media buying strategy could really supercharge trust with this group."

In fact, this research dovetails with Direct
Digital Holdings' 2023 report <u>Dollars & DEl:</u>
<u>Multicultural Consumers' Insights on Brands'</u>
<u>Media Buying and Marketing Practice,</u>
which found overwhelming evidence that
multicultural and diverse audiences of all
generations both notice and make brand
decisions based on brands' demonstrated
support of media vehicles targeted to their
individual communities.

"Multicultural is the general market," said dentsu's Prince. "It's a mindset thing, but it's also really about growth. Marketing plans must reflect that dynamic."

Mark Prince, SVP, Head of Economic Empowerment, dentsu Media





The biggest takeaway was that major brands are leaving money on the table when they don't allocate budgets in a more representative fashion.

Now, it seems that brands may be risking not just growth, but their entire business if they don't shift gears. Because consumers overall are already connected with multicultural and diverse people at every level of their lives, and these connections drive their attitudes regarding marketing across the board.

"Those brands who recognize the competitive advantage of being intentional, inclusive and apply the same rigor against underrepresented audiences as they do generally, will drive growth at scale and build a more sustainable and profitable future."

Sheryl Daija, Founder & CEO, BRIDGE

Sheryl Daija, Founder & CEO, BRIDGE, agrees. "We are at an inflection point for brands to remain relevant or disappear into infamy.

Those brands who recognize the competitive advantage of being intentional, inclusive and apply the same rigor against underrepresented audiences as they do generally, will drive growth at scale and build a more sustainable and profitable future."

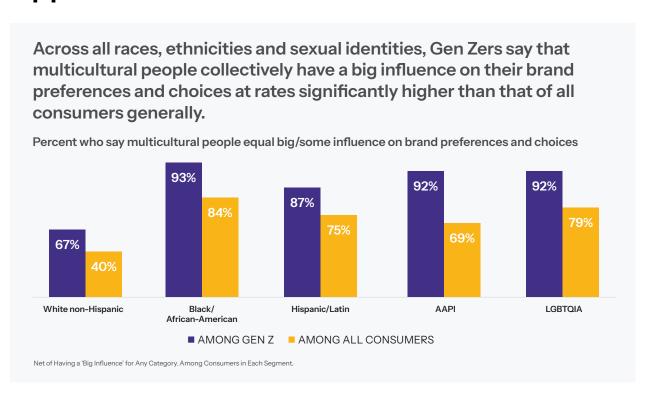
"Multicultural is the general market," said dentsu's Prince. "It's a mindset thing, but it's also really about growth. Marketing plans must reflect that dynamic."

Therefore, as previously mentioned, we're at a tipping point. The level of multicultural and diverse influence has outpaced the population growth. Reaching and connecting with multicultural and diverse people must be the centerpiece of any brand's general market strategy today. Lest they want to miss out tomorrow.

Methodology

This study included quantitative research and analysis conducted by Horowitz Research (www.horowitzresearch.com). A total of 2311 online surveys were conducted November 16-27, 2023. 1,021 general market interviews among 13+ US consumers, plus an oversample of 1,290 Black, Hispanic/Latin, and AAPI consumers. Data have been weighted as needed to ensure results are representative of each of the individual segments and the US population as a whole.

Appendix



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Digital advertising built for everyone.

About Direct Digital Holdings

Direct Digital Holdings (Nasdaq: DRCT), owner of operating companies Colossus SSP, Orange 142 and Huddled Masses, brings state-of-the-art sell- and buy-side advertising platforms together under one umbrella company. Direct Digital Holdings' sell-side platform, Colossus SSP, offers advertisers of all sizes extensive reach within general market and multicultural media properties.

The Company's subsidiaries Huddled Masses and Orange 142 deliver significant ROI for middle market advertisers by providing data-optimized programmatic solutions at scale for businesses in sectors that range from travel to education to energy to healthcare to financial services. Direct Digital Holdings' sell- and buy-side solutions manage on average over 115,000 clients monthly, generating over 326 billion impressions per month across display, CTV, in-app and other media channels.

