# ILLUMINATING THE UNTAPPED ECONOMIC (AND CULTURAL) R.O.J. OF INTENTIONAL INCLUSIVITY. 



WHY WOMEN AND MINORITIES SHOULD BE DRIVING YOUR OUSTONEFR FOCUS IN 2024.


Dos MUNDOs

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## INTRODUCTION

## OPPORTUNITY IN THE MARGINS

In today's marketing landscape, Chief Marketing Officers (CMOs) are operating on reduced budgets while feeling the pressure to do more with each dollar.

According to Gartner's 2023 CMO Spend and Strategy Survey, 71\% of CMOs believe they lack the budget needed to properly execute their marketing strategy. What some CMOs may be missing is that high-impact campaigns can come from a focus shift rather than a budget increase.

The relationship between brands and consumers has evolved over time; however, today's customers have options for every product raising standards and the price of their loyalty. Companies have recognized this shift by implementing more inclusive messaging, campaigns and practices, but many still struggle with doing so in a way that passes buyers' radar for optical allyship. This lack of perceived authenticity is costing brands deeply and shifting resources to addressing this gap creates both immediate and long tail revenue growth for brands.


## In order for inclusive brand

 efforts to reach their potential, companies must focus on marginalized groups not just as consumers but as producers of revenue.- Kana LiVolsi, CEO, Dos Mundos Creative

The relationship between brands and consumers has evolved over time; however, today's customers have options for every product - raising standards and the price of their loyalty. Companies have recognized this shift by implementing more inclusive messaging, campaigns and practices, but many still struggle with doing so in a way that passes buyers' radar for optical allyship. This lack of perceived authenticity is costing brands deeply and shifting resources to addressing this gap creates both immediate and long tail revenue growth for brands.

The modern tech landscape has had a massive impact on women and minorities' lifestyles and spending. In recent years, as more of these marginalized groups become entrepreneurs or attain C-suite positions, there have consistently been steady increases in the financial power and control that they exert on the market.


## OPPORTUNITY SNAPSHOT



## \$7T

by 2025 the minority buying power in the US is expected to reach \$7Trillion

## \$10T

American women control over \$10Trillion in assets


# SUCCESS IS A TWO-PRONGED APPROACH 

In order to fully capitalize on the buying power of these groups, businesses must take a two-pronged) approach - focusing on marginalized groups not just as consumers but as producers of revenue.


As Melinda Gates shared at the Mastercard Inclusive growth summit:
"if we do certain things to really look at this opportunity we have with women, make sure they have a great education, make sure they can plan and space the birth of their children, and then making sure they have networks to get into a great job and mobile money and part of the banking system to save money, you will absolutely accelerate their growth. And guess what? They're going to accelerate your economy."

> Supporting women and minorities in the workforce stabilizes their buying power, providing them even more resources to putback into the economy.

image from Mastercard Summit website

The best way to tap into the buying power of marginalized demographics is to start speak to them, rather than at them.

Diversifying teams as well as target consumer personas is a good place to start. However, in order for efforts to be authentic rather than optical, it's important to dive deep. Brands need to know where these groups started and their current and future impact on the economy - both as consumers and as business leaders.

# THE HISTORY OF INCLUSIVITY in business 

## WORKPLACE BIAS

While the role of the modern woman and has shifted throughout history, there are still unfortunate reminders that gender equity has not been achieved today. Even in the 1980s, when a conscious marketing shift increased female representation in marketing, it was men doing the marketing. Advertisements have consistently represented women in an oversimplified, sexual manner, while leaving out their power and position. This stereotyping and bias is still evident today on every level, according to the 2023 United Nations report, about $90 \%$ of men and $87 \%$ of women still hold internal biases against women. Those figures haven't improved since the 2010s. Many women have chosen to emerge from their role in the home and break through the glass ceiling - but how far do they have to climb before reaching "the top"?

The glass ceiling, coined in the late 1970s describes the invisible factors that create a barrier between underrepresented populations, muted voices, and positions of power. History and organizational structures have consistently demonstrated this underrepresentation.

According to a PEW Research Center Study, racial bias is still a major issue in hiring and performance evaluations, despite DEI efforts. In worker evaluations $56 \%$ of Black Americans and roughly $40 \%$ of both Asian Americans and Hispanic adults surveyed, perceived racial and ethnic bias as a major problem. Women of color are also least represented in positions like managers (12\%), senior managers (9\%), VPs (7\%), and SVPs (5\%).

## Activate Team Collaboration Standards with Internal

Comms and Processes. In addition to having standard
 DEl initiatives, a factor that often falls short is creating an actionable internal communications plan that includes standard practices for facilitating day-to-day team interactions that fuel respect and understanding in the workplace. Giving employees tools to communicate, as well as facilitating conversations around how these processes can improve participation ad buy in. Breed valuable conversations and improve innovation through collaborative and respectful team culture.


# According to a PEW Research Center Study, racial bias is still a major issue in hiring and performance evaluations, despite DEI efforts. 

## THE UNPAID CARE WORK ECONOMY

Recently, the 2023 World Economic Forum described the emergence of a new second glass ceiling that leads to women leaving the workforce early and against their will, usually due to family responsibilities or corporate culture.

Having a child greatly reduces the employment rate for women. This effect is most serious for those with children under the age of 5, who may struggle to find childcare before their children enter school. A report from the American Bar Association found that a mother with 1 child earns a whopping $28 \%$ less over her lifetime than a childless woman. This gap widens on average an additional 3\% for each additional child she has. In contrast, the report states that fathers often experience a "fatherhood premium" where typically men with kids do not experience a drop in earnings and may even earn more.

A major contributor to equity between working men and women is a recognition of the value of unpaid care work. In large part, this is due to responsibilities childcare and care of elderly family members falling on women, with women of color experiencing this in greater proportion and Latina mothers being most likely to live in "childcare deserts" where childcare providers are limited or nonexistent.

Black mothers in the US have the highest labor participation rates. A 2020 study from the US Department of Labor found that $76.0 \%$ of Black moms were in the labor force, versus $71.3 \%$ of white moms, $62.8 \%$ of Hispanic moms and 64.3\% of Asian moms.

## The Challenge of the Pandemic + Motherhood for Women.

Pre-pandemic, the number of women in the workforce was at a record high. In February of 2020, CNN reported, "the labor force participation rate for prime working-age women was $77 \%$ — just shy of the record $77.3 \%$ set during the dot-com era." The pandemic pushed women out of the workforce in large part due to the pressures of remote childcare challenges, and they didn't initially rebound at the same level as men did. By April 2020, women's labor participation rate was down to $73.5 \%$, and it took years to recover.


## PAY AND OPPORTUNITY GAPS

Once women enter the workforce, they must contend with the gender pay gap. Women are more skilled and educated than ever before, yet even in the 59 countries where women are now more educated than men, the average gender income gap remains $39 \%$ in favor of men.

This gap is particularly imbalanced for black women. A recent study by the U.S Department of Labor shows among people that Black women that have received advanced degrees only earn $70 \%$ of their black male counterparts. Even more shocking, these same highlyeducated Black women on average still earn less than white men with only a bachelor's degree.

Single women face significant challenges in building wealth as a result of this disparity. In 2019, the median wealth of an average single woman was $18 \%$ lower than that of an average single man. What isn't noted here, however, is the buying power of these women - their impact and influence to a company or a product's bottom line is significant.

## By empowering marginalized groups in the workforce, companies also put more money in the pockets of their most active customers.

Instead of recognizing their influence, in some cases, corporate culture often fails to accommodate the needs of female workers. Female employees are leaving the top ranks of companies at higher rates than ever before. For every woman at the director level who gets promoted, two female directors are choosing to leave their companies.

## \$26.6B *

Creating systems that support women in menopause could significantly boost the economy.

Time suggests that the US economy loses $\$ 26.6$ billion every year in productivity due to a lack of support for employees managing menopause symptoms.

Women between the ages of 45
and 54 make up $20 \%$ of the female workforce in the US

This is a time at which women are likely to be experiencing career success and achieving leadership roles, but due to health concerns, some drop out of the leadership pipeline.

## NEW CONSUMERS: THE PURCHASING POWER OF MARGINALIZED CUSTOMERS

## MINORITY BUYING POWER.

> After hitting over $\$ 4$ trillion in 2020, the buying power of minorities has continued to rise rapidly.

Historically, by targeting a very specific audience, consumer marketing has been traditionally short sighted - failing to fully grasp the shift in the influence and the buying power of women and minorities.

By electing to focus on one specific group rather than a larger, more diverse one, companies have been leaving money on the table.


In part, this rise is due to growing populations of people of color. According to projections by the US Census Bureau, within the next 25 years, non-Hispanic whites will make up less than $50 \%$ of the US population. Within the last ten years we've seen the first ever decline of the US's white population as growth is driven by people of color. Within the US, $\underline{20 \%}$ of women are multicultural, and as this number rises, the percent of non-multicultural women is on the decline. As multicultural women take up a greater share of the population, their level of education and their incomes are also rising.

## THE RISE OF THE SINGLE LADIES

Single women, across age groups, are an increasingly more influential consumer segment.

According to Wells Fargo, there are more single women in the workforce than ever before controlling significantly more disposable income.

Investing in female consumers also has a longer lifetime return-rate as, statistically speaking, on average, American women outlive men by about 5 years. Today, older married women are increasingly inheriting the future of financial decision-making long after leaving the workforce and shaking things up. Within a year of their spouse's death, $70 \%$ of women shift their business to a new financial institution, making wealthy older women a major potential demographic, especially for financial services brands.

With that longer consumer lifespan opportunity, it's no wonder women's health and quality of life has emerged as another important sector for growth.


## MISSED-CONNECTIONS: CONSUMER EDITION

Though women and minorities have significant buying power, they remain a relatively untapped marketing demographic. As such, they also remain an incredible opportunity.


1 in 3 Black consumers

doubts the intentions of businesses that launch Black History Month campaigns on social media.

As a result
marginalized groups put a high value on being heard-which they express both verbally \& with their wallets.


## CONSCIOUS ADVERTISING DRIVES PROFITS


$57 \%$ of consumers are more loyal to brands that commit to taking action on addressing social inequalities．

Increasingly，consumers as a whole are looking for socially conscious marketing．Consumers think companies need to do more to address social issues， including climate change，economic inequality，and a lack of transparency．In $90 \%$ of ad campaign simulations run by Facebook，campaigns with more diverse representation also had higher ad recall．

## Appealing directly to

 marginalized segments of the population through more expansive representation could build lasting trust and generate new marketing opportunities．$⿻ 丷 木$
## 64\％

64\％of consumers said they took action after seeing an ad that they considered＂diverse or inclusive．＂

90\％
In a study， $90 \%$ of Gen Z respondents say they are more likely to purchase a product if they deem it beneficial to society．


A study by Microsoft found that after viewing an inclusive ad there was an average $23 \%$ rise in purchase intent across demographics（whether the person experiencing the ad was personally represented in it or not）．

In 2019，This data is further supported by a 2019 Google report that showed 64\％of consumers stating that they engaged with ads that they considered＂diverse or inclusive．＂Respondents that were younger or fell into the marginalized category engaged at an even higher rate．To the right is the data from this report further broken down：



# R.O.I. OF WORKPLACE EQUITY 

## DIVERSITY IN LEADERSHIP BENEFITS EVERYONE

Diverse, inclusive companies consistently drive innovation and profits.



Even within the workplace, diversity can have a major impact on revenue. Research by Bank of America indicates that teams with above-average leadership diversity can achieve up to $19 \%$ higher revenue through innovation. In 2019 alone, minority womenowned businesses made $\$ 422$ billion in revenue. Incfile's 2023 statistics on women in business reveal that women-owned businesses currently employ more than 9.4 million workers. In the start-up phase, womenled businesses use two-thirds less capital compared to male-led businesses. The number of women who own businesses is on track to grow, as Millennial women are much more likely to found a startup than female Baby Boomers (a difference of 22\%).

A 2019 S\&P Global report indicates that, in the first two years after female CEOs are appointed, their companies see a $20 \%$ increase in stock price momentum. During the same time period, female CFOs see a $6 \%$ profitability increase combined with $8 \%$ larger stock returns. Gitnux reports that women-led startups have a 35\% higher ROI than startups led by men. Every year, female entrepreneurs in the US generate \$1 trillion in revenue.

It's a proven fact that when women gain greater agency, everyone stands to gain. Once again, that equates to a significant amount of purchasing power and brand engagement.


When it comes to Global GDP, women already contribute $37 \%$.

The World Bank estimates that if gender employment gaps were closed, GDP per capita would be almost $20 \%$ higher in the long run.

## Better Average Return, With Less Budget...



Less Capital Used for success
During the startup phase,
women-led companies use
two-thirds less capital than
male-led companies.

Startups founded by women receive less than half the funding that startups founded by men do, but in a five-year period, women-founded startups generate $10 \%$ more income. (On a personal level, women are more likely than men to take investment risks by backing startups.) A 2020 McKinsey report found that companies in the top quarter for board gender diversity were $25 \%$ more likely to produce above-average profits than bottom-quartile companies were.

## SYSTEMIC CHANGE AND GROWTH CULTURES

Women are more likely to open doorsfor others.

On average, more women secure leadership roles in industries that already. have a large proportion of women. Once in those positions, female CEOs and CFOs foster a culture of diversity, equity, and inclusion (DEI). Firms headed by female CEOs boast twice the market average of female board members. Across the board, women in the workplace are two times more likely than men to spend time on DEI. Women in senior positions are more likely, with a $12 \%$ difference, to directly mentor or sponsor women of color than men are.


Put women in positions of power.米 When it comes to employees, it's clear that women-led businesses not only create profits, but also shift workplace culture.

## ROI OF WOMEN IN POLITICS AND GOVERNMENT

The world is evolving, though change is still slower than it should be, especially with so many technological advances emerging that have the opportunity to reduce the bias gap.

Through education, representation, and inclusion, we can build a more successful world as well as a better business culture.

For countries that have had women leaders in the past decade, changes in social norms related to gender were nearly $3 x$ greater than in countries without. Governments headed by women adopt policies, like better parental leave and labor market reform, that change both the perception and treatment of women in the workforce. Nations that move closer to gender equity tend to be freer and more prosperous for all citizens.

## At the level of government, women leaders take powerful action to change social norms.

However, when women are able to secure positions of power, they still often find that they are judged more harshly than their male counterparts. Though women have made significant progress in workplace leadership, they are still underrepresented and under heard.


Nations that empower women and move closer to gender equitytend to be freer and more prosperous for all citizens.

The US is behind the curve compared to other countries in a similar standing. Other advanced economies are passing laws to set $40 \%$ targets for board positions filled by women. The EU, for example, has mandated that $40 \%$ of nonexecutive director positions must be filled by women by 2026. Despite this push, only $38 \%$ of companies surveyed by the WEF in 2023 had even 30\% of their board positions filled by women. On average, the share of women who serve as heads of government has remained around 10\% since 1995. In the labor market at large, women occupy less than a third of managerial positions.


# TECHNOLOGY'S IMPACT ON SOCIAL EQUITY AND THE FUTURE ECONOMY 

 of family finances, mobile banking has massively increased women's spending power.

## TECH THAT SPEEDS UP EQUITY



As women and minorities have increasingly gained influence in the economy, their careers continue to be both advanced and restricted by technology. In the post-COVID work from home (WFH) landscape, telecommuting became a fixture of many workplaces. A new emphasis on WFH technology made it easier for women to work flexible hours and adapt corporate culture to fit their needs. In addition to better hours for child drop-offs and pick-ups, some workplaces provided on-site childcare. COVID labor shortages also lifted wages, especially for low-paying jobs, raising the incomes of some working women.

Melinda Gates noted at the Mastercard Inclusive Growth Summit that, "In the last 10 years, women have grown from [...] 28\% of women having a mobile digital bank account to 78\%." Mobile banking has steadily improved women's agency in the marketplace. When it comes to shopping, women spend $8 \%$ more of their time shopping online than men do. Shifting technologies have not only allowed women more power in the workplace, but also at home and in their market participation.

## SUPPORTING FEM-TECH INCREASES PROFITS

## Developing technologies that meet women's needsare poised to benefit from more active female consumers.

As the power women exert as consumers continues to grow, exciting opportunities for investment open upand not just investment in female-founded companies.

Though women may be taking on more professional responsibilities, they are still forced to juggle a disproportionate share of caregiving responsibilities at home. Technologies that make care more accessible and affordable, especially as the US is hit by a flood of aging patients, stand to take advantage of a major market opportunity.


The caregiving subsidy company Mirza, for example, works with employers to provide financial assistance to employees with children. By making childcare more accessible and affordable, these companies are able to decrease childcare-related absences and increase productivity. Women are becoming the most highly educated segment of the workforce, and making care work easier is an important way of ensuring workplaces work for them.

In healthcare, a category known as "femtech" reached $\$ 16$ billion in investment as of Q3 2022. Healthcare companies including Kindbody and Gameto have profited by adapting user experiences for women while modernizing women's health. In a post-Roe world, women's health is an active area of technological innovation. "Femtech" is estimated to be a \$1.2 trillion industry by 2027. Not only do new advances in tech pave the way for a greater number of women to enter the workforce, these technologies are also exciting opportunities for investment.

## Al'S POTENTIAL IMPACT

That said, new technologies are also poised to disrupt minorities' and women's participation in the workforce. Research from the University of North Carolina's Kenan-Flagler Business School suggests that while about 58\% of working men could see their jobs disrupted by artificial intelligence (AI), that figure rises to nearly 80\% for working women.

The impact of Al on hiring practices has been met with mixed reviews. In a PEW survey about 53\% of respondents that see racial and ethnic bias as a problem in the workplace expressed a belief that AI could promote meritocracy in the hiring_process, while others expressed concerns that AI would only further ingrain the bias of the programmer - with $13 \%$ saying bias would get worse and $32 \%$ predicting it would stay about the same.

As AI continues to rapidly evolve, only time will tell if the technology will be corrected or continue to default to the harmful stereotypes of women and minorities.


# MARKET GROWTH AND PREDICTIONS 

Post-pandemic, women in the workforce are having a historic bounce-back, and they aren't the only marginalized group with increasing buying power. In May of 2023, "the labor force participation rate for 25to 54 -year-old women set a fresh high of $77.6 \%$, ticking up from the previous record of $77.5 \%$ set the month before." It's clear that the pandemic "shecession" is in the rearview mirror as women return to historic labor market gains. Additionally, nevermarried single women's proportion of the workforce has increased three times faster than the overall workforce over the last decade. Women's participation in the workforce is on the rise once again, and this means that women's buying power will continue to increase.

As more women enter the workforce, more women are creating jobs. Since the beginning of the pandemic, women are starting their own businesses in record numbers. Many women cite a desire for financial stability and a need for flexible hours as factors in their decisions to start businesses. Before the pandemic, only $29 \%$ of entrepreneurs were women. In 2022, $47 \%$ of all US entrepreneurs starting businesses were women. Gen $X$ women make up $68.9 \%$ of all women business owners. With business ownership by women on the rise and younger generations (like Millennials, who account for $10.7 \%$ of business-owning women) beginning to access entrepreneurship, we can expect an ongoing increase in entrepreneurship by women.

If women started new businesses at the same rate men do and scaled them accordingly, economic gains could total $\$ 6$ trillion.

The effects of gender discrimination, especially in the workforce, harm our economy.

When it comes to Global GDP, women already contribute $37 \%$.

The World Bank estimates that if gender employment gaps were closed, GDP per capita would be almost $20 \%$ higher in the long run.

In 2020, the buying power of US minority groups was $\$ 4.2$ trillion dollars. By 2025, that figure is projected to reach $\$ 7$ trillion. American women alone currently control over $\$ 10$ trillion in assets. Over the next decade, that amount is expected to triple, as gains in workforce participation, education, and wages continue to enrich women.


重
Intentional Inclusivity is a "Low-Hanging Fruit" Path to New Revenue.


CONCLUSION

## INVESTING IN INCLUSIVITY FOR SHORT-TERM PROFITS \& TO FUTURE-PROOF YOUR BRAND STRATEGY.

# With a rapidly changing economy, technologies and government leadership in 2024, organizations can no longer afford to leave brand value or money on the table. 

90\% of customers are
Throughout the history of brands and business, organizations have focused the perspective and needs of a narrow consumer segment, which, in many cases, has limited their innovation and revenue opportunities.

By unknowingly misrepresenting and undervaluing the influence of marginalized groups, many companies have not fully tapped into their ever-increasing buying power - in turn, negatively impacting the bottom line.

According to Gartner, while $75 \%$ of CMOs feel pressured to drive more profitable growth with reduced marketing budgets, $86 \%$ recognize that it will take major strategy changes to achieve sustainable growth. In order to make the most of their budgets, CMOs that are future-focused need to recognize that ignoring "muted voices" also ignores their growing buying power. CMOs can make their dollars go further by marketing to underserved populations, who will be more responsive to marketing that targets them directly.

Consistently showing up and using the brand's influence to champion values that resonate with consumers in a meaningful way is a strong path to trust and new revenue. Consumers that believe that a brand shares their values are $64 \%$ more inclined to create a trusting relationship with that brand. Which is vital for success, as $83 \%$ of customers say that they must be able to trust a brand in order to purchase from the company. Customers increasingly want to know about an organizations' overall mission and motivations with $30 \%$ of those customers citing corporate responsibility as what incites them to trust a brand. Overall, $82 \%$ of customers prefer to buy from brands that they believe share their values. Increasingly, organizations must engage their audiences on the issues that matter to them in an authentic way, including getting involved in activism.

By taking a two-pronged approach and shifting their marketing practices and investments to be more inclusive, brands set themselves up for long term success and consumer engagement.

[^0]Today's consumer-brand ecosystem has evolved to a point where investing in meaningful change, is far less costly than staying the course. It's no longer enough to simply maintain the status quo: future-proofing only happens by stepping out of the past and inviting new perspectives to help guide the evolution of the process.
$\mathrm{D}_{\mathrm{O}} \mathrm{S}$ MUNDOS
ABOUT DOS MUNDOS CREATIVE


## Dos Mundos Creative is an

 award-winning Brand Consultancy and Creative Studio, focused on World-Building campaigns for Fortune 500 and industry disruptors.Through inclusive storytelling and actionable creative strategies, Dos Mundos helps clients achieve high-value growth by finding new ways for them to be relevant and connect with consumers.

Dos Mundos creates customized sustainable team systems and future proof programs that fit each client's individual needs.


[^0]:    What can CMOs do to kickstart creative campaigns and inclusive systems that take advantage of untapped buying power?

    To start: (1) comb through your data with a fine tooth comb looking at which campaigns have performed well with which audiences and why (2) re-evaluate your personas and brand pillars - confirm that they apply to your customers today (3) communicate with your audience directly - conduct polls and surveys to get a feel for which societal issues are most important to your target audience and what actions they want to see from your brand (4) bring in leadership and experts from marginalized groups as decision-makers.

    This can help avoid marketing blunders and reputation mishaps, while at the same time inspiring new campaigns that are more in line with what consumers want to see. However, this must be done in a in a way that aligns authentically with your brand. Make the customer the center of your efforts - listen to feedback, and act on it.

