BRIDGING THE DIVERSITY DISCONNECT: CHARTING MORE INCLUSIVE PATHWAYS TO GROWTH

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THE ANA
EDUCATIONAL
FOUNDATION

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BRIDGING THE DIVERSITY DISCONNECT: CHARTING MORE INCLUSIVE PATHWAYS TO GROWTH

OVERVIEW

In 2017, the study "Bridging the Talent Disconnect: Charting Pathways to Future Growth" identified significant structural disconnects between academia and industry. This year's study uncovered the same structural disconnects when analyzing this issue through a diversity lens, specifically racial diversity. Industry and academia universally agree on the importance of diversity and inclusion. In fact, there have been significant resources poured into the recruitment and retention of diverse talent, with key benefits:

Drives Business Results:

"Contrary to what some may think, focusing on diversity and inclusion doesn't come at the sacrifice of driving business — at NBCUniversal, we know that it enhances and improves our results."

— CRAIG ROBINSON,
EVP and Chief Diversity Officer
at NBCUniversal

Elevates Performance Standards:

"When we talk about diversity in the workforce, there is often an untrue expectation or myth that somehow implies there is a lowering of standards. The opposite is actually true — diversity raises standards and expectations on the job. For example, when we're selecting new hires, our metrics don't change. If you blind a slate of candidates, you can't discern any kind of demographic or ethnic group across the pool of talent that comes in."

— WILLIAM GIPSON,
President, End-to-End Packaging Transformation
and Chief Diversity Officer at Procter & Gamble

Improves Team Dynamics:

"I find tremendous benefits when I have a diverse staff. It's extremely helpful to get direct understanding of specific nuances across a multicultural audience. I am one of the first to notice if I join a team that is not diverse. If I am in charge of that team, I try to solve for that immediately, whether that be greater racial or gender diversity. It makes for our strongest work when we have different cultural backgrounds and combine them to create something great."

— TRACY CHAVEZ,
SVP at Starcom

Increases Organizational Agility:

"Today, decision-making is complex given the amount of information that comes at us at lightning speed. The world requires us to operate as a collective organization to see around corners. The teams who are best prepared for this dynamic world have diverse backgrounds, which allows them to have a collective view of the future. If you are trying to see around the corner, and you're looking with just one perspective, it takes you to only one place. When we have a multitude of perspectives and debate, we are able to pressure-test our assumptions. We succeed because we come up with three to five different options. As a team, we can then identify what is the best option versus a myopic course of action."

— ROBERT SUNDY,
Senior Director, Brand and Marketing
at Whirlpool

Creates Better Strategy:

"Diversity, inclusion, and equity have to be thought of as transforming attitudes and beliefs of individuals. But they must be seen as imperative to the corporate advantage. This goes to our rationale for why we are committed to diversity, equity, and inclusion. It's not just a morally correct argument. For us to be the most effective institution of higher education we can be, we have to have as many different perspectives as possible. For us to be the very best, we need more perspectives around the table — perspectives that are based on experiences and social identities they hold, whether that be race, gender, social class, age, ability, or military status. We see having those diverse perspectives as being critical to being the very best, and we embed that in our strategy."

— ROBERT M. SELLERS,
Vice Provost for Equity and Inclusion,
Chief Diversity Officer, and the Charles D. Moody
Collegiate Professor of Psychology and Education
at the University of Michigan

STILL A TRUE DISCONNECT WHEN TALKING TO DIVERSE TALENT

However, when interviewed by the research firm Egg Strategy, this diverse talent acknowledged that breaking into the industry and then staying there was incredibly hard. The research identified several factors:

- **Management Disconnect:** While new hires can appreciate their managers for their industry experience, the relationship is still not optimal. Several new hires admit that they feel like their manager can't relate to the challenges they face

as it relates to diversity, and they often don't trust them to share these experiences or perspectives for fear of "causing trouble" and retaliation (e.g., delayed promotion). This also exposes how a lack of people of color in senior leadership positions signals there are no other alternatives for mentorship and support from a likeminded individual in their current work environments.

- **Microaggressions:** While some new hires could name them as microaggressions, others described similar experiences even though they didn't have the word. The microaggressions, even when unintentional, are internalized as insults to these individuals, their culture, and their intelligence. Coworkers engaging in behaviors that are offensive, even on a minute level, leave that person feeling uncomfortable, disrespected, and helpless, at this point in their careers, to address such behavior.

- **Cultural Illiteracy:** Cultural acceptance has a varied history in the United States. But just because we aren't living in the past doesn't mean that some of the mannerisms of yesterday don't still exist in new forms today. Without true cultural understanding, many minority new hires feel like they are constantly on edge, trying to make sure they don't inadvertently cross the line, but also making sure that the stereotypes of the past aren't assigned to them. The other side of cultural literacy is understanding how and why someone engages and interacts the way they do based on ethnic cultural norms and creating an environment that is opening and accepting of this different way of working and interacting.

- **Workplace Integration Dissonance:** New hires often don't feel comfortable starting a conversation

around diversity due to the risk of losing their jobs. When organic cultural conversations happen, new hires carefully pick and choose their battles, mostly opting not to engage to avoid conflict and not to be heard as the lone voice of the people in the room. More importantly, they realize that no one has prepared them to have these conversations in the workplace, or prepared them for the culture shock they've experienced in the workplace.

HOLDING THE INDUSTRY TO A HIGHER LEVEL OF RESPONSIBILITY WHEN THINGS GO WRONG

Many brands, such as H&M[1], have suffered major press setbacks when releasing certain ad campaigns. Not only are these missteps being captured by the press, they are also being discussed in the classroom. "We focus every week on current events. These campaigns have been at the front of the discussion," said Keith Niedermeier, director of the undergraduate marketing program and an adjunct professor of marketing at the Wharton School, University of Pennsylvania.

The marketing and advertising industry creates communication that guides, shapes, and at its very best positively drives culture and society. Advertising is privileged communication that wields considerable power in society, which Sut Jully, a professor of communications at University at Massachusetts Amherst, has shown in his research[2]. Only a handful of people create this form of communication, particularly when it is a television commercial. The ratio between who creates the ad (very few) and those who see that ad (millions of consumers) is lopsided. That small group at the creative table influences culture and society with their own biases.

1. "H&M Faced Backlash Over Its Monkey Sweatshirt," *Washington Post* (January 2018).
2. "Advertising as Privileged Discourse," *Simon Fraser University* (March 2005).

The industry must always recognize that it has a responsibility to culture and society. Companies place significant rigor on evaluating the return on investment of media. Similarly, companies should — but often don't — place a similar level of rigor on who the talent is when producing that creative. Lack of diversity in the group in all likelihood diminishes the potential richness of that communication, and future communication, because it doesn't consider more inputs into the development of that creative content.

It is important to have diversity in the creative process and have a culture that allows for all perspectives to be heard. Holding the marketing and advertising industry accountable for a positive contribution to cultural discourse forces individuals to look beyond themselves and their companies to the impact they are making in society today. This is a perspective that the ANA embraces, as its mission statement reflects growth for the individual, for the company, and for the industry.

"We are often caught in the short-term goals because of sales, traffic and profit pressure, and those pressures are real," said John Dillon, SVP and CMO at Denny's. "At the same time, I think we have even more opportunities as CMOs about how we embrace the responsibility to elevate to more aggressively affect society and culture. Consumers are now willing to believe that brands can have hearts and that brands can do good. I see that as part of our expanded role as marketers, where we owe it to the consumers to rise to the occasion that consumers have empowered for us to give back to society."

FIGURE 1

BREAKDOWN OF RACIAL DIVERSITY OF ANA MEMBERSHIP OVERALL AND OF CMOS IN PARTICULAR
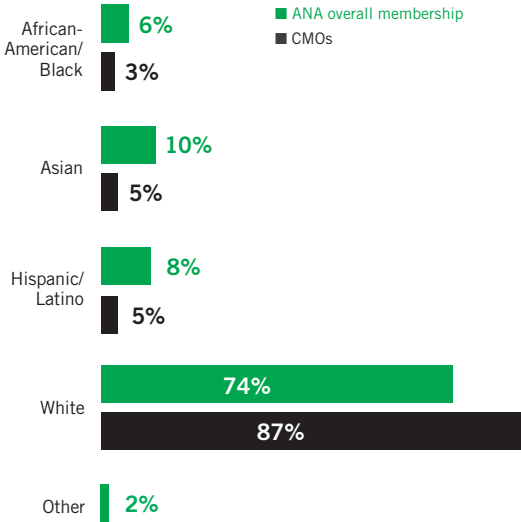

- ANA overall membership
- CMOs

	ANA overall membership	CMOs
African-American/Black	6%	3%
Asian	10%	5%
Hispanic/Latino	8%	5%
White	74%	87%
Other	2%	

FIGURE 2

RACIAL DIVERSITY BREAKDOWN OF 17 ANA MEMBER ORGANIZATIONS BY LEVEL

	Total	Senior Level	Mid Level/ Upper End	Mid Level/ Lower End	Entry-Level Professional	Admin/Clerical/Support
African-American/Black	7%	4%	5%	6%	9%	9%
Asian	11%	9%	12%	11%	10%	7%
Hispanic/Latino	7%	9%	7%	7%	7%	10%
White (Non-Hispanic)	69%	72%	68%	70%	68%	68%
Multi-racial	2%	1%	2%	2%	2%	3%
Other/ Not Listed	4%	5%	6%	4%	4%	3%

THE STATE OF DIVERSITY IN MARKETING ORGANIZATIONS

There has been significant effort by companies such as Hewlett-Packard[3] and Verizon[4] to work with their agency partners to ensure diversity on the teams when executing campaigns. At a broader industry level, Figure 1 and Figure 2 show the diversity numbers of the ANA's membership base and a breakdown of selective companies.

BUT WHAT IS THE RIGHT NUMBER?

Bob Liodice, CEO at the ANA (Association of National Advertisers), spoke to this issue. "What is the right number? Let's have the conversation about it. If we agree to 50 percent more diversity, is that the right number? Does it give me the optimal performance for growth? It's hard to tell." There is a universal sense that the numbers need to be better, but there is no consensus within the industry — or in most companies — what those target numbers are to maximize business growth.

3. "HP Reports Marketing Agency Diversity Scorecard Results," HP (October 2018)..
4. "We Need a Game-Changer for Diversity: Rigorous Measurement," *Ad Age* (December 2017).

Not being able to see the numbers or have the right forum to discuss these kinds of numbers minimizes the amount of progress we make as an industry. We will all have diversity and inclusion discussions at our respective companies, but the action is happening in isolated pockets instead of a cohesive group.

Sharing those numbers is one opportunity. Creating the right forum to share them is another. Working together as an industry is the true test of how we can make progress on diversity and inclusion. "Diversity is not something that we should compete with other companies on, but something we as a business community should embrace together, to raise us all up," said William Gipson, president, end-to-end packaging transformation and chief diversity officer at Procter & Gamble. Chris Macdonald, global president of advertising at McCann Worldgroup, added, "We know that diversity is an imperative for all of us, but has to be driven by actions. This study helps us focus and realize that we have to collaborate as an industry and with academia to find new ways to drive actions to address this issue now."

Dillon said, "I think it's safe to say no one in isolation has all the answers on how best to advance diversity and inclusion. It's frankly not a new industry challenge, but the good news is that as an industry and as companies, we all seem to be more aggressively focused on it in various ways. My belief is we all need to just be a little more vulnerable and realize that we are in this together, and need to share and learn more from each other. Until we really put some collective thought together in a different way, we won't make the progress that we all want to make. With accelerated cooperation comes accelerated progress."

RECASTING THE DIVERSITY "ISSUE" TO FOCUS ON INCLUSION

There is a popular saying: "Diversity is being welcomed to the party. Inclusion is being asked to dance." But who is actually inviting people to this party? Are they inviting everyone to it? Or is only those who look like the inviters who can come to this party? Being inclusive is being intentional about who actually gets invited. That intention then carries over to who is at the party and how people can enjoy that party. Those who are dancing will not just be invited to dance. Those who are dancing feel welcomed to the party and are free to be themselves when they dance. They don't need the invitation to dance. They already have permission to dance because they were invited to the party — and deserved to be there.

In a similar vein, the industry has focused on addressing the diversity issue, which is the right issue to focus on — but we have taken the wrong approach. The very phrase "diversity and inclusion" suggests that diversity comes first and inclusion comes next. But diversity is the outcome of being inclusive in all circumstances. Focusing on the result first instead of the process to get there fixates our efforts on the output instead of all of the inputs required to produce the output. Inclusiveness is the key to guide our efforts. We need to put inclusion at the heart of any diversity discussion and trust that true inclusiveness will drive better diversity outcomes.

Susan Stith, VP of diversity, inclusion, and corporate giving at Express Scripts, said, "I don't think it's difficult to talk about diversity. I think it's difficult to talk about inclusion. The goal is to be more inclusive. There is a quote that I like: 'History has shown that diversity for its own sake isn't the surest path to inclusion. Inclusion, however, is the surest path to diversity.' "

THE PATH TO INCLUSIVENESS: THE INCLUSIVENESS IMPERATIVE FOR LEADERS

Val DiFebo, CEO at Deutsch New York, stated, "You can have all the diversity in the world in your offices, but if we are not encouraging inclusion — which is giving people a voice and giving power to people who have those diverse backgrounds and points of view — then there is no point in having that diversity. If these individuals don't feel the security to express their ideas and think other people are listening to them, then I think we've failed at diversity and inclusion. I believe inclusion is really the more important piece because it makes people feel like they can bring ideas to the table that aren't necessarily the norm."

Marla Kaplowitz, president of and CEO at the 4A's, added, "We have done a lot on the diversity side, but we have more progress to make on the inclusion front. We are bringing many young diverse students through our MAIP program, but we are not getting them to higher levels where they assume leadership positions to help the next generation and shift the agency culture and work." Inclusion is about everyone. DK Bartley, SVP and head of diversity and inclusion at Dentsu Aegis, explained, "It is the responsibility of everyone, not just a few."

ANA CMO MASTERS CIRCLE: INCLUSIVE EFFORTS UNDERWAY

Growth is the primary responsibility that CMOs have for their organizations.

However, data shows that many organizations are not growing, despite spending billions of dollars for their products and services. In fact, more than half of the Fortune 500 is not growing.[5] To reverse this trend, the ANA formed the Masters Circle, a community of chief marketing officers who have organized around

5. "CMO Agenda: Driving Growth," Association of National Advertisers (February 2018).
6. "A Leadership Agenda for Driving Growth," ANA CMO Masters Circle (2018).

12 key common areas to drive growth for their brands and for the industry.[6] As seen in Figure 3, there are several areas that have been very intentional about driving inclusiveness.

CMO MASTERS CIRCLE: INCLUSIVENESS IN ACTION TO DRIVE DIVERSITY LOCALLY

The CMO Masters Circle hosts roundtables across the country around one of the 12 growth areas. On June 27, 2018, Meredith Verdone, CMO at Bank of America, hosted a roundtable discussion with marketing peers, agency leaders, and the academic community about recruiting and retaining diverse talent. This was a unique gathering and a signal to the industry of the need to work collaboratively across the different constituencies — marketer, agency, and academia — to discuss diversity challenges and create a movement to help drive similar discussions in other markets.

Introducing the session, Verdone said, "I feel very fortunate to work at a company that is committed to creating an inclusive environment for all employees, which starts at the top with our chief executive officer. What we do is very intentional both from a recruiting and a retention standpoint. Each market, including Boston, has its own unique challenges when it comes to a diversity pipeline. I hope we can work together to address this issue as partners and members of the greater Boston community."

Some companies and agencies at the session agreed that they struggled to recruit diverse talent. There was a clear need for the community to work together to help raise the profile of Boston and the New England area as an attractive destination for diverse talent.

FIGURE 3

OVERVIEW OF ANA GROWTH INITIATIVES THAT ARE DRIVING INCLUSIVENESS

KEY GROWTH PILLAR	TALENT	GENDER	DIVERSITY AND INCLUSION
Key Organizational Driver	ANA Educational Foundation (AEF)	#SeeHer	Alliance for Inclusive and Multicultural Marketing (AIMM)
Key Initiative	Pathways 2020	Gender Equality Measurement Score	Cultural Intelligence Measurement Score
Key Objective	Drive greater connectivity between academia, industry, and students through scorecard: • 1,000 Students Immersed • 1,000 Professors Inspired • 1,000 Executives Activated	Increase percentage of accurate portrayals of women and girls in U.S. advertising and media by 20 percent by 2020	Create a powerful voice that elevates multicultural and inclusive marketing to promote business growth in an increasingly diverse marketplace
Core Constituencies	• Marketers • Agencies • Publishers • Universities • Students and New Hires	• Media Executives • Media Agencies • Content Creators • Researchers • Networks	• Chief Marketing Officers • Marketing Executives • Multicultural Agencies • General Market Agencies • Media and Research Companies

THE PLEDGE

Verdone has called on the Boston marketing and agency community to join her in bringing diverse talent into the industry. One way to support this effort is through the Marketing and Advertising Education (MADE) Internship program, which was developed by the ANA's Educational Foundation. This program has diversity as part of its mission.

NEXT STEPS

In taking this pledge, the Boston marketing and advertising industry is organizing itself to make a true impact on its community. This initial step can help drive collaboration in the future, which the CMO Masters Circle hopes that other cities can model. Other action items that are being planned in the next year:

• **Orchestrate a Diversity Roundtable at an Academic Institution in Boston:** Diversity is a topic that affects both industry and academia. The AEF will host a diversity roundtable of executives representing agencies, marketers, and academia, where the main audience is students. The goal is to expose students to the cross-collaborative efforts between different stakeholders that signal a welcoming and inclusive environment for them to consider marketing as a career path.

• **Organize Events for 2019 MADE Class in New England:** The organizing companies will plan at least two social events for the 2019 MADE class to get together with executives, managers, and mentors to help build the social bonds with this cohort.

• **Host Another Masters Circle Roundtable in 2019:** The CMO Masters Circle and the AEF will plan another leadership session to bring together executives in the marketing, advertising, and academic communities. We will gauge progress on the pledge and discuss further items the industry wants to focus on to drive change in their community.

UNIFIED MOVEMENT: TALENT FORWARD ALLIANCE

Talent is multidimensional. Talent is an African-American male chief marketing officer at a major consumer products company who volunteers at a soup kitchen. Talent is a Hispanic female account executive who just got promoted to lead the biggest account for her agency and loves to fix cars. Talent is a white Caucasian male who runs programmatic media for a major publisher and does stand-up comedy. Talent is an Asian-American female creative director who loves hip-hop music and identifies with the LGBTQ community. The marketing and advertising industry is a business based on the ideas that this spectrum of talent generates and puts into practice.

The ANA Educational Foundation (AEF) focuses on building the bridge between academia and industry to inspire our next generation of marketing and advertising leaders. It takes an inclusive approach to building this bridge, working with professors, deans and career counselors across academia and collaborating with agency heads, marketing executives, line managers and HR teams across industry.

While the AEF focuses on entry level talent, the need to build and nurture talent extends across every level of the organization. To address that need holistically, the ANA created the Talent Forward Alliance (TFA) — a movement committed to inspiring and accelerating the development of exceptional talent to drive growth for the industry. The ANA is inviting all the players in the industry (marketers, agencies, publishers, academia, other associations) and all the functions that touch talent development (HR, marketing capabilities, line managers, training and development, diversity and inclusion executives) to come together to join this movement. The Alliance is intentionally inclusive to involve all parties to attract the best, most diverse talent to the industry and keep them engaged through their careers.
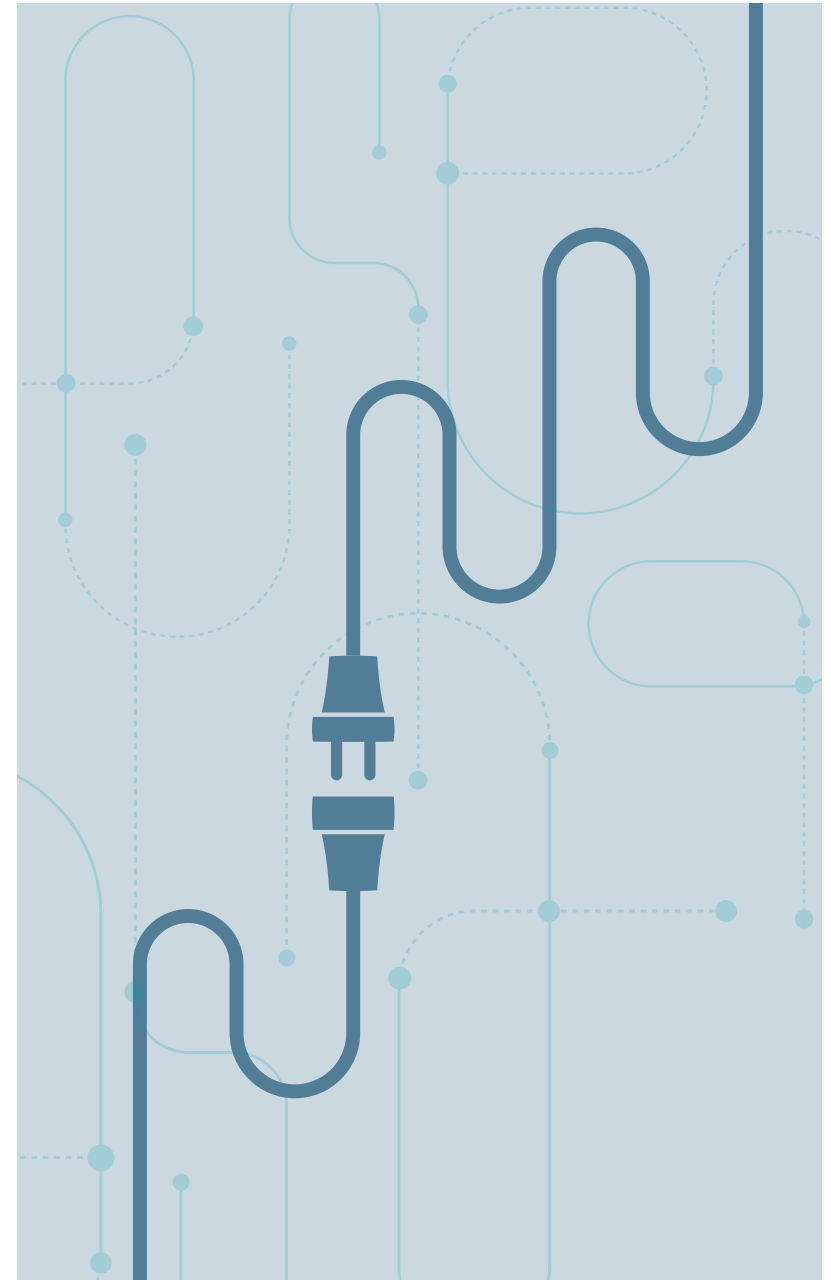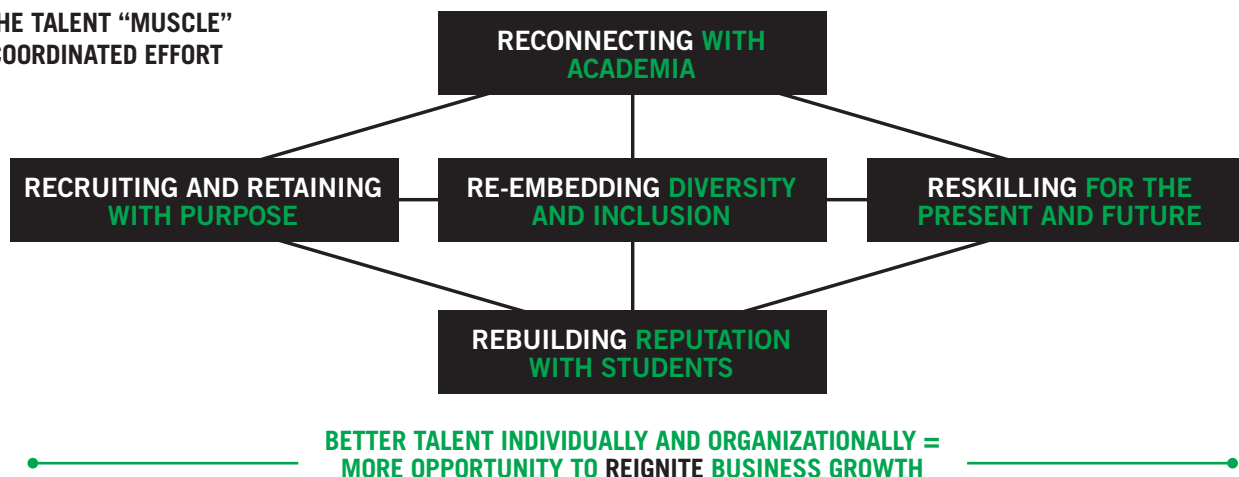
FIGURE 4

FRAMEWORK FOR ORGANIZING TALENT FORWARD ALLIANCE

	REBUILDING REPUTATION STUDENTS	RECONNECTING WITH ACADEMIA	RECRUITING & RETAINING WITH PURPOSE	RESKILLING FOR THE PRESENT AND FUTURE
Objective	Create greater relevancy of the marketing and advertising industry with students	Build greater and deeper connectivity between academia and industry	Leveraging a marketing-driven approach to recruiting and retaining talent	Build the right marketing capabilities to drive growth for our organizations
Key Opportunity	How do we market marketing?	How do we certify for the right set of marketing and advertising skill sets?	How can we develop inclusive practices that we can standardize and measure across the industry?	What kinds of skills do we need today and tomorrow to drive growth for our organizations?
Functional Participation	• Marketing • Agencies • Associations • Professors • Deans • Students • New Hires	• Marketing • Agencies • Associations • Professors • Deans • Career Counselors	• Marketing • HR Leads • Agency Talent Acquisition • Associations • Chief Diversity Officer	• Marketing Capabilities • HR Leads • Agency Talent Acquisition • Associations • Chief Diversity Officer

DIVERSITY & INCLUSION CUTS ACROSS ALL AREAS

FIGURE 5

BUILDING THE TALENT "MUSCLE" REQUIRES COORDINATED EFFORT

BETTER TALENT INDIVIDUALLY AND ORGANIZATIONALLY = MORE OPPORTUNITY TO REIGNITE BUSINESS GROWTH

TFA STRUCTURE AND APPROACH

Figure 4 shows the committee structure that the TFA is leveraging to drive inclusiveness across different companies and different functions.

Talent is like a muscle: If not exercised, it atrophies. But exercising only one muscle creates a disproportional impact on the body. Similarly, focusing on just one part of the talent equation, such as entry-level, neglects other parts of the organization. There must be balance across all parts of talent development, from new hires to the most senior perspectives. As seen in Figure 5, this all must be coordinated together in an inclusive way.

In 2019, the TFA will continue to:

1. Meet quarterly to share best practices and define the talent inputs most valuable to the industry.
2. Drive talent accountability through the CMO Masters Circle.
3. Host a Talent Forward Alliance summit in the Spring 2020 to share its progress.

MEASURING OUTCOMES: INCLUSIVENESS INDEX

The #SeeHer Gender Equality and Measurement (GEM) Score and the AIMM Multicultural Marketing and Measurement (MMM) Score are external measurement scores to evaluate gender and racial equity in advertising. These evaluation scores measure the creative output of what the talent produces. The TFA proposes to create an inclusiveness index that measures the level of inclusiveness that marketing organizations and agencies demonstrate internally.

The key principles behind the inclusiveness index:

- *Inclusiveness includes all organizations.*
  - o Marketers
  - o Agencies
  - o Publishers

- *Inclusiveness includes all functions involved with the talent who touch the development of marketing communications.*
  - o Marketing team
  - o Agency team
  - o Diversity executives
  - o HR executives

- *Inclusiveness includes industry engagement with academia.*
  - o Perspective from professors
  - o Perspective from deans
  - o Perspective from students

As we build this inclusiveness index, we will solicit feedback from the industry community to help shape this methodology and eventual widespread adoption. The goal is to demonstrate that a more inclusive organization is better at driving growth than one that is less or non-inclusive.

CONCLUSION

This study identified the unique issues that diversity stakeholders face from the perspectives of academia, industry and emerging talent. What the study uncovered was a fundamental disconnect between the resources being invested in diversity initiatives and the lack of belonging which diverse students and new hires felt in their respective environments. There have been many admirable initiatives to try to solve how we can improve the mix and quality of diverse talent in the industry. However, the industry has focused too narrowly on improving diversity numbers and scorecards.

Instead the focus must now shift to how we can be more inclusive as an industry, both to attract and retain outstanding diverse talent. Greater inclusivity is the key to improving diversity, and it has been demonstrated more diverse teams drive business growth. Inclusivity also signals to our next generation of talent that their voices truly matter, that they belong in the marketing and advertising industry, and that their talent is sorely needed.
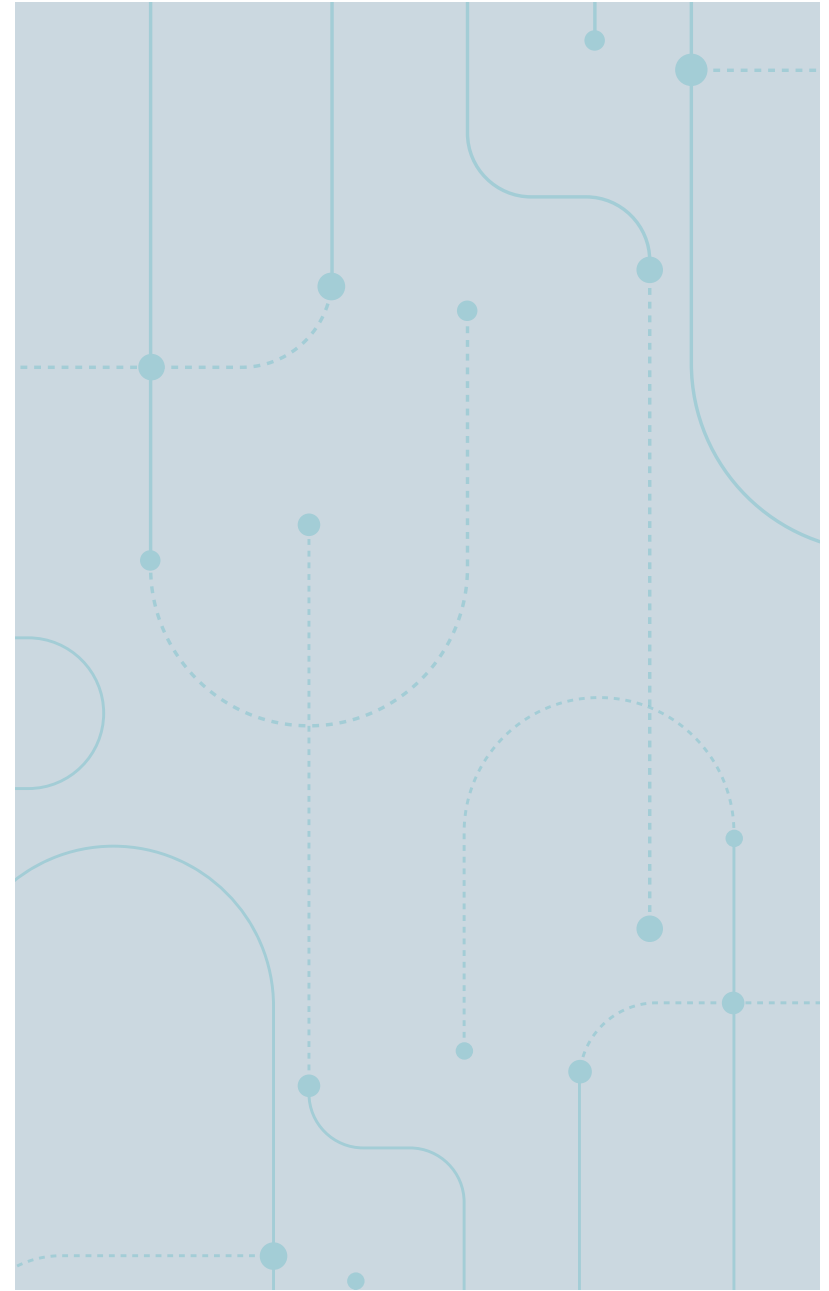
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I.
CONTEXT:
SETTING
THE STAGE

Growth is the primary responsibility that chief marketing officers (CMOs) have for their organizations. However, data shows that many organizations are not growing, despite spending billions of dollars to attract attention for their products and services. In fact, more than half of the Fortune 500 is not growing.[1] To reverse this trend, the Association of National Advertisers (ANA) formed the Masters Circle, a community of chief marketing officers who have organized around 12 key common areas to drive growth for their brands and for the industry.[2] One of those critical areas that will drive growth is attracting and retaining the highest-quality, most diverse talent. However, research shows that the industry is not doing all that it can to acquire and retain this talent.

STUDY BACKGROUND
The ANA's Educational Foundation (AEF) serves as the bridge between academia and industry to inspire and educate the next generation of talent. The AEF published a study in fall 2017 called *Bridging the Talent Disconnect: Charting the Pathways to Future Growth*. The study surveyed three key stakeholders:
- **Industry:** Comprising CEOs of agencies, chief marketing officers, chief talent and human resource officers, and line managers
- **Academia:** Comprising deans, professors, and career counselors
- **Talent:** Comprising college students and new hires
    It was the first study that captured the perspectives of all three stakeholders, and it identified many reasons why the talent pipeline into the industry is

not as robust as it has the potential to be. The one common solution that all stakeholders agreed on was the role that internships played in entering the industry. Even internships have their own disconnects, whether that be the variable quality in experience or the often privileged access to securing this role.[3]

This was why the AEF started a national internship program called the Marketing and Advertising Education (MADE) leadership development program, which attempted to standardize the attributes of what makes a successful entry-level candidate — both to hit the ground running and to have the potential to lead in the future. More detail behind the program results can be found later on in this study.

2018 STUDY FOCUS
The initial study acknowledged diversity (specifically racial diversity) was an opportunity to drive the flow of more diverse talent into the industry. However, despite that acknowledgment, the study fell short on truly exploring this important aspect of talent because representation in the interviewed sample size was very small. The 2018 study uses the same methodology as in last year but with more diversity across its key stakeholders:
- **Industry:** Comprising CEOs of agencies, CMOs, chief talent and human resource officers, chief diversity officers, and executives of color (total of 67 interviews conducted by AEF)
- **Academia:** Comprising deans, professors, and career counselors at Historically Black Colleges and Universities (HBCUs), Hispanic-Serving Institutions (HSIs), and colleges that index heavily

with Asian students; and deans, professors, and career counselors of color at universities outside of the three mentioned above (total of 55 interviews conducted by AEF)
- **Talent:** Comprising college students and new hires with diverse backgrounds with interviews conducted by Egg Strategy
    15 students of color (Asian, Black, Hispanic)
    15 new hires of color (Asian, Black, Hispanic)

1. "CMO Agenda: Driving Growth," Association of National Advertisers (February 2018).
2. "A Leadership Agenda for Driving Growth," ANA CMO Masters Circle (2018).
3. "MADE Internship Program Executive Summary," ANA's Educational Foundation (Fall 2017).
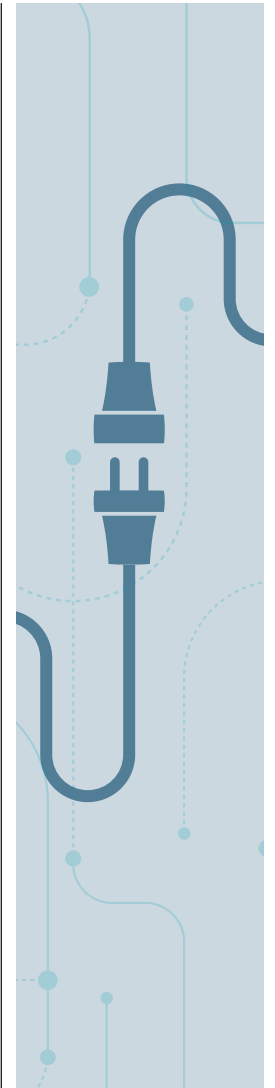
II.
THE SCOPE OF
DIVERSITY DEFINED

Diversity is a rich, complex, and meaningful term that has multiple layers depending on the context. For example, the U.S. Department of Commerce's definition of the term is "all characteristics and experiences that define each of us as individuals."[4] The primary characteristics are those that are readily recognizable, while there are secondary characteristics that are more subtle and often not recognizable.

Study participants shared their own definitions of diversity:

"We look at diversity broadly — there are many traits and attributes everyone brings to the table. It is not about counting heads; it is about making heads count. It is making sure that everyone feels they have the ability to bring ideas forward. Diversity is the picture. Inclusion is the test. Diversity is having a seat at the table and perspectives sought out regardless of race, ethnicity, gender, sexual orientation, veteran status, age, or disability. It means that you are able to bring your whole self to work."

— *KEN BARRETT,*
Global Chief Diversity Officer
at General Motors

"At the most basic level, diversity is people with different experiences, perspectives, and upbringings. All of those things give people varied context and help them see things from multiple angles and from constructively contrasting points of view."

— *PAT LAFFERTY,*
President, U.S.
at mcgarrybowen

"Diversity is when you have multiple perspectives. In the classroom, we have a lot of ethnic and gender diversity. What it leads to is higher creativity because everyone is working together and bringing their different life experiences. That is what research and organizational psychology shows, and what I have seen personally in the classroom."

— *DAVID LUNA,*
Professor and Chair of the
Aaronson Department of
Marketing and International
Business at Baruch College

"When I think about diversity, it is surface-level. It is race. Gender. Sexual orientation. These are the attributes that are the most prevalent. But it is also these underlying aspects beneath the surface level that make up how that person sees the world differently, which then adds to the broader understanding and richness of an organization or team."

— *ROBERT SUNDY,*
Senior Director, Brand and
Marketing at Whirlpool

"Diversity is more than just race and ethnicity. It's also all of those other important facets that make up who we are — our life experiences, how we think, what we believe. That, to me, is the fullness of diversity."

— *CHRISTINA CURRY,*
Vice President, Human Resources at
the Association of National Advertisers

"People want to point out the most obvious things such as race, but it can be possible that you have a white person, black person, a Hispanic person, and an Asian person where they have the same background, and they're all going to Ivy League. That's not diversity. You only just acknowledged the superficial. You also have to acknowledge the diversity of thought, their different backgrounds, their different culture, how they communicate, the personalities. That's diversity to me."

— *STUDENT, Hispanic Female*

"I think that you hear many definitions that can get extremely convoluted. For me, it is a simple definition. True diversity is any platform that includes everybody."

— *MIKE WARNER,*
Chief Relationship Officer at EGAMI Group

THE MANY COMPLEXITIES OF DIVERSITY

This study is not a commentary on economic social or political issues, although by the very nature of the topic, it certainly may lend itself to this. The intention is to focus on uncovering why the marketing and advertising industry has trouble attracting diverse talent from universities and

4. "Best Practices in Achieving Workforce Diversity,"
U.S. Department of Commerce (October 2000).

retaining this talent a few years in, with solutions proposed to address these issues.

For this study, we took a very simple, blunt approach to structuring the diversity conversation around underrepresented populations — African-American, Hispanic, and Asian-American. This study does acknowledge and appreciate the complexity of diversity as shared by study participants:

INTERSECTIONALITY OF RACE AND GENDER:

"I get this question all the time on women. I am half Latina and half black. I am grateful for all of the initiatives on the female front. But I feel like I have people fighting for me there on women's issues. I don't feel like I have enough people fighting for me as a woman of color."

— ANASTASIA WILLIAMS,
Executive Director at I.D.E.A. Initiative,
Founder of #TheAList

WRONG ASSUMPTIONS ABOUT RACE AND SOCIOECONOMIC CLASS:

"I think that the industry frequently does a disservice when it conflates diverse with underprivileged. This is a dangerous assumption to make."

— RENETTA MCCANN,
Chief Inclusion Experience Officer
at Publicis Groupe

APPRECIATION OF DIVERSITY WITHIN OWN RACIAL GROUP:

"My students come from all different backgrounds. Within the African-American community, there is so much diversity within this racial class. I have students who are rich, who are poor, who come from single-family homes, or who are carrying on the family legacy here. They are people first, and I connect with them for who they are before I can motivate them to achieve what they want to achieve."

— SHERYL JOHNSON-ROSS,
Associate Professor and Assistant Chair,
Department of Strategic, Legal, and Management
Communication at Howard University

COGNITIVE DISSONANCE OF RACE AND GEOGRAPHY:

"Growing up in Puerto Rico, I was not a minority. I was the majority. It was not until I got to college in the United States that I was Hispanic. They told me I should go to the people of color in the dorm. Before, I was just Lisette. Here in the States, I started encountering preconceived notions about being labeled in a completely different way."

— LISETTE ARSUAGA,
Co-President of Dávila Multicultural
Insights and Co-Founder of Alliance for
*Inclusive and Multicultural Marketing*

THE REVERSE SIDE OF DIVERSITY:

"As an agency focusing on the growing Asian-American market, our clients expect us to have broad staff diversity. Clearly the Asian-American market is one of the most diverse and complex consumer markets in the U.S. and our team includes individuals from different Asian cultures and backgrounds. Yet even with this high level of cultural diversity, one of our clients actually asked: "Where are the non-Asians in your organization?" We took this to heart and began diversifying our team more than 15 years ago. Today, we have a diverse team that includes a number of non-Asians in critical roles within the agency. We see the positive impact a diverse staff has on the quality of our work."

— BILL IMADA,
Chairman of and Chief
Connectivity Officer at IW Group

ACKNOWLEDGEMENT OF SOCIOECONOMIC DIVERSITY:

"Iowa is a state that is 91 percent white. We care about racial diversity but also economic diversity as a goal. We look to educate people whose own personal upbringing didn't have privilege or wealth. We take this mission very seriously."

— JAY NEWELL,
Associate Professor,
Greenlee School of Journalism
at Iowa State University
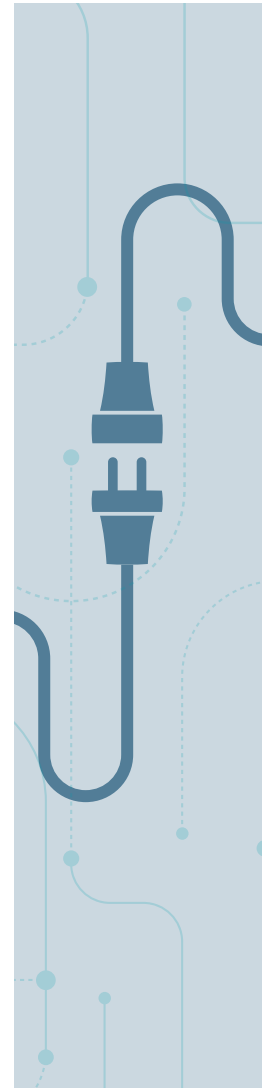
III.
# THE BUSINESS CASE
FOR DIVERSITY

Talent is a key ingredient to help drive business growth. That talent is a collection of individuals who work together to develop new products or drive marketing campaigns. Every individual on that team possesses certain kinds of skills and experiences that contribute to what the organization wants the marketing function to accomplish, which is to drive growth.

Craig Robinson, executive vice president and chief diversity officer at NBCUniversal, shared, "Contrary to what some may think, focusing on diversity and inclusion doesn't come at the sacrifice of driving business — at NBCUniversal, we know that it enhances and improves our results." DK Bartley, senior vice president and head of diversity and inclusion at Dentsu Aegis, added, "Diversity is about the bottom line. If we don't have diverse talent, we are probably missing out on segments of the marketplace that can help drive revenue growth."

Research has proven that teams that are more diverse outperform teams that don't have that same level of diverse representation. McKinsey conducted a study of 1,000 companies across 12 countries, looking at the impact that ethnic diversity in board and executive team composition had on financial performance. The research segmented these companies into diversity quartiles. Those in the first quartile significantly outperformed those in the fourth quartile as measured by average earnings before interest and taxes (EBIT) margin as seen below.

FIGURE 1

LIKELIHOOD OF FINANCIAL PERFORMANCE* ABOVE NATIONAL INDUSTRY MEAN BY DIVERSITY QUARTILE** (2017)
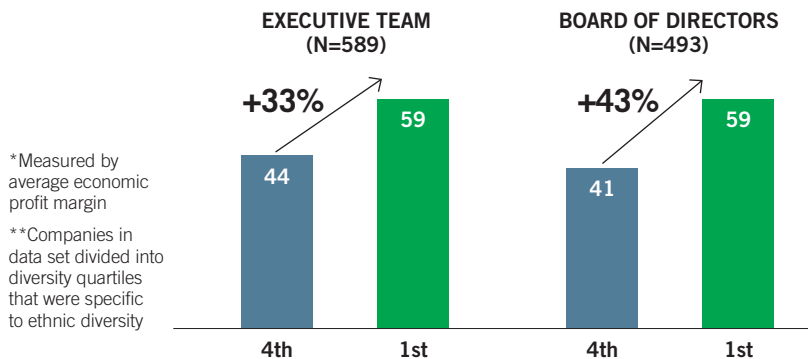
*Measured by average economic profit margin

**Companies in data set divided into diversity quartiles that were specific to ethnic diversity

EXECUTIVE TEAM (N=589)
+33%
4th: 44
1st: 59

BOARD OF DIRECTORS (N=493)
+43%
4th: 41
1st: 59

SOURCE: "DELIVERING THROUGH DIVERSITY," MCKINSEY (JANUARY 2018)

Other research has shown the impact that diversity has when identifying the inputs which drive business growth, whether that be driving a higher level of innovation,[5] enhancing organizational and team creativity,[6] improving decision-making at work,[7] or improving recruiting and retention practices.[8] Some respondents articulated why diversity is important, which reflects much of the research:

IT IS A BUSINESS IMPERATIVE:
"We believe in taking advantage of different perspectives from people from all different backgrounds and from all points of view. We generate better solutions for our clients. It's not just a good thing to do; it's a business imperative. If we can present thinking that represents the richest diversity of thought, we will deliver superior outcomes to our clients. A great organization should have a workforce that reflects the communities that we are out there talking to."
— **MICHAEL MCLAREN,**
Executive Global Group Director at Merkle

ELEVATION OF STANDARDS:
"When we talk about diversity in the workforce, there is often an **untrue** *expectation or myth that somehow implies there is a lowering of standards. The opposite is actually true — diversity raises standards and expectations on the job. For example, when we're selecting new hires our metrics don't change. If you blind a slate of candidates, you can't discern any kind of*

demographic or ethnic group across the pool of talent that comes in.

"Unconscious or unintended bias is another matter. We know that to overcome bias in any system, there are steps you need to take. A working environment dominated by one gender or ethnic group can perpetuate bias unintentionally — simply because it's human nature to apply a lens of one's own experiences or background when looking at who to recommend for a position. That's why we have to take steps in assignment planning to ensure a robust slate of candidates is considered. If not, we can miss important considerations or perspectives that might point us toward a different candidate. When we apply this rigor, we can often uncover an opportunity to address an issue or have an interaction which provides better insights. It makes us sharper and stronger, not worse. Diversity and inclusion raises workforce standards higher, not lower. That shift in thinking can change the conversation around what this is about."
— **WILLIAM GIPSON,**
President, End-to-End Packaging Transformation and Chief Diversity Officer at Procter & Gamble

5. "How and Where Diversity Drives Financial Performance," *Harvard Business Review* (January 2018).
6. "The Most Creative Teams Have a Specific Type of Cultural Diversity," *Harvard Business Review* (July 2018).
7. "New Research: Diversity + Inclusion = Better Decision-Making at Work," *Forbes* (September 2017).
8. "Diversity, Technology Major Themes in LinkedIn's Recruiting Trends Survey," CEBGlobal (January 2018).

DIRECT LINK TO BUSINESS RESULTS:
"We recognize that diversity and inclusion needs to be a multifaceted initiative across branding, marketing, employment, culture, and community. We also recognize that the size of the multicultural population under 18 will quickly outpace whites in the United States. This provides us with the opportunity to better understand the needs and wants of this diverse population and market our brands to them authentically."

— BRYONY BOUYER,
Senior Vice President, Marketing Operations,
Consumer Products Division at Hasbro

IMPROVEMENT OF PERSONAL LEADERSHIP:
"I find tremendous benefits when I have a diverse staff. It's extremely helpful to get direct understanding of specific nuances across a multicultural audience. I am one of the first to notice if I join a team that is not diverse. If I am in charge of that team, I try to solve for that immediately, whether that be greater racial or gender diversity. It makes for our strongest work when we have different cultural backgrounds and combine them to create something great."

— TRACY CHAVEZ,
Senior Vice President at Starcom

HIGHER-QUALITY CREATIVE OUTPUT:
"In advertising, it is a people-led industry. People are our product. Having diversity drives more creativity in our agency. I found that in my personal experience. Creativity is about finding lateral solutions to difficult problems. Lateral solutions and ideas come from people with different perspectives who can brainstorm and be creative together."

— CARTER MURRAY,
Global CEO at FCB Global

REFLECTION OF OUR CONSUMER BASE TO CONNECT MORE DEEPLY TO THEM:
"We are in a consumer-facing business with a diverse clientele and a high-touch service model. We want our stores to reflect our local communities. But even if there was someone who greeted the client who didn't look like them or who came from a different background, our goal is inclusion. Wherever clients interact with our brand, they should feel welcome and respected."

— DEBORAH YEH,
Chief Marketing Officer
at Beauty Brand

SUCCESS IN CONNECTING WITH CONSUMERS EQUALS SUCCESS FOR CLIENTS:
"Diversity is important because our industry is only as effective as our ability to connect with the populations whom we are marketing to. These populations are changing and evolving. We have to acknowledge the constant dynamic of change in the composition and makeup of the consuming public. If we don't reflect the people we are talking to, we'll never effectively figure out how to connect with them. Especially in a multichannel world where people are very elusive and defy likeminded behaviors. If we cannot do that, we won't be successful for our clients."

— PETER DENUNZIO,
Chairman of and Chief Executive Officer at HelloWorld

CREATION OF MORE ORGANIZATIONAL AGILITY:
"Today, decision-making is complex given the amount of information that comes at us at lightning speed. The world requires us to operate as a collective organization to see around corners. The teams who are best prepared for this dynamic world have diverse backgrounds, which allows them to have a collective view of the future. If you are trying to see around the corner, and you're looking with just one perspective, it takes you to only one place. When we have a multitude of perspectives

and debate, we are able to pressure-test our assumptions. We succeed because we come up with three to five different options. As a team, we can then identify what is the best option versus a myopic course of action."

— *ROBERT SUNDY,*
Senior Director, Brand and
Marketing at Whirlpool

MORE PERSPECTIVE DRIVES BETTER STRATEGY:

"Diversity, inclusion, and equity have to be thought of as transforming attitudes and beliefs of individuals. But they must be seen as imperative to the corporate advantage. This goes to our rationale for why we are committed to diversity, equity, and inclusion. It's not a morally correct argument. For us to be the most effective institution of higher education we can be, we have to have as many different perspectives as possible. For us to be the very best, we need more perspectives around the table — perspectives that are based on experiences and based on social identities they hold, whether that be race, gender, social class, age, ability, or military status. We see having those diverse perspectives as being critical to being the very best, and we embed that in our strategy."

— *ROBERT M. SELLERS,*
Vice Provost for Equity and Inclusion,
Chief Diversity Officer, and the
Charles D. Moody Collegiate Professor
of Psychology and Education at the
University of Michigan

TENSION OF THOUGHT DRIVES MORE INNOVATION:

"Our business needs tension of thought to breed innovation. The only way to have tension of thought is to have diversity of thinking. If everyone was the same, it would be a fairly bland place. There would be no innovation or ideas. Diversity is not a nice-to-have. It is a necessity."

— *LOU AVERSANO,*
Chief Executive at
Ogilvy USA

HIGHER-QUALITY INNOVATION OUTCOMES:

"Driving innovation and creativity is the lifeblood in the toy business. We are like a fashion company: we are constantly innovating to keep up with changing consumer tastes. For example, the parent of a child might to go a store one day and purchase a toy but never buy that same product later. Constant innovation is critical to thrive and survive. There is a recognition that diverse points of view and diverse perspectives drive innovation."

— *GREG MORLEY,*
Global Workforce Strategy and
Employee Experience at Hasbro
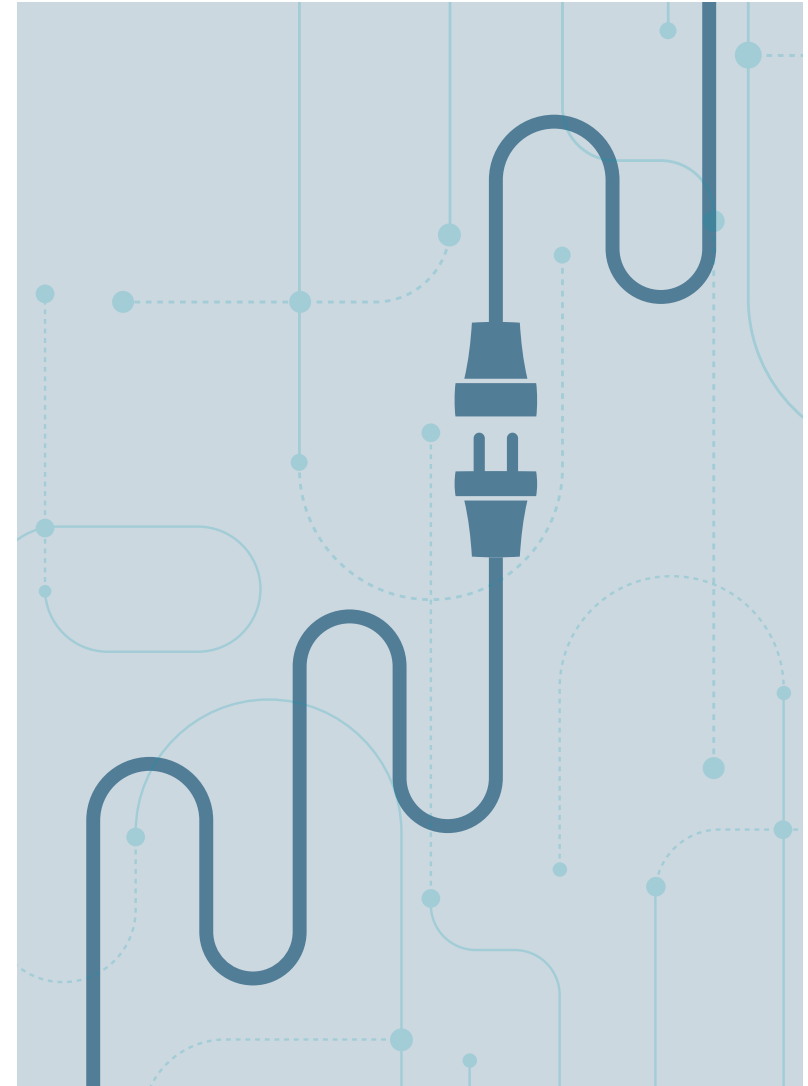
IV.
WHAT PROGRESS
HAS BEEN MADE

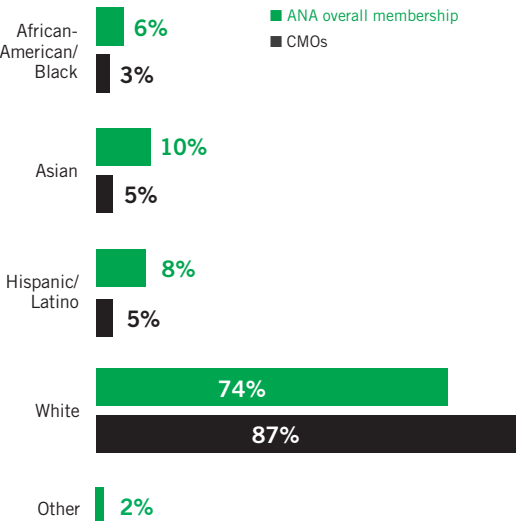On the client side, there has been significant effort by companies such as Hewlett-Packard [9] and Verizon[10] to work with their agency partners to ensure diversity on the teams when executing campaigns. At a broader industry level, Figures 2 and 3 show the diversity numbers of the ANA's membership base and a breakdown of selective companies.

On the agency front, a recent study titled "Creativity Diversity Disconnect" conducted by Adobe surveyed 750 creatives to shed light on the state of racial diversity in the advertising business[11]. Fifty-four percent of those responding in Adobe's Diversity Disconnect study said diversity is better than it was five years ago. In this study, several participants expressed similar sentiments:

"It is like night and day. Progress has been made. First, with the Multicultural Advertising Intern Program (MAIP) — there were 23 people in the MAIP class in 1981. The number of interns in 2018 was 213. While it still is a drop in the bucket, it represents significant growth. Second, I've seen the trend where organizations have moved away from checking the box to seeing diversity as a way to get the most diverse ideas possible. For brands to break through in a fractured media landscape — where getting attention is like pulling nails out of a rock — companies need the really different, outside-of-the-box thinking that comes through diversity."

— *MARC WILLIAMS,*
Creative Director

FIGURE 2

BREAKDOWN OF RACIAL DIVERSITY OF ANA MEMBERSHIP OVERALL AND OF CMOS IN PARTICULAR

- African-American/Black: ANA overall membership 6%, CMOs 3%
- Asian: ANA overall membership 10%, CMOs 5%
- Hispanic/Latino: ANA overall membership 8%, CMOs 5%
- White: ANA overall membership 74%, CMOs 87%
- Other: ANA overall membership 2%

■ ANA overall membership
■ CMOs

"It's an exciting time for marketing and advertising, as there have been major shifts in technology, markets, and talent. Companies are starting to wake up and realize that in order to serve these markets, we need to have the talent who brings that perspective to create the opportunities to cater to these audiences. Fifteen to 20 years ago, diversity was about meeting quotas. Now, there is a greater effort to bring in diverse talent for the right reasons — because it drives business growth. While it's not a cure, it's a start."

— *DENISSE OLIVAS,*
Director of the Center for Hispanic Entrepreneurship, Lecturer of Marketing at the University of Texas at El Paso

FIGURE 3

RACIAL DIVERSITY BREAKDOWN OF 17 ANA MEMBER ORGANIZATIONS BY LEVEL

	Total	Senior Level	Mid Level/ Upper End	Mid Level/ Lower End	Entry-Level Professional	Admin/Cleri-cal/Support
African-American/Black	7%	4%	5%	6%	9%	9%
Asian	11%	9%	12%	11%	10%	7%
Hispanic/Latino	7%	9%	7%	7%	7%	10%
White (Non-Hispanic)	69%	72%	68%	70%	68%	68%
Multi-racial	2%	1%	2%	2%	2%	3%
Other/Not Listed	4%	5%	6%	4%	4%	3%

9. "HP Reports Marketing Agency Diversity Scorecard Results," HP (October 2018).
10. "We Need a Game Changer for Diversity: Rigorous Measurement," *Ad Age* (December 2017).
11. "Creativity's Disconnect," Adobe (November 2017).

PROGRESS...BUT STILL MORE DESIRED

Despite the progress in bringing in more diversity into the industry, there is still much to suggest that the industry struggles with recruiting and retaining its diverse talent, as shown by the Adobe Creativity's Disconnect study in Figure 4 and Figure 5.

The study also found that the flow of diverse creative talent from college into the industry is hampered by several factors as seen in Figure 6:

The lack of diversity is not necessarily just a marketing and advertising problem, though. Many industries that are in the business of creating culture — like entertainment,[12] PR,[13] journalism,[14] and technology[15]— also suffer from this same issue, and many, including marketing and advertising, are based heavily on relationships. As Marla Kaplowitz, president of and CEO at the 4A's, explained, "Our business is very relationship-driven. It is fairly subjective and creative. In the past, it tended to bring forth like-minded people working long hours. People wanted to be around those like them. But that doesn't create the best work. Today, people need to get comfortable with being uncomfortable and more vulnerable to get those diverse points of view, especially if they don't come from similar backgrounds." Study respondents shared their thoughts when asked how we could accelerate progress on the diversity front:

12. "Hollywood Diversity Shows Some Gains, but Falls Short in Most Areas," Variety (February 2018).
13. "PR Agencies Need to Be More Diverse and Inclusive," Harvard Business Review (April 2018).
14. "The Modern Newsroom Is Stuck Behind the Gender and Color Line," NPR (May 2017).
15. "It's Time to Prioritize Diversity Across Technology," Forbes (March 2018).
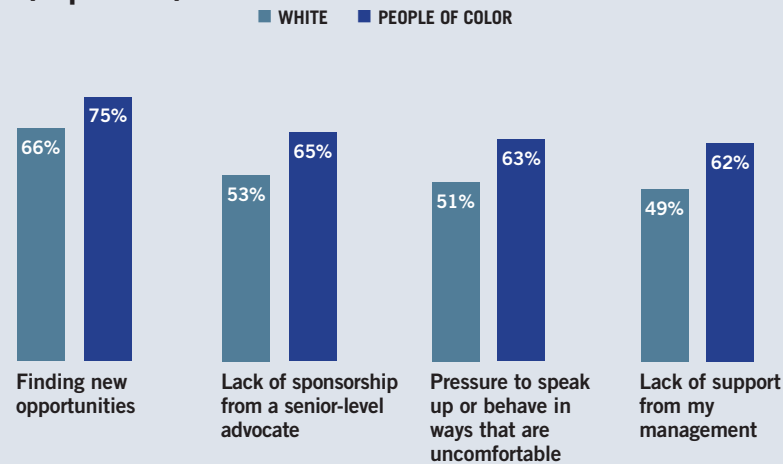
FIGURE 4

BARRIERS TO ACHIEVING CAREER GOALS
(Top 2 Box)

■ WHITE ■ PEOPLE OF COLOR

- Finding new opportunities: WHITE 66%, PEOPLE OF COLOR 75%
- Lack of sponsorship from a senior-level advocate: WHITE 53%, PEOPLE OF COLOR 65%
- Pressure to speak up or behave in ways that are uncomfortable: WHITE 51%, PEOPLE OF COLOR 63%
- Lack of support from my management: WHITE 49%, PEOPLE OF COLOR 62%

FIGURE 5

STATEMENT AGREEMENT
(% selecting "Strongly agree")

■ WHITE ■ PEOPLE OF COLOR

- I can be myself at work: WHITE 70%, PEOPLE OF COLOR 63%
- People I work with value my contributions: WHITE 63%, PEOPLE OF COLOR 55%
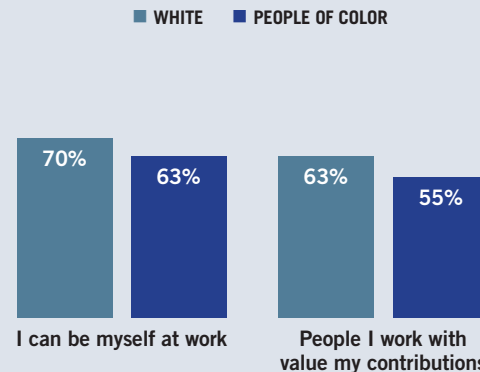
FIGURE 6

Level of Support: Percent of those selecting "Very Supportive"

PEOPLE OF COLOR

- Parents: 65%
- Mentors: 54%

WHITE

- Parents: 71%
- Mentors: 63%
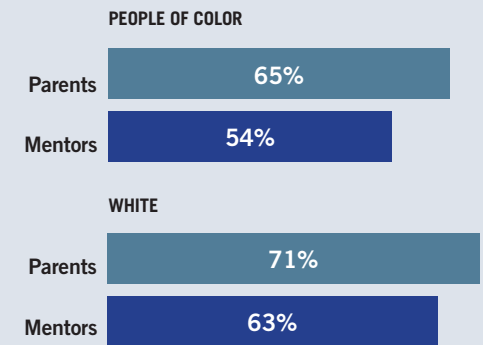
Education Infrastructure

■ Graduated with a Creative Major (Percent Selecting Yes) ■ Barriers to Pursuing a Creative Education (Top 2 Box "Getting Accepted into the Program I Wanted")

PEOPLE OF COLOR
- 44%
- 54%

WHITE
- 57%
- 37%
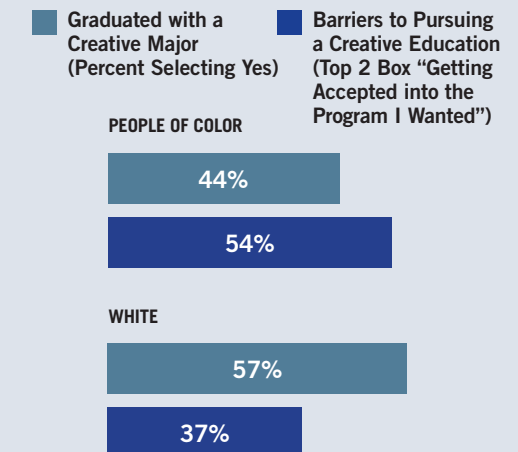
MORE ACCOUNTABILITY:

"The marketing and advertising industry is a busy industry. It is constantly moving. We have a small number of people doing a lot of work. The industry leadership can do a better job of tying diversity goals to incentives. When you start to tie things to money, you start to see movement because of the accountability."

— SHERYL JOHNSON-ROSS,
Associate Professor and Assistant Chair,
Department of Strategic, Legal, and Management
Communication at Howard University

MUST MOVE BEYOND COMPLIANCE:

"When we view diversity through the lens of compliance or social justice, we only see incremental improvement. Years of diversity data suggest that this perspective leads to a 'hamster wheel' approach to managing diversity, repeating the same initiatives and expecting a different outcome. It's time to confront ingrained talent and business practices that perpetuate unconscious bias in decision making. Honest self-reflection, embracing discomfort, and bravery are required to properly address our lack of diverse talent as the bona fide business challenge that it's become. Regulatory or societal pressures certainly keep the issues surrounding fairness and equality top of mind. However, authentic change means shifting mindsets and behaviors of the humans in agencies. There's no quick fix. Only deliberate and consistent actions to create the conditions where diverse talent can fully contribute and

thrive can yield measurable progress. If we accept that truth and make the significant investment of time and resources necessary to achieve sustainable change, we can get off the hamster wheel for good."

— SINGLETON BEATO,
Chief Diversity and Engagement Officer
at McCann Worldwide

REPEATABLE PROCESS TO ELEVATE DIVERSE TALENT:

"Our industry has failed to develop a repeatable approach or process to move people of color to the top of the organization. I run into people all the time who come into this industry and hit this wall where they lose all of their enthusiasm. They don't see anyone like them at the top. People need to see it to believe it. Our industry needs to make sure that there are enough people at the top who are visible to those considering the industry."

— RENETTA MCCANN,
Chief Inclusion Experience Officer
at Publicis Groupe

STILL CONSIDERED "CHARITY":

"When people hear the word diversity, the industry mindset is to think about this as charity. That is their frame of reference where the individual is an at-risk youth in the hood. This mindset needs to change."

— LINCOLN STEPHENS,
Chief Executive Officer at and Co-Founder
*of the Marcus Graham Project*

BIASED ASSUMPTIONS:

"People see the world the way they see the world and experience it. Assumptions are made about a lot of things, when in fact my experience in the world might be a lot different than yours. Until you see through **my** *eyes, not just* **your** *eyes, it will continue to be an unequal playing field. There is a general lack of understanding about unrepresented groups from the majority where they think they know what is needed despite the lack the knowledge of the specifics in the work environment."*

— VITA M. HARRIS,
Chief Strategy Officer at FCB Global

LACK OF AUTHENTICITY:

"The industry continues to have a problem representing the diversity of America. What I find is that even as agencies try to increase the diversity of their talent pool, the way they employ diverse talent and integrate them feels forced both in terms of recognition and in creative output that too often lacks true authenticity."

— PAUL KURNIT,
Clinical Professor of Marketing
at Pace University
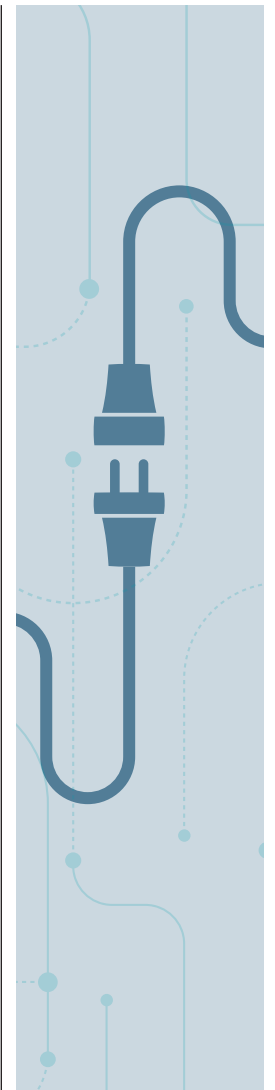
V.
A TRUE DIVERSITY DISCONNECT… STILL… ACCORDING TO YOUNGER TALENT

Despite the significant program investments in identifying and developing diverse talent, research conducted by Egg Strategy highlighted key challenges from those entering into the industry:

1 MANAGEMENT DISCONNECT

While new hires can appreciate their managers for their industry experience, the relationship is still not optimal. Several new hires admit that they feel like their manager can't relate to the challenges they face as it relates to diversity, and they often don't trust them to share these experiences or perspectives for fear of "causing trouble" and retaliation (e.g., delayed promotion). This also exposes how a lack of people of color in senior leadership positions means there are no other alternatives for mentorship and support from a likeminded individual in their current work environments. Respondents shared:

DISCOURAGED FROM THE START:

"Ultimately it makes me feel very annoyed to see the same white man in every position … But like, nine times out of 10, when I'm looking at people, physically going through LinkedIn, it's always white men. Or sometimes white women. And like it just seems like, it's not quite a coincidence at that point."

— NEW HIRE,
Asian-American Male

LACK OF SHARED EXPERIENCE WITH DIRECT MANAGER:

"My boss is a white female and her perception of the industry is different than mine; her concerns are different. She is a single mother of two kids and she brings up all the time how it's difficult for mothers and women, and yes that sounds hard, but those aren't my problems. I have this very particular set of issues that you know nothing about. So, I can tell you, but you're already holding your own problems to that high standard, so you're not going bring mine to the same level as yours."

— NEW HIRE,
African-American Male

NOWHERE TO GO, NOWHERE TO TURN:

"My intern boss kept trying to portray this narrative throughout the summer and even got to the point of me going to HR because I was kind of sick of her microaggressions. It's, 'Oh well she's angry, she had an attitude,' and I feel like, you know, HR and a lot of I guess other people felt like, 'Oh well, maybe it's just your facial expressions or maybe it's this, or maybe it's that,' but I'm like, I feel like if this was a white intern doing the same things they wouldn't be called angry, and they wouldn't be called lazy. I felt she was trying to assassinate my character because she kept trying to draw this narrative of me being lazy and angry and I'm like, 'That's not me.' And I've gone out of my way to show that isn't me."

— NEW HIRE,
African-American Female

2 MICROAGGRESSIONS

While some new hires could name them as microaggressions, some described similar experiences even though they didn't have the word. The microaggressions, even when unintentional, are internalized as insults to these individuals, their culture, and their intelligence. Co-workers engaging in behaviors that are offensive, even on a minute level, leave that person feeling uncomfortable, disrespected, and helpless, at this point in their careers, to address such behavior. Respondents shared:

A COMPLIMENT WHICH IS REALLY AN INSULT:

"Yeah, a lot of people are like, 'Oh, so where are you from?' I'm like, 'China.' She's like, 'Cool. I didn't know. Your English is so good.' I'm like, 'Ugh.' Like I don't even know what to think about it. 'Like what do you mean? Like if I'm international I'm not supposed to speak good English? How am I supposed to take this? Are you complimenting me on my language skills or is there something more?' But I usually just say 'Thank you.' I mean the last time it happened it was with a recruiter and what am I going to do, say something to the recruiter who could give me a job?"

— STUDENT,
Asian Female

MASKED CONTEMPT:
"There are times where I feel like somebody is speaking down, and that kind of like irritation, like I still have some anger, I guess. But people do a lot of little things. Which are like, 'Don't do that.' But, you gotta keep the face on."

— *NEW HIRE,*
African-American Male

WEARING A MASK TO GET AHEAD:
"If I want to maintain my position in that kind of environment [ad agency], I have to actively 'dance' around them to make everyone around me feel more 'comfortable.' Yes, it means I have to wear a mask, but it's something I choose to do to move ahead."

— *NEW HIRE,*
African-American Male

3 CULTURAL ILLITERACY
Cultural acceptance has a varied history in the United States. But just because we aren't living in the past doesn't mean that some of the mannerisms of yesterday don't still exist in new forms today. Without true cultural understanding, many minority new hires feel like they are constantly on edge, trying to make sure they don't inadvertently cross the line, but also making sure that the stereotypes of the past aren't assigned to them. The other side of cultural literacy is understanding how and why someone engages and interacts the way they do based on ethnic cultural norms and creating an environment that is opening and accepting of this different way of working and interacting. Respondents shared:

DOUBLE-EDGED SWORD OF CULTURAL STEREOTYPES:
"That's another stereotype, that Asian-Americans are soft-spoken. Politically, in a workplace, they don't speak up for themselves. And I think that's something my manager [who is Chinese-American] encourages me to do. He's like, 'Yeah, you say that you're in this work because you're passionate about it, and you're not speaking up. You have to stand up for yourself, there's a certain way to do it, but you have to stand up for yourself.' So he's like you have to stand up and not let your culture hold you back."

— *NEW HIRE,*
Asian-American Female

MISINTERPRETATION OF SHOWING EMOTION:
"Well, as a black man, I have to worry about expressions of anger. I do think... people tend to tiptoe around... especially because I'm not like small or frail-looking. I look like I could probably hurt people. Probably. And I feel like people dance around their words to make sure they don't set me off, if you will. So I have to actively play down to it. 'Cause like I can't get that mad, I'll be fired immediately. My number one feedback from my manager is that I'm so calm. I had to master that to make it this far. But if I hadn't I would have snapped a long time ago. But it's the game."

— *NEW HIRE,*
African-American Male

4 WORKPLACE INTEGRATION DISSONANCE
New hires often don't feel comfortable starting a conversation around diversity due to the risk of losing their jobs. When organic cultural conversations happen, new hires carefully pick and choose their battles, mostly opting not to engage to avoid conflict not and to be heard as the lone voice of the people in the room. More importantly, they realize that no one has prepared them to have these conversations in the workplace, or prepared them for the culture shock they've experienced in the workplace. Respondents shared:

GAP BETWEEN PERCEPTION AND REALITY IN THE WORKPLACE:
"I think the first time I actually felt genuinely discouraged was probably when I was at my internship last summer. That was the first time that I was like, 'Okay, I don't know if this is for me.' Because I think largely, like, HBCUs, and it's not a bad thing, they put you in a bubble. And of course, you know, our professors are very real with us and they're very candid about what it's going to be like in the world or whatever. But to actually have to work in an environment where there was only one person who looked like me was an adjustment."

— *NEW HIRE,*
African-American Female

SAFETY DEPENDS ON SITUATION:
"Early in my career they were discussing the Kaepernick situation. They were on the 'I don't understand why he just doesn't stand up' kind of

stance. And I was just sitting there quietly. Just looking. Smiling. Whatever. They're having a conversation, but I'm not going to tell them how I really feel about it because I'm not going to bring all that up right now. I was new to the job. I wasn't very confident yet so I just listened and didn't say anything. I don't think all battles are worth fighting [in the workplace]. At work, I don't want to risk it going the wrong way. So I'm just not going to fight the battle. If there's a workshop, we have a workshop, if that comes into the environment, yes, I will speak up. I'll be like, 'Oh no, as a person of color in this industry, I would speak on the act.' In the everyday setting, no, I'm not doing that. They could hold it against me in making other decisions. It could change the overall perception of me. It'll ruin the solidarity that I'm trying to build."

> — *STUDENT,*
> *Hispanic Female*

SHARING IS UNCOMFORTABLE:
"People don't feel comfortable sharing their background or cultural experiences. You just don't feel comfortable speaking up on things you see."

> — *STUDENT,*
> *Hispanic Female*

LOW-RANKED PERSON:
"There was a time in my internship where I raised a concern about a questionable beauty campaign and someone challenged me, so I didn't press it more because I was just an intern. This person was way higher than me.

> — *STUDENT*
> *African-American Female*

THE CHALLENGE OF TOKENISM:
"No, I am not the spokesperson for all black people, so to speak, but if I'm the only black face that this person is consistently seeing in a professional environment, I am the spokesperson for the black people. I have to be the voice and I have to be that example to show them."

> — *NEW HIRE,*
> *African-American Female*

**FEAR OF NOT BEING ABLE TO BLEND IN:**
"I also thought about if I could not make any friends or if I can't blend in. For me, blending in is the feeling that if a group of people are having a conversation in a part of the office, I could run over and talk to them. Versus if they're speaking over there and I know that if I go over and try to join they wouldn't include me."

> — *STUDENT*
> *Asian-American Female*

WORKING TWICE AS HARD:
"Oh, you have to work twice as hard to be just as good, and three times as hard to be better. And they kind of just, I guess from day one embed that in us, so when you do leave, you already have that mentality. I can't lay it up, I have to work harder than the person, than the white person next to me, or the Asian person next to me. I have to work harder to get that."

> — *NEW HIRE,*
> *African-American Female*
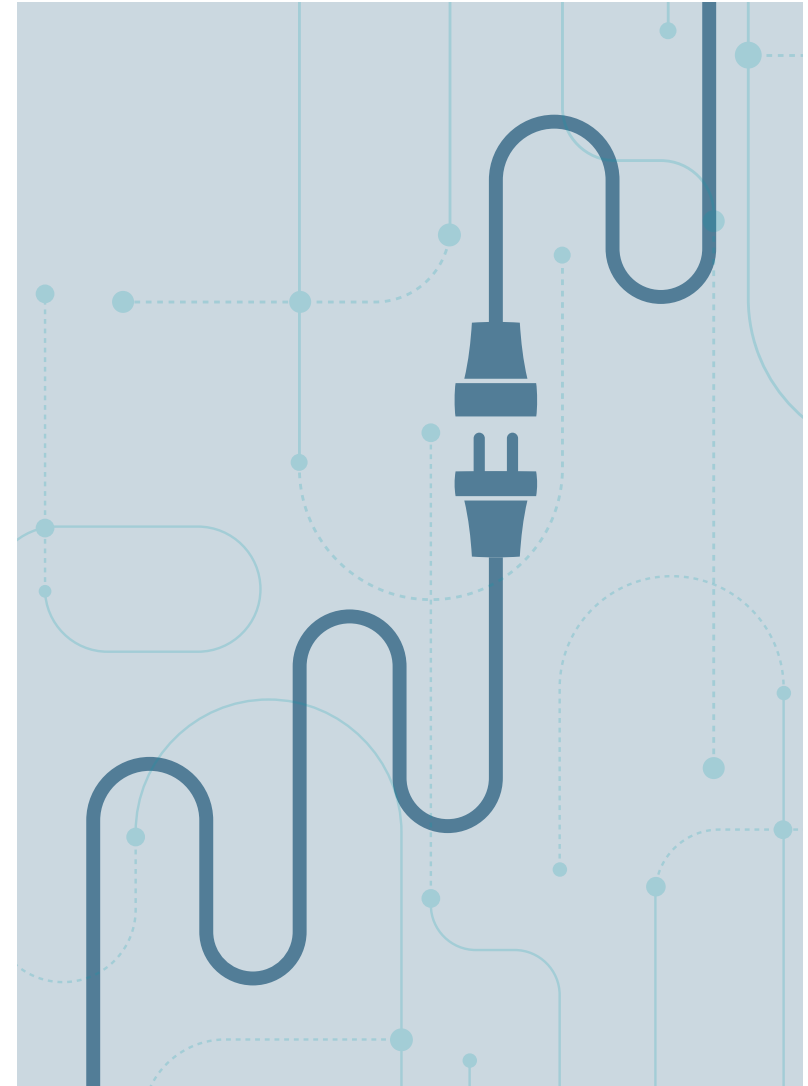
VI.
ELEVATING THE ROLE THAT MARKETING AND ADVERTISING HAVE TO CULTURE AND SOCIETY

Many brands, such as H&M,[16] have suffered major press setbacks when releasing certain ad campaigns. Not only are these missteps being captured by the press, they are also being discussed in the classroom. "We focus every week on current events. These campaigns have been at the front of the discussion," said Keith Niedermeier, director of the undergraduate marketing program and an adjunct professor of marketing at the Wharton School, University of Pennsylvania.

The marketing and advertising industry creates communication that guides, shapes, and at its very best positively drives culture and society. Advertising is privileged communication that wields considerable power in a capitalist society, which Sut Jully, a professor of communications at University at Massachusetts Amherst, has shown in his research.[17] Only a handful of people create this form of communication, particularly when it is a television commercial. The ratio between who creates the ad (very few) and those who see that ad (millions of consumers) is lopsided. That small group at the creative table influences culture and society with their own biases.

The industry must start to recognize that it has a responsibility to culture and society. Companies place significant rigor on evaluating the return on investment of media. Similarly, companies should— but often don't — place a similar level of rigor on who the talent is when producing that creative. Lack of diversity in the group in all likelihood diminishes the potential richness of that communication, and future communication, because it doesn't consider more inputs into the development of that creative content.

It is important to have diversity in the creative process and a culture that allows for all perspectives to be heard. Holding the marketing and advertising industry accountable for a positive contribution to cultural discourse forces individuals to look beyond themselves and their companies to the impact they are making in society today. This is a perspective that the ANA embraces, as its mission statement reflects growth for the individual, for the company, and for the industry.

"We are often caught in the short-term goals because of sales, traffic and profit pressure, and those pressures are real," said John Dillon, SVP and CMO at Denny's. "At the same time, I think we have even more opportunities as CMOs about how we embrace the responsibility to elevate to more aggressively affect society and culture. Consumers are now willing to believe that brands can have hearts and that brands can do good. I see that as part of our expanded role as marketers, where we owe it to the consumers to rise to the occasion that consumers have empowered for us to give back to society."

16. "H&M Faced Backlash Over Its Monkey Sweatshirt," *Washington Post* (January 2018).
17. "Advertising as Privileged Discourse," *Simon Fraser University* (March 2005).
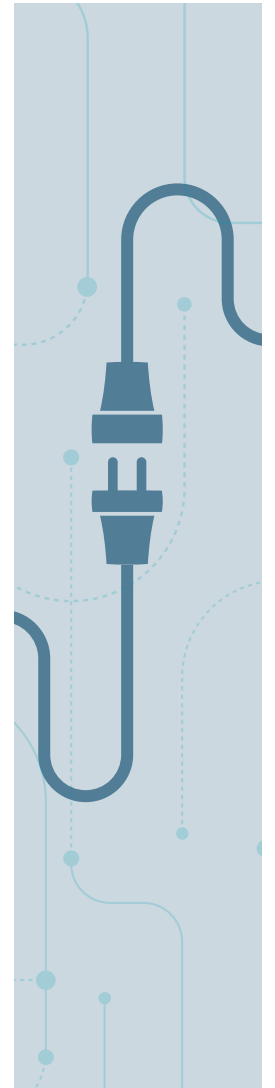
VII.
COOPERATING AROUND DIVERSITY,
NOT COMPETING

Federal law requires companies with more than 100 employees to report diversity data to the government. The government created the Equal Employment Opportunity Commission to enforce laws that prevent employee discrimination. All companies possess this kind of data, but often keep it private for internal use, only accessed by leadership and the human resources team. Many companies are using this data to help guide how they infuse diversity into their organizations.

Ken Barrett, global chief diversity officer at General Motors, said, "The chairman and CEO holds each direct report accountable. There is a scorecard that measures new hires and high potential talent based on specific availability. For example, in communications, there might be more women in that pool because of the higher availability of talent. Every quarter, direct reports receive data to evaluate to see if they are making progress. It provides visibility for follow-up talent discussions and succession planning. It lets us measure how we are doing on our targets with respect to race and gender."

Some companies have publicly stated their diversity goals. Craig Robinson, executive vice president and chief diversity officer at NBCUniversal said, "In 2010, our company publicly stated its commitment to increasing the percentage of people of color at every level — not just at the entry level, but all the way up. And I'm proud to say that we've delivered on that commitment." He continued, "We have more than 20 businesses, and there are some groups that are improving more quickly than others. But the company has gone on record that diversity is a priority. It is not about quotas. It's not about checking boxes. It's about ensuring that we are

actively interviewing a diverse slate of candidates. We are looking to be better year over year, and we continue to work with the businesses to have these discussions."

Other companies as well as universities have embraced this level of transparency:

"We have always been transparent about our commitment to corporate social responsibility. Hasbro is a company that walks the talk. We got to the point where we put our diversity and inclusion goals in writing. They are aspirational yet achievable objectives, reflecting the board and senior management perspective that this is important for our success in the future."

— GREG MORLEY,
Global Workforce Strategy and
Employee Experience at Hasbro

"We want people to know what we stand for. That becomes imperative for us when we speak with potential hiring candidates, and it's incredibly important for our employees. They need to know our purpose, our values. Often the best way to inform people is for us to comment publicly on issues that matter. It is no longer just about the dollars and cents. People also want to know what you stand for."

— WILLIAM GIPSON,
President, End-to-End Packaging Transformation
and Chief Diversity Officer at Procter & Gamble

"I am an advocate of publishing diversity data, because it shows the composition of the institution. Senior administration and the board of trustees

start to see this. Why is this important? Because it says where the organization is. People want that information. They are no longer willing to hope and trust that the organization will actually do what it says it does. Go to any university web page and look at the senior team — provost, senior administrators, the board of directors — you are likely to find it to be mostly white people and mostly men. The sensitivity to this information makes universities reluctant to publish campuswide data. But people already know it just by looking around."

— MARK BRIMHALL-VARGAS,
Chief Diversity Officer and VP for Diversity,
Equity, and Inclusion at Brandeis University

When reviewing the Fortune 100,[18] more than 80 percent disclose an ethnic and gender breakdown of their organizations. In a similar analysis of the top 100 universities based on US & News World Report,[19] more than 80 percent of these schools report the racial and gender profile of their school. There is a clear signal that these top institutions are publishing this data for both the public as well as employees to see where they stand on diversity.

18. "Fortune 500, Who Made the List?" *Fortune* (2018).
19. "Campus Ethnic Diversity: National Universities," *US News and World Report* (2018).

However, the breakdown by organizational function (for example, of the marketing department) is almost non-existent. Fortune conducted a similar analysis, but only 3.2 percent of the Fortune 500 shared their full diversity data.[20] While these conversations about diversity may be happening internally, we as an industry are not having these conversations together at a holistic level. Legal issues have historically scared away many companies from publishing their data, such as in the cases of Texaco and Coca-Cola.[21] Others might not want to share their numbers for competitive reasons.

THE NEED FOR DATA TRANSPARENCY

Even if the data was available, at its core, it's hard to assess what the "right" number is for diversity. Bob Liodice, CEO at the ANA, spoke to this issue. "What is the right number? Let's have the conversation about it. If we agree to 50 percent more diversity, is that the right number? Does it give me the optimal performance for growth? It's hard to tell." There is a universal sense that the numbers need to be better, but there is no consensus within the industry — or in most companies — what those target numbers are to maximize business growth. Not being able to see the numbers or even have the right forum to discuss these kinds of numbers minimizes the amount of progress we make as an industry. We will all have diversity and inclusion discussions at our respective companies, but the action is happening in isolated pockets instead of a cohesive group.

Liodice continued, "The inability of companies to share data and have an intelligent dialogue about what is working and what is not is a major impedi-

ment for assessing whether diversity is making sense across the industry and whether we have the appropriate strategies and wherewithal to attract people in that tier of diversity to come into our industry."

HAVING A FORUM TO DISCUSS DIVERSITY AND INCLUSION NUMBERS AND ISSUES

Sharing those numbers is one opportunity. Creating the right forum to share them is another. Working together as an industry is the true test of how we can make progress on diversity and inclusion. "Diversity is not something that we should compete with other companies on, but something we as a business community should embrace together, to raise us all up," said William Gipson, president, end-to-end packaging transformation and chief diversity officer at Procter & Gamble. Chris Macdonald, global president of advertising and allied agencies at McCann Worldgroup, added, "We know that diversity is an imperative for all of us, but has to be driven by actions. This study helps us focus and realize that we have to collaborate as an industry and with academia to find new ways to drive actions to address this issue now."

Dillon said, "I think it's safe to say no one in isolation has all the answers on how best to advance diversity and inclusion. It's frankly not a new industry challenge, but the good news is that as an industry and as companies, we all seem to be more aggressively focused on it in various ways. My belief is we all need to just be a little more vulnerable and realize that we are in this together, and need to share and learn more from each other. Until we really put some

collective thought together in a different way, we won't make the progress that we all want to make. With accelerated cooperation comes accelerated progress."

A model for the marketing and advertising industry can be the CEO Action for Diversity and Inclusion. More than 450 different CEOs, many from competing companies as well as universities, took a pledge to implement training to overcome unconscious bias, share best and worst practices, and continue to make workforces more diverse.[22] In the CEO Action for Diversity and Inclusion, the leadership of business and academia has banded together to drive diversity and inclusion within their respective organizations, and the marketing and advertising industry has the opportunity to learn from this model. This kind of forum drives progress on industry diversity and inclusion solutions and acknowledges to the next generation of talent that we are working on these issues.

20. "Only 3 Percent of Fortune 500 Share their Full Diversity Data," *Fortune* (June 2017).I Advertisers (February 2018).
21. "Racism at Texaco," *The New York Times* (November 1996); "Coca-Cola Settles Racial Bias Case," *The New York Times* (November 2000).
22. "We Pledge to Act on Supporting More Inclusive Workplaces," CEO Action for Diversity and Inclusion (2018).
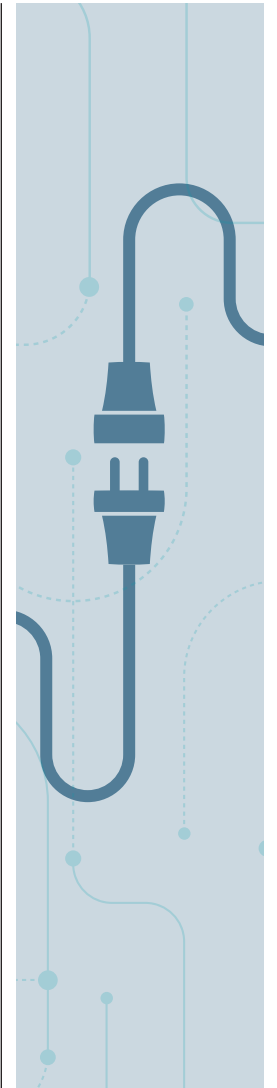
VIII.
TURNING THE CONVERSATION:
DIVERSITY AS AN OUTCOME OF INCLUSION

There is a popular saying: "Diversity is being welcomed to the party. Inclusion is being asked to dance." But who is actually inviting people to this party? Are they inviting everyone to it? Or is only those who look like the inviters who can come to this party? Being inclusive is being intentional about who actually gets invited. That intention then carries over to who is at the party and how people can enjoy that party. Those who are dancing will not just be invited to dance. Those who are dancing feel welcomed to the party and are free to be themselves when they dance. They don't need the invitation to dance. They already have permission to dance because they were invited to the party — and deserved to be there.

In a similar vein, the industry has focused for a long time on addressing the diversity issue, which is the right issue to focus on — but we have taken the wrong approach. The very phrase "diversity and inclusion" suggests that diversity comes first and inclusion comes next. But diversity is the outcome of being inclusive in all circumstances. Focusing on the result first instead of the process to get there fixates our efforts on the output instead of all of the inputs required to produce the output. Inclusiveness is the key to guide our efforts. We need to put inclusion at the heart of any diversity discussion and trust that true inclusiveness will drive better diversity outcomes.

Susan Stith, VP of diversity, inclusion, and corporate at Express Scripts, said, "I don't think it's difficult to talk about diversity. I think it's difficult to talk about inclusion. The goal is to be more inclusive. There is a quote that I like:

'History has shown that diversity for its own sake isn't the surest path to inclusion. Inclusion, however, is the surest path to diversity.' "

THE PATH TO INCLUSIVENESS: THE INCLUSIVENESS IMPERATIVE FOR LEADERS

Val DiFebo, CEO at Deutsch New York, stated, "You can have all the diversity in the world in your offices, but if we are not encouraging inclusion — which is giving people a voice and giving power to people who have those diverse backgrounds and points of view — then there is no point in having that diversity. If these individuals don't feel the security to express their ideas and think other people are listening to them, then I think we've failed at diversity and inclusion. I believe inclusion is really the more important piece because it makes people feel like they can bring ideas to the table that aren't necessarily the norm."

Marla Kaplowitz, president of and CEO at the 4A's, added, "We have done a lot on the diversity side, but we have more progress to make on the inclusion front. We are bringing many young diverse students through our MAIP program, but we are not getting them to higher levels where they assume leadership positions to help the next generation and shift the agency culture and work." Inclusion is about everyone. DK Bartley, SVP and head of diversity and inclusion at Dentsu Aegis, explained, "It is the responsibility of everyone, not just a few."

Two respondents share what inclusion looks and feels like:

"The ideal is an institution that asks every member of its community — employees, interns, external parties — to accept that the work of diversity and inclusion is their own. It is every single person's responsibility to engage in the work. True equity and inclusion can't be achieved as a performance where you check boxes to success. You have to create a culture that truly values a wide range of perspectives, where every employee believes that working with people from diverse backgrounds and perspectives is what drives greater success for the organization."

— CARLA COSTA,
Program Director, Careers In Arts
and Communication at Amherst College

"Being asked to share your experience, your perspective really matters. It signals that you are being engaged in the work of the enterprise. People are seeking you out to hear your ideas and thoughts — and that translates into feeling valued. The engagement side of inclusion is the most important part — that you feel you're an important part of something bigger. From that, empathy develops, and all those good things flow behind it. When someone stops by and asks for your point of view, it matters a lot more than only checking if you have progressed when work is assigned."

— WILLIAM GIPSON,
President, End-to-End Packaging Transformation
and Chief Diversity Officer at Procter & Gamble

Despite the importance of inclusion, there is a general feeling that attrition happens at a higher rate with diverse employees. According to Tasha Gilroy, global director, inclusion and community at Y&R, "Our agency has always focused on attracting diverse talent into the industry, which is a core part of our talent strategy. In the last five to six years, we noticed the trend of diverse talent being promoted to the mid-level ranks, but many are still making the decision to opt out of the industry. In part, this is happening because there is little to no representation in senior management. It is hard to be what you can't see."

IX.
ANA CMO MASTERS CIRCLE: INCLUSIVE EFFORTS UNDERWAY

Growth is the primary responsibility that CMOs have for their organizations. However, data shows that many organizations are not growing, despite spending billions of dollars to attract attention for their products and services. In fact, more than half of the Fortune 500 is not growing.[23] To reverse this trend, the ANA formed the Masters Circle, a community of chief marketing officers who have organized around 12 key common areas to drive growth for their brands and for the industry.[24] There are several areas that have been very intentional about driving inclusiveness.

ANA CMO MASTERS CIRCLE: INCLUSIVENESS IN ACTION TO DRIVE DIVERSITY LOCALLY

The ANA CMO Masters Circle hosts roundtables across the country around one of the 12 growth areas. The ANA CMO Masters Circle is limited to client-side marketers, but on June 27, 2018, Meredith Verdone, CMO at Bank of America, hosted a roundtable discussion with marketing peers, agency leaders, and the academic community about recruiting and retaining diverse talent. This was a unique gathering and a signal to the industry of the need to work collaboratively across the different constituencies — marketer, agency, and academia — to discuss diversity.

Introducing the session, Verdone said, "I feel very fortunate to work at a company that is committed to creating an inclusive environment for all employees, which starts at the top with our chief executive officer. What we do is very intentional both from a recruiting and a retention standpoint. Each market, including

FIGURE 7

OVERVIEW OF ANA GROWTH INITIATIVES THAT ARE DRIVING INCLUSIVENESS

KEY GROWTH PILLAR	TALENT	GENDER	DIVERSITY AND INCLUSION
Key Organizational Driver	ANA Educational Foundation (AEF)	#SeeHer	Alliance for Inclusive and Multicultural Marketing (AIMM)
Key Initiative	Pathways 2020	Gender Equality Measurement Score	Cultural Intelligence Measurement Score
Key Objective	Drive greater connectivity between academia, industry, and students through scorecard: • 1,000 Students Immersed • 1,000 Professors Inspired • 1,000 Executives Activated	Increase percentage of accurate portrayals of women and girls in U.S. advertising and media by 20 percent by 2020	Create a powerful voice that elevates multicultural and inclusive marketing to promote business growth in an increasingly diverse marketplace
Core Constituencies	• Marketers • Agencies • Publishers • Universities • Students and New Hires	• Media Executives • Media Agencies • Content Creators • Researchers • Networks	• Chief Marketing Officers • Marketing Executives • Multicultural Agencies • General Market Agencies • Media and Research Companies

Boston, has its own unique challenges when it comes to a diversity pipeline. I hope we can work together to address this issue as partners and members of the greater Boston community."

Some companies and agencies at the session agreed that they struggled to recruit diverse talent. There was a clear need for the community to work together to help raise the profile of Boston and the New England area as an attractive destination for diverse talent.

23. "CMO Agenda: Driving Growth," Association of National Advertisers (February 2018).
24. "A Leadership Agenda for Driving Growth," ANA CMO Masters Circle (2018).

THE PLEDGE

Verdone has called on the Boston marketing and agency community to join her in bringing diverse talent into the industry. One way to support this effort is through the Marketing and Advertising Education (MADE) Internship program, which was developed by the ANA's Educational Foundation. This program has diversity as part of its mission.

NEXT STEPS

In taking this pledge, the Boston marketing and advertising industry is organizing itself to make a true impact on its community. This initial step can help drive collaboration in the future, which the CMO Masters Circle hopes that other cities can model. A few key action items that are being planned in the next year:

• **Orchestrate a Diversity Roundtable at an Academic Institution in Boston:** Diversity is a topic that affects both industry and academia. The AEF will plan a diversity roundtable of executives representing agencies, marketers, and academia, where the main audience is students. The goal is to expose students to the cross-collaborative efforts between different stakeholders that signal a welcoming and inclusive environment for them to consider this particular career path. to consider marketing as a career path.

• **Organize Summer Social Events for 2019 MADE Class in New England:** The organizing companies will plan at least two social events for the 2019 MADE class to get together with executives, managers, and mentors to help build the social

bonds with this cohort. This is important for the students to feel connected with each other and the Boston community.

• **Host Another Masters Circle Roundtable in 2019:** The CMO Masters Circle and the AEF will plan another leadership session to bring together executives in the marketing, advertising, and academic communities. It's a chance to gauge progress on the pledge and discuss further items the industry wants to focus on to drive change in their community.
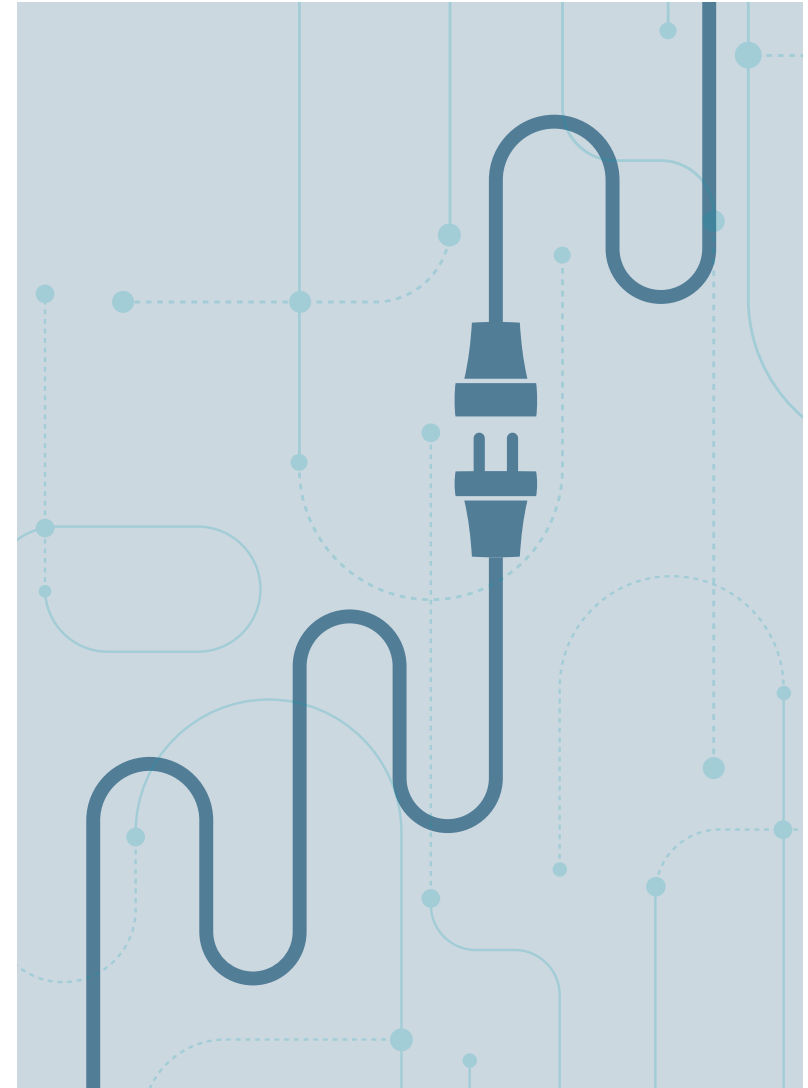
X.
ACTION PLAN:
UNIFIED MOVEMENT WITH THE TALENT FORWARD ALLIANCE

Talent is multidimensional. Talent is an African-American male chief marketing officer at a major consumer products company who volunteers at a soup kitchen. Talent is a Hispanic female account executive who just got promoted to lead the biggest account for her agency and loves to fix cars. Talent is a white Caucasian male who runs programmatic media for a major publisher and does stand-up comedy. Talent is an Asian-American female queer creative director who loves hip-hop music. The marketing and advertising industry is a business based on the ideas that this kind of talent generates and puts into practice.

The AEF focuses on building the bridge between academia and industry to inspire the next generation of talent. The AEF takes an inclusive approach when building this bridge, working with professors, career counselors, and deans across academia and collaborating with agency heads, marketing executives, line managers, and HR teams across industry. The focus of the AEF is on entry-level talent. Talent, however, extends across all levels of the organization. To focus on talent holistically, the ANA created the Talent Forward Alliance (TFA), a unified movement committed to inspiring and accelerating the development of exceptional talent to drive growth for the industry.
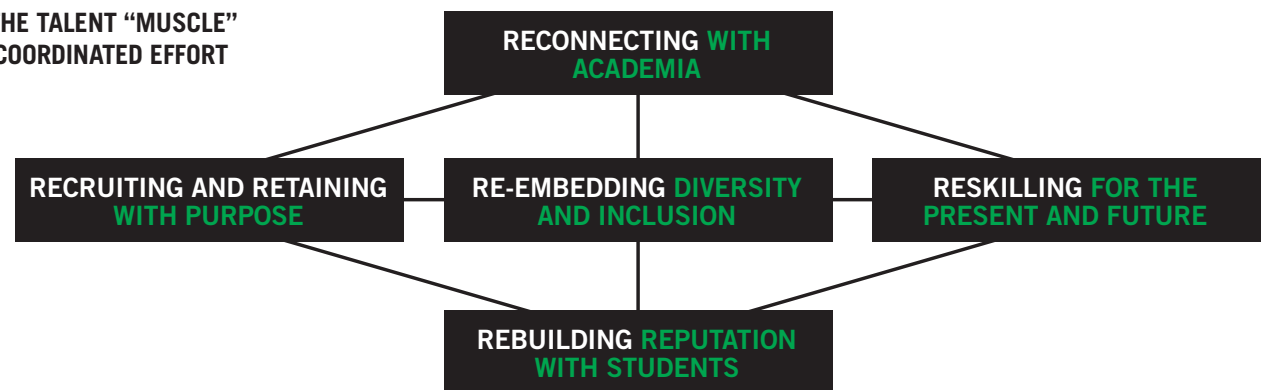
The ANA adopted an inclusive approach for the TFA that the AEF has embraced by inviting all sectors of the industry (marketers, agencies, publishers, academia, other associations) and all functions that touch talent development (HR, marketing capabilities, line managers, training and development, diversity and inclusion executives) to join this movement. The TFA is intentionally inclusive to involve multiple parties to get the best, most diverse talent to join the industry and keep them engaged to drive business growth.

FIGURE 4

FRAMEWORK FOR ORGANIZING TALENT FORWARD ALLIANCE

	REBUILDING REPUTATION STUDENTS	**RECONNECTING WITH ACADEMIA**	**RECRUITING & RETAINING WITH PURPOSE**	**RESKILLING FOR THE PRESENT AND FUTURE**
Objective	Create greater relevancy of the marketing and advertising industry with students	Build greater and deeper connectivity between academia and industry	Leveraging a marketing-driven approach to recruiting and retaining talent	Build the right marketing capabilities to drive growth for our organizations
Key Opportunity	How do we market marketing?	How do we certify for the right set of marketing and advertising skill sets?	How can we develop inclusive practices that we can standardize and measure across the industry?	What kinds of skills do we need today and tomorrow to drive growth for our organizations?
Functional Participation	• Marketing • Agencies • Associations • Professors • Deans • Students • New Hires	• Marketing • Agencies • Associations • Professors • Deans • Career Counselors	• Marketing • HR Leads • Agency Talent Acquisition • Associations • Chief Diversity Officer	• Marketing Capabilities • HR Leads • Agency Talent Acquisition • Associations • Chief Diversity Officer

DIVERSITY & INCLUSION CUTS ACROSS ALL AREAS

FIGURE 5

BUILDING THE TALENT "MUSCLE" REQUIRES COORDINATED EFFORT

RECONNECTING WITH ACADEMIA

RECRUITING AND RETAINING WITH PURPOSE

RE-EMBEDDING DIVERSITY AND INCLUSION

RESKILLING FOR THE PRESENT AND FUTURE

REBUILDING REPUTATION WITH STUDENTS

BETTER TALENT INDIVIDUALLY AND ORGANIZATIONALLY = MORE OPPORTUNITY TO REIGNITE BUSINESS GROWTH

TFA STRUCTURE AND APPROACH

Figure 8 shows the committee structure that the TFA is leveraging to drive inclusiveness across different companies and different functions.

Talent is like a muscle: If not exercised, it atrophies. But exercising only one muscle creates a disproportional impact on the body. Similarly, focusing on just one part of the talent equation, such as entry-level, neglects other parts of the organization. There must be balance across all parts of talent development, from new hires to the most senior perspectives. As seen in Figure 9, this all must be coordinated together in an inclusive way.

In 2019, the TFA will continue to:

1. Meet quarterly to share best practices and define the talent inputs most valuable to the industry.
2. Drive talent accountability through the CMO Masters Circle.
3. Look to host a Talent Forward Alliance summit in the fall to share its progress.

MEASURING OUTCOMES: INCLUSIVENESS INDEX

The #SeeHer Gender Equality and Measurement (GEM) Score and the AIMM Multicultural Marketing and Measurement (MMM) Score are external measurement scores to evaluate gender and racial equity in advertising. These evaluation scores measure the creative output of what the talent

produces. The TFA proposes to create an inclusiveness index that measures the level of inclusiveness that marketing organizations and agencies demonstrate internally.

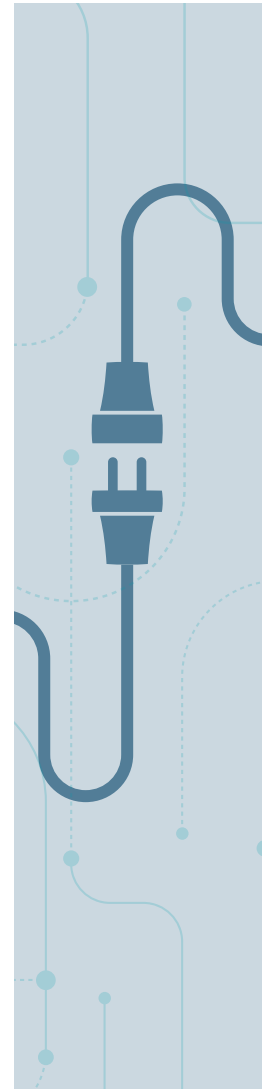The key principles behind the inclusiveness index:

- *Inclusiveness includes all organizations.*
  o Marketers
  o Agencies
  o Publishers
- *Inclusiveness includes all functions involved with the talent who touch the development of marketing communications.*
  o Marketing team
  o Agency team
  o Diversity executives
  o HR executives
- *Inclusiveness includes industry engagement with academia.*
  o Perspective from professors
  o Perspective from deans
  o Perspective from students

As we build this inclusiveness index, we will solicit feedback from the industry community to help shape this methodology and eventual widespread adoption. The goal is to demonstrate that a more inclusive organization is better at driving growth than one that is less or non-inclusive.

CONCLUSION

This study identified the unique issues that diversity stakeholders face from the perspectives of academia, industry and emerging talent. What the study uncovered was a fundamental disconnect between the resources being invested in diversity initiatives and the lack of belonging which diverse students and new hires felt in their respective environments. There have been many admirable initiatives to try to solve how we can improve the mix and quality of diverse talent in the industry. However, the industry has focused too narrowly on improving diversity numbers and scorecards.

Instead the focus must now shift to how we can be more inclusive as an industry, both to attract and retain outstanding diverse talent. Greater inclusivity is the key to improving diversity, and it has been demonstrated more diverse teams drive business growth. Inclusivity also signals to our next generation of talent that their voices truly matter, that they belong in the marketing and advertising industry, and that their talent is sorely needed.

X1.
APPENDICES

APPENDIX 1:
LEVERAGING A MARKETING APPROACH TO THE RECRUITING PROCESS

INSTILL MARKETING DISCIPLINE IN THE TALENT ACQUISITION PROCESS

There has been an explosion of technologies that allow marketers to personalize messages to a single consumer. Organizations can take this same marketing discipline and apply it to recruiting talent from universities. The typical approach that organizations take in recruiting talent is to visit the same schools every year because historically they yielded employees who performed well. However, this tried-and-true approach is relatively rigid, essentially shutting down the ability for organizations to consider other talented students. Finding diverse talent often becomes challenging if those schools do not represent that level of diversity.

WHAT'S IT'S LIKE TO GO THROUGH THE RECRUITING PROCESS

In the Egg Strategy research, students shared their perspective about what it was like to break into the marketing and advertising industry.

SEEING THE OPPORTUNITY AS A "BIG BREAK":
"Like the way that I got the job now, I was hustling, driving a Lyft, and I met a strategy director, and at this point I was more comfortable with sharing my little pitch, and I had like seven minutes to just sort of pitch him on what I thought I could do. And then two weeks later I got an interview, and then I got the job. And it was like, 'Yesss! I finally got my break!'"
— **NEW HIRE**, *African-American Female*

DIDN'T GROW UP WITH A PERSONAL NETWORK:
"In my experience growing up, it wasn't about networking. The people I met, I didn't always keep in contact with. Not that my parents didn't know important people…but I'm a public school kid. Not that it's a bad thing to go to public school, I think it's a great thing, but the circle of people you meet at public school and then their extended circle doesn't necessarily go up for you — it just goes lateral or down. So if you go to someone's parent's house, they may not be the CEO, but they may be mid-level or struggling to make it by. So there wasn't much I could pull from my circle or my mom's circle to get a leg up."
— **STUDENT**, *African-American Male*

LACK OF ACCESS TO OPPORTUNITIES:
"I don't have the same access to things as, say, someone whose dad owns a law firm and who can get these great internships. They have opportunities that can come to them whether or not they excel and deserve it. That's not the question, but I feel like the access to opportunities that I get or people of color in general get are different."
— **STUDENT**, *Hispanic Female*

NO FLEXIBILITY TO SWITCH CAREER TRACKS:
"A lot of companies that I want to get into seem like a boys' club. I talked to a guy a week after my internship ended and he was working in shipping and packing and he didn't like it. He wanted to get into health care and it just so happened that his high school or middle school basketball coach happened to be the CIO at the company. So he didn't have to work a lot. He didn't have to do 1,200 interviews and send out a hundred applications to get a position, 'cause the guy just said, 'I'll just find you a spot to fit in.'"
— **STUDENT**, *African-American Male*

PERCEIVED AS FILLING A QUOTA:
"A lot of the opportunities that you get kind of can feel tokenizing. So I never want to walk into an interview and feel like, 'Oh, they need a Hispanic person, a token,' so that becomes a part of my identity."
— **STUDENT**, *Hispanic Female*

NO PEER SUPPORT GROUP:
"I feel like even in my program, a lot of people in my class, I'm like, 'Y'all look like you're sisters.' Not like they physically look, but just the way they act and present themselves. So you just walk in the class and it felt like a sorority club."
— **STUDENT**, *Asian Female*

NOBODY WHO LOOKS LIKE ME:
"One thing that I struggled with…is there were no people who looked like me in positions of power in that company. So that was kind of like, 'Okay.' But then also there were so many events, you're meeting people in positions of power from other companies, and then you're also still not seeing people who look like you. And then you're like, 'Is this attainable for me?' I'm a first-generation college

student. I come from a single-parent home. Whatever, you can check all those boxes. But at times, I felt like maybe this wasn't my space. And I never want to feel that way. And that was a challenging thing to get over. To say, 'Okay, maybe there aren't a lot of people that look like me in this industry, but what am I going do about it?' So I tried to flip it more toward that way."

— **NEW HIRE**, *Hispanic Female*

FOLLOWING A SAFE PATH:

"My parents are traditional black parents who want me to do things the safe way. They went to school, then the military, they got married, got good jobs, go to church every Sunday. But doing things the safe way just isn't me."

— **NEW HIRE**, *African-American Female*

ABILITY TO MAKE AN IMPACT TO SUPPORT THE NEXT GENERATION:

"I want to make an impact by using numbers and finance to show companies that demographics that have been marginalized can make an impact at their company…and so little boys and girls can see themselves."

— **STUDENT**, *African-American Male*

LACK OF OPPORTUNITIES GEOGRAPHICALLY:

"I mean, I'm in the struggle right now. I recently graduated, I want to get into PR and media, but living in Cleveland, there aren't many options. I'm living at home with my parents and I mean it's a personal struggle. Because after living in school for four years I'm like, 'I need to get out of here!' I want to be on my own, but I can't be. And so

many millennials feel like this. We want to be on our own, we want to be independent, but you got stupid loans, an exit for FAFSA…and I'm like, 'I don't have a job yet, please leave me alone.' So yeah, that's the struggle."

— **NEW HIRE**, *African-American Female*

PRINCIPLES TO IMPROVE THE RECRUITING PROCESS

Study participants from industry and academia shared their perspective on how the industry can start to change its recruiting practices:

DECIDE TO RECRUIT DIFFERENTLY:

"Industry can decide to recruit in unconventional places. Diversity of path is a key part of true diversity. There's a whole lot of talent outside the traditional set of go-to schools. I often hear someone in the industry saying some form of 'We can't find enough qualified black people,' for example. But that's nonsense in an industry that understands targeting. As a result of that mindset, some schools are not even on the radar."

— **DOUGLAS DAVIS**,
Chair, B.F.A in Communication Design at New York City College of Technology

OPEN UP THE TALENT APERTURE:

"We often fish in the same pond, but we know that there is talent everywhere. It is important for us to open up the aperture to seek diverse talent in more places. Don't get hung up on the numbers, which prevents action, instead of thinking creatively about where to search for talent."

— **KEN BARRETT**,
Global Chief Diversity Officer at General Motors

REMEMBER QUALIFICATIONS, NOT CONNECTIONS:

"When companies typically have hired entry-level candidates, they often come from the son or daughter of a friend. Alternatively, companies are feeding from the same pools of candidates as opposed to stepping out of their comfort zone to look at schools that have greater multicultural representation."

— **LISETTE ARSUAGA**,
Co-President of Dávila Multicultural Insights and Co-Founder of Alliance for Inclusive and Multicultural Marketing

MEASURE PRODUCTIVITY TO OPTIMIZE CANDIDATE YIELD:

"We have certain universities that we double down on. The metric we look at is yield. The way we define yield for a school is a mix of data such as acceptance rates for internships, and ultimately converting those into full-time starters. The higher our success rates are, the more that we go back there. We strategically choose schools to invest in based on yield rates and their diversity representation. If we are not delivering against our numbers, we concentrate on certain universities to get the right mix."

— **FLORIAN PEQUIGNOT**,
Director, Human Resources and Global Brand Building at Procter & Gamble

DON'T LOOK TO FILL A QUOTA:

"Managers, tell us what you need and the competencies and strengths you want to build in your organization. Come to us sharing the story of your enterprise, its mission, values, thrusts, and what you believe in. We will identify the talent and skill set that will make you competitive, uniquely position, and successful in the marketplace. But don't come to us because you want to fill a quota. Come to us because you dare to discover the contribution that a diverse mindset can provide to your innovation and value creation efforts as the life of your organization is enriched."

> **— CARLOS M. RODRIGUEZ,**
> **Associate Professor of Marketing and Director,**
> **Center for the Study of Innovation Management**
> **at Delaware State University**

CHANGING THE RECRUITING CYCLE TO LOOK FOR NEW TALENT:

"Major corporations are lazy and go to the Ivy League Schools. We have hard-working students who have been working since they were 15 years old. They understand how to sacrifice. They have so many unique living experiences because of what their parents went through, and I feel that corporate America is missing out by not adding public universities like ours. They are not familiar with the students even though they say they want more students like ours."

> **— INEZ GONZÁLEZ PEREZCHICA,**
> **Founding Director of the Latino Communications**
> **Institute at California State University, Fullerton**

NO COOKIE-CUTTER APPROACH:

"We get thousands of applicants for very few spots. We measure everything semester versus semester, but it's not about hitting a diversity target. We look to customize our approach by university. We might approach the black student alliance, the black Greek organization, the office of diversity and inclusion, or an advisor who runs a multicultural program. We want to connect with the people whom the students who are listening to. It is not a cookie-cutter approach. If you post a position and hope for the best, you should plan to fail."

> **— SELDRIC BLOCKER,**
> **Director; Talent Acquisition-Campus**
> **Programs and Initiatives at NBCUniversal**

PORTFOLIO OF RECRUITING TACTICS

Talented multicultural students exist across all universities. Organizations have the opportunity to widen the talent pipeline by considering a greater set of schools from which to recruit. Just like with marketing budgets, organizations also have limited resources when it comes to recruiting talent. There are different models that organizations have taken to improve the quality of diverse talent coming into their companies.

- **Digitize the Entire On-Campus Recruiting Process:** Unilever disbanded its entire on-campus recruiting process and moved it online using technology to screen for candidates who showed similar traits to its highest-performing employees. "With all of the information readily available today about job candidates, why would we still choose to go to a small handful of college campuses?" asked Mike Clementi, a human-resources executive at Unilever.[27] Based on how students perform with these tests, the organization will then fly candidates into headquarters to interview. This gives Unilever a chance to see a wider lens of talent from more than 2,500 universities worldwide, which improves the quality of diverse talent coming into the organization from all different backgrounds.

- **Apply Rigorous Analytics to Evaluate Schools and Students:** PepsiCo utilizes both internal PepsiCo data and external third-party data on over 7,000 colleges to analyze which campuses to recruit from. Given that PepsiCo recruits across a variety of functions — not just marketing — with multiple locations spread across the U.S., the company takes a planned approach to working with colleges. The company uses data about each school, such as the student body composition, degree profiles, and data about how past hires perform at PepsiCo (offer acceptance rates, turnover numbers, and promotion cycles) to make more informed and deliberate decisions about which colleges and students to target. This analytical approach has moved the conversation of college recruiting — which campuses to visit, which majors to recruit from, and what resources to apply to certain schools — from an art to more of a process backed by data.

27. "In Unilever's Radical Hiring Experiment, Résumés Are Out, Algorithms Are In," *The Wall Street Journal* (June 2017).

- **Experiment with Different Recruiting Techniques:** Overhauling the whole recruitment process or investing significant incremental dollars in improving may be too challenging for organizations that may be resource-constrained or may only hire a handful of students for full-time positions. However, organizations can test out different forums, like Chris Cutone, director of human resources at Deutsch, who tested recruiting talent at the Black Solidarity Conference (BSC) 2018 Career Fair at Yale's Afro-American Cultural Center in addition to the regular schools the company visits to source talent.

- **Create a Business Plan Platform to Engage with Diverse Talent:** In 2017, HP partnered with the National HBCU Business Deans Roundtable to provide over 80 historically black colleges and universities (HBCUs) with a chance to participate in the competition, which challenged participating teams to submit a written business plan and qualified them for a chance to present to HP senior leaders. HP sent winning teams to meet with executives and tour facilities with the dual goal of exposing students to HP and opening up the recruiting pipeline to the set of schools.[28]

- **Target Schools with Diversity-Specific Career Approaches:** There are certain schools like Xavier University that will organize receptions to match diverse candidates with companies that are looking to recruit that diversity. For example, a week before its career fair, the career office at Xavier will host a diversity reception. The intent is to highlight different organizations that have diversity as a priority in the

workplace and for students to see this. As April Robles, senior assistant director for external relations and mentoring in the career development office at Xavier, explained, "This allows us to build trusted relationships with both students and with companies. In doing this, we want to be seen as a trusted partner that creates an inclusive recruiting environment."

- **Build Partnerships with Diverse Schools at Local Level:** Calvin Hall, the chair of the department of mass communication at North Carolina Central University, a historically black university, stated that McKinney, a Durham, N.C.-based, nationally acclaimed advertising agency, has built a multi-tiered partnership with his department via a faculty member. Through the partnership, the agency engages with the department in the following ways:
  - ▶ Gives presentations to classes about the advertising field
  - ▶ Works with faculty to shape curriculum
  - ▶ Organizes a week-long career forum about careers in advertising
  - ▶ Offers internship opportunities

- **Appoint an Executive to Be an Executive in Residence:** Abdul M. Turay, acting dean and professor of economics at the College of Business and Computational Sciences, Kentucky State University, shared an approach that his school takes in hosting an executive in residence. The key principles with this program that they spearheaded with an executive at IBM were:
  - ▶ **Passion:** Ensure that the executive has a love of teaching and giving back to students, because the program is unpaid.

  - ▶ **Flexibility:** Accommodate the executive's schedule, given that his/her source of income is coming from work instead of academia.
  - ▶ **Space:** Provide office space for the executive to meet with students and mingle with faculty, as that person's presence will benefit everyone.

- **Continue to Support and Accelerate Diversity-Specific Programs:** There are many efforts to bring more diverse talent into the industry, such as the following entry-level talent initiatives:
  - ▶ **Multicultural Advertising Internship Program (MAIP):** In 1973, the MAIP program started with only a handful of interns placed at agencies. In 2018, the MAIP class was 213 students spanning more than 24 markets. With a community of close to 3,000 MAIP alumni, this program is the industry's hallmark talent pipeline to get diverse students real-world experience in the advertising business.[29]
  - ▶ **Ad Fellows:** Verizon launched this program in fall 2017 as a paid fellowship that gave 20 diverse students an opportunity to experience the marketing and advertising business over an eight-month period. Fellows had the opportunity to rotate through Verizon as well as different agency partners such as McCann, Momentum, and Zenith, with the goal of placing these

28. "HP Anticipates Next Generation of Talent with Inaugural HP HBCU Business Challenge," HP Press Center (December 2017).
29. "The MAIP Mission," 4A's (2018).

students into full-time positions after the program ended. This program is expanding in 2018 with the goal of adding more agencies and brands to accommodate a larger class of diverse students coming into the industry.[30]

▶ **Multicultural Talent Pipeline:** Organized by Publicis Media, the Multicultural Talent Pipeline (MCTP) is an annual educational immersion into the media, marketing, and advertising business, which brings diverse students from participating colleges and universities into one location to meet with industry leaders who provide real-world perspective on all key areas of the media business. The goal is to bring awareness about careers in media to a set of diverse students who might not have considered this particular path.[31] Tim Jones, CEO at Publicis Media Americas shared, "We aspire, within a meritocratic workplace, to create the environment and conditions that enable everyone to work together successfully, and for success to be rewarded with opportunities to advance."

30. "What Verizon Learned a Year after Launching Its Diversity-Focused Fellowship Program," *Adweek* (May 2018).
31. "About MCTP," Multicultural Talent Pipeline (2018).

APPENDIX 2:
PORTFOLIO OF INCLUSION TACTICS

PORTFOLIO OF INCLUSION TACTICS

Tactics to consider when creating a more inclusive environment:

MANAGER ACCOUNTABILITY:

"Most diversity organizations actually have no hiring power. It is hard to make change when those who are charged with diversity don't have the power to bring in people. We make diversity a fundamental part of how we hire, and hold hiring managers accountable for building diverse teams. Specifically, we use the diverse slate approach which requires hiring managers and our recruiting teams to include least two underrepresented minorities in the final onsite interviews for every open role. This puts the responsibility on every single hiring manager on my team to make sure diversity is considered, and has moved the needle for diversity hires over the past couple of years."

— KOFI AMOO-GOTTFRIED,
Vice President, Brand and
Consumer Marketing at Facebook

ORIENTATION IS CRITICAL:

"What I found in my research is a lack of an investment in the on-boarding process. In many cases, there is a lack of training, lack of formal mentoring, and lack of formal sponsorship that happens early on when that student joins the industry. Feeling supported in a culturally inclusive environment is key to ensuring the success of diverse talent over the longer term in our industries. Getting buy-in from your management team is required. Otherwise, how will others across the organization understand the value of diversity and inclusion? We can meet our moral and business objectives together. Developing a sustainable pipeline and fostering more collaboration between industry and academia can prove to be a win-win partnership."

— ANGELA CHITKARA,
Assistant Professor, Branding and Integrated
Communications at The City College of New York

EMPLOYEE RESOURCE GROUP INTEGRATION:

"When interns come in, we encourage them to meet with the networks and participate. You don't have to say diversity. You have to live it. You have to display it. That is the aspiration to move up in an organization. When they don't see it, they are not afraid to say so."

— DONNA E. PEDRO,
Worldwide Chief Diversity and Inclusion Officer and
Worldwide Chief Ethics Officer at Ogilvy & Mather

"SAFE" SPACE FORUMS:

"We have a platform where we can have 'Safe Space' conversations, which allows employees to come voice their interests or concerns as it pertains to a variety topics including but not limited to diversity and inclusion, gun violence, immigration, and the post-election environment. We have the true backing of senior leaders who are part of an inclusion counsel who help drive those conversations across our various offices. It signals to everyone in the organization how important these issues are, which encourages even more conversations on this platform."

— BRIAN VAUGHT,
SVP, Talent Inclusion at Publicis Media

THIS IS MY STORY:

"We launched a program where we invite a cross-section of our people to come up and tell their individual stories.. It has been an outstanding success. There has been laughter, tears — lots of emotion. There has been such a range of stories that we have heard. As an agency we are still a work in progress and genuinely trying to improve. We manage our metrics but also focus on the softer cultural things. Those softer things are doing things that demonstrate to our people that the agency and leadership are interested in genuinely creating an inclusive environment. Sharing diverse stories is an important part of that."

— CHRIS BROWN,
President of and CEO at DDB New York

MENTORSHIP PROGRAMS:

"Being a woman and being a Latina, that's something that's sometimes discouraging because I look at the people like me at those agencies, and they're not where I would want to be. They're still doing the same thing. So I was just a little concerned about the opportunities that I would be able to get in this industry. But after meeting [my mentor], she kind of reassured me that if you put in the work, it shines through. Even if you have to work a little harder, that's just the way it's going to be."

— **STUDENT**, *Hispanic Female*

CULTURAL OPENNESS:

"One thing I remember about [our agency head who is Asian] is that he uses chopsticks to eat his lunch, and that was a very important moment for me. It was a very encouraging moment for me and through the years I've definitely gotten more, I guess more accepting or just more normal about, 'Yes, I am Chinese, I'm very Chinese. I'm going to use my chopsticks and do all these Chinese things.' He's one of the people of the highest power, he's just using chopsticks. I'm like, 'Oh, so I can be Chinese and be respected and be successful in this agency.'"

— **NEW HIRE**, *Asian Female*

- **Being Intentional:** The University of Michigan implements a diversity, inclusion, and equity strategic plan that provides system-wide resource support, governance, and accountability across the school network. Robert M. Sellers, vice provost for equity and inclusion, chief diversity officer, and the Charles D. Moody Collegiate Professor of psychology and education at the University of Michigan, highlighted the pillars:
  - ▶ **People:** Leadership needs to put forth initiatives focusing on recruitment, retention, and development of students, faculty, and staff.
  - ▶ **Process:** Leadership must work to create an inclusive environment.
  - ▶ **Products:** Leadership must have initiatives and programs to infuse diversity, equity, and inclusion into teaching, scholarship, and service.

- **Resources Available, Accessible, and Deployed:** Dr. Marilyn Mobley, vice president for inclusion, diversity, and equal opportunity and chief diversity officer at Case Western Reserve University, cites several programs that she has implemented to raise the awareness of diversity and inclusion on campus, such as the implementation of a diversity education program called Diversity 360 that faculty, students, and even the Board of Trustees have taken. The core program encompasses facilitated dialogue about such issues as privilege, micromessaging, bias, and empathy, among other topics about the breadth of human differences.

All faculty, students and staff are expected to participate in the program. Even members of the Board of Trustees have volunteered to participate so that the language taught in the program has universal applicability throughout the campus.

AWARENESS OF PATH AHEAD:

"I attended a Women in ALPFA Latina Summit and it was just a panel. So learned from the experiences of women who when they were younger had the same exact thoughts and experiences as I did. They're like, 'I didn't see anyone who looked like me. I didn't know that I could do this. But then I got a mentor who helped me. Or someone sponsored me to do this program that ended up helping me.' Or all of these things. So that kind of...Not that I felt hopeless, but that event really did give me hope. This is something that I can do. I will 100 percent have to work harder than a lot of other people. And I will also have to work harder to not be put into a box."

— **NEW HIRE**, *Asian Female*

OPENING PATHS BEHIND:

"It tells me that if I don't continue to try and make it in this industry, that I won't be able to be that representation for the next person that is going to be looking like, 'Oh, he's not the cool.' I like that, like it's only me that can do it? Then when they see me they'll be like, 'Oh yeah, I can! Cool!' Then they'll keep going."

— **STUDENT**, *Hispanic Female*

APPENDIX 3:
MENTORSHIP ADVICE TO STUDENTS

MENTORSHIP ADVICE FROM THE INDUSTRY AND ACADEMIA

Industry and academic thought leaders offered some advice about making that next generation feel more included in the workplace.

IT'S ABOUT PERFORMANCE:

"My belief is that everybody should have equal opportunity with the same opportunity to be successful regardless of background. Where you come from, what your gender is, what your race is, none of that should be a credential in your success. Hard work, a strong aptitude to keep learning, and a collaborative nature should drive your success. When younger professionals whom I mentor come to me and state that they are not getting ahead, I try to understand the reasons. Is because you are being held back by ethnicity? Gender? Background? If that is true and is correct, that is illegal and not right. But if you are not working hard, learning, and performing, then I can't help you."

— RISHAD TOBACCOWALA,
Chief Growth Officer at Publicis Groupe

PUT IN THE WORK TO COMPETE:

"My advice to this younger generation coming into the business to have a passion for what you do. Understand it is like other jobs in that it is challenging and fun work, but you are going to have competition. Yes, you are going to hit pockets of bias, unconscious or conscious. However, you can't look at every swipe and every disappointment about being race-based. That is not realistic, and it is the worst kind of excuse-making. Will you have those kinds of negative experiences? Of course you will. Use them to fuel your ambition to be the very best you can be. Talent wins at the end of the day. If you have good ideas, if you think in a way that demonstrates a unique perspective on the world, then somebody will want to pay you. Be your best self."

— MARC WILLIAMS,
Creative Director

GETTING PREPARED FOR THE NEW REALITY:

"Students have an expectation that an organization will prepare itself for their presence. If an organization has few women and few people of color who have been hired or promoted, these students will look elsewhere. There is not cynicism but a deep suspicion about the language of diversity being employed in organizations when there is no evidence that an organization has actually done what they say they are doing. The expectation is that organizations must prepare themselves systematically. It's up to organizations to make diversity a reality."

— MARK BRIMHALL-VARGAS,
Chief Diversity Officer and Vice President for Diversity, Equity, and Inclusion at Brandeis University

SEEING IS BELIEVING:

"People want to see diversity in their leadership. They want to see someone like me being in this role. If they don't see a diverse group of people, they won't relate to that."

— RAVI DHAR,
George Rogers Clark Professor of Management and Marketing and Director of the Center for Customer Insights at Yale University

SENSE OF BELONGING:

"It is important for employees to be themselves at work, that is when the greatest innovation happens. It is actualizing the idea 'I believe I belong, and I matter.' This is happening through programs and tools we are working on which help us heavily be inclusive. Inclusion is the key to achieve diversity. You can bring people in, but if it's not a safe environment for people to be themselves, then we won't retain them."

— TIA SILAS,
Global Chief Diversity and Inclusion Officer at IBM

INTENTIONAL INCLUSION:

"My former company was very intentional and structured about inclusion. It did not feel like the company was checking the box. They saw this as important for them to achieve their business results."

— COLETTE MATTHEWS,
Vice President of Innovation and Marketing Executive at Alpha Guardian

APPENDIX 4:
KEY PERSPECTIVE: INDUSTRY

KEY PERSPECTIVES: INDUSTRY

Key themes emerged from what industry shared:

1. Remember, performance matters most
2. Strategies and stories for success
3. What we are hearing from the younger generation
4. Why diversity and inclusion are important to me
5. Common themes from last year's study

1. REMEMBER, PERFORMANCE MATTERS THE MOST

YOUR WORK WILL SPEAK FOR YOU:

"Young kids don't understand that your work will always speak for you. Personality is important and chemistry is important. But what you bring to the table is crucial. My mentors made sure that I understood that. You need to demonstrate what you are capable of doing. I am a creative who has a multicultural background. I am not a multicultural creative. Never allow it be an excuse. Great ideas should come from diverse places."

— *ALEX SANTIAGO,*
Owner of Social Mosaic Communications

IT'S A HIGH BAR:

"One of the things that I spend time on with people is something that could seem harsh. I try to help our beginners and our interns understand is that there is a high bar here. You need to deliver. Work is not school, and there is not the same support to help you learn what you need to know. The industry used to train a lot more. Now people need to figure out a lot on their own."

— *BELLE FRANK,*
Chief Strategy Officer at VMLY&R Health Practice

2. STRATEGIES AND STORIES FOR SUCCESS

HAVING INNATE BELIEF ABOUT QUALITY OF SKILLS:

"When I came into the industry, I didn't know any black copywriters, art directors, or creative directors. In fact, aside from a few people who I had only read about, I didn't know any African-Americans in this business. But what I did know was that I was good enough to do this job. I just knew because I could see that the quality of my thinking was on par with anyone else that was pursuing this job. And maybe even more important than that, I had enough passion for it — I always wanted to work at getting better. Not having role models who 'looked like me' was not that important and it certainly wasn't enough to deter me."

— *MARC WILLIAMS,*
Creative Director

DON'T RETREAT, PERSEVERE:

"I was very thick-skinned and didn't take things too personally. I didn't retreat into the safe space because an insensitive comment might or might not have been directed at me. It doesn't help. If I retreated, nobody would take me seriously. I had to earn it. It was how I approached my work.

"I did my 9 to 5, but afterwards, I would stick around afterwards and asked if I could help out. Most of the time, the answer was no. Their response was 'Who is this guy?' These guys didn't need my help. But I wanted to learn, so I would make a photocopy of the brief and worked on it on my own. I would go to the creative director to ask for five to 10 minutes. If they didn't like it, I asked them 'Why not?' The first 100 tries were not good all. I learned from that. Most people, if you show them genuine interest, they will help you. It doesn't matter about the skin color. People are inspired by people with drive. That is human truth. I was the only Asian and everyone was white. I made it through."

— *RUDI ANGGONO,*
Head of Creative and Strategic Visioning at Google

MANAGING UP:

"Students and younger professionals are often naïve about what it takes to thrive in their careers. We need to teach them more about the concept of managing up. Don't leave it up to your manager to always manage you. It is also your job to manage your manager before they have to manage you. If you can be one step ahead, it is a burden off them and a demonstration of your potential and leadership."

— *VITA M. HARRIS,*
Chief Strategy Officer at FCB Global

PRESENTING YOURSELF APPROPRIATELY AND CREATIVELY:

"What I have seen the most in the diverse set of younger people I have talked to is them asking me, 'How do I make waves as a creative professional?' Many didn't know some of the jobs I have

had even existed. Now that they know, they are asking what roles can they play? I don't think the industry has evolved career paths and work structures to reflect how the younger and multi-hyphenate generation is growing up. A consistent thing I hear from the youth is wanting to be creative directors, especially in the age of Instagram and visual culture. My challenge to them is 'What do you even mean? What research and work have you done? What are your credentials? How are you packaging yourself to be more commercially viable?' They are very passionate and have an entrepreneurial spirit at heart, which is super inspiring. I learn from them as much as they learn for me."

— *CAROLYN "CC" CONCEPCION,*
Co-Founder of ARTNOIR

3. WHAT WE ARE HEARING FROM THE YOUNGER GENERATION

MAKING SURE DIVERSE PERSPECTIVES ARE REPRESENTED:

"Younger people value authenticity. They are drawing their own conclusions and are not accepting what it is told to them. Yes, they want to have impact, but at the senior levels, even if they are not at the table, they want to see diverse perspectives be taken into account if they are not in the room. If there are not diverse perspectives, it's harder for them to respect the decisions that are made."

— *DEBBIE KING,*
Marketing Executive at Media Brand

NOT SEEING ANYONE WHO LOOKS LIKE THEM:

"The questions from the younger generation have been similar over the years where they share that they don't see anyone that looks like them at my level or above. They question if it is even possible to navigate that."

— *YIN WOON RANI,*
Senior Marketing and Agency Executive

FEELING OUT OF PLACE:

"Many diverse new hires whom I mentor feel out of place because ad culture is so abstract. It is abstract because they don't feel like they should be a part of the culture. They can't relate. They look to the right and the left, and they can't relate to the things that are being talked about. People of color have to embrace a culture that is primarily white. But it is not requirement for young white people to know our culture, whether that be Latino, Black, or Asian."

— *KENI THACKER,*
Program Creator, Young Commodores/Senior Event Technology Specialist at J. Walter Thompson

LOSING MY SOUL:

"There are a lot of young people not knowing how to maneuver in corporations because the vibe is different. There is a belief that if they play that game, they lose their soul. We are selling our soul a little bit more within this organization. I don't feel like many white professionals have this same challenge."

— *JAVIER FARFAN,*
Strategic Advisor at J Wolf Advisor

4. WHY DIVERSITY AND INCLUSION ARE IMPORTANT TO ME

DIVERSITY IS ALL THAT I HAVE KNOWN:

"That is all I have known in my whole cultural experience. It is embedded in my DNA. I am so passionate about celebrating diversity. When you have different ways of thinking, great things can happen. That is the whole magic of this industry."

— *ALEX SANTIAGO,*
Owner of Social Mosaic Communications

BUILDING CONNECTIONS WITH THE NEXT GENERATION:

"I get to talk to a lot of diverse younger talent in the organization as they see a connection with somebody like them. Which is amazing to build those relationships like that because it means that we are at least having conversations with talent at multiple levels. Ultimately it is about having enough representation at all levels, which would be a big milestone. Seeing more representation gives you more confidence that the company believes in diversity and inclusion."

— *CARLOS ZEPEDA,*
Marketing Executive

TAKING ADVANTAGE OF GEOGRAPHIC RICHNESS:

"We have the exact opposite problem in recruiting diverse talent. We have a high ratio of Hispanic to non-Hispanic candidates applying because we draw from our geographical surroundings in Texas. We are the number one

Hispanic agency in Houston, and we attract the best students because of our 33 years of presence in our market and our involvement in the community, which includes scholarship programs and the like. We also benefit from a lot of talent moving from the coasts back to Texas because their family is here and the cost of living is better. The blue-chip accounts that we have such as Walmart, Bank of America, and McDonald's make us stand out and be desirable among this talent."

— ANNE DAVIE,
Group Account Director at
Lopez Negrete Communications

BEING INCLUSIVE OF ALL MINORITY GROUPS:
"You typically never hear Asian-Americans as a group that is affected. There is something about this perpetual otherness that is used in ways to support a particular narrative. On one hand, for example, in business school, recruiters might not recruit Asian students because they are not considered a minority. On the other hand, when the narrative is beneficial to bolster diversity numbers, they are included. That is saying you are not quite a minority, but you are still not the majority and therefore on the outside. Maybe for a lot of Asians in the industry, there is a need to strive to push a little harder to prove which side of the conversation you are on."

— JOE MIN,
Executive Director at
Intertrend Communications

5. COMMON THEMES FROM LAST YEAR'S STUDY

FOLLOWING THE PACE OF WORKPLACE ENGAGEMENT:
"Organizations are being challenged to keep up with a rapidly evolving pace to maintain top young talent. This younger generation is looking to be in an environment where there is an open source for ideas — it's not super hierarchical, voices can be heard, and there is ability to move up quickly. It's not just advancement but also new experiences. That pace of change is moving at a faster clip than some organizations are ready for. There is an expectation to keep learning, and a lot of organizations are balancing that need with the needs of the company to not shake things up so quickly."

— STINSON PARKS,
Senior Lead, Global Content and
Consumer Engagement at PepsiCo

WORKING SMART IS A FORM OF WORKING HARD:
"Leaders today expect today's generation coming into the workforce to work hard. There is a perception that they don't. It's not that they don't work hard; they understand how to work smart. Before it was about grinding it out in 12- to 14-hour days. That is how you got recognized where you were seen as paying your dues. That was my generation. Today's generation, it is being smarter than everyone else about how to be efficient with the technology tools that my generation never had."

— LUPE DE LOS SANTOS,
Owner of Sentidos LLC

APPENDIX 5:
KEY PERSPECTIVE: ACADEMIA

KEY PERSPECTIVES: ACADEMIA

Key themes emerged from what academics shared:

1. Wave of diversity programs spreading across universities
2. Personal experiences calling them to give back
3. Support academic scholarship about diversity in marketing and advertising
4. What faculty is hearing from students
5. Taking action on behalf of students
6. Faculty as teachers…and as coaches
7. Advocating for the quality of their students

1.WAVE OF DIVERSITY PROGRAMS SPREADING ACROSS UNIVERSITIES

RISE OF THE CHIEF DIVERSITY OFFICER IN ACADEMIA:

"We have been quite successful in promoting diversity on campus. We were the first member of the Association of American Universities to be designated a Hispanic-Serving Institution (HSI). One of the requirements for an HSI designation is having 25 percent and above of Hispanic/ Latino enrollment at our university. It took us many years to reach that goal. In addition, we have been working diligently on minimizing the gender gap — for example, we have been making progress with the hiring of female faculty scholars. After the university created my position, other universities appointed chief diversity officers, but we were one of the first in the nation to create this specific position."

— MARIA HERRERA-SOBECK,
Professor, Associate Vice Chancellor for Diversity, Equity, and Inclusion at the University of California, Santa Barbara

INSTITUTIONAL VALUES ALIGNING WITH THE SPIRIT OF DIVERSITY:

"A few years ago, there was a university push toward inclusion because of certain racial incidents that happened on campus. Everyone knows that racism exists, but when it happens where you are, it is eye-opening. In response, we added a new office of diversity and inclusion that implements different programs on campus. Xavier is a Jesuit institution, and our institutional values — whole persons of solidarity for the real world — line up well with the spirit of diversity and inclusion."

— WENDY MAXIAN,
Associate Professor and Chair, Communication Department at Xavier University

FACULTY UNDERGOING DIVERSITY TRAINING:

"In the last two years, the university has been prioritizing diversity; they just implemented formal diversity training for faculty. It was an intense 14-week look into the personal and professional skills of how to relate to students and co-workers. This was just one program of the overall initiative that the university has to have at least 25 percent of the population be ethnically diverse. Our incoming first-year class is nearly there. We actively recruit students from different back-grounds and countries, and this training helps us become more sensitive and aware in an effort to make the student life and classroom experience even richer."

— KAREN EUTSLER,
Teaching Professor, Marketing Department at Xavier University

PREPARING STUDENTS FOR A DIVERSE WORLD:

"Higher education is a pipeline to industry (among other professional areas), and whether it is from business school, engineering, or the arts, we educate students to help them prepare for the workforce they will encounter. We are also educating students to enter into a democratic society and to be good citizens in the world, as well as at work. Part of what we are trying to do at New York University is teach students how to be prepared for complicated global landscape, and also how to be effective leaders, managers, and contributors who are equipped to work and thrive in a diverse world."

— LISA COLEMAN,
Senior Vice President for Global Inclusion and Strategic Innovation, and Chief Diversity Officer at New York University

2. PERSONAL EXPERIENCES CALLING THEM TO GIVE BACK

START FROM THE GROUND UP:

"I was intentional about choosing Clark Atlanta. I knew there has been a deficit of diversity in public communications. For me, it was important to make sure that minority students got the quality of education that would help position them to be employable. I did not attend an HBCU — I knew that was a great path to help tackle the issues that I saw within my profes-sional community where there was a glaring lack of diversity. Every agency that I went to or worked for, there were very few minorities in those

agencies and even fewer positions of leadership. Even in the professional organization — PR Society of America — the room is still not very diverse. That was something I observed — tons of research to support that. That was a huge part of my decision to pursue Clark Atlanta."

— TRAYCE LEAK, PH.D.,
APR, Assistant Professor of Public Relations at Clark Atlanta University

LEVELING THE PLAYING FIELD:

"I see it like this, there are those responsible for planting the seeds of possibility in those who are at the point of possibility. Opportunity and exposure level the playing field. However, if the school is not seen a viable pool of talent or if those planting the seeds aren't aware of certain career paths then that's when there's an issue. For example, I didn't have one black design professor at Hampton University, or when I moved to Brooklyn to get my master's at Pratt. Then I broke into advertising before deciding to attend NYU. When I look back, I didn't have one black advertising or design professor and have never worked for a black boss. But then I became an advertising and design professor. That is what I am doing in my classroom for my students. My presence helps them understand what's possible for them."

— DOUGLAS DAVIS,
Chair, B.F.A in Communication Design, New York City College of Technology

3. SUPPORT ACADEMIC SCHOLARSHIP ABOUT DIVERSITY IN MARKETING AND ADVERTISING

ACKNOWLEDGING THE HISTORY OF MARKETING AND ADVERTISING:

"It's important to understand diversity in the marketing and advertising industry by understanding it both from a historical standpoint and a socio-political point. The beginnings of modern-day advertising were built off of racial stereotypes such as Aunt Jemima and Uncle Ben's. These iconic brands were developed on the backs of oppression. We have a long history of how brands have used these stereotypes. On a parallel path, we also have had a long history of keeping certain bodies outside of the industry, such as people of color. When there is a lack of representation, certain narratives start to form — for example, that people of color don't do well in creative, which we still are living with even now. When you are not exposed to the past, it will take time to catch up and understand how we fix these issues."

— KEVIN D. THOMAS,
Assistant Professor of Multicultural Branding at Marquette University

ANALYZING STRUCTURAL OPPRESSION IN THE INDUSTRY:

"Structural oppression is not a phenomenon limited to advertising and marketing companies. It is an historical and global phenomenon across industries which tends to marginalize the participation of women, people of color and other minorities. Yet the advertising and marketing industries are highly influential on popular

culture with their messaging, imagery, and communication approaches. There are similar types of practices within organizations, which collectively can perpetuate some of the best and worst aspects of society."

— JUDY FOSTER DAVIS,
Ph.D., Professor of Marketing and Integrated Marketing Communications at Eastern Michigan University

4. WHAT FACULTY IS HEARING FROM STUDENTS

ENCOUNTERING THE SKEPTICISM OF STUDENTS:

"Students are more skeptical. These folks come with laptops. They are looking at the point that I have made or the research I shared. They are fact-checking what I said. With different generations, such as the boomer generation, you took what was said as truth. We have devolved to a society where tribalism is significant. If you don't act or think the way I do, there's something wrong with you. The different generations have their unique perspectives in terms of goals, views, and values, and marketing's challenge is to find the 'common ground' to bring them all together for a mutually beneficial interaction."

— DR. CHARLES "RANDY" NICHOLS,
Visiting Assistant Professor School of Business and Technology at Kentucky State University

HEARING FROM STUDENTS TODAY IS SIMILAR TO WHAT I EXPERIENCED:

"What I hear from students of color is very similar to what I experienced over 10 years ago. I can't get anywhere. Even if I go from company to company, I still find it quite difficult to achieve upward mobility. They are finding themselves leaving the industry and going into the non-profit or government sector, which may be less based on connections and have more representation of people from the groups they identify with most."

— SYDNEY DILLARD,
Assistant Professor at DePaul University

BREAKING FREE FROM RIGID SOCIAL CATEGORIES:

"Younger folks these days tend to look beyond rigid social categories. When it comes to what younger folks are looking for, they want diversity and inclusion because it challenges them intellectually and contributes to the greater good. Diversity and inclusion help make an impact on whatever they might be doing, and a diverse place can also lead to authentic inclusivity in society more generally."

— ED TIMKE,
Instructor of Advertising and Society, Cultural Anthropology at Duke University

5. TAKING ACTION ON BEHALF OF STUDENTS

CREATING EXPOSURE OPPORTUNITIES FOR DIVERSE STUDENTS:

"Temple is a diverse university in the middle of a city that is a majority minority. Every year, we send a bus filled with diverse students to a Multicultural Career Fair called "Here Are All the Black People" sponsored by the One Club to give them exposure to the industry, as many are just not aware of the enormous opportunities that are open to them in advertising. It is not a highly visible career in that sense. We have also compiled a list of diversity-specific career and scholarship opportunities to hand out to our students. We are looking to build a diverse pipeline into the industry by creating awareness, access, and opportunities for our student base."

— DANA SAEWITZ,
Chair, Department of Advertising and Public Relations, Associate Professor of Instruction, Klein College of Media and Communication at Temple University

ENCOURAGING DIVERSE STUDENTS TO TAP INTO ALUMNI NETWORK:

"At our school, we don't have a marketing major. We don't have an advertising major. Students who arrive here and know about the industry might know through a family member who works in that industry. We emphasize the importance of networking to many of our students, particularly those with diverse backgrounds who might be first-generation students. We encourage them to tap into the alumni network after we look to explain what marketing and advertising is and talk about how liberal arts skills apply to the industry."

— ASSISTANT DIRECTOR,
Career Advising at Liberal Arts College

PUSHING STUDENTS OUTSIDE OF THEIR COMMUNITY:

"Traditionally, our Hispanic students did not want to leave Miami. They are comfortable. They have strong family ties and hesitate leaving them to take a chance. We make consistent efforts to send Hispanics to do internships outside of Florida. For example, one of our first efforts was placing a Hispanic female in a company in St. Louis. It is a matter of pushing these students outside of their comfort zone, giving them the exposure, education, and experience of broadening their horizons, and then they sometimes take jobs where they intern."

— LILLIAN LODGE KOPENHAVER,
Executive Director, Lillian Lodge Kopenhaver Center for the Advancement of Women in Communication, and Dean Emeritus and Professor at Florida International University

EXPERIENCING TREMENDOUS FAMILY PRESSURE:

"There is tremendous pressure from Asian families to go into certain fields. They often need to have a difficult and sometimes awkward conversation with the parents. Marketing and advertising might be too 'risky' an industry to pursue. I think that some of these students are facing stereotypes about the kinds of jobs Asians should be doing. Students are relaying their own personal experiences, though, and becoming open to talking about it in and outside of class."

— ED TIMKE,
Instructor of Advertising and Society, Cultural Anthropology at Duke University

6. FACULTY AS TEACHERS…AND AS COACHES

INFUSING COACHING INTO THE TEACHING STYLE:

"Personally, my style of teaching includes a coaching approach. Other professors might be more detached from their students to focus on their research careers, but I am more of a teacher/coach. As far as being Hispanic, because I work at a college which caters to Hispanic students, I see the need to provide the extra guidance because of the backgrounds I serve. I see the need for a little bit more of a connection with first-time college students, as they are the first ones to get college degrees in their families. I am available for them so that they can get that extra guidance and connection."

— **DENISSE OLIVAS,**
Director of the Center for Hispanic Entrepreneurship, Lecturer of Marketing at University of Texas at El Paso

GUIDING AND DIRECTING PATHS BEYOND TEACHING ROLE:

"We are much more hands-on here at Winston-Salem State University, an HBCU, with students. We have a good number of students who are first-generation students, and we put the onus on ourselves to make them feel more connected to us. I find myself mothering sometimes, which is surprising to me."

— **MONICA D. GUILLORY,**
Associate Professor, Management, Marketing, and MIS at Winston-Salem State University

FOLLOWING THE "MOTHER DUCK":

"I take great effort to learn the names and personalities of my students. I have them stand up and tell the class about themselves and where they are from and their background. I can do that in a smaller institution where I create a safe space and treat my students as family. Students form relationships with me where they 'follow me around.' My office manager once told me that I was the mother duck and there was always a trail of students behind me."

— **ADRIA WELCHER,**
Assistant Professor in the Department of Sociology at Morehouse College

7. ADVOCATING FOR THE QUALITY OF THEIR STUDENTS

GOING THE EXTRA MILE:

"Students benefit from an ethnically diverse classroom in many ways. One of the most interesting behaviors I observe is the drive to go the extra mile often displayed by those students who come from less stable economies. They set an energetic and 'anything is possible' pace to the class not as common in less diverse environments."

— **KARINNA CAMPREGHER DAMO,**
Director of Marketing for Bupa Latinamerica and Adjunct Professor of Brand Management at FIU's Master of Marketing

PREPARING STUDENTS TO THINK CRITICALLY:

"We teach critical thinking skills and educate students to make decisions for themselves. We want our students to go into the world and make their own discoveries as well as original and brilliant contributions in all the scholarly disciplines for the well-being of humanity. It is not just repeating what we do but the desire for our students, who will be the future leaders of the nation and the world, to think for themselves and offer brilliant and unique ideas. We want to prepare our students for a stellar future. We don't want them to repeat the mistakes that we have made but to enrich the world with new discoveries and help humanity achieve its full potential."

— **MARIA HERRERA-SOBECK,**
Professor, Associate Vice Chancellor for Diversity, Equity, and Inclusion at the University of California, Santa Barbara

NOT COMING TO THE PARTY WITH EGO:

"Finding diversity of talent in top colleges and universities is a challenge. They are much in demand and may jump at higher-paying positions. In looking for a talented, diverse workforce, the search should be wider. There are plenty of young people who want to get into the industry, who come without ego, and are willing to work hard. These are students who don't have a silver spoon and are committed to making their own way. They are a good investment for the industry because they are hungry to learn, grow, and contribute great work."

— **PAUL KURNIT,**
Clinical Professor of Marketing at Pace University

APPENDIX 6:
KEY PERSPECTIVE: TALENT

KEY PERSPECTIVES: TALENT

Several overlapping themes were also uncovered from last year's study:

ALIGNS WITH MY INTERESTS:

"I took my first communications class and it was different from what I thought. It was a lot about human behavior — how humans think, how you interpret things, how images and messages show what you don't realize they show. I just love brand strategy!"

— STUDENT, Asian Female

TAPS INTO INNATE SKILL:

"I've always loved debate. I finished junior college at top 10 in the nation for debate [because] I was really successful talking to people and influencing or selling ideas. And that seemed like the perfect fit for marketing and PR."

— STUDENT, Hispanic Female

MAINTAINS A CERTAIN LEVEL OF FLEXIBILITY:

"I feel like I have more flexibility with marketing because it's an interdisciplinary field. I want to start off in social media, but eventually I want to do strategy or project management."

— STUDENT, Hispanic Female

MARKETING IS AMBIGUOUS, WITH WIDE SCOPE:

"I didn't know all the background to PR. I didn't know it covered social and paid media. It wasn't until I interned at a PR office that I realized there was so much more. Actually, I originally was looking for more traditional PR, because I didn't know digital PR was an actual position that existed. I just thought you applied for a traditional PR job and digital PR was just a part of your job."

— NEW HIRE, African-American Male

MAD MEN PERCEPTIONS STILL EXIST:

"What is marketing? It's an abstract concept, but my professor made it more digestible. She made the material easy to understand. Before my Marketing 101 class with her, I definitely thought marketing was this high-up, corporate, cold thing. I thought it was definitely C-suite people having very intense board meetings. That was my presumption and that was really abstract. It was sort of this Mad Men *agency world, very cutthroat, but in that class I learned there's lots of different aspects to marketing."*

— NEW HIRE, Asian Male

DISCONNECT BETWEEN THEORY AND PRACTICE:

"I feel like there's a disconnect between what marketing is and what it's evolving into and what it should be."

— STUDENT, Hispanic Female

LOTS TO RESEARCH TO UNDERSTAND WHERE TO START:

"I'm still trying to navigate it and I'm a senior. I'm going to be a senior in college. I have to do a lot of internet research, see how people got through, see how people started getting through things. Reading a lot of personal testimonials. I've had the opportunity to talk to a few people in the field so I could learn how they did it."

— STUDENT, Hispanic Female

INTERNSHIPS ARE CRUCIAL TO FINDING THE PATH FORWARD:

"I mean I don't have too much experience. I'm looking for my first job out of college and you're coming across these jobs that are, 'Once you have a bachelor's degree and do this, this, and this, but we need you to have two to five years experience doing them.' But I don't have that number of years of experience, so it's hard to find an 'in.' It's hard to break through unless you get really, really lucky and I'm hoping for a miracle. But it's just hard to get in. That's all I can say because I haven't had too much experience within the industry myself."

— NEW HIRE, African-American Female

NO CLEAR PATH FORWARD:

"I went to Career Services like, 'Hey, I'm trying to figure out my next three years. I don't really know what I want to do. Can you help me?' All they could really do was look over my résumé and give me suggestions. I'm like, 'No, I need a plan. Help me out.' They of course gave me a couple of little pamphlets and said like, 'Oh, do this, this, and this.' It was super basic and really no direction… and I just started to look for internships. I looked for ones in New York. I looked for ones around the southeast area. I actually landed an internship with Coca-Cola, nothing sports-related [I was studying sports marketing.] It was just like, 'This is a good internship and they're paying.'"

— NEW HIRE, African-American Female

OUTDATED CURRICULUM:
"We talked about social media briefly in my marketing class, but still we're very behind. We have to go by the textbooks, so they can't be talking about the new social media apps. Like they still have Vine listed in my textbooks. Yeah, that's a bit outdated. My professors are really good about trying to acknowledge the past. They are like, 'Okay textbooks are like the concept, but here's what's going on in real life. You should be reading this, this, and this.'"
— *STUDENT, Hispanic Female*

In addition, there are specific cultural highlights that study respondents shared:

I'M THE FIRST:
While these students and new hires represent different ethnicities, cultures, socio-economic backgrounds, upbringings, and family structures, they all have at least one thing in common: they are all *the first*. For some, this means they are the first generation to be born and raised in the United States. For others, they are the first generation to pursue higher education to secure a better financial standing for their families. Some are the first to deviate from the "safe" plan their parents envisioned for them. As one Asian female student shared, "My parents fled the war in Vietnam and arrived in the U.S. with just $20 in their pockets and a brand new baby girl."

HONORING SACRIFICES OF THEIR PARENTS:
"I've always want to make my mom proud because she's done a lot. She does more than most parents do for me. She helps me pay for this apartment and supports me going through school and especially being away from her — it's an eight-hour drive just to go back to see her and it's a really big source of pride because she's done so much to raise my sisters and I to be really strong, independent people."
— *STUDENT, Hispanic Female*

SUCCESS WAS JUST INTEGRATING INTO U.S. CULTURE:
"Success for my parents was most likely learning how to speak English. I'm the first generation here; they were born in Mexico. I remember studying with my dad, and we were practicing, 'I pledge allegiance to the flag' and we were doing it together even though I was in second grade and he was an adult. Learning to speak the language to get a job was so important."
— *STUDENT, Hispanic Female*

PRIDE IN ATTENDING A HISTORICALLY BLACK COLLEGE (HBCU):
"So one thing that I'm thankful for is having a sense of self-worth, and being proud to be black and understanding what that means, being black in America. That's just a tremendous obstacle to overcome. Just growing up, if you're a bright kid,

you're probably the only black kid in the class. Or in situations like that, and you don't really see it at first. But for me especially, I just didn't really have a good sense of what black excellence was and what that meant. So going to an HBCU, learning all that, it only made me a better professional all around because I had that confidence."
— *NEW HIRE, African-American Male*

QUALITY OF THE TALENT REFLECTS ON THE SCHOOL THEY GRADUATED FROM:
"I think it was important for me, especially because, you know, HBCUs with, I guess, the greater public who aren't really educated on them, get a bad rep. And I just want to be one of those alumni that people look to like, 'Oh wow, she went to an HBCU?' And kind of just like break that barrier. Just because it's a black school doesn't mean it's not a good school."
— *NEW HIRE, African-American Female*

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