

DIVERSITY DISCONNECT: CHARTING MORE INCLUSIVE PATHWAYS FOR GROWTH

THE BLACK TALENT PERSPECTIVE



THE ANA
EDUCATIONAL
FOUNDATION

BY ELLIOT LUM,
Executive Vice President, Community and Growth

Each year, the ANA Educational Foundation conducts research that surveys its key stakeholders:

- **Industry:** Marketers, advertisers, HR leaders, diversity executives, publishers
- **Academia:** Professors and deans
- **Talent:** Undergraduate students and new hires

We have looked at disconnects through different lenses:

- Talent (2018)
- Diversity (2019)
- Analytics (2020)
- Structural Racial Diversity (2021)
- Inclusion: My Voice Matters (2022)

Moving forward, our intent is to look at underrepresented groups, starting with the Black community and moving on to different underrepresented communities: Asian, Hispanic, LGBTQ+, and Disabled.

THE GROWTH CONTEXT

The underlying assumption of the study is to welcome more racially diverse students into the industry, nurture them as leaders, and put them in different roles to drive growth for their brands. That growth is dependent on having a deep understanding of the audiences those brands serve and mining the richness of how to connect with audiences who are becoming more racially diverse.

Marc Pritchard, chief brand officer at Procter & Gamble Company, one of the world's largest

advertisers, has publicly stated that multicultural audiences have driven half of its sales growth, recently stating, “We need some new habits on how we do marketing. That means breaking old habits that may have worked for brands in the past but won’t be sufficient for the future because in the not-too-distant future, when Black, Hispanic, Asian/Pacific Islander, Native/Indigenous, multiracial, and multiethnic consumers have the majority of buying power, and are disproportionate drivers of market growth, brands that didn’t change will be left in the dust, wishing they had done a lot more a lot sooner. So it’s time to break old habits and build some new habits to seize this substantial market growth opportunity in front of us.”¹

Eric Austin, senior director, global brand building and media innovation at Procter & Gamble, adds, “Having a diverse team is critical because when you have the right representation at the table, you are going to get much richer insights. Creativity loves diversity. This was proven during the creation of the original *Widen the Screen* film. We had strong Black representation on the creative team with Kevin Wilson, an up-and-coming Black director, along with the lead creative strategist and production manager at Grey Advertising. We continue to see how more diverse thinking leads to richer creative which then connects with specific communities our brands are trying to serve.”

Several other brands have achieved significant growth outcomes by building product offerings and tailoring their messaging to a diverse consumer base:

- **Aveeno Raises Visibility and Offers Solutions to the Underdiagnosis of Eczema in Black Skin:** Aveeno is on a mission to help people lead healthier lives. And this extends beyond the products it makes. In 2021, the brand launched an initiative that focused on creating awareness of, education for, and access to solutions for eczema on Black skin. The brand tapped into its rich scientific legacy in areas that affect skin to bring together a roster of dermatologists, skin health advocates, eczema sufferers, and celebrities to drive conversation around the skin condition’s disproportionate impact on the Black community, despite an overall lack of visibility into the issue in mass media and educational content. This approach helped drive brand affinity and sales growth.²
- **Sephora: Boosting Opportunity for Black-Owned Beauty Brands:** Sephora has long been an industry-leading champion of diversity, equity, and inclusion. Sephora accelerated its efforts to spotlight the Black beauty community. This approach was multifaceted, from its first Black-Owned Brands campaign and new and expanded partnerships with Black-owned media to product assortment expansion and elevating Black beauty entrepreneurs and the products they offer via a multitude of storytelling platforms, and through an expansion of Sephora’s product assortment, which helped drive growth.³
- **Pine-Sol: Reconnecting with Black Women:** With a renewed focus on its core audience, Pine-Sol took a step back and re-examined

1. “Seven Habits Brands Can Adopt to Drive Multi-cultural Market Growth,” ANA (October 2022)

2. “Aveeno Raises Visibility and Offers Solutions to the Underdiagnosis of Eczema in Black Skin,” ANA (January 2022)

3. “Driving Visibility (and Boosting Opportunity) for Black-Owned Beauty Brands,” ANA (July 2022)

its marketing strategy, putting Black women front and center. This meant understanding not only the values and needs of these women, but the role Pine-Sol plays in their lives. Pine-Sol developed a campaign specifically for Black women, a community who has shown love for the brand for decades, in an authentic and meaningful way, which helped drive growth.⁴

While those entering the industry are often far removed from key business decision-making moments, they do represent the future leaders who need the right experiences and exposure today to make an impact tomorrow. This study provides an understanding of what those challenges are today, and how we as an industry can mobilize around an area that everyone unequivocally cares about — giving back to the next generation of talent, and in this case, Black talent — to seed future growth for our industry.

ANA GLOBAL GROWTH AGENDA: FRAMING THE KEY CHALLENGE

A key diversity mandate from the ANA Global Growth Council is to achieve equal representation in the media and creative supply chains. To quantify talent representation with client-side marketers, the ANA publishes an annual diversity study benchmark capturing both gender and racial backgrounds of companies willing to share their data. The U.S. Census captures Black representation at 13.6 percent nationally, which provides a benchmark for marketing talent data.

BLACK ENTRY-LEVEL MARKETING REPRESENTATION

	2020	2021	2022
Percentage of Total Black Representation	6.5%	6.7%	7.2%
Percentage of Entry-Level Black Representation	N/A	7.4%	8.1%
Number of Marketers Surveyed	15,419	16,514	19,996
Number of Companies Participating	40	61	81

Despite some progress, there is still a significant gap in share of representation in marketing compared to the national average. Several executives interviewed for this study shared ideas of how to tackle the challenge.

COORDINATING ACROSS THE ECOSYSTEM TO DRIVE CHANGE:

“As an industry, we need to come together better, hold hands, and work together to attack this problem. While we need a holistic view, we also need to drill down to specific audiences, whether that be Black talent, Hispanic talent, or female creatives, to understand those unique challenges. Working off an agenda that is broad yet specific will allow us to drive this change together.”

— CHRIS MACDONALD,
Chair, ANA Educational Foundation

CALCULATING THE LOST MONETARY OPPORTUNITY WHEN NOT COMMITTING TO DIVERSITY:

“There are a lot of data points that prove the focus on diversity, equity, and inclusion leads to more diverse teams, which translates into better business results. But what I would like to see is more information on when there is not that focus, or commitment. How much money and profit are left on the table? We should shift the approach to look at data to support both sides of the argument: both profit and loss or missed opportunities to boost the company when diversity, equity, and inclusion are not in place. This approach can help future-proof the business because if those things aren’t in place, you can work to implement metrics that will help track your business progress.”

— TASHA GILROY,
Chief Equity, Inclusion,
and Belonging Officer, VML&R

4. “Pine-Sol: Reconnecting with Black Women,” ANA (March 2022)

THE MARKETING FUNNEL

The one consistency in finding a role in the marketing and advertising field was that everyone had their own unique path. The research revealed unique challenges that Black talent faced in getting and then staying in the industry. We structured the remainder of the study around this marketing funnel to understand how to get more Black students into the field (Figure 6).

- **Awareness:** How do students find out about marketing?
- **Consideration:** How do students consider that marketing could be for them?
- **Trial:** How do students gain experience in this field?
- **Conversion:** How do we create job opportunities for these students?
- **Repeat:** How do we keep those who enter the industry in it for the long term?

More than 100 marketing, media, and advertising executives who graduated from HBCUs convened in June 2022 to discuss how the industry could enrich the Black entry-level talent pipeline. The key recommendation was to map out how a student discovered the marketing and advertising industry, which shaped the research. The recommended approach was consistent with this feedback.

FIGURE 6

THE STUDENT JOURNEY TO DISCOVER MARKETING: PERSPECTIVES ACROSS ALL KEY STAKEHOLDERS

	AWARENESS	▶ CONSIDERATION ▶	TRIAL	▶ CONVERSION ▶	LOYALTY
Student Perspective	An Outsider's Perspective	Making the Journey Alone	Limited Opportunities to Translate and Develop Skills	Illusion of Diversity Without the Equity	Lack of Cultural Representation and Sponsorship in the Room
Industry Perspective	Making Marketing Relevant	Currency of Relationships Crucial	Integrated Learning Opportunities	Doubling Down on Diverse Recruitment Practices	Engineering for a Culture of Belonging
Academic Perspective	Limited Awareness of the Marketing and Advertising Profession	Realistic Student Expectation Setting	The Power of Experiential Learning	Limited Professor Bandwidth	Breaking the Historical Cycle of Marginalization and Limited Opportunity

The AEF acknowledges the importance of the work that many key players do in the industry to drive diverse talent into the industry, including but not limited to:

- 4A's Multicultural Talent Pipeline
- AAF Most Promising Multicultural Students
- One Club for Creativity with One ID
- ADCOLOR
- ColorComm
- Marcus Graham Project
- The LAGRANT Foundation
- Verizon adfellows

The diversity, equity, and inclusion strategy for the AEF has been to put this at the core of its programming. These programs can have an impact on the Black Student Journey (Figure 7):

FIGURE 7

**THE STUDENT JOURNEY TO DISCOVER MARKETING:
PERSPECTIVES ACROSS ALL KEY STAKEHOLDERS**

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Academic Perspective	Limited Awareness of the Marketing and Advertising Profession	Realistic Student Expectation Setting	The Power of Experiential Learning	Limited Professor Bandwidth	Breaking the Historical Cycle of Marginalization and Limited Opportunity
AEF Activity	"Marketing Marketing" Campaign	Campus Speakers Program	Case Study Initiative	Visiting Professor Program; Advertising & Society Quarterly	MADE Leadership Program; University Memberships Program

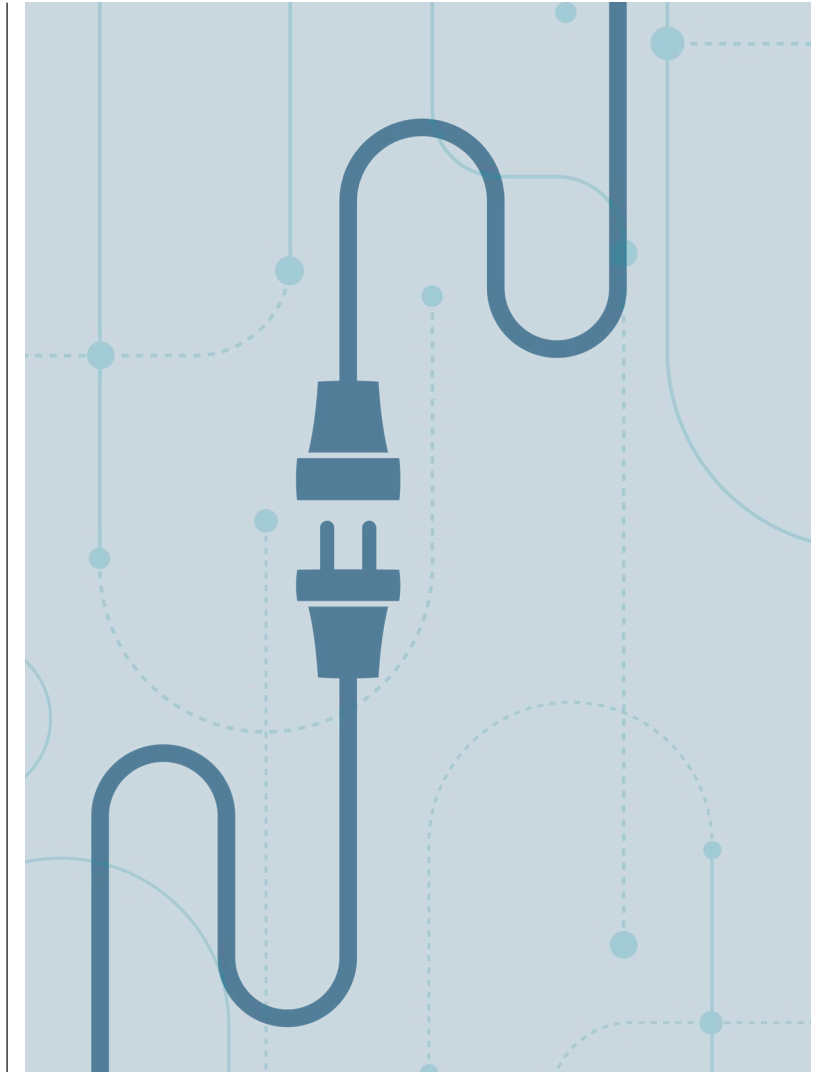
- **AWARENESS: Marketing Marketing Campaign:** The AEF in collaboration with McCann Worldgroup launched the “You Might Be a Marketer” campaign to excite students about careers in marketing by showcasing the fact that they may already have the creativity and skill to excel in the profession without even knowing it. The creative can be seen in Figure 8, which is deployed on campuses together with a social media campaign featuring industry practitioners.

FIGURE 8

YOU MIGHT BE A MARKETER CREATIVE



- **CONSIDERATION: Campus Speakers Program:** The AEF arranges close to 300 speakers to visit classrooms annually so students can see first-hand what it is like to work in the industry. HBCUs represent close to 5 percent of campus speakers visits.
- **TRIAL: Case Studies Initiative:** The key outcome from the study “Bridging the Analytics Disconnect: Charting a More Data-Driven Pathway to Growth” was to create a case study library from ANA marketers that provides real-world examples and data for the classroom. This simulates the real-world challenges that marketers face.
- **CONSIDERATION: Visiting Professor Program:** The AEF has an industry immersion program for professors who want greater access to and understanding of marketing and advertising practices. This gives professors the opportunity to connect directly with industry for their own research practices as well as to support students in their job hunt. Since its inception, close to 70 professors from HBCUs have participated in this program, leading to long-lasting relationships.
- **CONSIDERATION: Advertising & Society Quarterly:** Published four times a year, this academic journal invites a wide range of scholars to showcase their research focused on how advertising affects society, culture, history. From 2011 to 2020, articles devoted to issues of diversity and multiculturalism represented 30 percent of the work, the highest rate among journals dedicated to marketing and advertising.
- **LOYALTY: MADE Program:** In 2018, the AEF launched its MADE (Marketing & Advertising Education) program geared toward students. Today, more than 2,500 students apply. Of the close to 100 students who get placed, 10 percent are from HBCUs and 20 percent self identify as Black.
- **LOYALTY: Give the Gift of ANA Membership:** In 2021, the AEF launched the Give the Gift of ANA Membership, which allowed companies to donate a membership directly to a university. Close to 100 university memberships have been donated, of which 38 are HBCUs. This investment allowed the AEF to dedicate additional resources to serve the HBCU community even more.



2022: Initial Action Taken

In late 2021 and throughout 2022, four AEF board members guided the AEF's initiative to engage with the HBCU community.

- Eric Austin, Senior Director, Global Brand Building and Media Innovation, at Procter & Gamble; Tennessee State University alum
- Dr. Van Sapp, Dean of Business, Saint Augustine's University; Tuskegee and Clark Atlanta alum
- Vince Hudson, VP, North America Marketing, Meta; Dillard University alum
- Vita Harris, Global Chief Strategy Officer, FCB; Howard University alumna

Initially the strategy was to work with each set of stakeholders — professors, students, and industry — separately in the HBCU community.

- **Professor Community:** Hosted three specific talks geared toward the HBCU professor community (Figure 9, next page).
- **Student Community:** Hosted two events through a platform called Mentor Spaces where the content could continue to live (Figure 10, next page).
- **Industry Community:** Held two events exclusively for HBCU grads in the marketing and advertising ecosystem. The first event (Figure 11, next page) drew more than 100 attendees, and the second focused on how to create solutions for the problems that were identified.

Based on this initial groundwork, we learned:

- **Event Opportunities Needed to Converge:** Rather than talking separately to each group, we needed to curate events that brought all three communities together for more impact.
- **Internal Operations Needed to Change:** The AEF team institutionalized HBCU discussions in operations meetings, created more structure for HBCU programs, and focused on activations as a team as opposed to in silos.
- **Alumni Enlistment Is Crucial:** The kickoff HBCU industry event in June 2022 was the first time that such a community came together at scale. The clear mandate from the HBCU alumni community was to take action to drive student preference to join marketing and advertising as a career.

Enfranchising this community is crucial:

INSPIRING AND MOTIVATING THE STUDENTS:

“Having our alumni come back and talk about their work experience inspires and motivates those students. One area that Delaware State University really prides itself on is that alumni connection that involves them in all aspects of the university. For example, we have asked several alumni to come back and teach as an industry practitioner, which allows for a deeper connection to the school.”

— DR. FRANCINE EDWARDS,
Deputy Chief Administrative Officer,
Delaware State University

WANTING TO GIVE BACK:

“I have found that past students of the program want to come back if they excel in the professional field. There is this emotional tendency to want to give back.”

— DR. EMMANUEL NWACHUKWU,
Instructor, Texas Southern University

RECONNECTING WITH INDUSTRY ALUMNI TO IMPROVE ACCESS TO INDUSTRY:

“‘Each one, teach one’ has always been one of my core tenets, and I’ve spent a big chunk of my career working to increase the visibility of this industry to HBCU students and provide access that often feels unattainable. My HBCU network runs deep, and homecoming season offers us a ripe opportunity to engage in fruitful conversation about how we can enhance the experiences at our alma maters, enrich the lives of young students, and enable them for post-collegiate success by breaking down barriers of entry into this industry and combatting the systemic challenges that set our community back. To promote true change, we can’t do this in a vacuum; we need scale.”

— BRIA BRYANT,
Global Chief Marketing Officer, Assembly

2022: Initial Action Taken

FIGURE 9
EVENTS GEARED TOWARD PROFESSORS

aeF THE ANA EDUCATIONAL FOUNDATION

HBCU Externship Series: "A Talk on The Talk"

Friday, February 11 | 12:00 - 1:30 P.M. ET

Featured Speaker:

ERIC AUSTIN
Senior Director
Global Brand Building & Media Innovation, P&G

aeF THE ANA EDUCATIONAL FOUNDATION

Diversity, Cultural Competency, and Why It All Matters

Friday, April 22 | 12:00–1:30 P.M. ET

Featured Speakers:

TENESHIA JACKSON WARNER
Founder and CEO
EGAMI Group

FIGURE 10
EVENTS GEARED TOWARD STUDENTS

aeF THE ANA EDUCATIONAL FOUNDATION

MENTOR SPACES
LIFT AS YOU CLIMB

Career Opportunities in the World of Marketing and Advertising

Wednesday, January 26 | 5:00–6:00 P.M. EST

Featured Speakers:

VINCE HUDSON
Head of NA Business Marketing, META
Dillard University

VITA HARRIS
Global Chief Strategy Officer, FCB Global
Howard University

Moderator:

CHANTIA MURPHY
Deutsch New York
Spelman University

Register Here: <https://bit.ly/aeF-session-on-ms>

aeF THE ANA EDUCATIONAL FOUNDATION

Stepping Behind the Curtain: the Magic behind Creating a TV Commercial

Thursday, May 12 | 6:00–7:00 P.M. ET

Featured Speaker:
CLARENCE BRADLEY
Chief Creative Officer
Campbell Ewald

FIGURE 11
EVENTS GEARED TOWARD INDUSTRY

aeF THE ANA EDUCATIONAL FOUNDATION

HBCU Community Connect: Bridging HBCUs with the Marketing + Advertising Industry

Tuesday, August 2 | 5:00–6:00 P.M. EST

**Student Research from Egg Strategy with
Discussion Guided by AEF Board Members**

ERIC AUSTIN
Senior Director, Global Brand Building
and Media Innovation, P&G
Tennessee State University

VAN SAPP
Dean
Saint Augustine's University
Tuskegee University

VINCE HUDSON
Head of NA Business Marketing, META
Dillard University

VITA HARRIS
Global Chief Strategy Officer, FCB Global
Howard University

Please contact Elliot Lum at el@aeF.com for registration details

2023: The Year of On-Campus Activation

In 2023, the AEF held one in-person event in the spring semester and is planning a second for the fall semester at Clark Atlanta University in addition to a virtual marketing conference with Jackson State University. On March 24, Saint Augustine's University hosted a regional ANA and AEF marketing conference in Raleigh, N.C. (Figure 12). Some of the key highlights from the conference:

FIGURE 12

THE POWER OF INFLUENCER MARKETING, HOSTED BY SAINT AUGUSTINE'S UNIVERSITY

THE POWER OF INFLUENCER MARKETING IN GROWING BRANDS

Friday, March 24 | Saint Augustine's University | 8:30 A.M.–5:00 P.M. EST

Join us for a day when the marketing industry visits campus to connect, learn, and mentor.

SPEAKERS INCLUDE:

- ERICA WILKERSON**
Director, Multicultural/
Youth Marketing
NASCAR
- JOHN SHUMATE**
VP, Global Brand Marketing
Champion
- KEVIN MILLER**
CMO
The Fresh Market
- TOROD NEPTUNE**
SVP, Corporate Marketing
Medtronic
- CATRINA DOSREIS**
Director, Talent Acquisition
McKinney

2023: The Year of On-Campus Activation

- **Attendee Representation:** There were 114 attendees who attended the conference at the MLK Center at Saint Augustine's University. Approximately 60 percent were students while the rest represented industry marketers and advertisers local to the Raleigh area.
- **Strong Black Industry Representation:** Of the 16 speakers who joined, 13 were Black, which added to the overall credibility with the students, who could start to see themselves as those future executives.
- **Dean Support Was Crucial:** There was a strong showing of students at the conference because the dean and the faculty encouraged them to attend. They hand-picked students whom they thought would value the experience, and students stayed for the duration of the conference.
- **Great Opportunity to Network:** Many students came prepared to network over lunch and in the afternoon sessions. A few landed internships with employers despite the lack of a formal push for recruiting.
- **Content Focus Was Balanced Between Industry and Students:** The morning sessions were geared toward the industry while the afternoon sessions were geared more toward the students.

While the event overall was rated very high (3.68 out of 4), there were important lessons learned:

1. **Place the Focus Primarily on Students:** The overall event provided value to both marketing industry attendees and students, but given the primary objective of raising awareness of careers in marketing and providing more opportunity for students, future events should be more student-focused.
2. **Schedule Conference Around Student Availability for Internships and Full-Time Opportunities:** We hosted the event in late March, when most students have secured internships or full-time job opportunities. These events should be timed when students have not yet made commitments and give marketers and advertisers the opportunity to compete for this talent.
3. **Capitalize on Opportunities to Involve Other HBCUs in the Area:** In addition to students from Saint Augustine's University, students from Fayetteville University also joined. Our intent is to ensure these conferences are more regional in nature.

In fall 2023, the plan is to continue to develop this approach and host a similar event in Atlanta. Specifically:

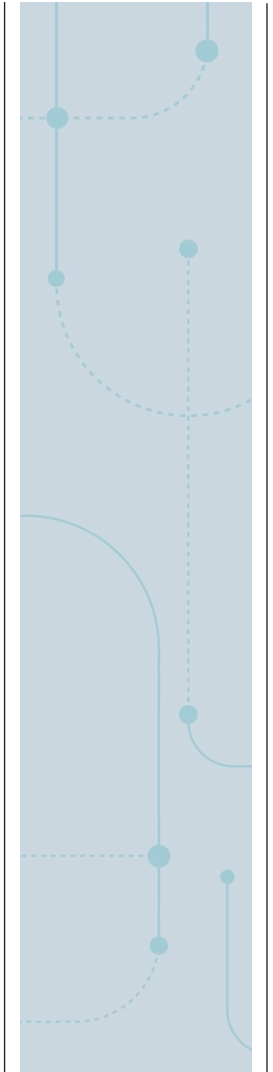
- **Integrate with the ANA Global Growth Council:** The plan is to integrate AEF efforts into the DEIB mandates of the ANA Growth Council, specifically looking at entry-level Black representation. Having this level of CMO support can translate to corporate support for these events to recruit Black talent into their organizations.
- **Secure Guidance from the HBCU Marketing and Advertising Community:** Several task forces have been created — the AEF HBCU board members, an Atlanta HBCU advisory committee, and an overall HBCU marketing and advertising community — to help shape these events and bring all of these communities together.
- **Build a Strong Foundation with the Atlanta Academic Community:** The plan is to be an active part of the Atlanta academic community by forging deep partnerships with the deans, professors, and career centers of each school, specifically Morehouse College, Clark Atlanta, and Spelman College.
- **Be an Active Part of the HBCU Deans Roundtable:** The AEF attended the HBCU Deans Roundtable in early June 2023, and will explore other opportunities to integrate into existing HBCU programs and communities.

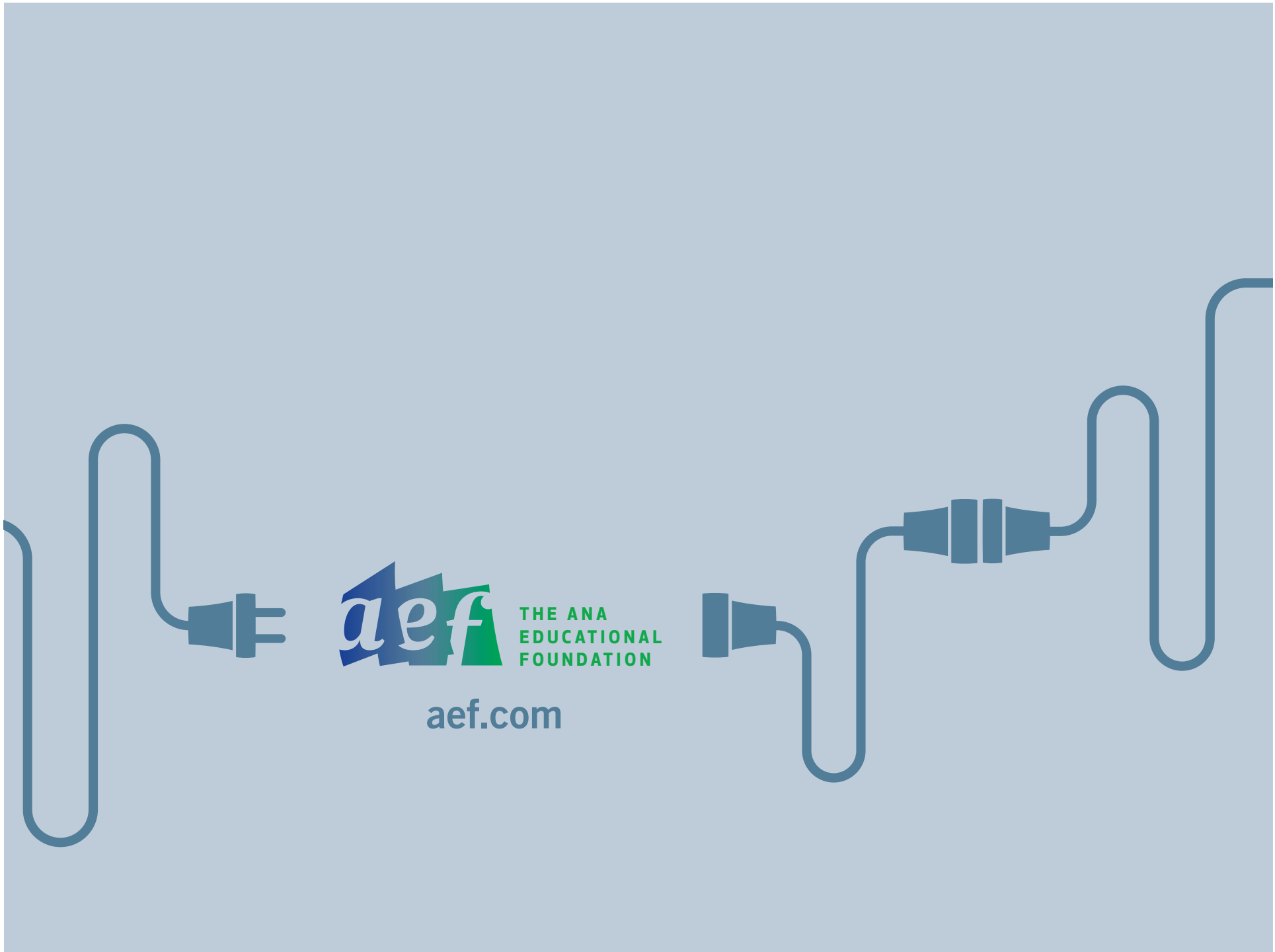
2024 and Beyond

The current talent scorecard has entry-level Black talent representation at 8.1 percent. The goal is to continue to work toward representation numbers that track with the American population. This requires a collective effort from across the ANA's initiatives — the ANA Global Growth Council, the Alliance for Inclusive and Multicultural Marketing, and SeeHer — along with the 4A's and the AAF. We can drive these outcomes together to welcome more Black talent into the industry.

Our plan for the next few years:

- **2024:** Repeat the events from 2023 and incorporate key learnings with a specific focus on Black talent acquisition. Establish specific metrics for absolute number of Black students hired into the industry.
 - **2025 and Beyond:** Look to expand current footprint from Raleigh, N.C. and Atlanta, Ga. to consider other areas of the country with strong HBCU presence:
 - ◆ Washington, D.C. (Howard University, Bowie State University, University of District of Columbia, University of Maryland Eastern Shore, Morgan State University)
 - ◆ Nashville (Tennessee State University, Fisk College, American Baptist College)
 - ◆ New Orleans (Dillard University, Grambling State University, Xavier University of Louisiana, Southern University at New Orleans)
 - ◆ Philadelphia (Cheyney University, Lincoln University)
- **Concluding Remarks:** The industry is uniting and mobilizing to attract Black students, and a critical piece of this effort is with HBCUs. Bringing all key stakeholders together — industry, professors, and students — on campus creates opportunities for shared learning, career advice, and job opportunities. These efforts are guided by several key principles:
 1. **Ongoing Commitment:** As part of its mission to educate and inspire the next generation of talent, the AEF is committed to bring more diversity into our industry. The approach needs to be both broadly-based and very specific, which is why programs such as the Marketing and Advertising Education (MADE) internship program welcome all students to apply. This is balanced by more specific programs focused on Black students, such as HBCU Campus Connect.
 2. **Ongoing Collaboration:** The AEF partners with all divisions of the ANA and integrates efforts with external entities such as the 4A's. The Foundation will continue to expand these collaborative partnerships.
 3. **Continuous Learning:** There is no “one size fits all” approach for every university or college. Each experience creates an opportunity to build on our knowledge base to improve the quality of future events and expand programs like HBCU Campus Connect to other regions of the country.
 4. **Tracking Progress:** The AEF must hold itself and the industry accountable to track progress in increasing the diversity of entry-level talent. Progress will be measured against the ANA's Diversity Report for the Marketing Industry, the 4A's Diversity in Agencies Survey Report, and the ongoing cross-industry “My Voice Matters” inclusion studies.
 5. **Community Building:** Finally, we continue to build industry communities with student populations. When AEF Board Members hosted the HBCU roundtable in 2022, it was a true call to action that brought hundreds of HBCU alumni to join the effort. The AEF will cultivate this and similar diverse communities both virtually and in person to drive progress and create meaningful opportunities for industry leaders, professors, and students alike.





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