Engaging Customers in D&I

DBP RESEARCH REQUEST
Leading companies are exploring new avenues to engage customers in their diversity and inclusion strategy. This report includes examples of B2B and B2C of companies that are engaging clients and customers in new ways to advance equity, foster innovation and leverage D&I values to increase business impact.

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B2B Case Studies
Engaging Customers in On-line Forums

According to Leader Networks, an online customer community is an “interactive, often gated website that a company sets up to collaborate on topics of mutual interest”.

These involve meeting a sample of users face-to-face to help the company learn more about the target market and what they need and expect from the company.

It also gives them the opportunity to learn about the company as well.

A good number of companies are starting to see the potential of holding customer user groups and other related events.

It not only allows them to extract valuable information and opinion from their customers, but also allows them to establish a responsive image towards the wants and needs of their market.

They have existed for more than 15 years ago, but technological advancements that allowed people to become connected via social media and mobile devices have boosted online communities’ presence in recent years.

Online customer communities allow brands to have an ongoing dialogue with customers without customers having to attach themselves to their specific identity, especially when platforms where these communities are set up allow anonymity for the customers.

Source: hubspot
Capgemini’s Millennial Innovation Council (MIC) has built a strong reputation for its use of hackathons to ideate and crowdsource innovative ideas. The hackathons bring together Capgemini employees, partners, clients, students and business professionals from different companies, industries and regions of the world, to generate ideas and solutions around a problem or opportunity. To date, MIC has hosted twelve hackathons, several in partnership with Capgemini clients. The hackathons provide a forum for building stronger relationships with clients, who participate in the events as mentors, judges and/or hackers, or provide their technology environments for participants to use as a platform for the event.

The hackathons have also proven to be an impactful way to showcase Capgemini’s innovation ecosystem and capabilities to clients, and provide a downstream revenue source when ideas generated are developed into full-scale applications. For example, a Capgemini team from the Millennial Disrupt hackathon was tasked with building out their solution from the challenge. The team is currently working to develop a new go-to-market solution for clients.

The hackathons have had a significant impact on Capgemini’s business. As a direct result of the events, the firm leveraged six global alliance partnerships (IBM, Microsoft, AWS, Salesforce, Stibo Systems, and Intel), sold two global client hackathons, and actively engaged with a wide range of industries and sectors. In addition, MIC leaders have commercialized a model approach to deliver hackathons as a managed service for clients. Hackathon as a Service is now an innovation offering for sector leaders and Capgemini’s innovation labs around the world.
Nielsen’s Diverse Intelligence Series is a collection of comprehensive reports focused solely on U.S. multicultural consumers’ unique consumption and purchasing habits. The reports feature insights detailing behaviors of African-American, Asian-American and Hispanic/Latino consumers and serve as a cultural guidepost about multicultural communities across the U.S. The insights in the reports help clients stay ahead of the latest trends and marketing opportunities necessary to grow and strengthen business opportunities in multicultural communities.

Nielsen partners and consults with important external advisory stakeholders who help make these reports possible. The company’s External Advisory Council members are industry and community leaders who work closely with Nielsen’s content team to produce the reports. Representatives from the African-American, Asian-American and Hispanic/Latino councils participate in all phases of the project: from ideation brainstorming and story development to launch. As vital community stakeholders, Nielsen collaborates with these external groups to ensure the reports are authentic and representative of the U.S. multicultural communities that company supports.

Nielsen has also created highly successful programs to mentor and support diverse suppliers. Across 66 countries, 93 percent of Nielsen’s people managers received foundational diversity and inclusion training that was led in partnership with a minority-owned supplier. In addition, the company tapped a women-owned diverse supplier to provide more than 1,400 Unconscious Bias training sessions to teams across the globe.

Source: 2018 PL&US Report
Ernst and Young’s Worldwide Women Public Sector Leaders Network is focused on giving women leaders’ visibility of each other, enabling them to connect with other women clients, vendors and partners in similar positions at a global level and facilitating exchange on leading practice.

The network connects women public sector leaders with other women in similar positions at a global level. It is intended to stimulate a global conversation about the policies, measures and role models that are needed to promote and retain the female talent that abounds in the public sector.
Through its Talent Solutions and Learning Solutions businesses, LinkedIn works with tens of thousands of HR and Talent Acquisition leaders. Diversity & Inclusion is the number one challenge talent leaders reported in its 2018 Global Recruiting Trends Report, and the company is partnering with like-minded companies to help identify and share winning diversity, inclusion and belonging strategies through platforms like Talent Connect. Talent Connect brings together thousands of LinkedIn’s global customers across the entire employee lifecycle - from recruitment to retention - to discuss the future of work, network with other forward thinkers, and leave inspired to make an impact. Attendees experience an exclusive opportunity to engage with some of today’s most progressive thought leaders and practitioners working on recruiting, diversity & inclusion, employee experience and culture, learning and development, artificial intelligence, and people analytics.

The company also draws heavily upon member and customer research to develop a product philosophy that is committed to integrating diversity principles. For example, the company recently announced new gender representation insights within its Talent Insights product to help companies understand the gender diversity of their workforce, benchmark against the industry and establish more effective recruiting strategies to bring gender diversity to their teams. LinkedIn is also enhancing its Jobs and Recruiter products to help teams spot and measure gender discrepancies in responses to their jobs and candidate outreach. In the future, the company plans to explore ways to scale experiences like Gender Insights across other demographics.
Anthem’s PRIDE associate resource group (ARG) has been a sounding board and an important source of cultural insight that has helped refine Anthem employment policies and practices, as well as develop business services and programs that address LGBTQ inequalities in health care. The ARG partnered with the company’s clinical organization to develop an online course for providers, with the goal of reducing healthcare inequities for the LGBTQ community. The course, *Creating an LGBT Inclusive Practice*, was designed to raise awareness about gaps in care that negatively impact clinical quality and health outcomes of LGBTQ patients, provide valuable information and resources to address those gaps, and offer strategies for enhancing physician-patient interactions.

PRIDE members participated in script development, casting, and course reviews to help ensure the course provider-patient scenarios reflected true LGBTQ experiences and would resonate with the target health care provider audience. In addition, PRIDE’s transgender group contributed to the development of an update to the course, *Understanding Sex, Gender, and Sexuality*, which educates providers to better serve the transgender community.

The learning resource is available at no cost to providers and their clinical staff, and can be accessed from a computer, tablet or smartphone. Providers may apply their completion of the course toward continuing medical education credit certification. Approximately 3,500 people have accessed the course since its launch in 2015. Course evaluation scores have extremely positive: on scale of one to five, the overall score is 4.8 for content, delivery and learning effectiveness.
With 34 chapters across the nation and more than 13,000 members, Bank of America’s Hispanic-Latino Organization for Leadership & Advancement (HOLA) has a proven track record driving sustainable business growth while strengthening the company brand through community engagement. The ERG draws on the insights of its members with cultural ties to the Hispanic-Latino market to help inform the company’s marketing, customer relations and sales personnel connect with customers and business partners in those markets.

With 30 percent of new checking account clients identifying as Hispanic/Latino, HOLA has advocated for more resources to be available in Spanish. As a result, the Bank of America mobile banking app is now available in Spanish with more than 1.3M active users. HOLA members have engaged clients and promoted the benefits of the mobile app among clients, resulting in a 33 percent year-over-year increase in 2017 alone. Additionally, the bank’s financial literacy site, bettermoneyhabits.com is now available in Spanish. HOLA members are helping to improve financial literacy both with clients and during community events. These efforts have resulted in clients spending 2.5 more minutes on the site and viewing more pages per session as compared to the English site.
B2C
Case Studies
Best Buy’s Supporting Advances in Generational Empowerment (SAGE) is one of the company’s employee business networks. This ERG has partnered with local community centers and organized Senior Tech Days events where members provide technology training and education. The initiative is customized for older customers, with appropriate sound and visual materials so that the elderly can see and hear the demonstrations.

SAGE has also partnered with the Geek Squad to host product events to which elderly customers are invited to bring technology products they don’t know how to use. Best Buy provides tutorials on the technology. These efforts have helped the company build trust and brand loyalty with this consumer segment.
Through its Total Health Initiative, **Kaiser Permanente** screens its members for unmet social and non-medical needs and refers them to resources in their communities. In Southern California, this work targets predicted high utilizers, or the roughly one percent of Kaiser Permanente members who incur 23 percent of the company’s total health care spending (40,000 of the more than 4 million members in southern California).

Trained, non-clinical Kaiser Permanente call-center workers cold-call these members to ask about their unmet social needs. Sixty-nine percent of those called answer the phone; 78 percent that answer the call report at least one unmet social need. Of members identified with unmet needs, 74 percent enroll in Kaiser Permanente’s Health Leads program, which connects them with existing resources in the community (e.g., food banks, tenants’ rights associations) or at Kaiser Permanente (e.g., member financial assistance).

Members that enroll in the Health Leads program are called every 10 to 14 days, to further assist them in connecting with resources and to assess how well their needs are being met. Kaiser Permanente is currently analyzing the success of referrals to outside agencies to better understand the resource gaps within a defined geography, develop a community-alignment strategy to address those gaps, and ultimately increase the number of successful resource connections for members.

The call center has proven to be a scalable, low-cost model for assessing the social needs of patients and helping them navigate available resources. Early indicators show a high prevalence of social need among high-cost, high-need members and suggest likely downstream benefits of addressing patients’ basic resource needs in terms of reduced utilization and improved clinical outcomes.
Walgreens has 8,300 stores, 25,000 pharmacies, and over 1,000 nurse practitioners in its retail clinics. More than half of Walgreens stores are located in ethnically diverse areas, with a large number of especially high-risk populations, which gives the company a unique opportunity to influence health care outcomes on a large scale. For example, the average diabetic patient sees a primary care doctor two to three times a year. The average diabetic patient comes to the Walgreen’s pharmacy counter 20 times a year.

Walgreens has started a digitally supported Healthy Choices Program, which rewards consumers for walking, weighing themselves, logging blood pressure and blood glucose levels, committing to smoking cessation, and setting other health goals. In addition, it offers digital health coaching, pharmacy checks, and even virtual doctor visits. Roughly 800,000 people have signed up and about 500,000, of those patients are sharing their personal health data with Walgreens.

What the company has learned from the data is that engaged users (who are actively tracking their weight) lost an average of 3.3 pounds more than non-engaged users and 1 out of 6 lost more than 10 lbs. In addition, Walgreens found that its engaged users have overall healthier behaviors and better drug adherence.
In an effort to increase access to its customers with family members with autism, American Airlines’ Abilities employee business resource group (EBRG) partners with local autism organizations in the It’s Cool to Fly American (ICTFA) program, designed to help acclimate children with autism to the world of air travel.

The initiative centers around providing a full mock airport experience, where participants check in, maneuver through security, board an actual plane, and taxi around the airport, all without ever leaving the ground. The EBRG works closely with airport personnel to ensure a realistic experience that includes all the sights, sounds and sensations a child with autism might encounter in flight. The ICTFA events are staffed by EBRG members and volunteer airport crews.

In 2018, the Airline hosted 17 events involving 2,576 participants and 1,232 families, with 25 percent of those families reporting they traveled by air following the experience. During that year alone, employees contributed 2,200 hours as volunteers to the ICTFA program.
Mammography has been proven to reduce mortality by 20 percent, yet as many as 40 percent of women in Europe and 30 percent in the US don’t get screened because of anxiety about results and discomfort associated with the exam itself. A team of female engineers, designers, and managers at GE Healthcare set out to design, build and manufacture a mammography machine that would humanize the examination process and technology, and encourage more women to get screened. The team gathered insight from over 1,200 doctors, technicians, clinics, and patients; they also invited groups of women to test various prototypes of the machine to further elevate the design concept.

Many elements of the existing technology were reassessed in the effort and incorporated in the design for the new Pristina mammography machine. Handles women had to grasp in the older design were replaced with arm rests, which reduced patient anxiety and allowed them to relax, which in turn contributed to a more accurate read for physicians because women were no longer tensing up and flexing their pectorals by grasping the handles. The redesign also includes a new remote control so women can compress their breast with the aid of a technician, a first in the industry. The main pillar of the machine, which holds the X-ray source, features flowing, overlapping plastic folds meant to symbolize a shawl – an intentional design element to confer empathy. Its concave shape allows patients to rest their head against it, further fostering relaxation. Pristina is now available in most parts of the world. Product assembly time was cut in half and the number of women getting screened is expected to increase.

Source: GE Healthcare
AT&T's global customer base is as diverse as the world's population, and we work to serve our customers in the language they prefer. Our advertising and marketing campaigns represent the diversity of the local communities we serve and feature diverse individuals. These campaigns connect with consumers in culturally relevant ways to inform them about AT&T's offerings. For example, Advanced TV, ringtones and cell phone content are designed specifically for multicultural consumers. We offer them a strong portfolio of wireless, data, video and phone solutions. On our wireline side of the house, we serve 1.5 million customers and conduct business in more than 160 languages other than English.
Nearly one billion people worldwide lack reliable access to water. In sub-Saharan Africa, water-fetching is women’s work, and when villages lack water infrastructure, women and girls spend some 40 billion hours annually procuring water.

Because of this gendered division of labor, many women have detailed knowledge of soils and the water they yield - knowledge that is vital to civil engineers in making decisions about where to place wells and water taps. However, UN studies found that many water infrastructure projects fail because women are excluded from decision-making and their knowledge literally, is untapped.

Infrastructure design projects that engage women have produced significant gains in the quality of water infrastructure and improved the efficiency of water projects. Projects in which women are trained to maintain and repair water infrastructure and in which women contribute their knowledge have been highly successful in increasing the reliability of improved water sources.

Better access to water for all consequently improves access to education for girls, access of adult women to income generating activities, and contributes to economic sustainability and gains in reducing the cycle of poverty.

Source: GenderedInnovation