Innovative Platforms to Leverage and Incorporate into ERGs

DBP RESEARCH REQUEST
Leading companies are exploring new innovative avenues by which to leverage and incorporate into their ERGs thus enhancing their diversity and inclusion strategy.

This report includes examples of B2B companies that are using innovative ways to enhance and scale their ERGs in new ways to advance equity, foster innovation and leverage D&I values to increase business impact.
B2B Case Studies
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.
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.
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.
When Toyota decided to move its headquarters to Texas, company leaders wanted employees impacted to have the information they needed to make a sound decision about the move. Toyota understood relocating to Texas presented a significant change for employees and their families, and that the unknowns related with the move were generating concern and uncertainty in the workplace.

To help employees understand more about the new location, Toyota’s D&I team pulled together 40 employees representing the company’s diverse business partnering groups to embark on a seven-day exploratory expedition to Plano, Texas - the site of the new headquarters. The goal was to address concerns, ranging from the quality of education, health and safety, the arts, infrastructure, and community perceptions around race, religion and sexual orientation.

To prepare for the excursion, BPG leaders partnered with local chambers of commerce to engage community representatives, including school superintendents, housing officials, healthcare practitioners, community services, university presidents, and safety professionals, to share information and answer questions. The BPG representatives participating in the expedition were charged as ‘scouts’ to capture and bring back factual information to their peers, and were provided journals to record their insights and perspectives related to the new location. A videographer accompanied the group to record the events.

During the expedition, BPG members learned about the community and had their questions answered. Once they returned to their home office, they conducted a series of lunch and learns to share their insights and the information they collected. The goal was to provide an accurate portrayal of the opportunities and challenges presented by the move so that employees could make an informed decision, and not a decision based on ungrounded concerns and misinformation.

A pre- and post-survey of the expedition found that employee trust in the company increased significantly following the expedition, and that employees appreciated that their input was valued. Following on the success of the initial expedition, Toyota has held two other expeditions with BPG members to address relocation concerns and priorities at sites in Kentucky and Michigan.
As a top-tier sponsor of the Lexington, Kentucky PRIDE festival, Spectrum, Toyota’s LGBT and Ally business resource group had a big impact on the business. The festival is the one of the largest free events in the community, with 25,000+ attendees. The BRG distributed 7,110 Toyota branded items and registered 953 potential customers at the event, in addition to increasing brand awareness and the company’s commitment to diversity and inclusion to potential job seekers, community members, and potential future customers.
J&J’s Hispanic-Latino Organization for Leadership Advancement (HOLA) exposes the company’s brands to more than 7,000,000 people every year, by giving away sample product and coupons at events and providing input into marketing campaigns through the HOLA Advisory Panel.

The HOLA Advisory Panel is a formal body within HOLA that reviews and provides culturally-appropriate and Spanish language input to marketing campaigns, and ensures marketing messages aimed at Hispanic consumers/patients resonate positively and effectively. The input from this panel has contributed to an increase in Hispanic market penetration for company brands.

The coupons handed out by HOLA, in collaboration with other internal ERGs, have generated incremental revenue for the company and contributed to nearly $1,000,000 in donations to advocacy groups for anti-bullying initiatives.

In addition, more than 3,000 people benefit annually from HOLA-supported health screenings at various events, resulting in the timely identification of health issues and appropriate referrals for treatment.
When the consumer oral care team at Johnson & Johnson looked to introduce a mouthwash category in the MENAP region (Middle East, North Africa, Afghanistan, and Pakistan), they turned to the company’s Association of Middle Eastern and North African Heritage (AMENAH) employee resource group for insight and guidance to jump start the development process.

The team knew it needed to look at the opportunity through a cultural lens that took into account oral care preferences in the MENAP region. Mouthwash is not a common practice in the region, with only 16% daily use, and a significant portion of the population still using traditional Miswak sticks for their oral care needs. Miswak is a branch from the Arak Tree, commonly referred to in religious texts as purifying the mouth before prayer. The twigs have brittle ends and an extract known for cleaning the teeth and gums. The company’s research found that younger consumers were less likely to use Miswak sticks because they perceive the practice as outdated, creating a strong business case for introducing a mouthwash category to the region.

AMENAH worked with the company’s oral care R&D team to ensure the product was aligned with the cultural practices and aesthetic preferences of the consumer base in the region. ERG members shared their personal experiences connected to Miswak and helped familiarize the team with Middle Eastern culture and hygiene practices. The ERG also provided input to product design, including feedback on color selection and personally testing ten flavor palettes, evaluating factors including sensation, cleanliness, and aftertaste. The top three flavors selected by the ERG were tested in the region.

The project honed in on Saudi Arabia to test market the new LISTERINE® Miswak mouthwash, where 39% of the population still use Miswak sticks for oral care. The group secured the Saudi Dental Society seal of recommendation and partnered with the Ministry of Health to create pre-launch buzz around the new Miswak variant. In addition, the local team detailed and trialed over 7,000 healthcare providers in two leading Saudi Dental conferences and initiated a Ministry of Health mall activation to educate consumers on the innovation.

To drive relevancy and brand awareness, J&J launched LISTERINE® Miswak during Ramadan, simultaneously promoting the health benefits of mouthwash and encouraging consumers to add the product to their daily fasting routine. The launch strategy resulted in above average product retention rates on Facebook and nearly three million video views. In total, the LISTERINE® Miswak campaign delivered 27.4 million impressions and over 7.5 million video views.

The new LISTERINE® Miswak mouthwash is disrupting the oral care category in the region. The mouthwash is up to 3.4% year-to-date with the entrance of new users and continues to grow. The company is exploring expanding product availability in the Middle East and North Africa region.
GE’s Women’s Network (WN) engages 70,000 members through 160 hubs in 60 countries. The network is focused on cultivating the leadership skills, business practices, and career opportunities of its members. By developing member skill sets in areas such as technology, operations, and commercial roles, WN has been instrumental in creating and advancing the female talent pool in the company.

The WN has several initiatives aimed at growing GE’s female population in critical roles including Women in Technology, Commercial Women, and Women in Operations. These groups hold many training and networking events throughout the year. In partnership with the Society of Women Engineers, WN has funded more than $1 million donated funds supporting female engineering students. Last year alone, WN proved 43 scholarships through the scholarship fund.

The WN also launched the GE Girls program to excite and retain middle school girls' interest in science, technology, engineering, and math (STEM). Thirteen GE locations host camps across the U.S. each year.
**ORBIT is Clorox’s virtual workforce business resource group (BRG).** ORBIT’s executive sponsor is the company’s chief information officer. The BRG has leveraged this connection to influence technology choices, pilot new platforms, and assist with training employees on new tools. The IT department values ORBIT because its members are early adopters of technology and ways of working in a virtual environment. ORBIT members have a vested interest as well, because without the right virtual tools, they are disconnected from their day-to-day teams. Today, ORBIT’s leadership and membership community are an integral component in the company’s IT strategic plan.

Since the outset, ORBIT has had an HR sponsor and HR representation on its committees. This strong partnership with HR has helped to advance awareness of virtual employee needs, including virtual training and incorporating virtual leadership skill sets into the broader employee development framework. When the BRG was founded, very little functional training was available virtually, and remote workers typically traveled to Clorox headquarters for training, which was costly and time-consuming. Now, thanks in large part to ORBIT, the majority of corporate training is available virtually.

ORBIT is also a valuable resource to regional HR teams. When one of the company’s Latin American business units went through a reorganization that consolidated operations in three countries into one business unit that is geographically dispersed, the new leadership team for the business unit reached out to ORBIT to teach them the skills and tech tools needed to effectively work together across the distance.

The BRG has also contributed to the company’s D&I impact. In 2017, Clorox implemented a new program to generate awareness of how unconscious bias can influence decision making. Because of the BRG’s strong connection to HR, ORBIT was able to influence the development of specific strategies to mitigate a bias that “near is stronger than far” and bring attention to the issue that distance bias can lead to neglecting people or projects that are not top of mind or in close proximity, a problem for teams and/or managers who are not co-located with teammates or direct reports. Today, ORBIT is the company’s largest BRG, with 750 members and growing, representing 21 countries and 55 locations.
Essilor Women’s Network (EWN) has had a significant impact on workforce, workplace, business and community.

**Pipeline Acceleration:** The BRG provides numerous opportunities for leadership skill building, including opportunities for members to participate on or lead EWN committees and initiatives. EWN regularly advocates for female candidates to be on the short list of finalists for key positions and included in professional development and training opportunities. The BRG established a mentoring program focused on cultivating leadership skills and competencies, expanding personal contacts, supporting professional development, and providing stretch assignments and other career development opportunities. The group hosts monthly lunch and learns, quarterly educational sessions focused on preparing women for leadership roles, as well as leveraging external development and networking opportunities for its members.

**Industry Influence:** EWN has high visibility and impact at the company’s annual sales conference which brings together thousands of customers, partners and employees. The BRG partners with senior leaders to secure funding for the luncheon, time on the agenda during the conference, and space in the exhibit hall. Members of the BRG are active participants in the Optical Women’s Network (OWA), a non-profit organization committed to promoting the professional development of women in the optical industry. One of EWN’s executive sponsors is the current president of OWA. As a result of her leadership, EWN sponsors regional professional development events in partnership with OWA. The BRG also participates in Vision Expo, an industry-wide external conference held twice a year - once on the east coast, once on the west.

Source: DBP ERG Leadership Handbook
Community Impact: The BRG actively supports Essilor’s corporate mission to improve lives by improving sight. As Difference Makers in the company, EWN coordinates an annual 5K fun run that engages employees and raises money for the company’s Vision Foundation as well as other nonprofit charitable organizations that align with the mission. EWN also raises awareness of myopia (near-sightedness) in children during programs such as Take Our Daughters and Sons to Work Day. The BRG realizes mothers make many of the health decisions in homes, and believes that by giving vision a louder voice, they can help eradicate poor vision in a generation.

Performance Metrics: The BRG recognizes the importance of leading with data and being a full partner in building accountability and transparency around the company’s commitment to achieve parity. The group continually evaluates all leading and lagging indicators related to gender parity to measure and assess progress. The influence and impact of the BRG is increasingly evident in the company’s workforce representation data. Today, women represent 25% of VP and above roles and 35% of Director level roles, a significant increase since 2011. The dialogue sparked by the BRG and success of the group’s initiatives helped cleared the pathway for the company’s decision to establish it’s representation goal to achieve parity by 2030. The BRG is developing other measures to track performance, including the representation of women in development programs, promotions, and lateral moves.
Purposeful Work Next Practice ERGs

The Allstate Veterans Engagement Team and Supporters (AVETS) purpose is to provide employees, spouses, siblings, and supporters of veterans with a forum to gather with other employees who hold common interests, identities, and/or topics related to veterans.

The Allstate Foster and Adoption Network (Allstate FAN) purpose is to help inform and support prospective and current adoptive and foster families and adoptees in the Allstate community. We engage with employees, families, communities and other stakeholders to improve awareness and provide direction or resources as needed.

The I@A vision is to create an inclusive environment where employees with diverse, intrapreneural thinking and ideas can foster innovation and contribute to Allstate's business objectives.

Parents Working Together (PWT) provides an open forum to share challenges, milestones and advice about how to balance work and family. We are focused on advocating on behalf of all working parents at Allstate and providing a support system through networking and information sharing. Our vision is to educate, communicate and leverage resources to ensure employees will be successful without compromising family life or professional commitment.

The Young Professionals Organization (YPO) mission is to develop on the job initiatives and actual business opportunities for young professionals at Allstate so that our company can deliver its enterprise inclusive diversity commitments.

Source: DBP ERG Leadership Handbook