MARKETING STRATEGY

2020 Women on Boards
Thursday, September 3, 2020
OBJECTIVES

Educate. Advocate. Collaborate.

Educate Women in Various Stages of their Careers
Advocate and Inform Decision Makers
Collaborate & Build Strategic Partnerships
INDUSTRY ASSESSMENT

Competitive analysis and key audience segments
45% of women believe diversity can be a barrier to career progression and only 51% of women feel their employers are doing enough to improve gender diversity.

“Just as sustainability was once a “nice-to-have” and is now a necessity, diversity (gender and sexuality, ethnicity and age) is fast becoming the norm among businesses.”

Roughly 57% of women participate in the labor force, compared to 69% of men, and of that 57%, only 26% of women hold leadership roles. Out of the total corporate board seats, 22% are held by women, of which only 5% account for WOC, or 1% of the total corporate boards seats.

“If you want to empower women, you need women to have access to education, health care, water, and capital. These are issues that (drive) who’s on the board and who’s in leadership.”

“Organizations should focus on the critical “middle management” level, where women can stall in their careers. Research suggests that providing women with elevated responsibilities and the opportunity to manage high-value assignments may actually be the greatest predictor of success and advancement.”

“Another significant barrier is the lack of women in senior leadership positions: globally, they hold just 4.4% of CEO positions and just 12.7% of CFO roles. Since these roles propel executives into board seats, increasing the number of women in the C-suite is vital to increasing the number of women on corporate boards.”

footnote: Cornerstone Capital Group, Harvard/Deloitte,
WHERE OUR AUDIENCE LIVES

The need to build trust online and engage in relevant ways is at an all-time high.

Based on sentiment studies conducted by McKinsey and Performance Research, for the foreseeable future, roughly 44% of consumers intend to reduce in-person activities like travel, attending movies, concerts, or events. Consumers also exhibit strong intent to continue digital activity replacements such as working from home and online education. With more time spent online, here is what people expect from their virtual experiences to drive viewership, purchase intent and loyalty:

<table>
<thead>
<tr>
<th>Consumers prefer to stream live videos from their mobile devices, via social channels. After breaking news, consumers prefer watching live conferences and concerts online.</th>
<th>Content quality, design, and personalization, optimized for mobile are the most important factors when consumers stream online content and dictates if they will engage or purchase from a brand.</th>
</tr>
</thead>
<tbody>
<tr>
<td>82% prefer live video from a brand to social posts</td>
<td>67% of viewers say quality is the most important factor</td>
</tr>
<tr>
<td>65% of live video content is streamed via mobile</td>
<td>52% of consumers prefer video content to be personalized</td>
</tr>
<tr>
<td>43% prefer to stream conferences and concerts online</td>
<td>60% of consumers will stop purchasing from brands with poor content</td>
</tr>
<tr>
<td>EQUALITY</td>
<td>DIVERSITY</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>Consumer Attitudes</td>
<td></td>
</tr>
</tbody>
</table>

**AUDIENCE BEHAVIORS**

<table>
<thead>
<tr>
<th>AFFINITIES</th>
<th>IN-MARKET</th>
</tr>
</thead>
<tbody>
<tr>
<td>EVENTS</td>
<td>CAREER CHANGE</td>
</tr>
<tr>
<td>SELF-CARE</td>
<td>HEALTH &amp; WELLNESS</td>
</tr>
<tr>
<td>ONLINE CONTENT</td>
<td>WOMEN’S APPAREL</td>
</tr>
<tr>
<td>TECHNOLOGY</td>
<td>REAL ESTATE</td>
</tr>
<tr>
<td>TRAVEL</td>
<td>INVESTMENT SERVICES</td>
</tr>
<tr>
<td>NETWORKING</td>
<td>CONTINUED EDUCATION</td>
</tr>
</tbody>
</table>
Based on our research, we know that individual states are outperforming others by adding more women to their corporate boards, while other states remain flat or are falling behind. In 2021, we have an opportunity to educate the “V” and “T” companies that are committed to the cause, but not quite there, by building our local representation and alliances to increase our impact in key states with the most room to grow. We can also emphasize our role in improving the number of WOC who advance to leadership roles and corporate board seats by aligning with multicultural organizations that can expand our network.

footnote: 2020WOB GDI, Equilar
AUDIENCE ARCHETYPES
Career-Focused Women

AUDIENCE SEGMENTS | AGES 30-65

- **CONSCIOUS ADVOCATES**
  
  Early Career: Navigating big expectations without the means for a strategic plan.

- **WORK HARD GARNER RESULTS**
  
  Mid Career: Willing to put in the effort, but overworked and overlooked.

- **LEADING WITH CONFIDENCE**
  
  Late Career: In a Senior Leadership/G-Suite role ready to advance to a corporate board.

- **PAVING THE WAY**
  
  Board Member: Looking for ways to mentor and help other women advance.
A majority of women (especially WOC) get stuck at the middle management level, without a means for advancement. To propel gender balance, we need to focus on building programs and events that appeal to women in their mid-career to late-career and beyond, to ensure the pool of qualified women to serve on corporate boards is continuous.
THE FUNNEL
of Opportunity

CEOS 5%
TOP EARNERS 8%
EXECUTIVE OFFICERS 14%
MANAGEMENT 31%
TOTAL LABOR FORCE 57%

BOARD SEATS 22%
THE PRIOR PATH

BOARD DIRECTORS

EXECUTIVE OFFICERS
LEADERSHIP
SENIOR MANAGEMENT

2020 WOB’S PATH TO THE BOARDROOM
FILLING IN THE GAP

However, we don’t have to do it alone! We can leverage new and existing alliances that enhance our core values to expand our educational programs, build cross-promotional opportunities, increase our reach, and elevate our branded content.

1. DEVELOP A CADENCE OF PROGRAMS & EVENTS FOR MIDDLE MANAGEMENT, LATE CAREER AND WOMEN WHO HOLD BOARD SEATS, TO CREATE A CIRCULAR FUNNEL OF OPPORTUNITY AND TO INCREASE REVENUE

2. TRACK OUR PROGRAM’S SUCCESS TO INCLUDE QUANTIFIABLE DATA AND PROOF POINTS OF OUR EFFORTS THAT ENABLE US TO MOVE THE NEEDLE

3. LEVERAGE OUR RESEARCH AND BEYOND TO CREATE COMPELLING CONTENT THAT CONTINUES TO PUSH PEOPLE TO THE SITE

4. OPTIMIZE THE WEBSITE FOR DESKTOP AND MOBILE, AND TRACK THE BACKEND BEHAVIOR TO INCLUDE CONTENT THAT RESONATES WITH OUR AUDIENCES
2021 MEDIA STRATEGY
Educate. Advocate. Collaborate.
# The Pipeline

*Defining our Audiences*

<table>
<thead>
<tr>
<th>Audience</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Women in the Funnel</strong></td>
<td>Mid-career, late-career, board ready, and board members who want to invest in themselves and others</td>
</tr>
<tr>
<td><strong>Influencers</strong></td>
<td>Past speakers, attendees, and high profile partners participating beyond a speaking engagement</td>
</tr>
<tr>
<td><strong>Sponsors &amp; Alliances</strong></td>
<td>Partners and alliances that support our efforts in meaningful ways by driving engagement and supplying rich content.</td>
</tr>
<tr>
<td><strong>Corporations W-Z</strong></td>
<td>Advancing “V” and “T” companies to “W” companies by inviting them to participate in programs that elevate their women employees, while expanding their network &amp; visibility</td>
</tr>
</tbody>
</table>
Based on where women struggle to grow in their careers, we can fill the gap by building rich educational programs that we can market to individuals and corporations. Topics for consideration:

**Mid-Career Program**
- Speaking to the Room
- Working Above Your Skillset
- Negotiating a Promotion
- The Art of Networking

**Senior-Leadership Program**
- The Art of Finance
- The Art of Technology
- The Art of Energy
- Executive Leadership

**Board Ready Program**
- Path to the Boardroom
- Get on Board! Workshops
- BoardSuited
- Negotiating Your Value

**Board of Directors Program**
- Building Alliances
- Adding Diversity
- Board Room Lessons
- Ask Our Featured Guest
Transforming Very Close Corporations

In addition to individual ticket sales, we need to build relationships with corporations committed to gender balance and diversity by:

- Encouraging them to sponsor their employee's participation in our educational programs
- Inviting their key stakeholders to participate in our events
- Expand their visibility by allowing as a tent pole partner
- Cross-promote our programs and events to their networks
- Leverage their industry sector expertise to add rich content on our website
- Champion their progress
COLLABORATE.

Partners & Participants

Build alliances with organizations that enable us to generate additional revenue and:

• Expand our reach
• Cross-promote our programs and events
• Leverage the work they are doing to advance women to incorporate rich content on our website
• Invite their key stakeholders to host or attend our educational programs
CONTENT & PRODUCTION STRATEGY
Roadmap to success
Once our programs are strategically defined, we can build rich content to promote the various campaigns to our audience segments on the platforms where they spend the most time.

- **CAMPAIGN STRATEGY**
  Develop campaign strategy and road maps for short and long term goals.

- **CREATIVE PRODUCTION**
  Design all assets in advance of the campaign programs and events.

- **CAMPAIGN MANAGEMENT & OPTIMIZATION**
  Manage all deliverables and optimize for performance.

- **WOB IMPACT & EFFORTS**
  Track program progress and content engagement to shift messaging or tactics.
BRAND STRATEGY

**AWARENESS**
Outreach to new & existing audiences with content and programs that appeal to their needs and wants.

**WEBSITE VISITORS + SOCIAL MEDIA FOLLOWERS**
Leverage Paid & Earned Media strategies to nurture leads with targeted content and to drive users to specific pages on the site.

**ENGAGED VISITORS + ABANDONERS**
Track website performance to understand our audience affinities & behaviors, including time spent on the site, what pages they engage with most and purchasing habits to optimize our efforts to convince them to engage.

**CREATING LOYALISTS**
Re-engage past alumnae, event attendees, and volunteers all year long. Introduce them to new programs, events and ways to get involved that align with their needs and wants to build retention and loyalty.
THANK YOU