

THE INCLUSION IMPERATIVE



**THE INCLUSION
IMPERATIVE**

KEYS – A WEBINAR SERIES BY IPSOS

31st March 2022

GAME CHANGERS Ipsos

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31st March 2022

GAME CHANGERS



AGENDA

INTRODUCTION

Jennifer Hubber,
Head of Ipsos Global Client Organisation

THE DIMENSIONS OF PUBLIC OPINION

Simon Atkinson
Chief Knowledge Officer, Ipsos

THE CHALLENGE FOR RESEARCHERS

Trixie Cartwright
Diversity & Inclusion Lead, Operations, Ipsos

THE CHALLENGE FOR BRANDS

April Jeffries
Global President, Ethnography & Immersive Research, Ipsos

THE CHALLENGE OF COMPLEXITY

Geeta Lobo
Chief Client Officer, Ipsos in India



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THE DIMENSIONS OF PUBLIC OPINION

Simon Atkinson

For more resources, see our [Responding to the Inclusion Imperative](#) web page

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THE DIMENSIONS OF PUBLIC OPINION

IPSOS ESSENTIALS

TRACKING CONSUMER ATTITUDES &
BEHAVIOUR IN A TIME OF CRISIS

58th wave
10-13 March
16 countries

GAME CHANGERS



WHAT WORRIES THE WORLD?

18 Feb - 4 March
27 countries

GAME CHANGERS



UKRAINE: POLLING UPDATE

VIEWS ABOUT SUSTAINABLE ENERGY

A 30-country Global Advisor survey for the World Economic Forum
March 2022

For more information: <https://www.ipsos.com/en/views-about-sustainable-energy>

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IPSOS ESSENTIALS

TRACKING CONSUMER ATTITUDES & BEHAVIOUR IN A TIME OF CRISIS

“Which one of the following phases do you feel best describes your current situation regarding the COVID-19 pandemic?”



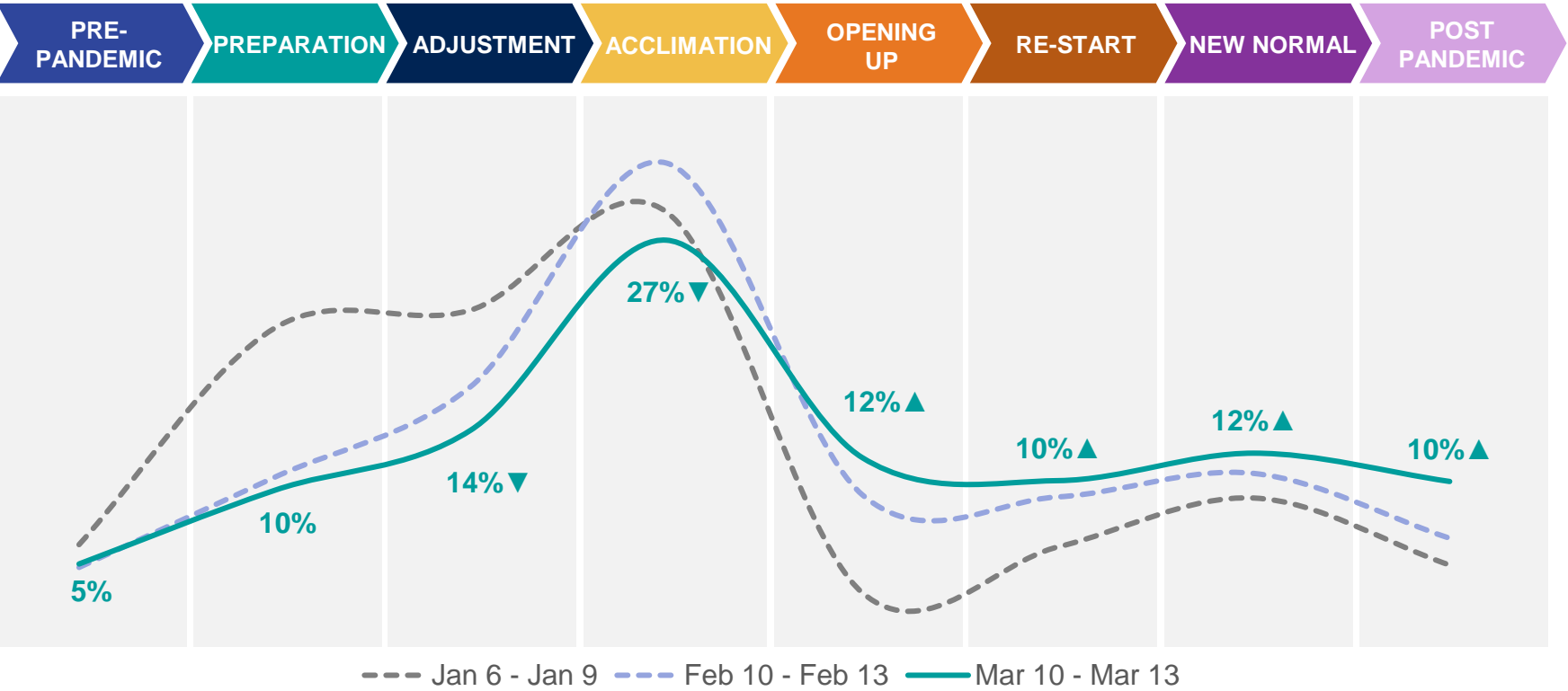
58th wave
10-13 March
16 countries

GAME CHANGERS



More citizens across the globe are putting the pandemic behind them; over 4-in-10 are now ‘over the hump’ and moving towards recovery

“Which one of the following phases do you feel best describes your current situation regarding the COVID-19 pandemic?”



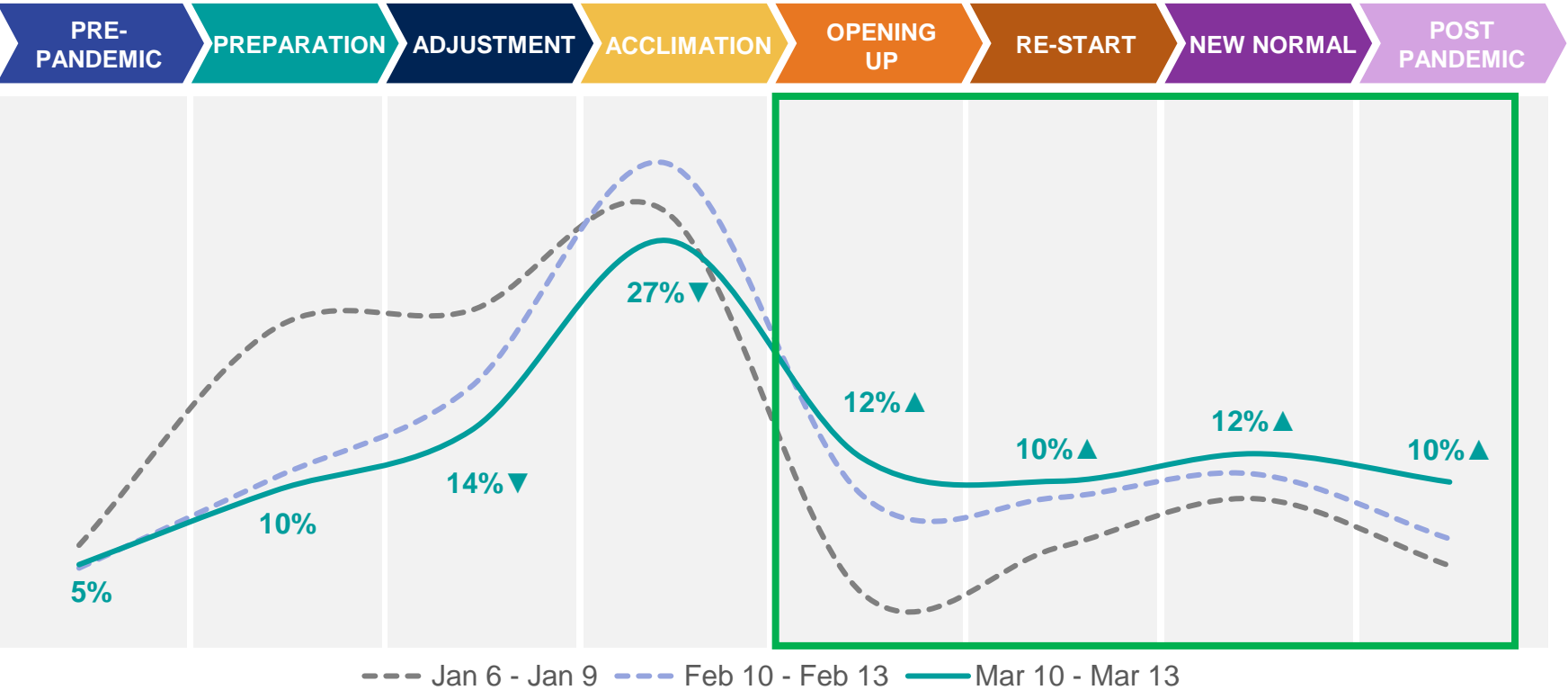
Q. Which one of the following phases do you feel best describes your current situation regarding the COVID-19 pandemic?

Base: Jan 6 - Jan 9: 10515, Feb 10 - Feb 13: 10530, Mar 10 - Mar 13: 10514

▼ or ▲ indicate change vs. previous wave (statistically significant @ 95% C.I.)

More citizens across the globe are putting the pandemic behind them; over 4-in-10 are now ‘over the hump’ and moving towards recovery

“Which one of the following phases do you feel best describes your current situation regarding the COVID-19 pandemic?”



Half of all citizens now feel that we will **return to normal within a year** – an increase of 6% since last month.

While still the large majority, those concerned about ‘**new waves of infections**’ and ‘**new variants**’ delaying a return to normal’ continue to decline (-16% and -13%, respectively since January).

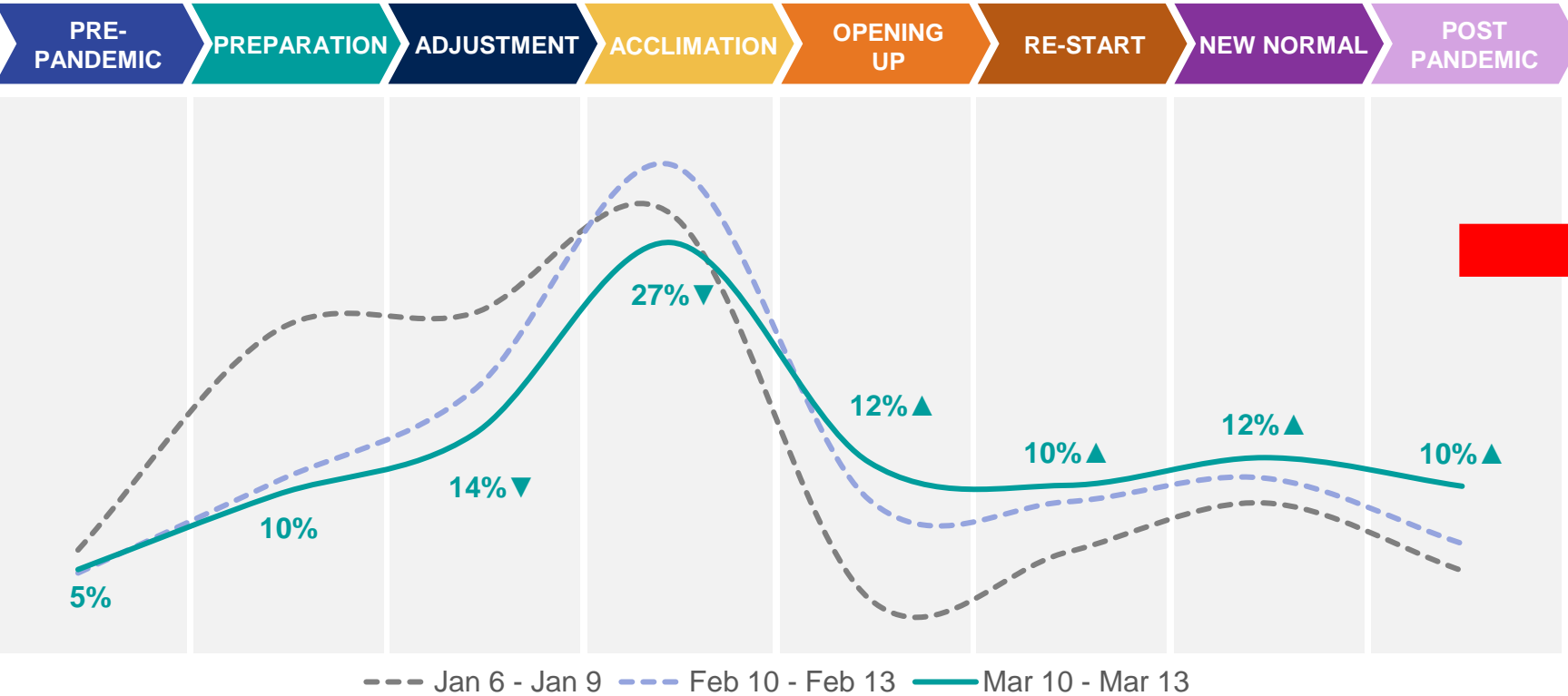
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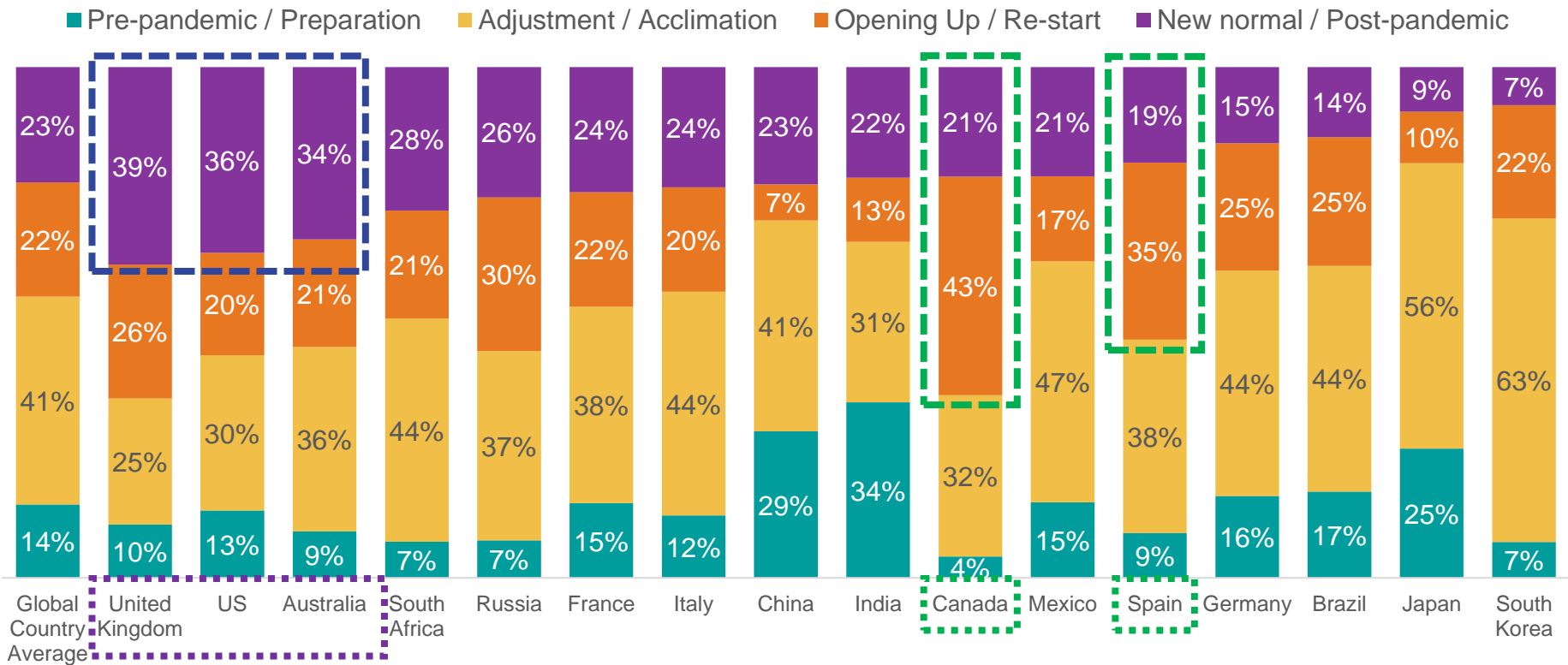
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Progress looks different for **each country** – some are ahead on their venture to normalcy, while others are just now opening up/re-starting

Phases by Country

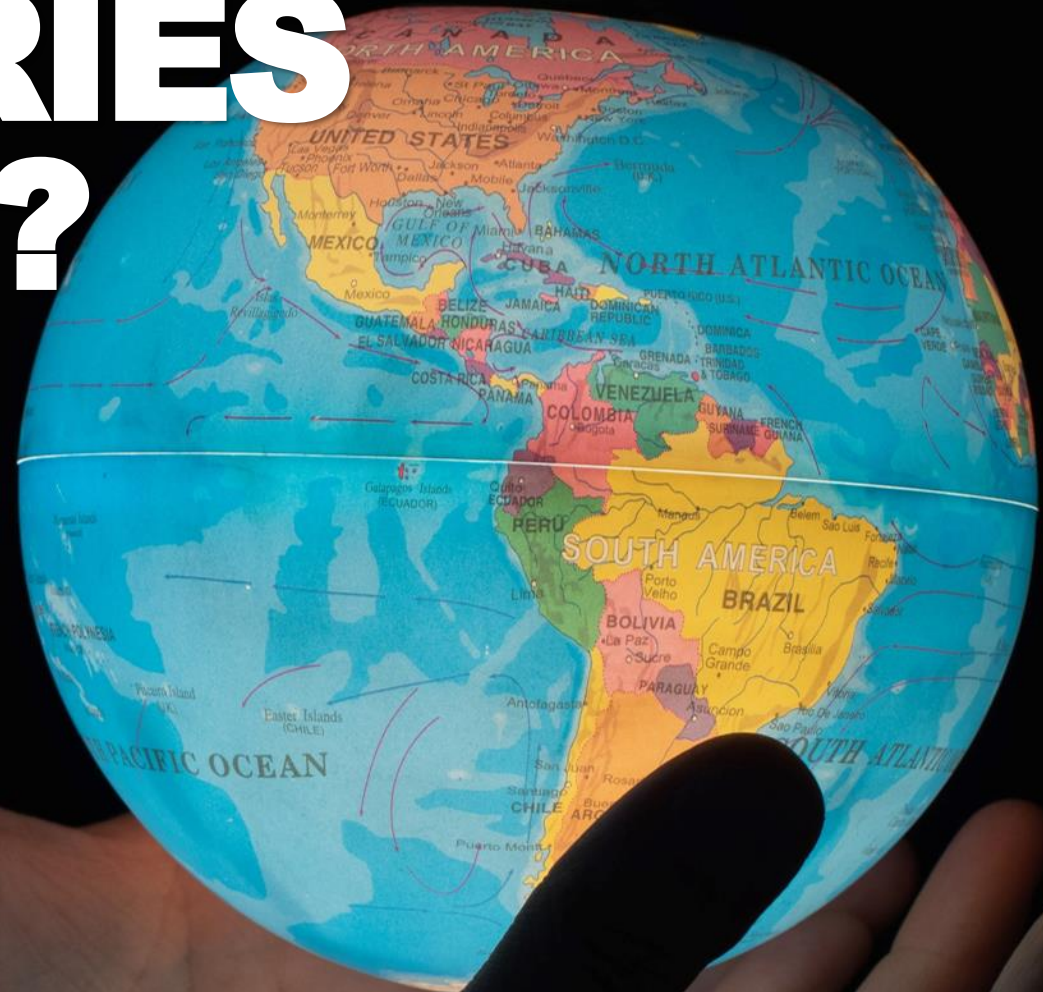


Q. Which one of the following phases do you feel best describes your current situation regarding the COVID-19 pandemic?

Base: Global Country Average: 10514, AU: 501, BR: 500, CA: 1002, CN: 501, DE: 499, ES: 501, FR: 1001, IN: 1001, IT: 501, JP: 501, MX: 501, RU: 501, SK: 501, UK: 1001, US: 1001, ZA: 501

WHAT WORRIES THE WORLD?

18 Feb - 4 March
27 countries

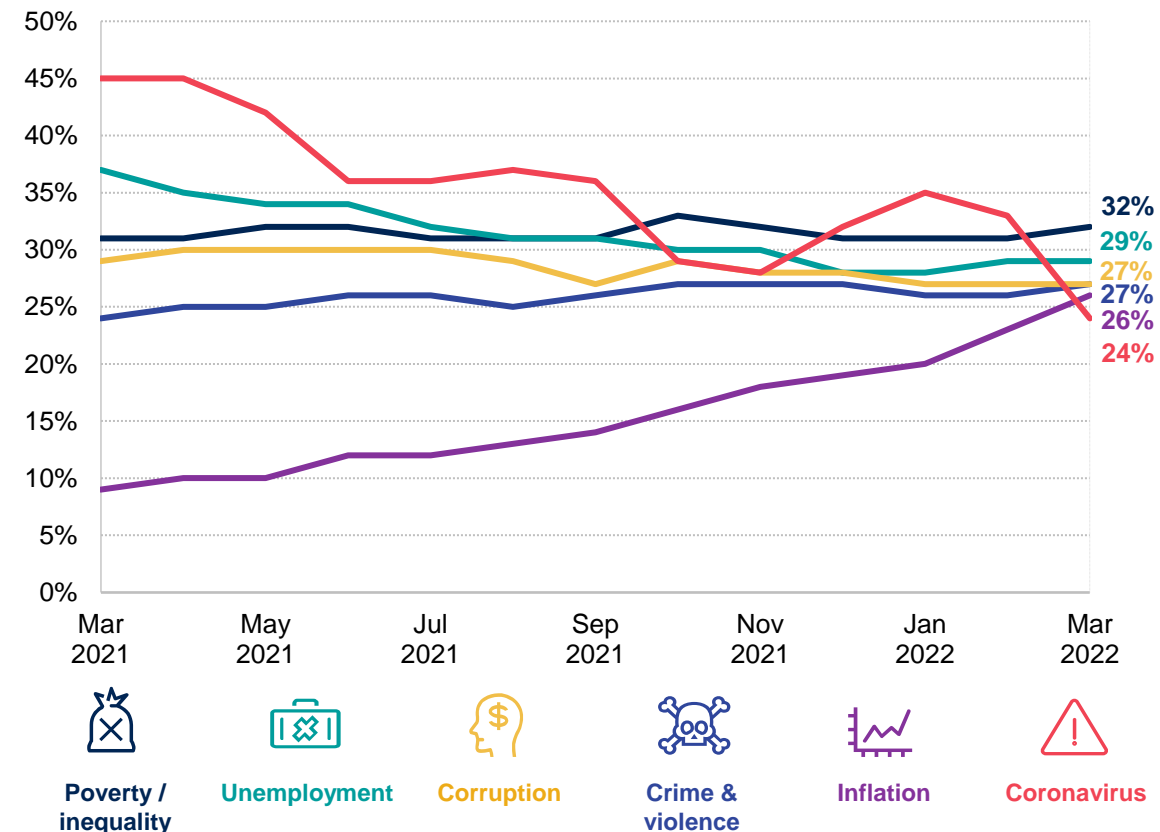


GAME CHANGERS



WHAT WORRIES THE WORLD? MARCH HEADLINES

#1: The rise of inflation

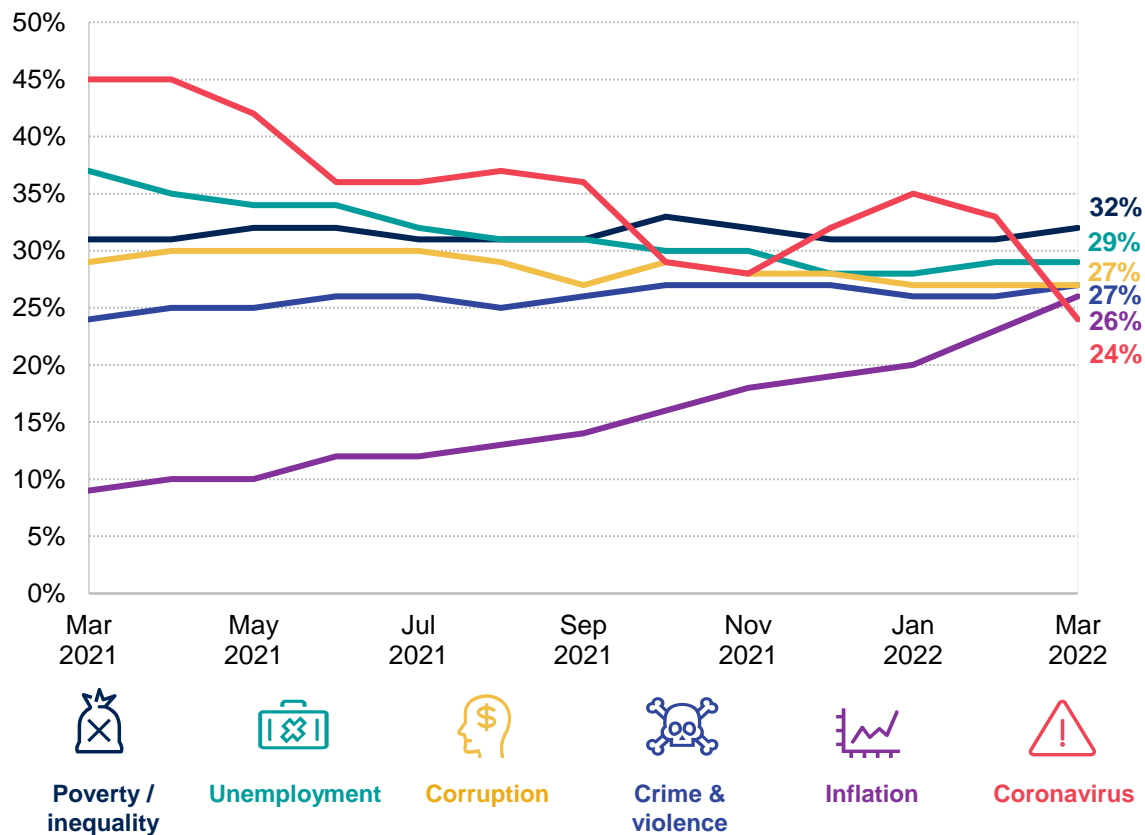


Base: Representative sample of c.20,000 adults aged 16-74 in 27 participating countries February 18th 2022 – March 4th 2022.

Source: Ipsos Global Advisor. *Global score is a Global Country Average. See methodology for details.*

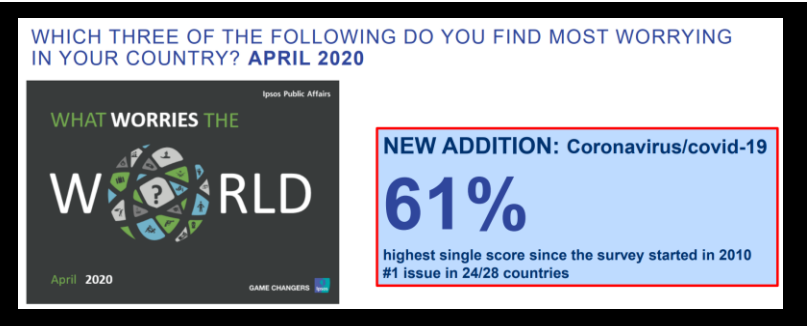
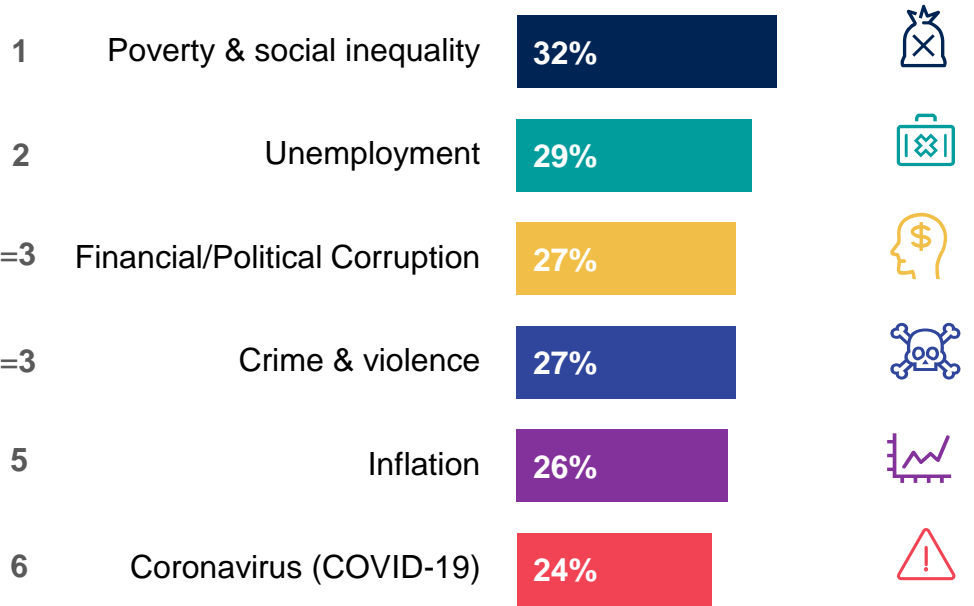
WHAT WORRIES THE WORLD? MARCH HEADLINES

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12 – © Ipsos | What Worries the World

#2: Covid out of the top five

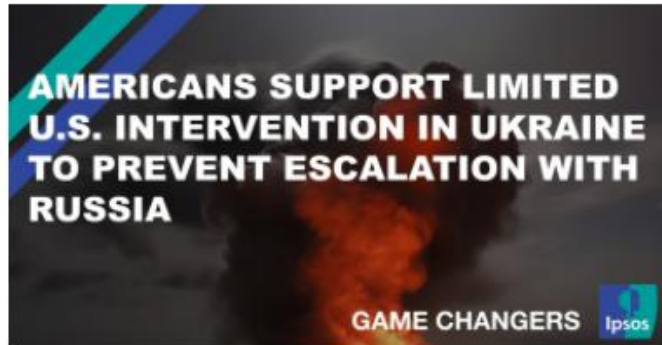


CONFLICT IN UKRAINE: REACTIONS

SOCIETY - 24 March 2022



Americans support limited U.S. intervention in Ukraine to prevent escalation with Russia



SOCIETÀ - 28 marzo 2022



Russia-Ucraina, le ultime news: tra gli italiani si riducono i timori per lo scoppio della terza guerra mondiale



Ukraine-Krieg: Große Sorge vor möglichem Kampfeinsatz der Bundeswehr



BUSINESS
AREA
POLITIK

Hamburg, 11. März 2022. Angesichts der fortgesetzten Eskalation der Gewalt steigt in der Bevölkerung die Sorge vor einer militärischen Beteiligung Deutschlands am Krieg zwischen Russland und der Ukraine. Einer aktuellen Umfrage des Markt- und Meinungsforschungsinstituts Ipsos zufolge, zeigen sich mehr als drei Viertel der Deutschen (76%) besorgt darüber, dass sich die Bundeswehr durch eine Ausweitung des Konflikts aktiv an Kampfeinsätzen beteiligen muss. Bei fast der Hälfte der Befragten (45%) ist die Sorge vor einem möglichen Bundeswehreinsatz in der Ukraine nach eigenen Angaben sogar sehr groß. Nur die wenigsten (7%) sind diesbezüglich überhaupt nicht besorgt.

L'accueil des réfugiés ukrainiens fait l'objet d'un quasi-consensus chez les Français



Devenue un des principaux sujets de préoccupation des Français, **la guerre en Ukraine a aussi ouvert le débat sur l'accueil par la France de réfugiés ukrainiens.** A cette question, **les Français répondent clairement de manière favorable** : 83% sont pour l'accueil, dont 35% qui y sont *tout à fait favorable*. Cette position est partagée par les sympathisants des différentes forces politiques à gauche, au centre mais aussi à droite et à l'extrême droite, même si ces derniers sont un peu plus partagés. 66% des sympathisants du RN et 55% des sympathisants de Reconquête y sont cependant favorables.

CONFLICT IN UKRAINE: DAWN OF A NEW ERA?

SOCIETY - 21 March 2022

Canadians agree Canada should be a global supplier of oil and natural gas



8 in 10 Britons are concerned about the UK's dependence on foreign countries for its energy supply

ENERGY
&
ENVIRONMENT

More than 8 in 10 Britons are concerned about how dependent the UK is on energy imports from other countries and the chance that supplies to homes could be interrupted.

15 March 2022 Environment / Infrastructure

VIEWS ABOUT SUSTAINABLE ENERGY

A 30-country Global Advisor survey for the World Economic Forum

March 2022

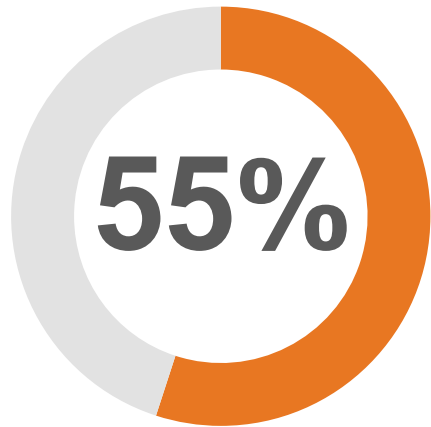
[Download the results](#)

GAME CHANGERS



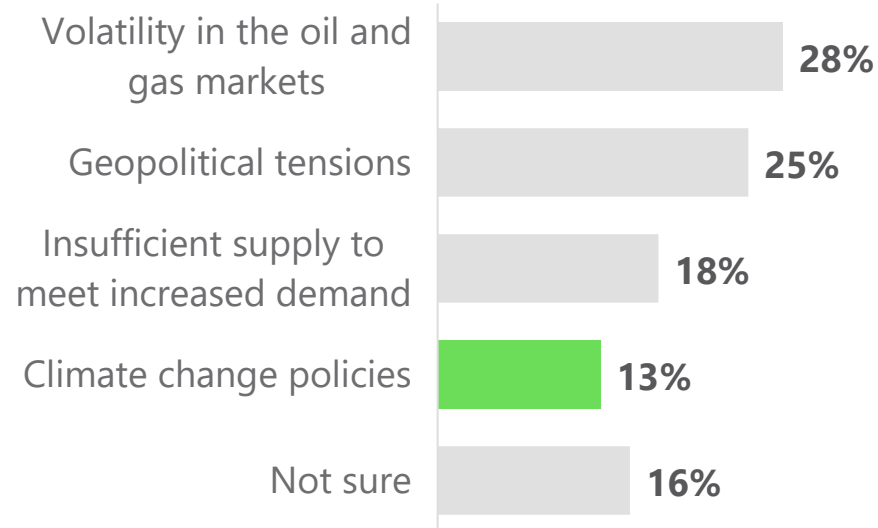
ENERGY PRICES: THE CURRENT MOOD

On average, across 30 countries:

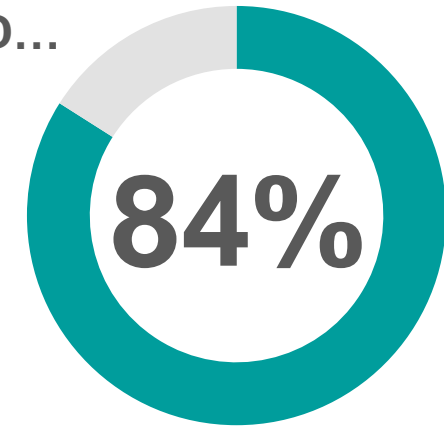


say that if energy prices continue to increase, it will **significantly affect their overall spending power...**

...BUT only 13% say climate change policies are the main reason why energy prices are increasing



AND...



say it is important to them that their country **shifts away from fossil fuels** to more climate-friendly and sustainable energy sources



STRONG AGREEMENT ACROSS COUNTRIES

% “A great deal or a fair amount”

Q. How important is it to you that [YOUR COUNTRY] shifts away from fossil fuels to more climate-friendly and sustainable energy sources over the next 5 years?

Base: 22,534 online adults aged 16-74 or 18-74 across 30 countries
The “Global Country Average” reflects the average result for all the countries and markets where the survey was conducted. It has not been adjusted to the population size of each country or market and is not intended to suggest a total result.
The samples in Brazil, Chile, China (mainland), Colombia, India, Malaysia, Mexico, Peru, Russia, Saudi Arabia, South Africa, and Turkey are more urban, more educated, and/or more affluent than the general population.



THE DIMENSIONS OF PUBLIC OPINION

INTERNATIONAL WOMEN'S DAY 2022

Report #1

March 2022



GAME CHANGERS Ipsos

INTERPERSONAL TRUST ACROSS THE WORLD

A 30-country Global Advisor survey
March 2022



GAME CHANGERS Ipsos

LGBT+ PRIDE 2021 GLOBAL SURVEY

A 27-country Ipsos survey



GAME CHANGERS Ipsos

GAME CHANGERS



THE DIMENSIONS OF PUBLIC OPINION



Culture has become even more important as the world moves through the pandemic. **Being Woman** is an Ipsos study that seeks to understand what it means to be a woman in diverse cultures and how learning about cultural nuances of gender can support how we engage with women

Being Woman:
from Equality to Freedom

[Explore the web page](#)
[Watch the video](#)

INTERNATIONAL WOMEN'S DAY 2022

Report #1

March 2022

© Ipsos | International Women's Day 2022



[Download Report 1: Gender Bias & Online harm](#)

INTERNATIONAL WOMEN'S DAY 2022

Report #2

March 2022

© Ipsos | International Women's Day 2022



[Download Report 2:](#)
Gender Inequality, Institutional Bias,
Families and Careers



INTERNATIONAL WOMEN'S DAY 2022

March 2022

THE GLOBAL
INSTITUTE
FOR WOMEN'S
LEADERSHIP



© Ipsos | International Women's Day 2022

GAME CHANGERS



Q

When it comes to giving women equal rights with men, things have gone far enough in my country

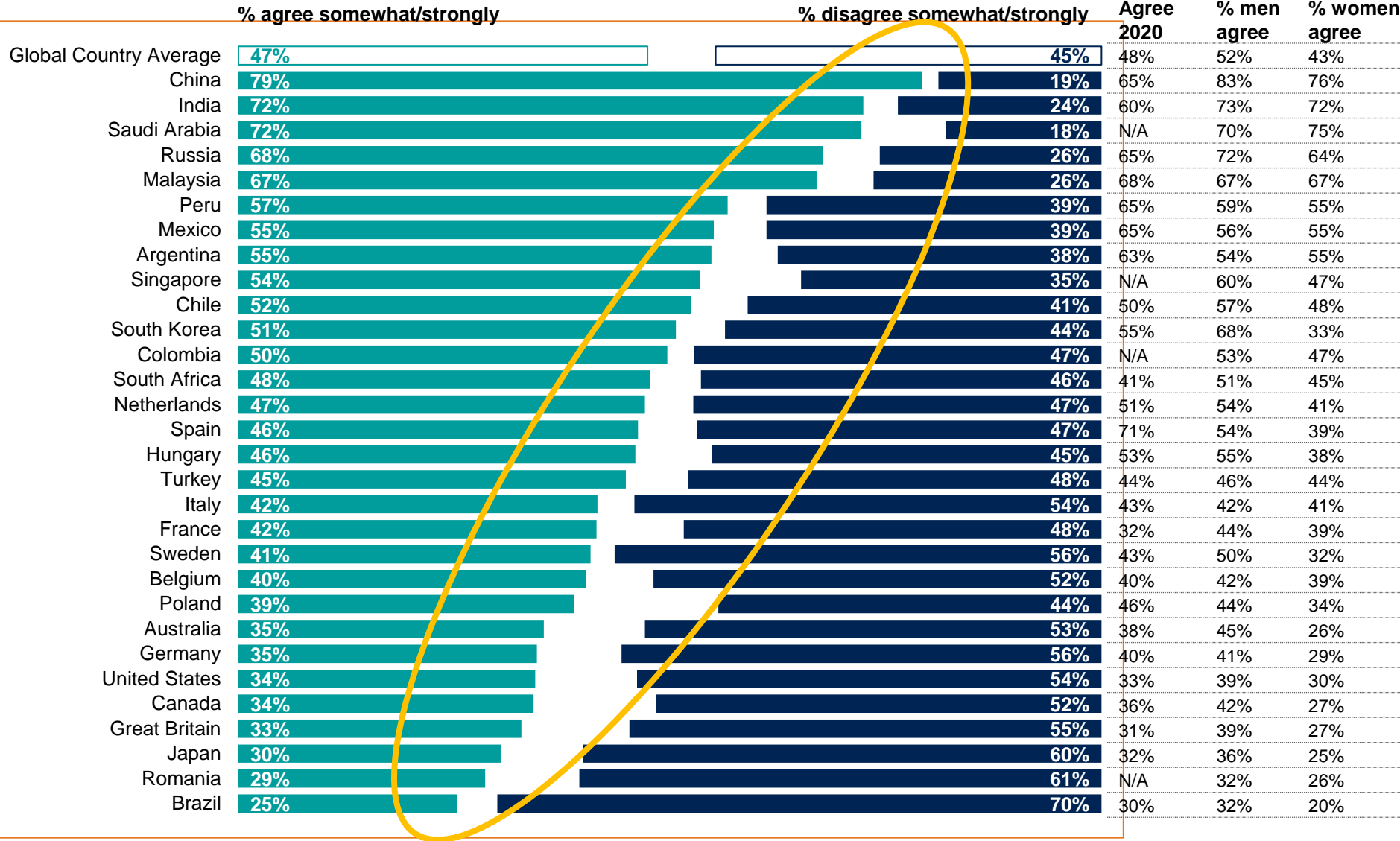
47% agree

45% disagree

Q

For each of the following questions, please indicate whether you disagree or agree.

When it comes to giving women equal rights with men, things have gone far enough **in my country**



Q

Feminism does more
harm than good

26% agree

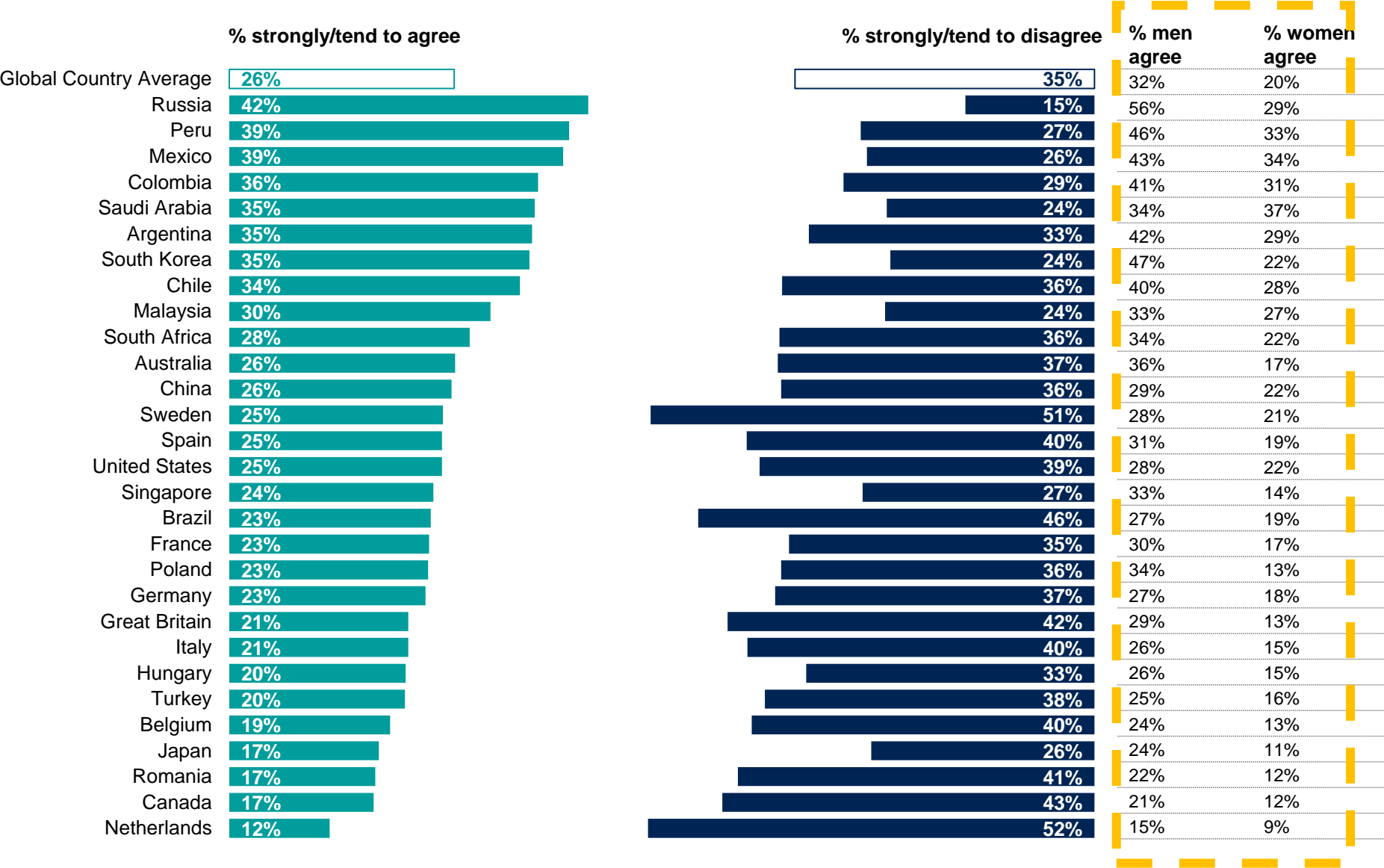
35% disagree



Q

People have different ideas about gender and relationships between men and women. To what extent, if at all, do you agree or disagree with the following statements?

Feminism does more harm than good



INTERPERSONAL TRUST ACROSS THE WORLD

A 30-country Global Advisor survey
March 2022

For more information: <https://www.ipsos.com/en/interpersonal-trust-across-the-world>

© Ipsos

GAME CHANGERS



INTERPERSONAL TRUST ACROSS THE WORLD

“Most people can be trusted”

30% agree

GAME CHANGERS

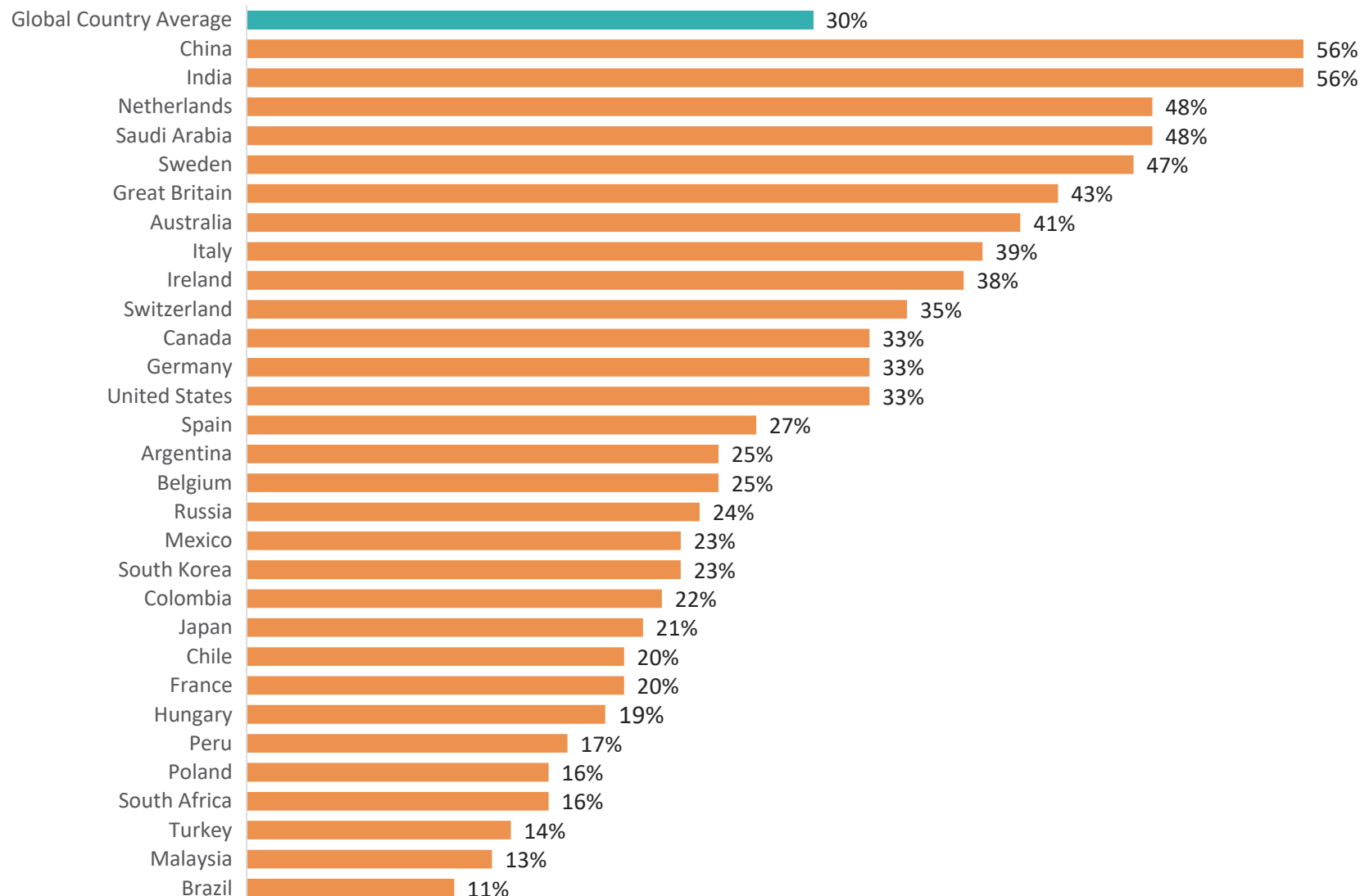


BIG DIFFERENCES BY COUNTRY

% “Most people can be trusted”

Q. Generally speaking, would you say that most people can be trusted, or that you can't be too careful in dealing with people?

- On average, across 30 countries surveyed, 30% say **most people can be trusted**
- Among these countries, **interpersonal trust** is most prevalent in China and India where 56% say most people can be trusted.
- It is **least prevalent** in Brazil, Malaysia, and Turkey where fewer than 15% say most people can be trusted



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LGBT+ PRIDE 2021 GLOBAL SURVEY

A 27-country Ipsos survey

Download the results

GAME CHANGERS



LGBT+ PRIDE 2021 GLOBAL SURVEY

**GENDER
IDENTITY AND
SEXUAL
ORIENTATION**

**LGBT+
EXPOSURE &
ENGAGEMENT**

**LGBT+
VISIBILITY AND
EQUALITY**

**SAME-SEX
MARRIAGE AND
PARENTING**

GAME CHANGERS



SAME-SEX MARRIAGE

SAME-SEX MARRIAGE

**My views on same-sex
marriage are different than
they were five years ago**

(% Agree)

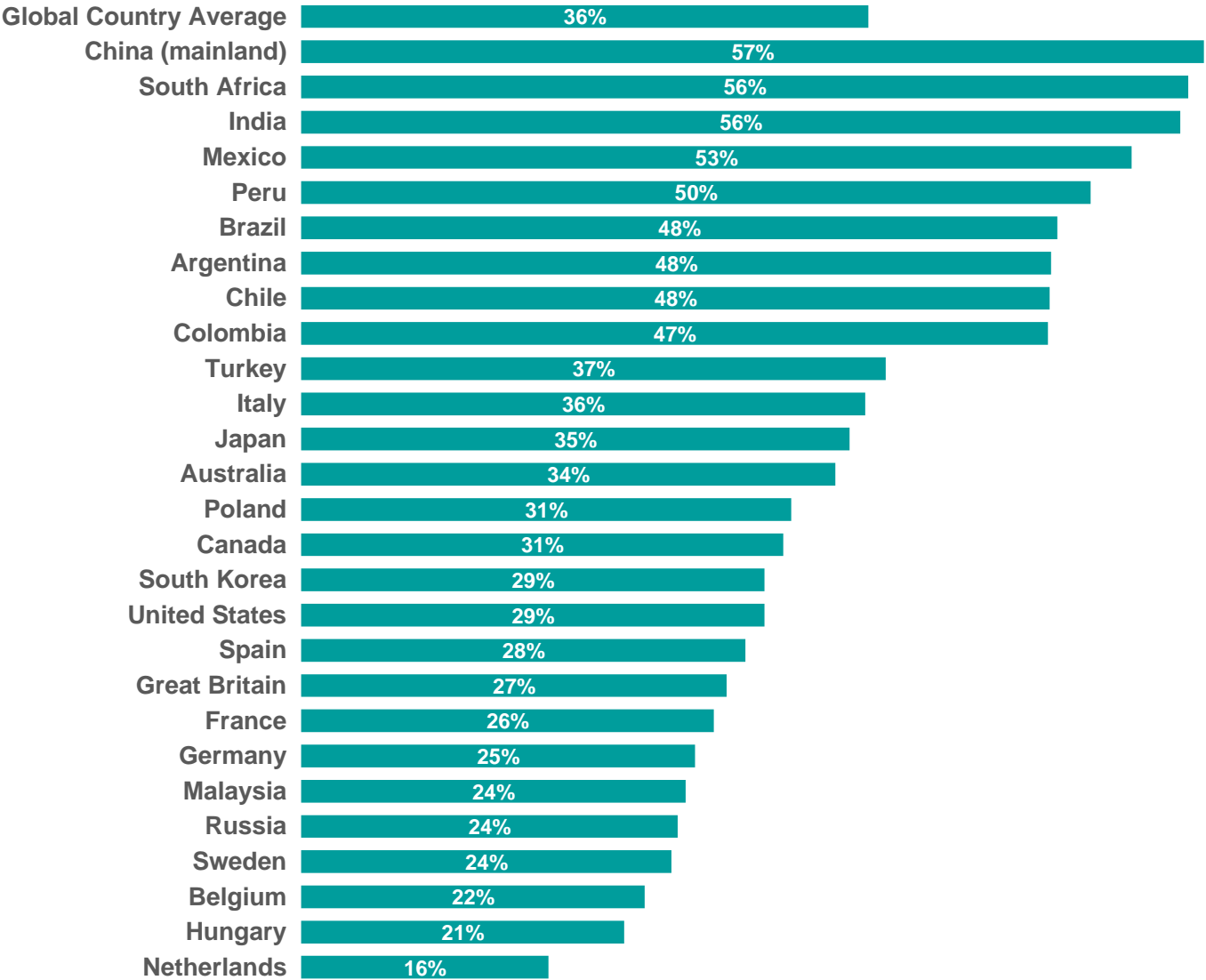
PERCEIVED CHANGE IN VIEWS ABOUT SAME-SEX MARRIAGE BY COUNTRY

36% say their views have changed

Q. Still thinking about same-sex marriage, to what extent do you agree or disagree that:

My views on same-sex marriage are different than they were five years ago

(% Agree)



Base: 19,069 online adults aged 16-74 across 27 countries
* Online samples in Brazil, Chile, mainland China, Colombia, India, Malaysia, Mexico, Peru, Russia, South Africa, and Turkey tend to be more urban, educated, and/or affluent than the general population

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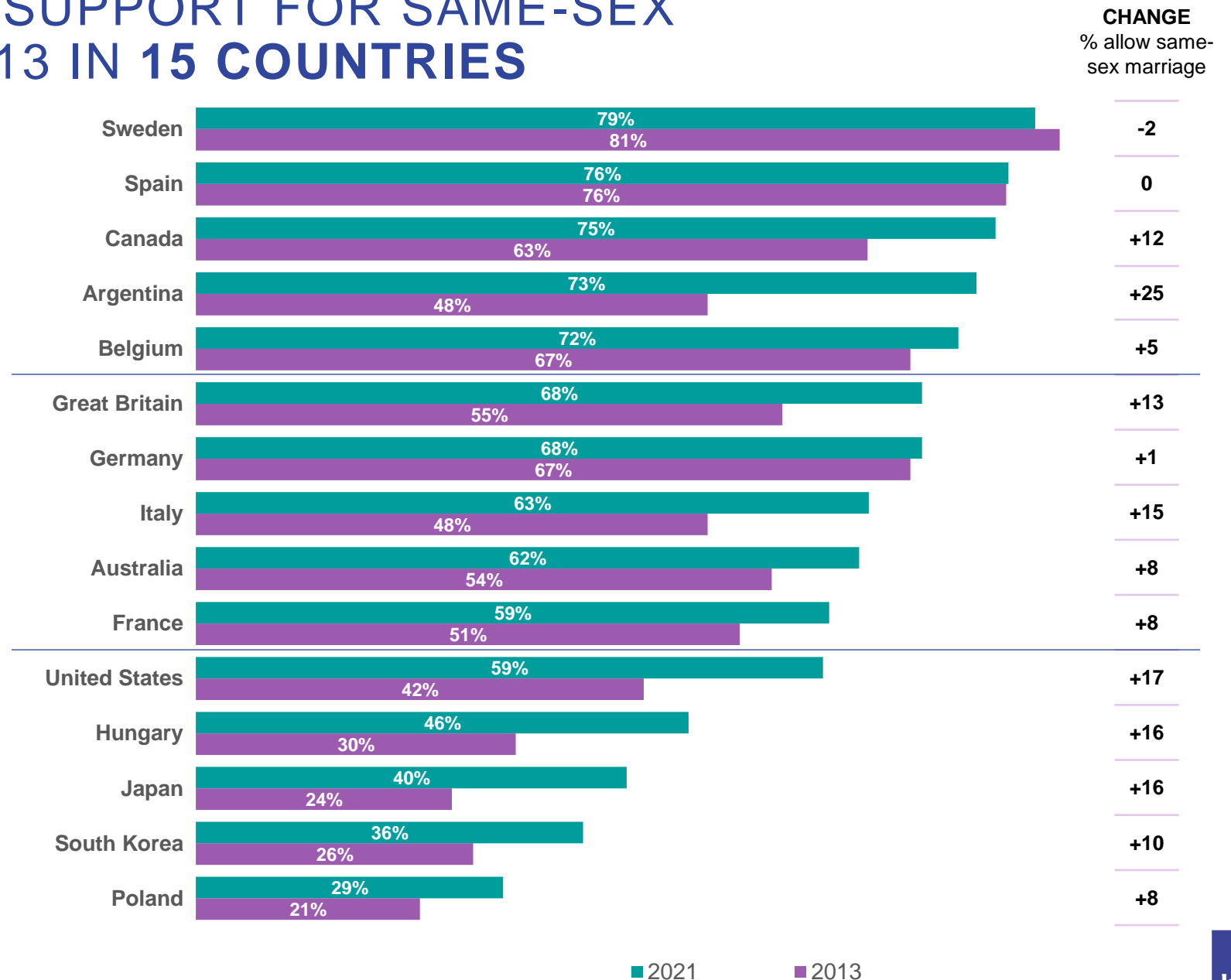


ACTUAL CHANGE IN SUPPORT FOR SAME-SEX MARRIAGE SINCE 2013 IN 15 COUNTRIES

12 out of 15 countries register change

Q. When you think about the rights of same-sex couples, which of the following comes closest to your personal opinion?

% Same-sex couples should be allowed to marry legally



Base: 19,069 online adults aged 16-74 across 27 countries
 * Online samples in Brazil, Chile, mainland China, Colombia, India, Malaysia, Mexico, Peru, Russia, South Africa, and Turkey tend to be more urban, educated, and/or affluent than the general population

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THE DIMENSIONS OF PUBLIC OPINION



NEW EDITION: 1 April

GAME CHANGERS



INCLUSION & DIVERSITY

The Challenge for Researchers

Trixie Cartwright

31 March 2022

INCLUSION & DIVERSITY

There are many **different aspects** of **diversity** of the population:

- SEX
- AGE / GENERATIONAL
- RELIGION / SPIRITUAL BELIEFS
- GENDER
- EDUCATION
- RACE
- SEXUAL ORIENTATION
- DISABILITY
- ETHNICITY...

We need to adapt our questions and research to be **culturally sensitive** and **respectful** to all.



EVOLVING CONVERSATIONS

- UK Market Research Society released guidelines for asking **gender** in the UK in a **non-binary** way in 2016
- A need for **international guidance** on how best to ask gender

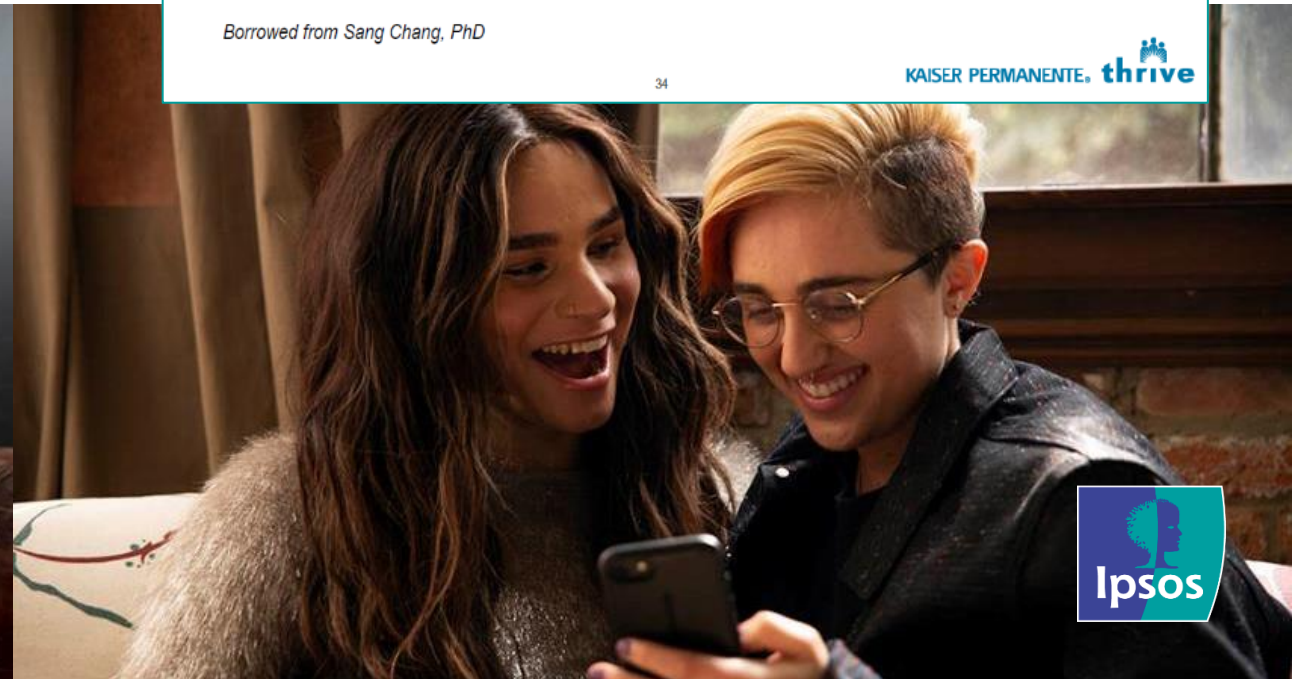
Changing Language| *Just a few Nonbinary Identities*

- | | | |
|------------------------|----------------|-----------------------|
| ▪ Genderqueer | ▪ Third gender | ▪ Demiboy |
| ▪ Off the binary | ▪ Androgyne | ▪ Demigirl |
| ▪ Gender neutral | ▪ Polygender | ▪ Kathoey |
| ▪ Neutrois | ▪ Bigender | ▪ Eunuch |
| ▪ Agender | ▪ Gender fluid | ▪ Intergender |
| ▪ Genderless | ▪ Pangender | ▪ Gender variant |
| ▪ Null-gender | ▪ Two spirit | ▪ Masculine of center |
| ▪ Nongendered | ▪ Hijra | ▪ Feminine of center |
| ▪ Gender nonconforming | ▪ Ladyboi | ▪ Epicene |

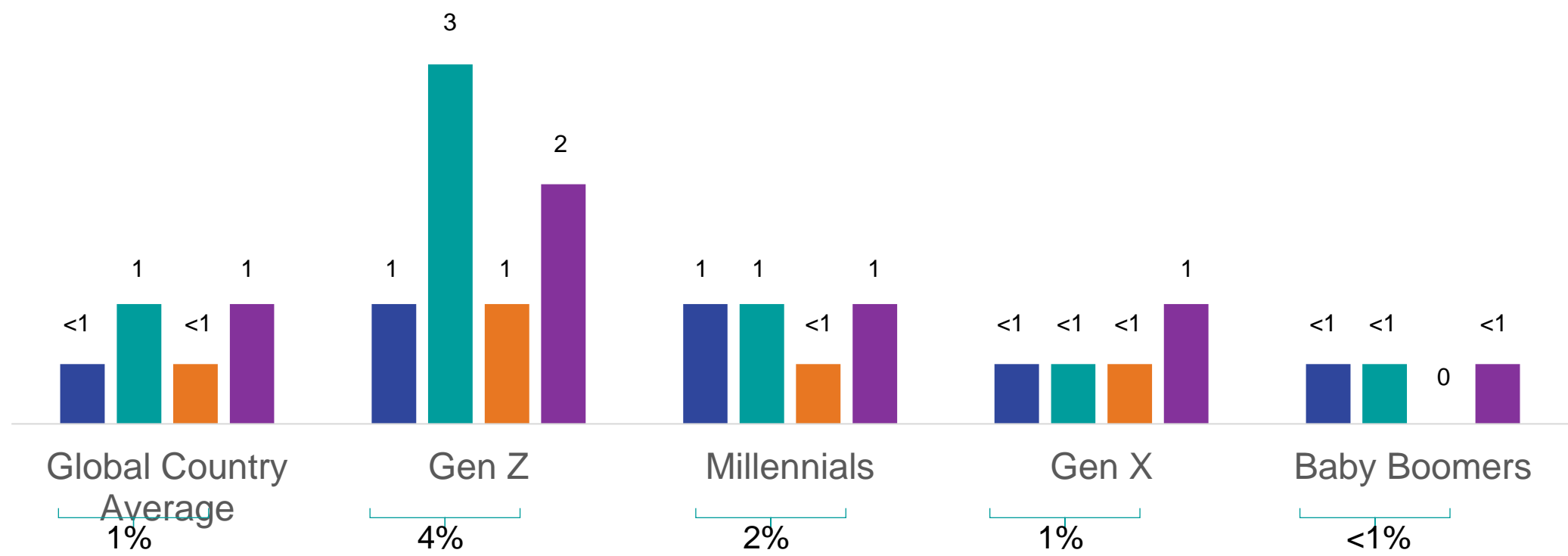
Borrowed from Sang Chang, PhD

34

KAISER PERMANENTE **thrive**



GENDER IDENTITY BY KEY GENERATION (GLOBAL COUNTRY AVERAGE)



■ Transgender ■ Non-binary, non-conforming or gender-fluid ■ In another way ■ Prefer not to say

- Gen Z: Born 1997 and later (i.e., no older than 23/24)
- Millennials: Born 1981-1996 (i.e., ages 24/25-39/40)
- Gen X: Born 1965-1980 (i.e., ages 40/41-55/56)
- Baby Boomers: Born 1946-1964 (i.e., ages 56/57-74)

FOCUS ON RACE & ETHNICITY



Focus on being inclusive of all minorities and marginalised or underserved groups.





CHALLENGES & CONSIDERATIONS

CHALLENGES & CONSIDERATIONS

Confusion around terminology

- Language is **evolving**
 - Man/Woman vs Male/Female
- Some **terms** are **used interchangeably**:
 - Sex & gender
 - Race & ethnicity

Using appropriate language

- **Inclusive** language should be used
- Respectful and **culturally sensitive** language
- Staying up to date globally & recognising **local vs global** needs



CHALLENGES & CONSIDERATIONS

Being representative

- There is **limited census information** on aspects of diversity globally
- Some underserved communities may be **less inclined** to take part in research
- Getting more representative samples may be **costly**

International differences

- **Data privacy laws** vary from country to country
- Adjusting for **local nuances** and cultural acceptability
- Some terms are not always understood or **translatable**

Individual questions – Person 1 continued

11 If you were not born in the United Kingdom, when did you most recently arrive to live here?
Do not count short visits away from the UK.
Month Year
If you arrived before 13 October 2018 → GO TO 13
If you arrived on or after 13 October 2018 → GO TO 12

12 Including the time you have already spent here, how long do you intend to stay in the United Kingdom?
☐ Less than 12 months
☐ 12 months or more

13 Can you understand, speak, read or write Welsh?
Tick all that apply
☐ Understand spoken Welsh
☐ Speak Welsh
☐ Read Welsh
☐ Write Welsh
☐ OR none of the above

14 What is your main language?
☐ English or Welsh → GO TO 16
☐ Other, write in (including British Sign Language)
[]

15 How well can you speak English?
Very well Well Not well Not at all
☐ ☐ ☐ ☐

16 How would you describe your national identity?
Tick all that apply
☐ Welsh
☐ English
☐ Scottish
☐ Northern Irish
☐ British
☐ Other, write in
[]

17 What is your ethnic group?
Choose one section from A to E, then tick one box to best describe your ethnic group or background

A White
☐ Welsh, English, Scottish, Northern Irish or British
☐ Irish
☐ Gypsy or Irish Traveller
☐ Roma
☐ Any other White background, write in
[]

B Mixed or Multiple ethnic groups
☐ White and Black Caribbean
☐ White and Black African
☐ White and Asian
☐ Any other Mixed or Multiple background, write in
[]

C Asian or Asian British
☐ Indian
☐ Pakistani
☐ Bangladeshi
☐ Chinese
☐ Any other Asian background, write in
[]

D Black, Black British, Caribbean or African
☐ Caribbean
☐ African background, write in below
☐ Any other Black, Black British or Caribbean background, write in
[]

E Other ethnic group
☐ Arab
☐ Any other ethnic group, write in
[]

Page 8

France and Germany urged to rethink reluctance to gather ethnicity data

Racial discrimination debate leads to push for updated surveys to help tackle injustices



▲ Sibeth Ndiaye, a French government spokeswoman, suggested the inclusion of racial data in a national database could help fight racism. Photograph: Ludovic Marin/EPA

CHALLENGES & CONSIDERATIONS

Making assumptions about respondents

- Interviewers need to **ask** questions rather than code based on what they believe they see
- Questions should be asked **to all** they might be relevant to

Balancing inclusion vs intrusion

- In some markets and societal groups some of these questions might not be considered **acceptable**

MOVING FORWARD

This is a very complex topic to get right at a global level. We need...

- More discussions and collaboration
- Improved engagement with under-represented groups
- Language and cultural guidance



Respondents are at the
core of what we do.

They **all** need to feel
respected, engaged
and **valued** for who
they are in the
changing world
around us.



A photograph of three young women of diverse backgrounds smiling and posing together. One woman is in the foreground, smiling broadly. Two other women are behind her, one with her arm around her shoulder. The image has a teal and blue diagonal graphic overlay on the left side.

THE BENEFITS OF INCLUSION AND DIVERSITY

© April Jeffries

without the prior

Confidential and
unreproduced



What % of Americans

... Would be more
likely to consider a
brand if its stance on
equality aligned with
my own

Source : Consumers want deeper social-
justice commitments from brands

60% of
Americans
(70% GenZ)

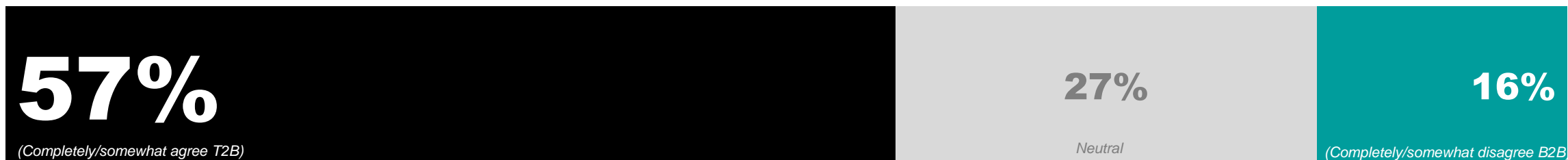
... Would be more
likely to consider a
brand if its stance on
equality aligned with
my own

Source : Consumers want deeper social-
justice commitments from brands

Brands have a role to play in making advancements in society on equality issues.

It's not just a nice to have, it's expected.

Appropriate for **any brand/industry to communicate their stance on equality issues**



95% EXPECT brands to take a stand on equality issues
(among those that find it appropriate completely/somewhat agree T2B)

Companies Increasingly Thinking About Their Role in Society

The New York Times

A Friedman doctrine-- The Social Responsibility Of Business Is to Increase Its Profits



By Milton Friedman

Sept. 13, 1970



Forbes

Aug 20, 2019, 04:42pm EDT | 5,640 views

The Purpose Of The Corporation? Business Roundtable Advances The Conversation, Now We All Need To Contribute



Jim Ludema and Amber Johnson Contributor @ Entrepreneur

The Economist

LEADING DEVELOPMENT

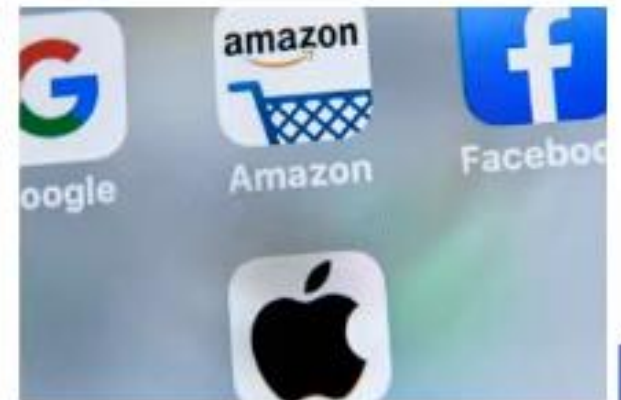
Stakeholder capitalism arrives at Davos

Alissa Lantieri / Tuesday, January 21, 2020

Big business is beginning to accept broader social responsibilities

Pursuing shareholder value is no longer enough, it seems

House members assail Big Tech - consider changes to antitrust law



Brands Are Struggling

Some of the questions we've been helping to answer



How can we create a vision of an anti-racist world, by exploring our past, present and future?



What are the commonalities and differences between the experiences, aspirations and barriers of Black communities in the US, UK, Brazil and South Africa?



How can we better understand the affluent African Americans, Hispanics and LGBTQ+ communities, exploring existing biases, stereotypes and barriers, in order to address alternate goals, needs and wants?



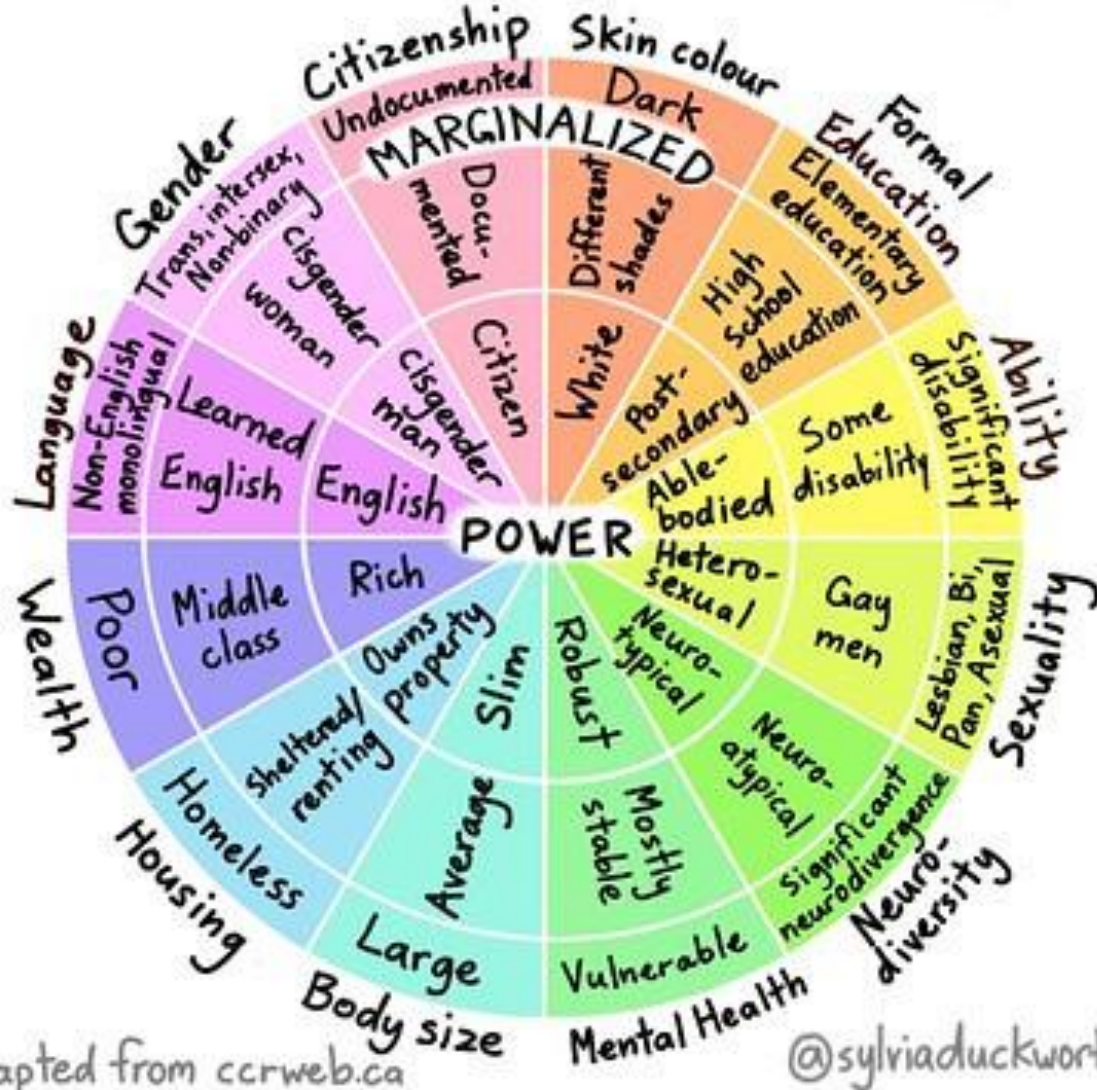
How can we demonstrate our authentic commitment to diverse consumer segments, and elevate our position as an inclusive thought leader?

Immerse in worlds you may not know



How Do You Want To Show Up?

WHEEL OF POWER/PRIVILEGE



Pick Your War

The Root

What is at the core?

The Result

How does it play out?

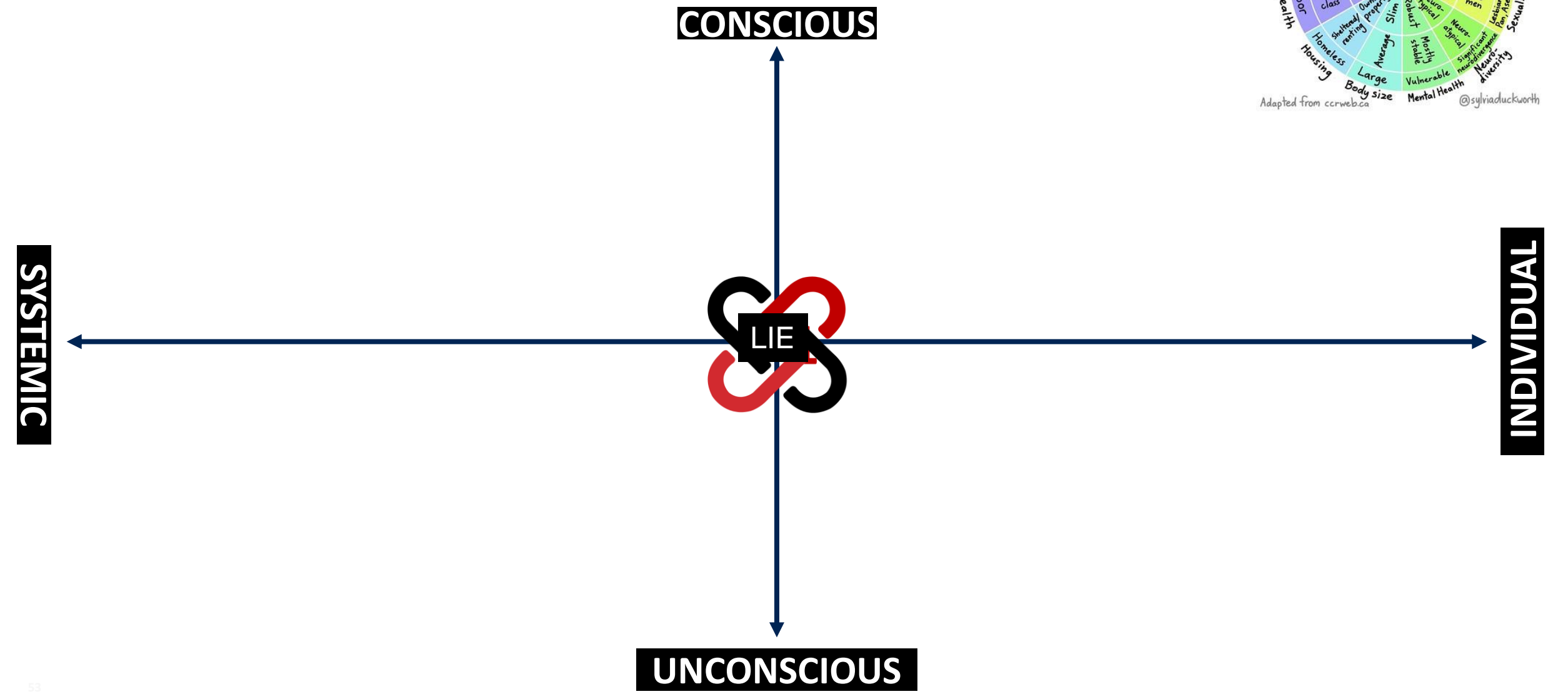
The Response

What will you do?

Pick your weapon

What Must You Understand?

The Result: How Does It Play Out?



What Must You Understand?

The Root: What is at the core?

US Example

WHEEL OF POWER/TRIVILEGE



The Lie:

**Black and Brown people are
“less than” white people**

What Must You Understand?

The Result: How Does It Play Out?

US Example: Redlining

Purposeful systems designed for the advantage of “some”

Unfair Policies and Laws
The inequality is **executed**

SYSTEMIC

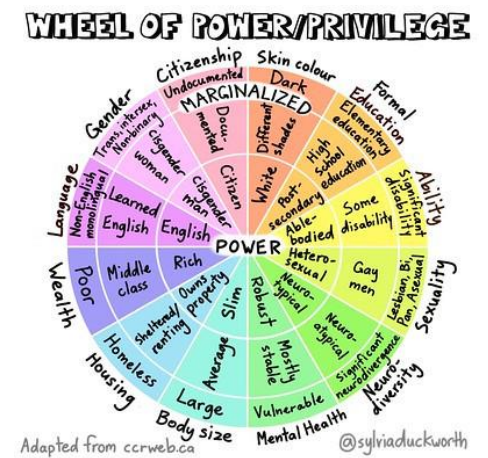
Influence policy

CONSCIOUS

LIE

UNCONSCIOUS

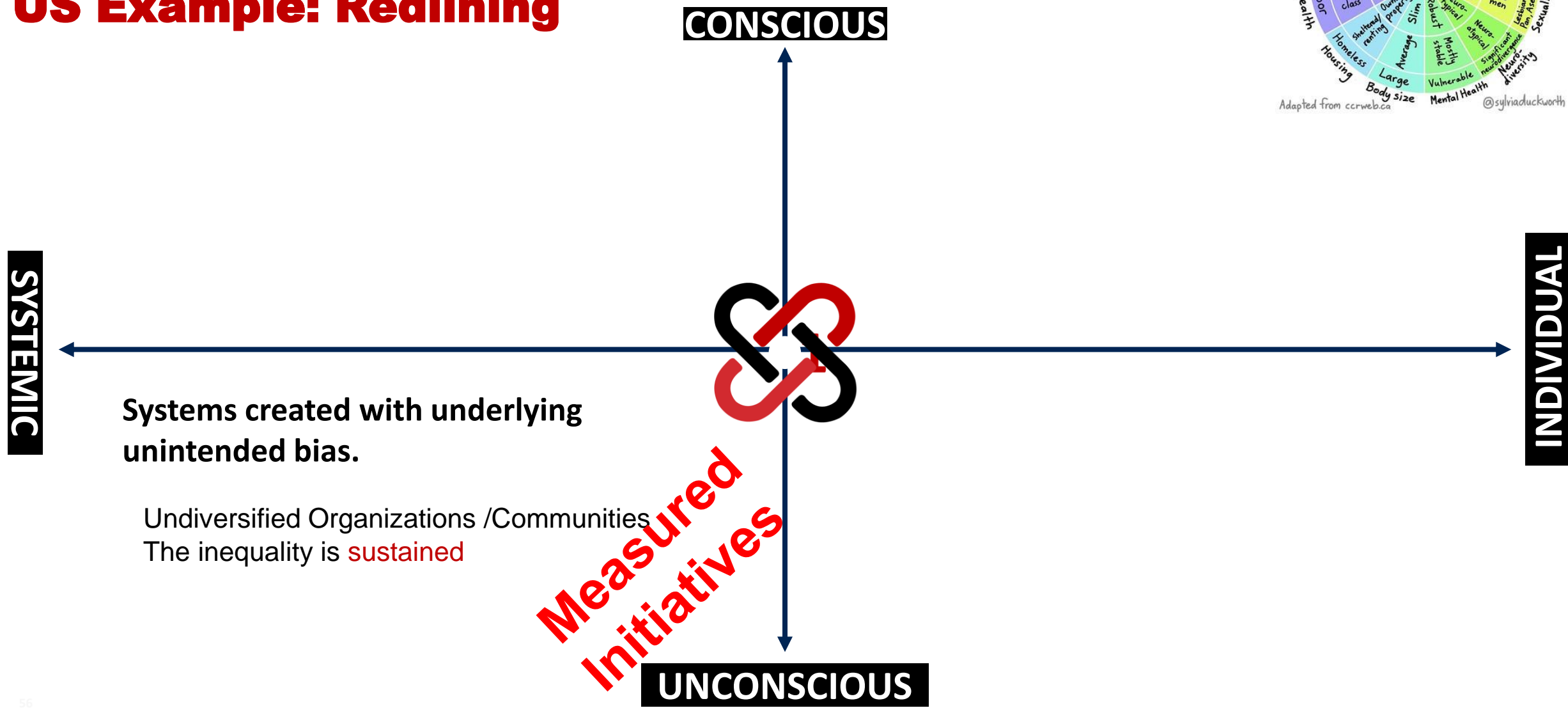
INDIVIDUAL



What Must You Understand?

The Result: How Does It Play Out?

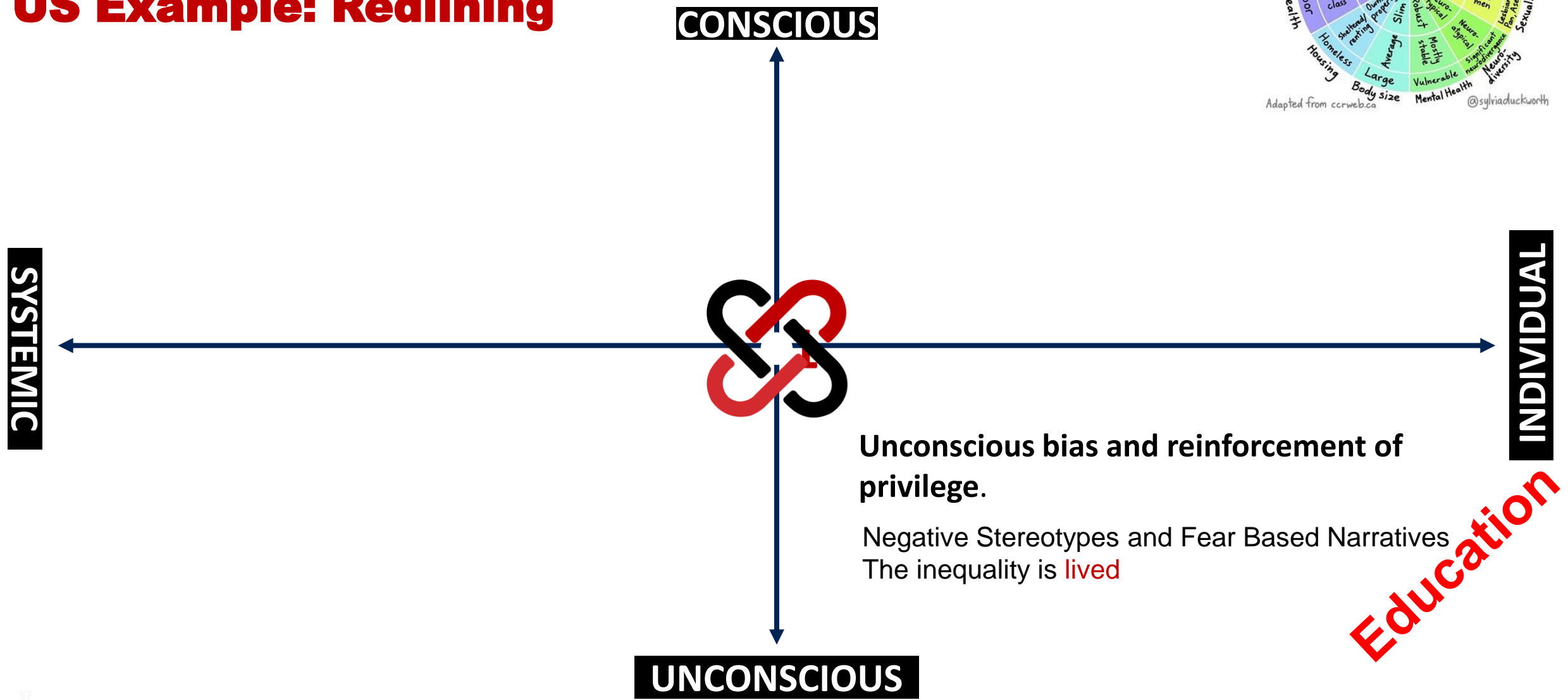
US Example: Redlining



What Must You Understand?

The Result: How Does It Play Out?

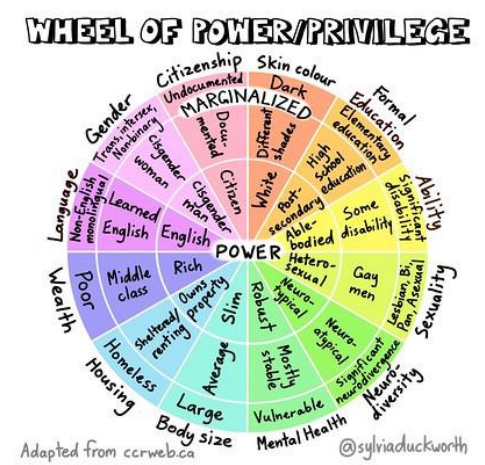
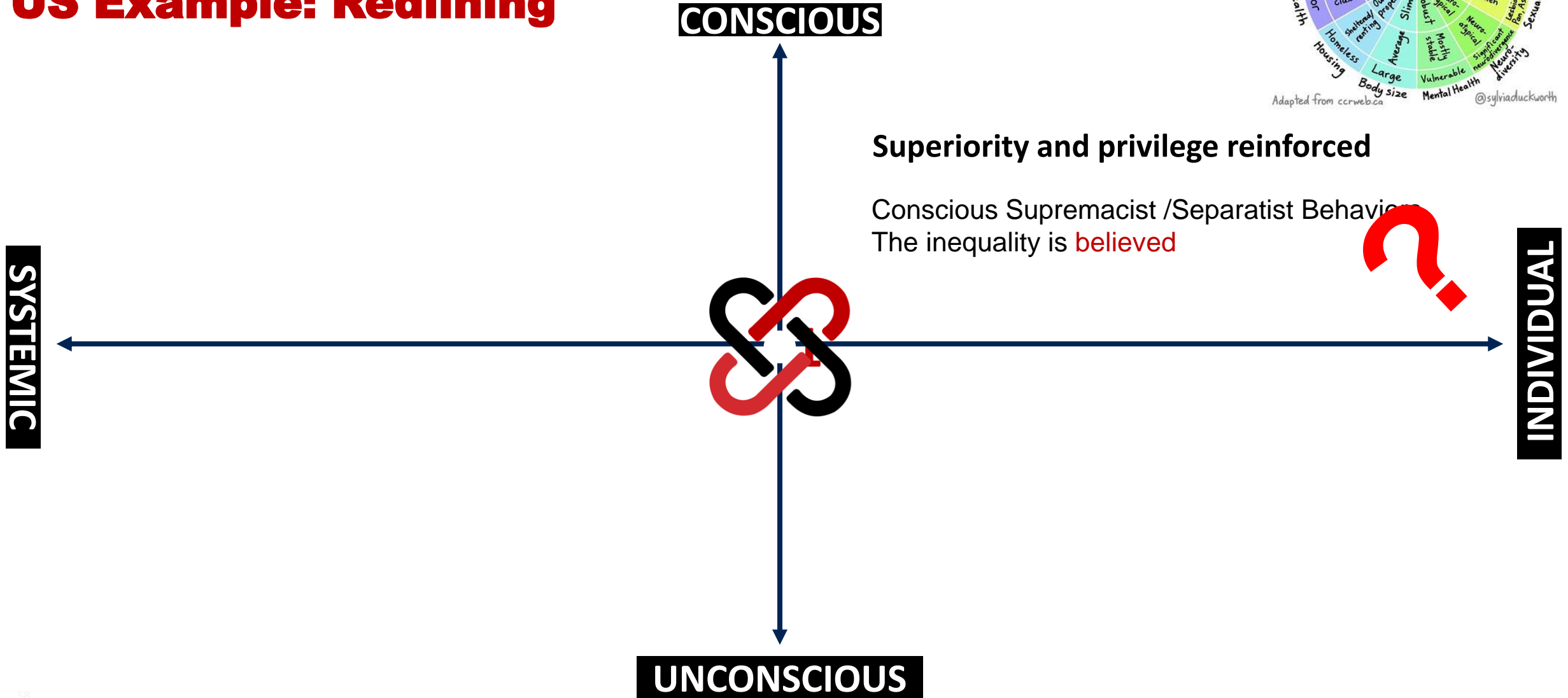
US Example: Redlining



What Must You Understand?

The Result: How Does It Play Out?

US Example: Redlining



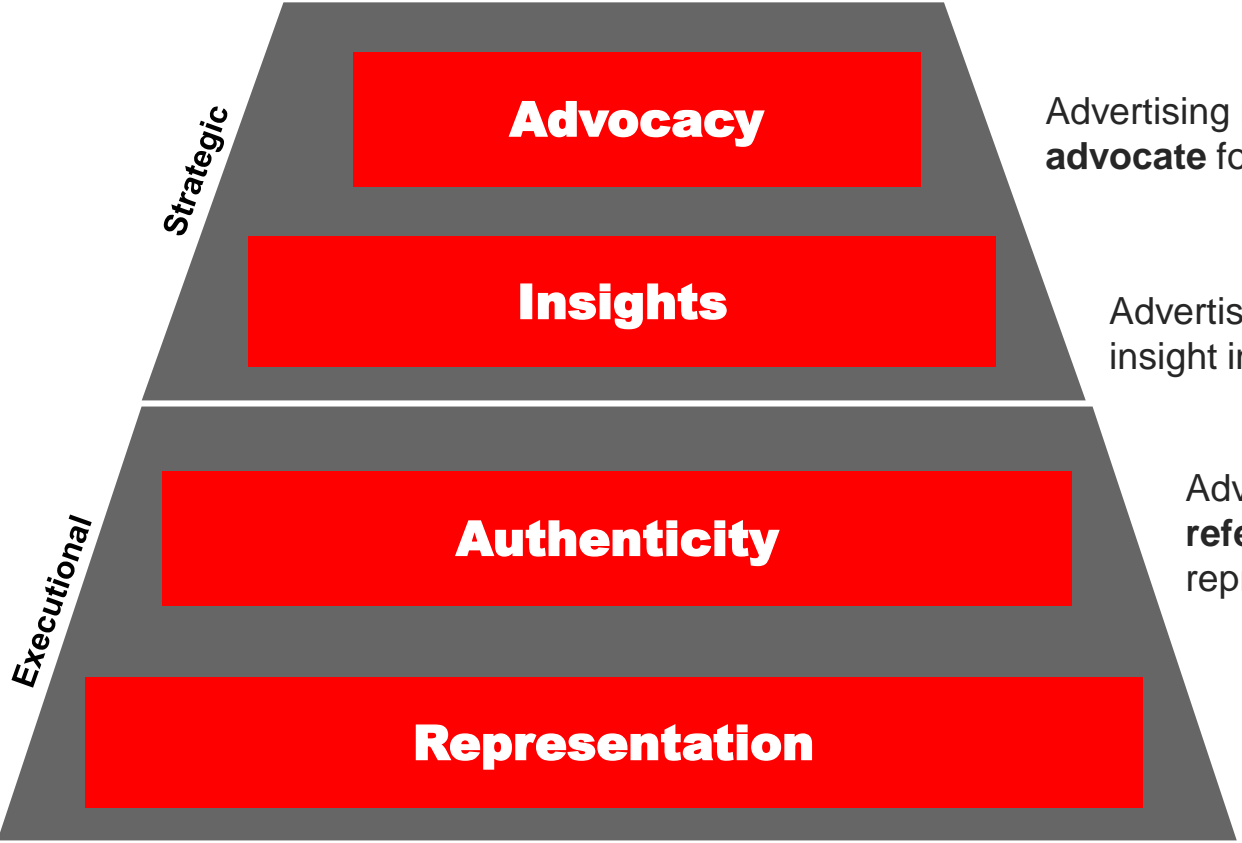
How to make authentic decisions – what's a brand to do?

Pick your War

- . Where did it all begin?
- . Vision, mission, brand purpose?
- . What will be your Legacy?
- . Who loves you?
- . Who hates you?



What Inclusivity Looks Like.



Advertising reflects a brand purpose to **actively advocate** for societal change

Advertising **is built on** strategies driven by insight into under-represented communities

Advertising execution **authentically references** cultures or contexts of under-represented communities

Advertising execution **includes** broad representation of people including those from under-represented communities



Ben & Jerry's
[Stance on Racial Justice](#)



Nike
["Dream Crazy"](#)



Zillow
["Mijo"](#)



Coors Seltzer
["The Sacrifice"](#)

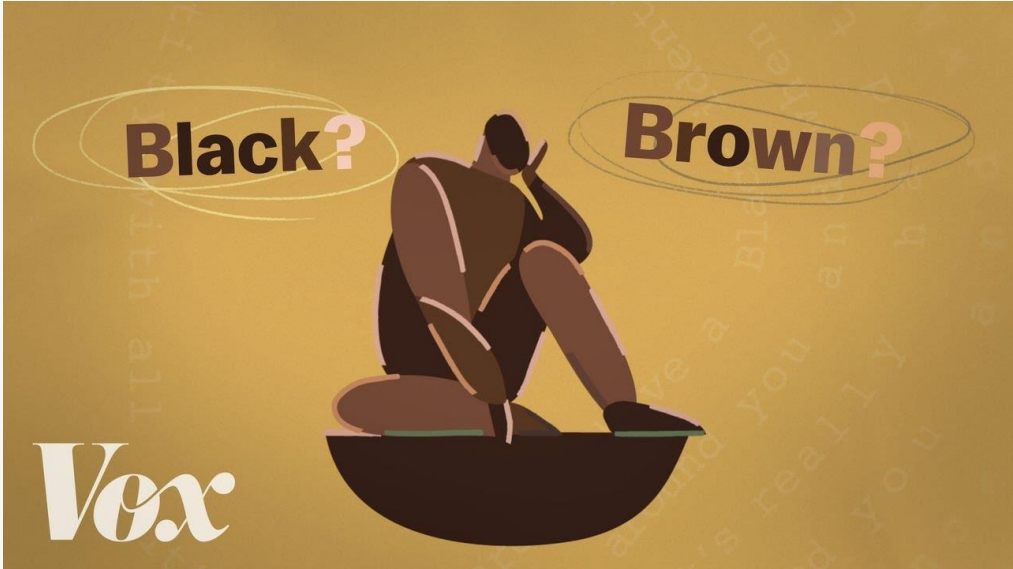
What Must You Understand?

Each country has a unique history that informs the realities of today



“We don’t have to deny our origins, we don’t have to deny who we are to be accepted by society.”

– Yalitza Aparicio



“There are several things that make our racism specific – no less brutal, no less cruel, but specific to the Brazilian context”

– Thiago Amparo, lawyer and university studies professor²

¹ BBC Newsbeat, “That Black British Feeling,” 2016
² Vox, “What it means to be Black in Brazil,” Sep. 2020

Suggestions for Approach



FRAME THE CHALLENGE

Frame the challenge from the perspective of the company and its employees via **stakeholder interviews**, **immersion into past work** and **a framing lab**



TALK WITH EXPERTS

Explore the challenge from the **perspectives of experts** who are already thinking about this and trying to do something about it



UNDERSTAND BROAD NEEDS

Explore the challenge from a variety of angles via an **online community** that allows us to get both **quantitative and qualitative understanding** of key contextual truths, aspirations & tensions



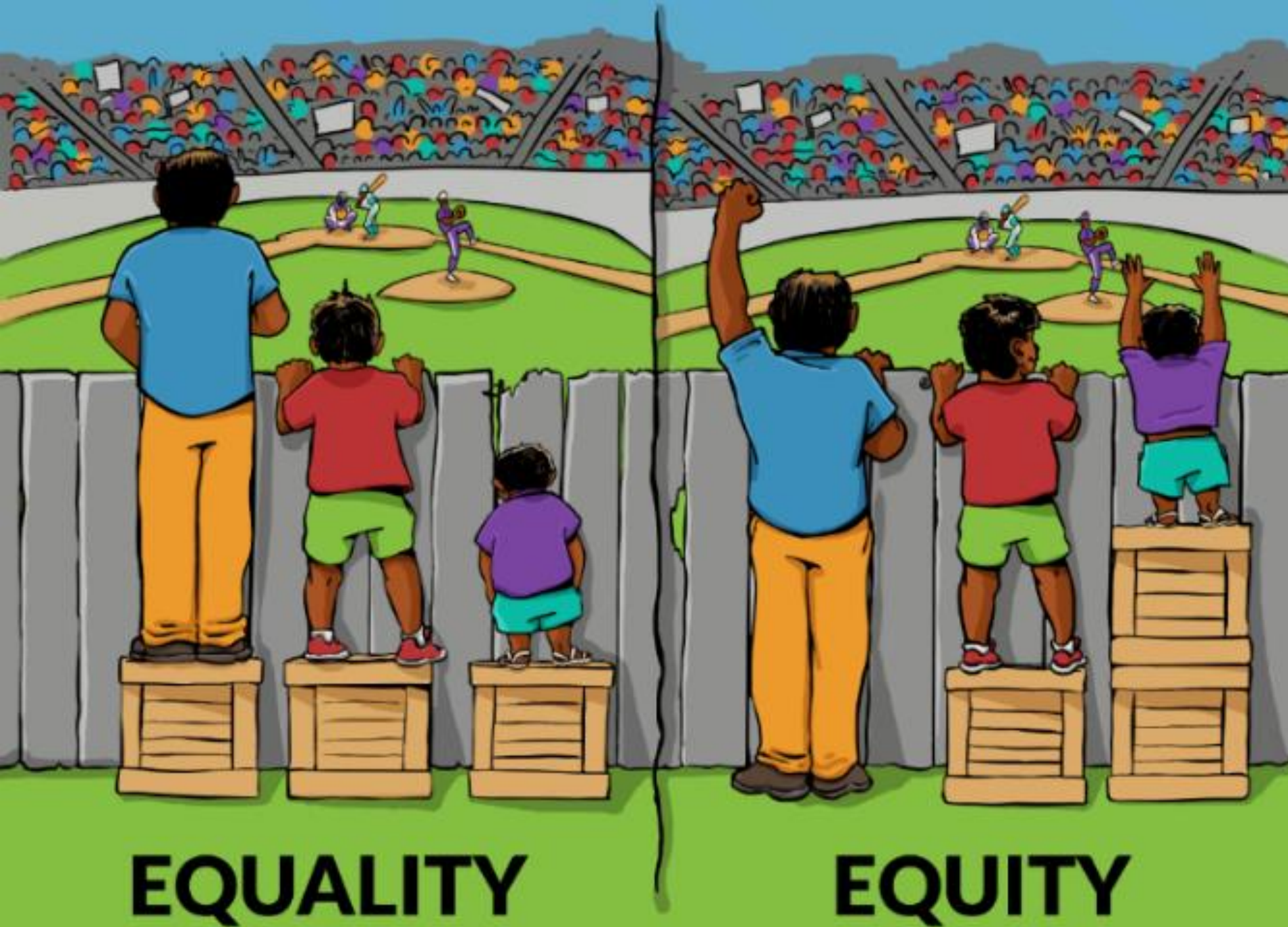
IMMERSE IN THEIR LIVES

Dive deeper into the lives of a select few participants from the online community by conducting **digital ethnography and interviews**



ACTIVATE AND AMPLIFY

Bring all the learning to life via powerful and **immersive playbooks** that are used as a basis for a **visioning and activation workshops** that can be used to **embed and amplify the learning** throughout the organization



Thank
you!



INDIA : A VAST AND DIVERSE MARKET



INTERCONNECTEDNESS CREATES COMPLEXITY

Geography
Languages
Education



GEOGRAPHY: FACE TO FACE DATA COLLECTION



GEOGRAPHY: POSES CHALLENGES FOR DATA COLLECTION

GEOGRAPHY : VARIATION IN AGRO-CLIMATIC CONDITIONS

‘Where and with whom did you have breakfast, yesterday?’

Lesson 1 : Are the **contextual realities** assumed, truly **universal**?

Breakfast habits among European adolescents and their association with sociodemographic factors: the HELENA (Healthy Lifestyle in Europe by Nutrition in Adolescence)

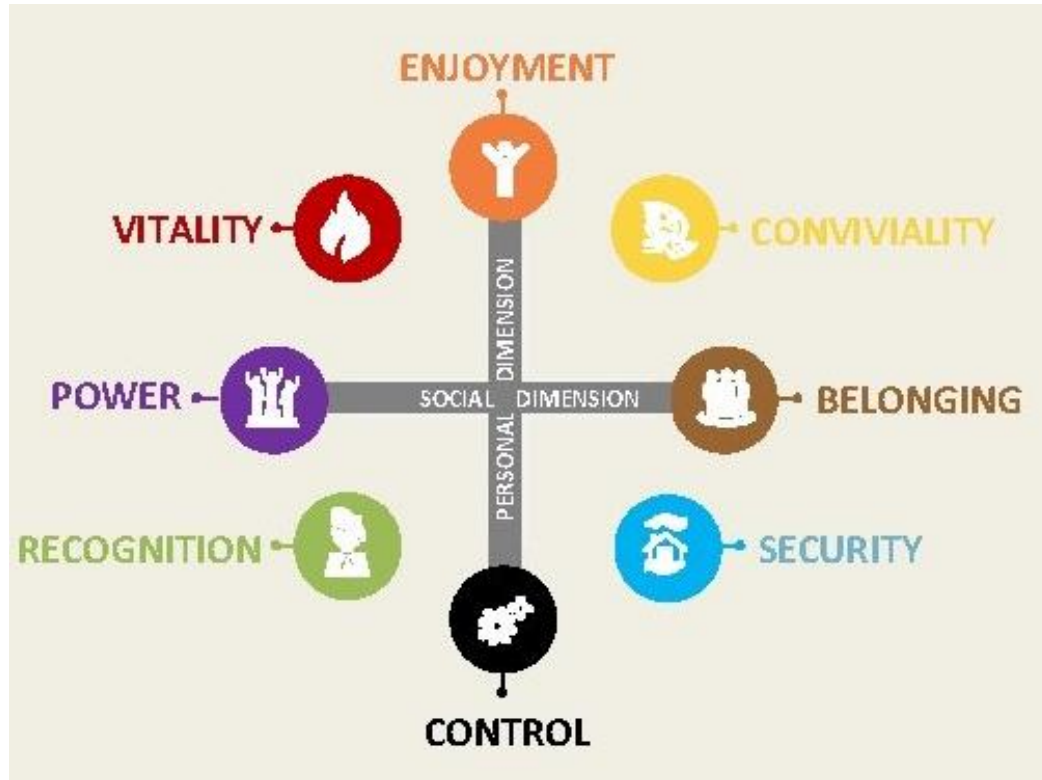




தமிழ்
गुजराती
ಕನ್ನಡ
বাংলা
नेपाली
हिन्दी
मराठी
ਪੰਜਾਬੀ
తెలుగు
اردو

LANGUAGES: IS THERE IS A EUROPE WITHIN INDIA?

LANGUAGES: IMPACT ON ATTITUDES, BELIEFS, VALUES



convivial

Pronunciation: kən'vivɪəl

ADJECTIVE

(of an atmosphere or event)
friendly and lively...

OxfordDictionaries.com ►

Lesson 2 : Not everything translates. **Think** in the vernacular, First.

EDUCATION: SELF COMPLETION NOT ALWAYS FEASIBLE





EDUCATION : DIFFERENT MODES OF DATA COLLECTION COVER DIFFERENT POPULATION SEGMENTS

Lesson 3: A complete representation could call for deploying **hybrid modes** of data collection.

Understanding the world around us in all its complexity and diversity – is about enabling people to **fully express their lived truths**

