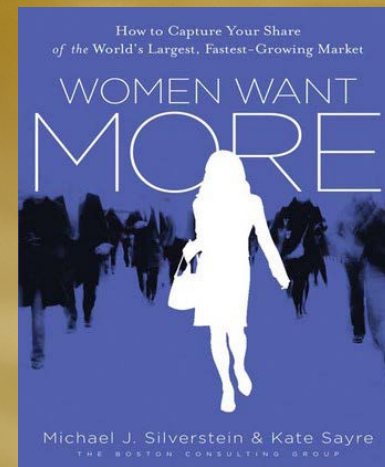


GMA

Executive Conference

Connecting Today to Grow Tomorrow



WOMEN WANT MORE

How to Capture Your Share of the World's
Largest, Fastest-Growing Market

Women Want More on one page

- Women today control ~\$12T in global spending
 - Control ~64% of household spending on average; influence highest in developed markets
- Over the next five years, working women will drive a ~\$5T increase in earned income globally
- Women have serious dissatisfactions in many categories
 - Greatest opportunities to better serve her: financial services, healthcare, consumer durables
 - First mover advantage
- Overwhelming demands on her time: new form of TBC
 - Married with children have the least time for leisure pursuits, squeezed by kids, work, home
- What should the client do: Recognize, research, respond, refine

First three paragraphs of Women Want More

"A quiet economic and social revolution is taking place as we write this book.

There may be no violence in the streets, but there is upheaval in the workplace, turmoil in the home, radical change in the marketplace, and a struggle for influence in government and society as a whole. It is a revolution of, by, and for women — driven by a desire for more: for ongoing education, better ways to nurture themselves and their families, increased success as executives and entrepreneurs, higher earnings, and for better ways to manage and leverage their accumulated wealth.

It is a revolution of dissatisfaction where women are using their checkbooks to vote 'no' on large sectors of the economy, including financial services, consumer electronics, consumer durables, and healthcare. They are saying: 'You don't understand me,' 'There are too many demands on my time,' 'I have an overwhelming share of household chores and a full-time job,' 'Help me or I'll find another provider.'"

Primary drivers of female income and spending growth

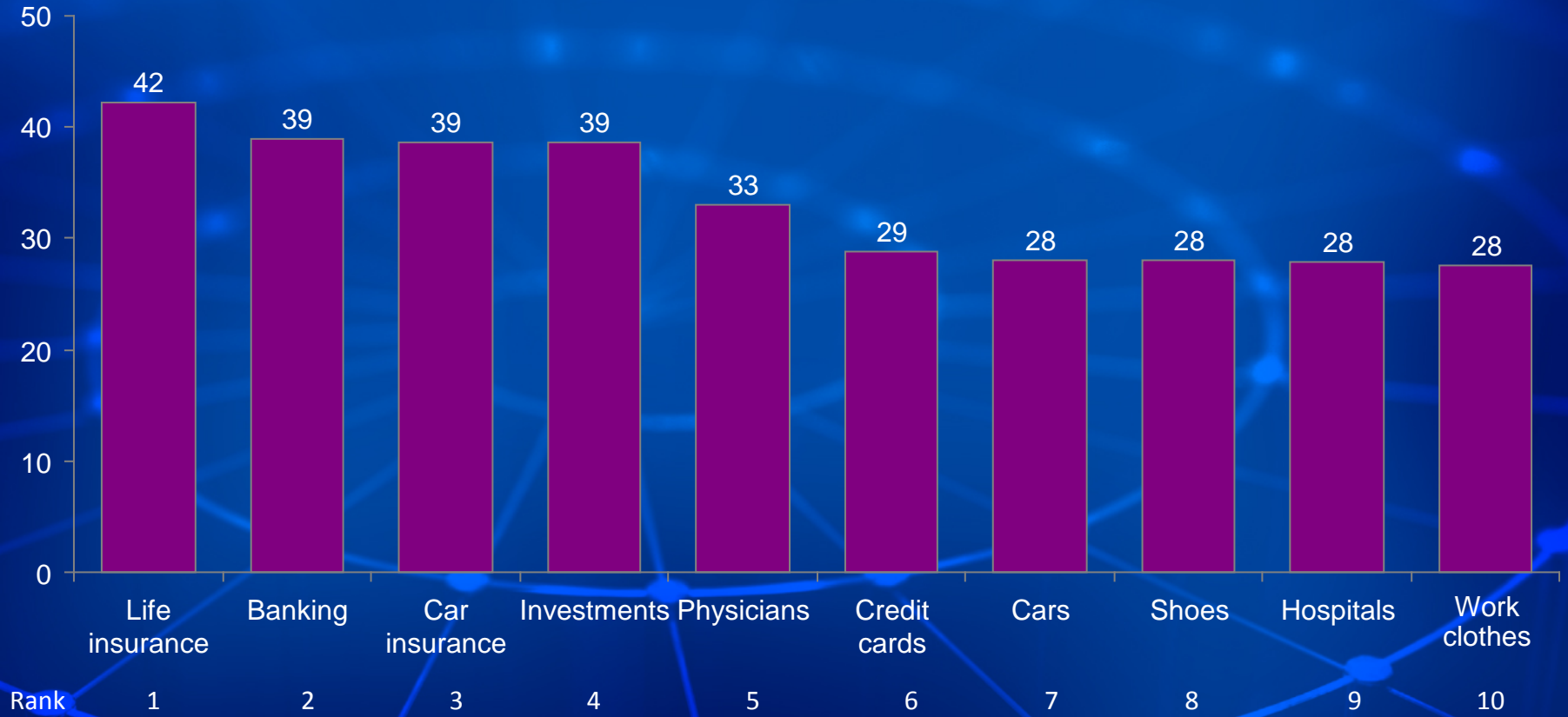
- Education: a relentless force for equality and higher pay
 - 57% of students in college or higher education in the US today are women
 - 55% in Europe
 - 47% in the rest of the world
- Work force participation: more women entering & staying in the workforce
 - 58% of women around the world participate in the labor force, resulting in more than a billion working women worldwide earning \$10.5T today
 - ~100M of these women account for more than a third of earnings
 - The US alone accounts for ~75M working women and \$2.5T of income, with 70% of women active in the workforce
- Increasing Wages: closing the income gap
 - Working women in the US today earn \$0.65 for every dollar earned by men, up from \$0.59 in 2000
 - ~\$34,000 average wages for both full and part-time working women in the US
 - We project the income gap (ratio of female to male earned income) closing at ~1.5% per annum both in the US and worldwide
- Entrepreneurs: fastest growing class of small business owners
 - Women account for ownership of 40% of US firms, employ ~13M people and generate \$1.7T in sales
 - Solely women-owned businesses are growing at twice the rate of all US firms; faster than male-owned businesses

Women have serious dissatisfactions in many categories

Greatest opportunities to better serve her: financial services, healthcare, consumer durables

Which categories should focus more on understanding and meeting women's needs? (10 worst of 58 categories tested)

Percentage of respondents

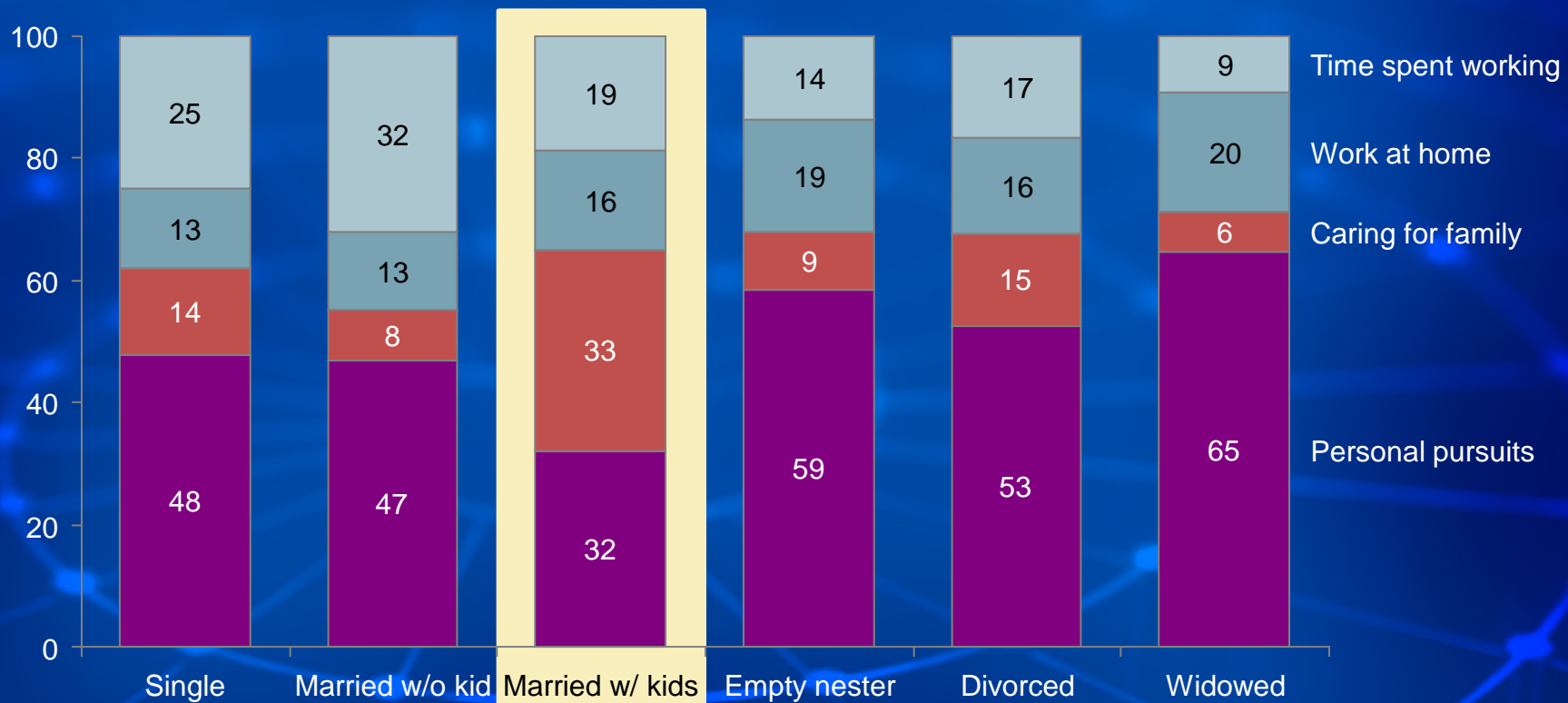


Source: BCG 2011 Consumer Sentiment Research – US Women Sample - N= 1081

Overwhelming demands on her time

Married with children have the least time for leisure pursuits,
squeezed by kids, work, home

Allocation of her time between commitments and personal time – %



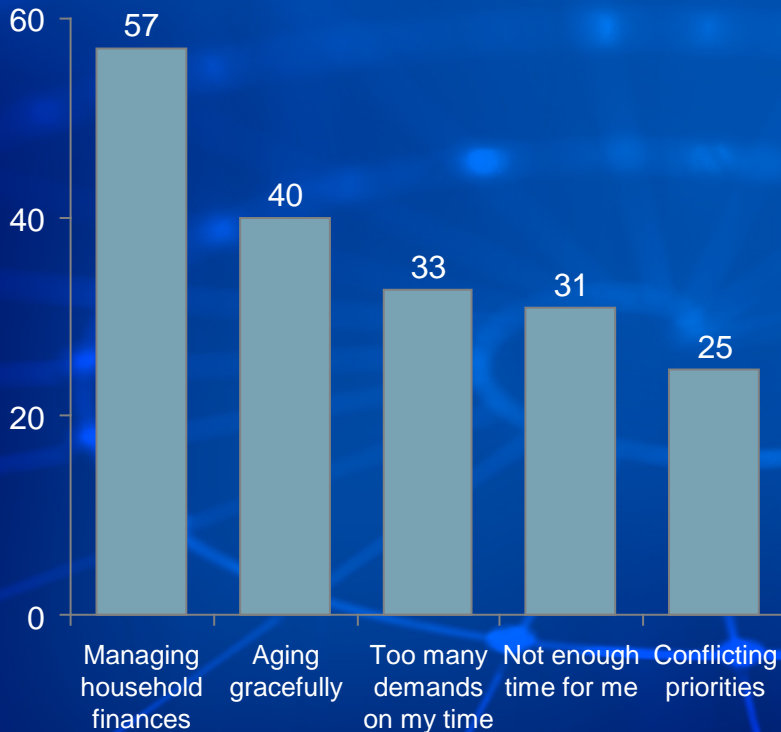
Women with children the most burdened; give up sleep, personal care

Task	10 th %ile time (hr)	25 th %ile time (hr)	Median time (hr)	75 th %ile time (hr)	90 th %ile time (hr)
Cleaning	1	1	3	6	10
Cooking	1	1	5	8	12
Laundry	1	1	3	4	6
Grocery shopping	1	1	2	3	5
Household chore burden¹					
• Children under 14	7	10	18	27	41
• Children 14-18	6	11	18	29	35
• No children	5	6	14	22	31
Caring for children²					
• Children under 14	0	1	26	40	102
• Children 14-18	0	0	8	10	34

Triple challenge of time: too many demands on time, too much to do

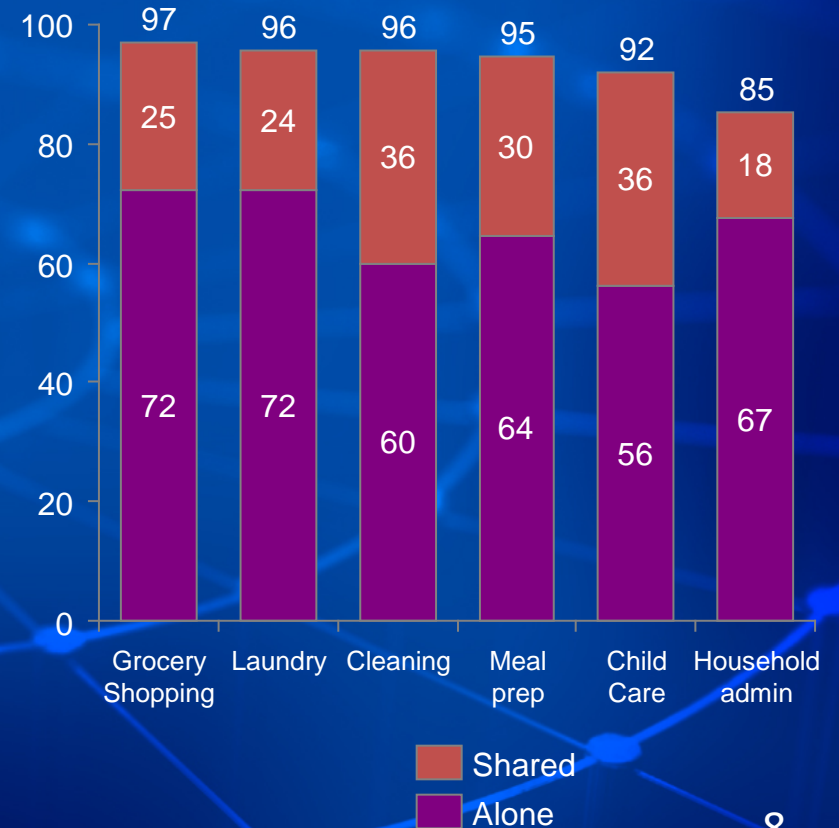
Triple whammy of time related challenges ...

Percentage of respondents



... Compounded by responsibility for the vast majority of household chores

Percentage of respondents with sole or shared responsibility



Some brands really "get" women



Gerber constantly expands its product line based on its research into what mothers want for their young children



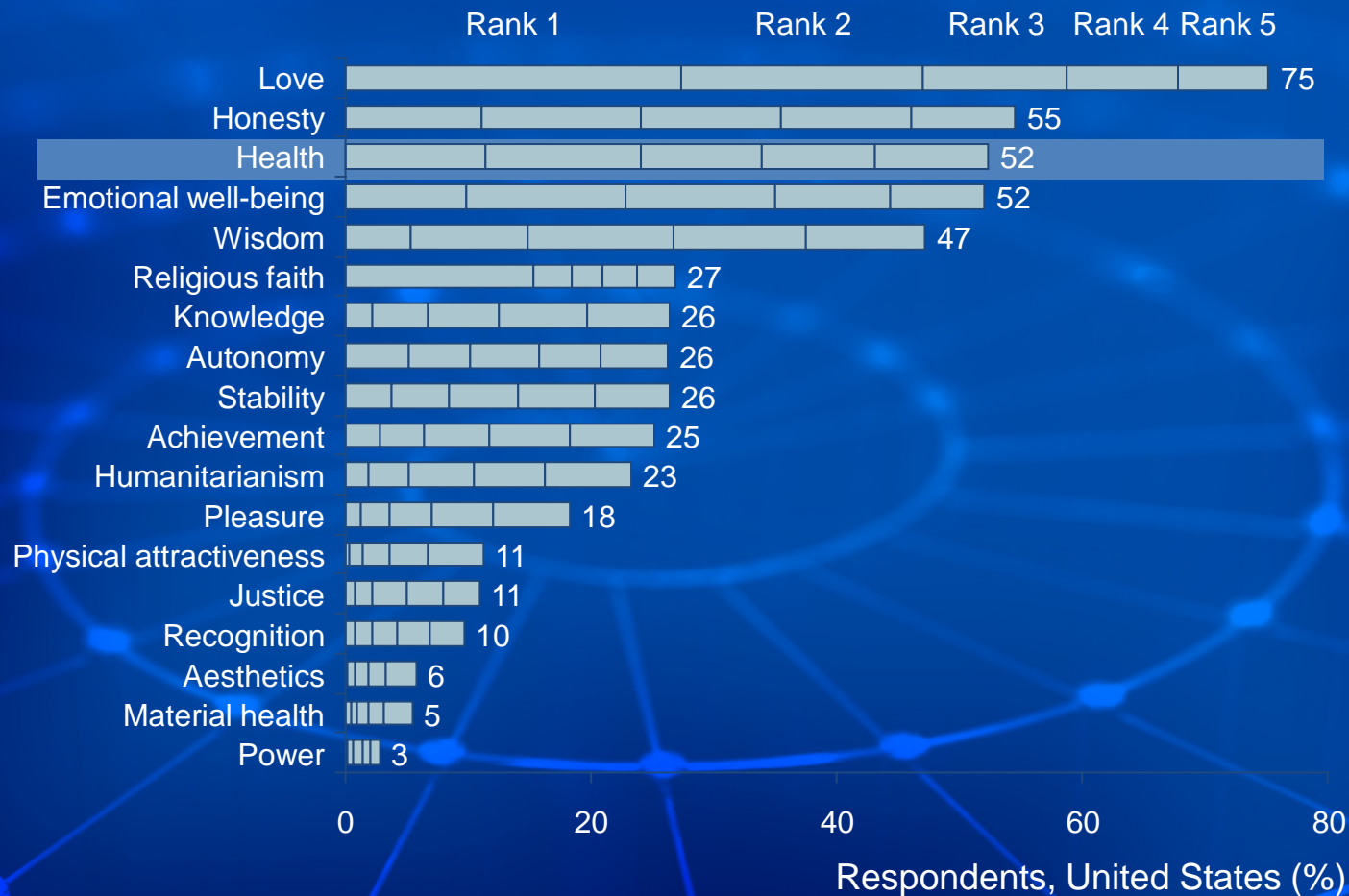
Women say that sweeping the floor is one of the dreariest household chores. P&G's Swiffer Sweeper has made the job faster and less labor-intensive. As one woman said, "With Swiffer, sweeping is a relatively easy, simple, and hygienic task. When you're done, you slip the cloth off, and throw it away."



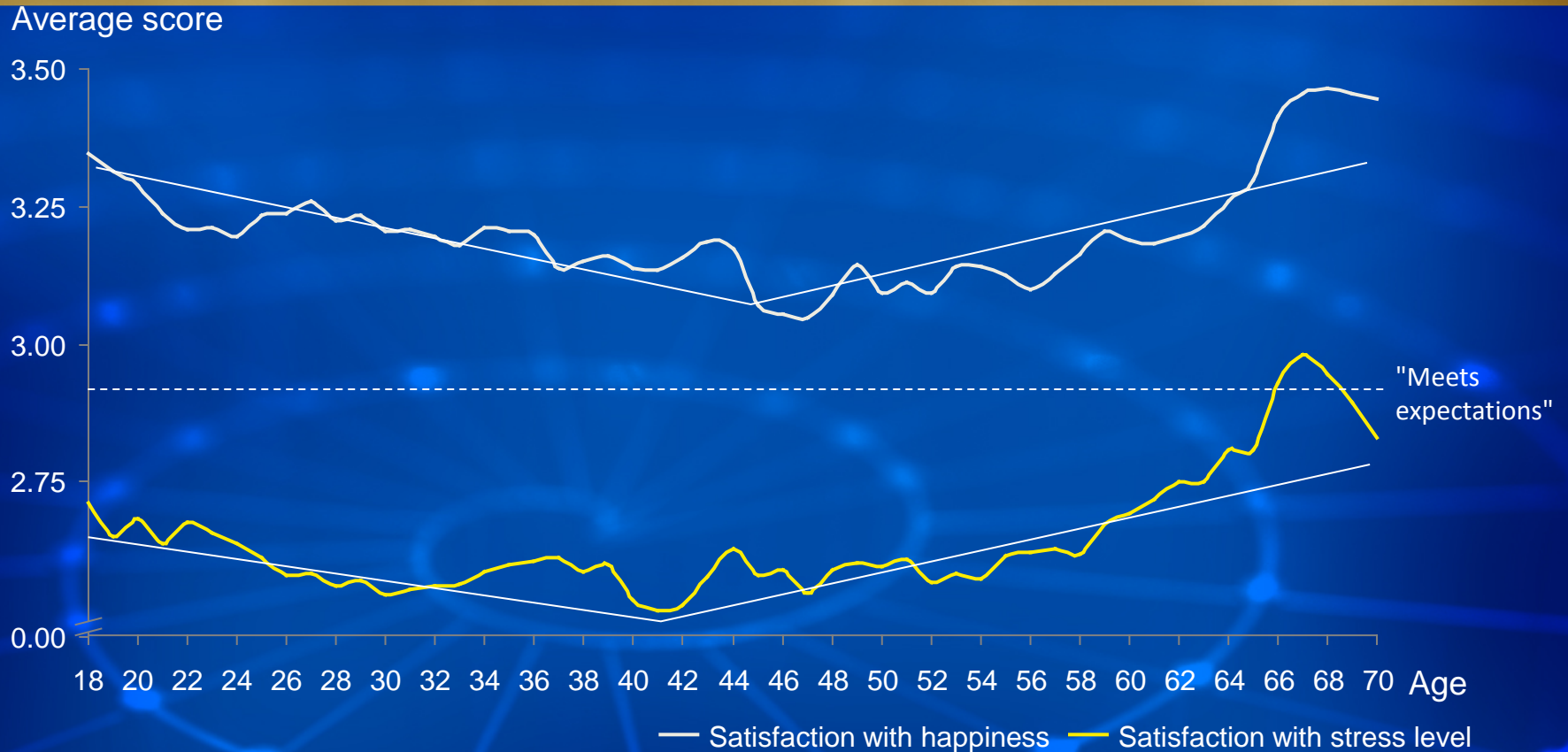
Leslie Wexner, founder and chairman of The Limited Brands and one of the most successful marketers to women, says "You can't sell to women like they are men wearing skirts."

Her health ranks among the aspects of her life she most highly values

How important are each of the following values in your life?



A "V" curve of satisfaction – from young to married to empty nester

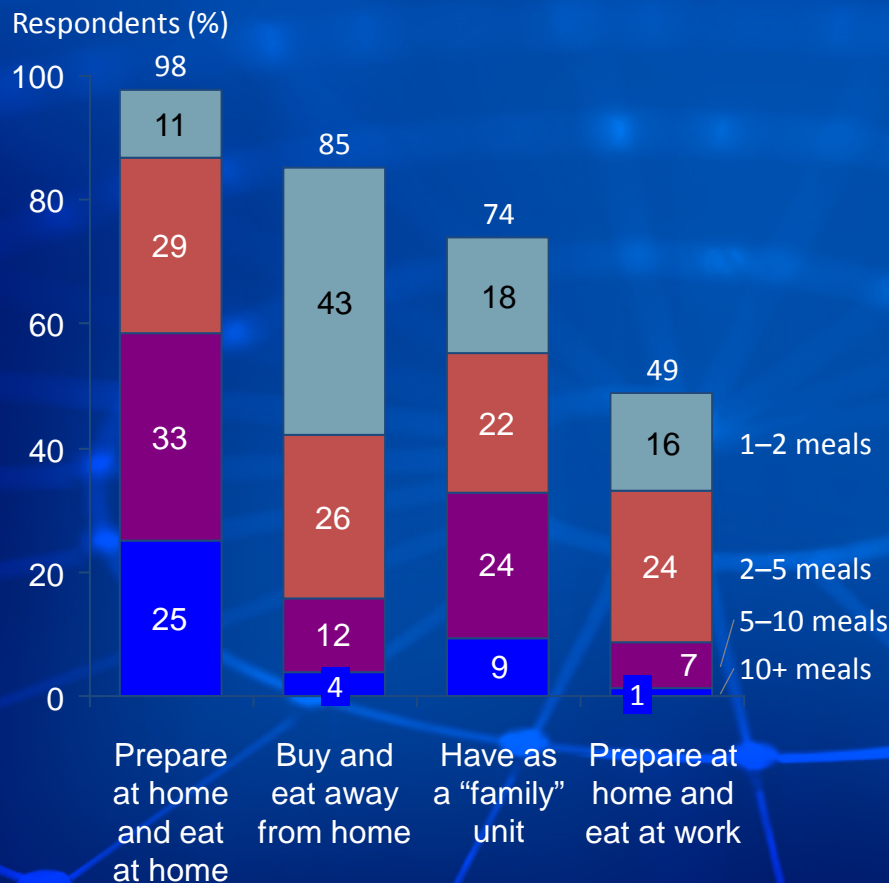


Overall, her happiness consistently meets expectations, while her stress level is always higher than expectations

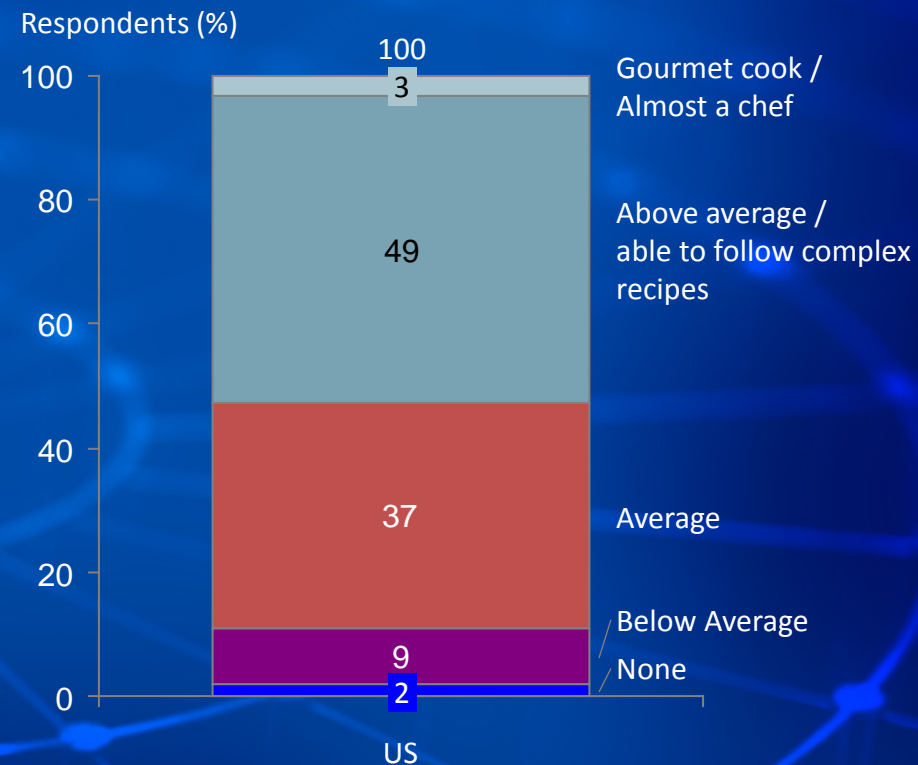
Note: Average score calculated based on 5 = greatly exceeds expectations, 4 = exceeds expectations, 3 = meets expectations, 2 = below expectations, 1 = far below expectations; data smoothed over three years
Source: Question Q28 of online survey; N=11,747

She prepares at least one meal a day and is confident with her cooking skills

How many meals per week do you...?

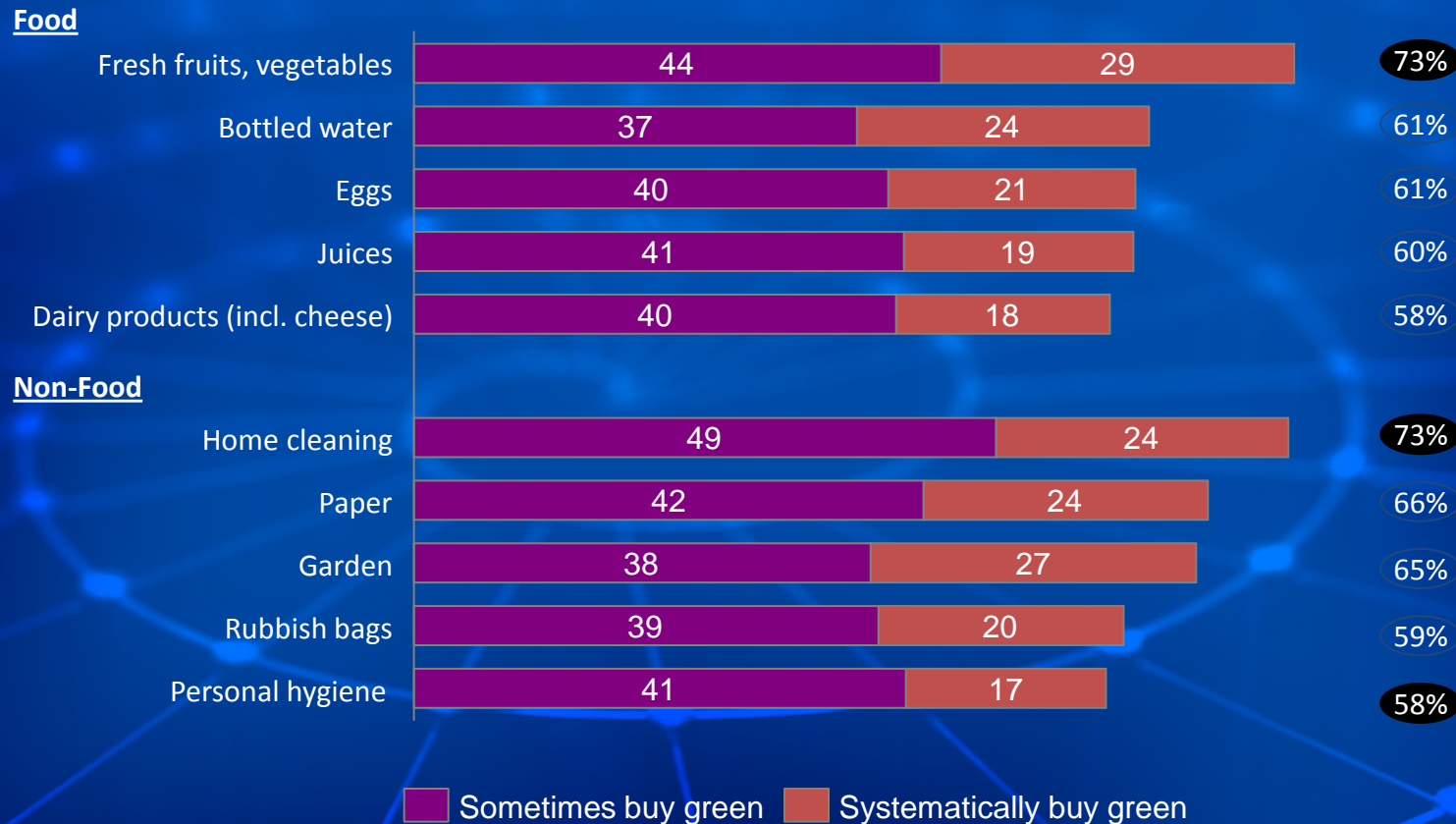


How do you view your cooking skills?



Health and sustainability factors into purchasing decisions; "Green" most important in buying fresh food (I)

Percentage of green purchases in top five food and non-food categories



Health and sustainability factors into purchasing decisions; "Green" most important in buying fresh food (II)

In her own words: purchasing decisions

"Products that are fantastic, healthy and delicious, and really seem to live their ethos when it comes to sustainability, good employment practices, sourcing, innovation and so on"

"...Makes me feel healthy, classy...it's a luxury, not a guilty pleasure at all, especially when I can find it for a reasonable price"

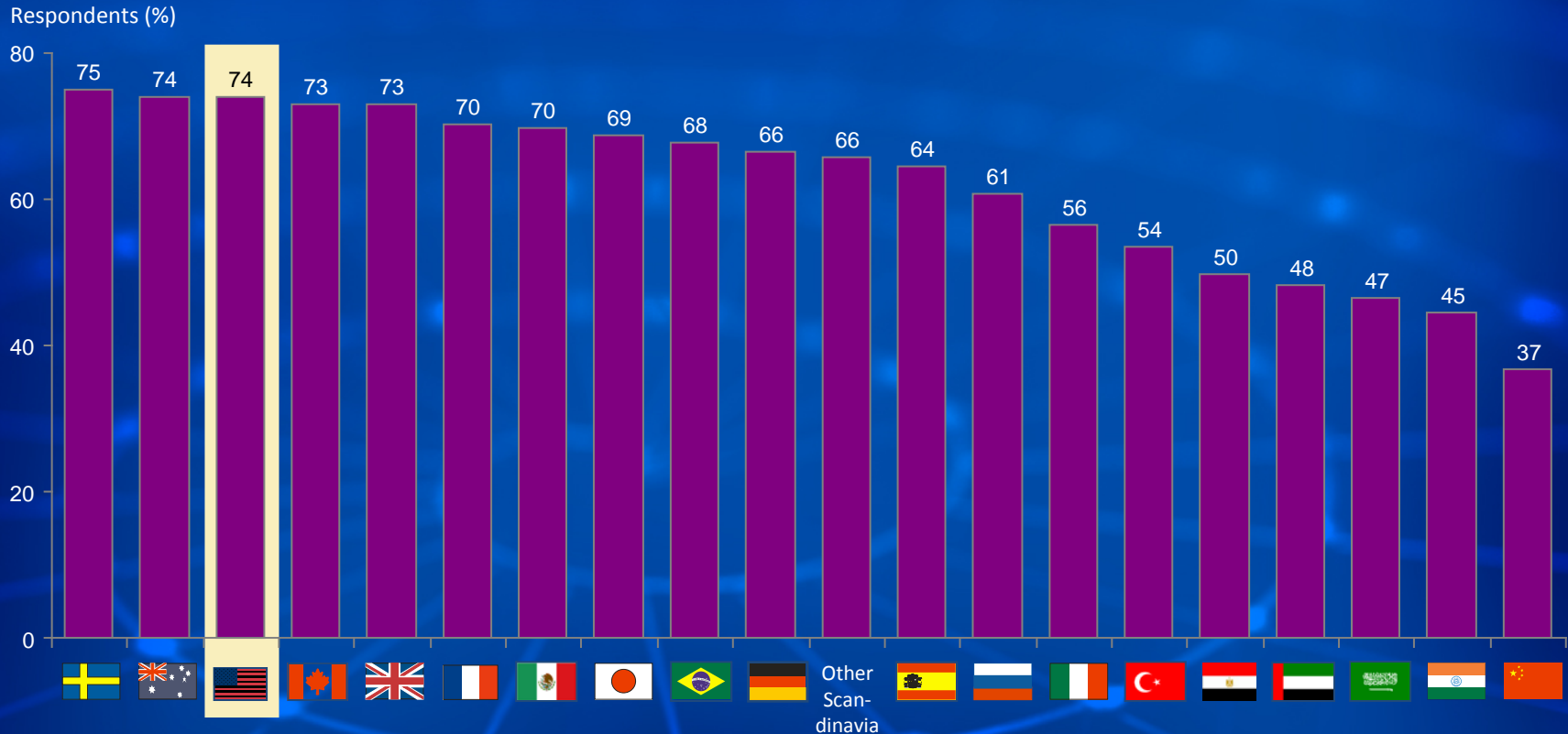
"I like to know that what I am putting into my body is healthy and that other "green" products purchased are actually helping the environment overall."

"I like brands that have a social and environmental conscience. It can't all be about making the most money...so the community comes out on top too."

"It is food that I love, it's organic, good for the planet, and it is healthy"

She considers herself higher than her ideal weight and would like to be healthier

Higher than your ideal weight



"Weight" mentioned in 129 responses as one of her top three dreams to achieve

Source: Question Q62 of survey; Australia N=480; Brazil N=576; Canada N=410; China N=488; Egypt N=187; France N=533; Germany N=614; India N=539; Italy N=321; Japan N=557; Mexico N=348; Russia N=583; Saudi Arabia N=202; Spain N=346; Sweden N=351; Other Scandinavia N=193; Turkey N=168; UK N=537; US N=3,442; UAE N=199
Question Q21 of survey for top 3 goals

WWM: Advice to take home

Arrange dates, volunteer to do chores, and "listen"

What would you like your spouse / partner to do more often?

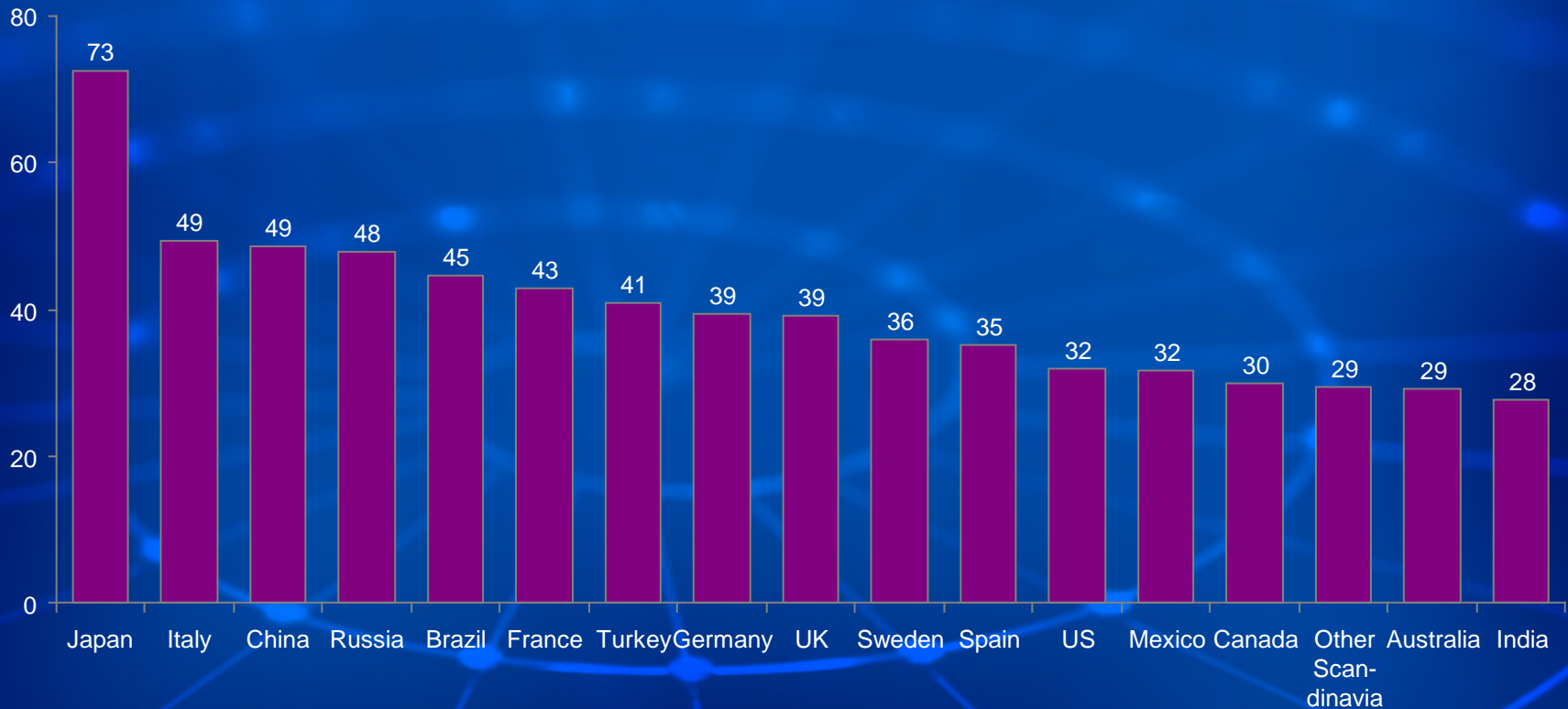


Note: question only asked of women who were married or living with partner, question not asked in Middle East
Source: Question Q48 of survey; N=11,747

At least one-third of men never help their wives with chores

How often does your spouse / partner help with household chores?

Respondents, rarely / never (%)



Note: question not asking in Middle East

Source: Question Q47 of survey, Australia N=480; Brazil N=576; Canada N=410; China N=488; France N=533; Germany N=614; India N=539; Italy N=321; Japan N=557; Mexico N=348; Russia N=583; Spain N=346; Sweden N=351; Other Scandinavia N=193; UK N=537; US N=3,442

Create a comprehensive understanding of the female economy: segments, dissatisfactions, unmet needs

- Underlying motivations: uses, users, heavy users, nonusers
- Understanding: time, money, convenience, variety, ease of use, knowledge
- Breaking apart: affections, affinities, angers
- Insight into behavior: at home, work, play, shopping; in-use, about to use, in-purchase
- Responding to latent dissatisfactions: the unspeakable and the unstated
- Four logical activities at your client
 - Size the prize and take first position: comprehensive baselining 4 Rs (size, usage and dissatisfactions)
 - Next wave of female consumer time based competition
 - Understand and respond to the most attractive segment (e.g., fast tracker)
 - Change the selling function – approach, objective, targeting, rep spec and training

A clear call to action

- Women worldwide represent the largest pool of growth ever
 - \$20T in consumer spending controlled by women expected to reach \$28T in just five years
 - \$12T in total income earned by working women expected to grow to \$18T by 2014
- Her progress and increased economic influence is an inescapable phenomenon
 - Gender equality is improving around the world – caused by her drive for education, professional opportunities (private sector, public sector & entrepreneurial) and support
 - With increased equality comes higher participation the workforce, better income parity and increased control over household spending
- She is increasingly well off, and a very profitable customer
 - She is willing to pay more across many categories for products and services that better meet her needs
 - As she becomes increasingly time constrained, there is significant untapped value in providing her with a means to source time
- Companies that win by meeting her needs can deliver growth, loyalty, and share gain
 - Companies that "get it" have demonstrated proven results: breakout growth, unprecedented consumer loyalty and category dominance

"4 R" approach for delivering breakthrough growth and innovation among women

