

TABLE 1-7. Comparative Hispanic Consumer Spending

<i>Item</i>	<i>All Consumer Units</i>	<i>Hispanic or Latino</i>	<i>All Consumer Units, Percent of Total</i>	<i>Hispanic or Latino, Percent of Total</i>	<i>Difference</i>
Number of consumer units (in thousands)	120,847	14,295			
Average Annual Expenditures	\$49,067	\$41,981			
Food at home	\$3,753	\$3,784	7.6	9.0	<b>1.4%</b>
Food away from home	\$2,619	\$2,310	5.3	5.5	0.2%
Alcoholic beverages	\$435	\$267	0.9	0.6	-0.3%
Housing	\$16,895	\$15,983	34.4	38.1	<b>3.6%</b>
Shelter	\$10,075	\$10,043	20.5	23.9	<b>3.4%</b>
Utilities, fuels, and public services	\$3,645	\$3,532	7.4	8.4	<b>1.0%</b>
Household operations	\$1,011	\$714	2.1	1.7	-0.4%
Housekeeping supplies	\$659	\$517	1.3	1.2	-0.1%
Household furnishings and equipment	\$1,506	\$1,177	3.1	2.8	-0.3%
Apparel and services	\$1,725	\$2,002	3.5	4.8	<b>1.3%</b>
Transportation	\$7,658	\$7,156	15.6	17.0	<b>1.4%</b>
Health care	\$3,126	\$1,568	6.4	3.7	-2.6%
Entertainment	\$2,693	\$1,664	5.5	4.0	-1.5%
Personal care products and services	\$596	\$532	1.2	1.3	0.1%
Reading	\$110	\$36	0.2	0.1	-0.1%
Education	\$1,068	\$707	2.2	1.7	-0.5%
Tobacco products and smoking supplies	\$380	\$182	0.8	0.4	-0.3%
Miscellaneous	\$816	\$544	1.7	1.3	-0.4%
Cash contributions	\$1,723	\$1,015	3.5	2.4	-1.1%
Personal insurance and pensions	\$5,471	\$4,230	11.2	10.1	-1.1%

Source: Consumer Expenditure Survey, 2009. <http://www.bls.gov/cex/csxann09.pdf>  
 Note: Bold figures are larger expenditures as compared to general consumer.

higher rate than whites.<sup>46</sup> Hispanics who are less proficient in English also experience more discrimination.<sup>47</sup>

With respect to religious affiliation, according to the American Religious Identification Survey 2008, 59% of Hispanics identified as Catholic, down from 66% in 1990. Other Christian denominations totaled 21%.<sup>48</sup>

### **Purchasing Power**

Purchasing power of Hispanics was estimated at over \$1 trillion in 2010 by the Selig Center for Economic Growth.<sup>49</sup> Barring the lingering effects of the 2008 recession, as the proportion of households in middle

and higher income groups increases, Hispanic purchasing power is projected to increase at a higher rate than the population as a whole, reaching \$1.5 trillion by 2015, a 43% increase as compared to a 27% increase in total US buying power.

Even with lower incomes, Hispanics spend proportionately more on groceries, phone services, furniture, apparel, and footwear than the population as a whole. They spend less on alcohol, tobacco, health care, entertainment, education, and personal insurance than the population as a whole. A smaller proportion of Hispanics own their own homes (46.6%) as compared to 73.7% for non-Hispanic whites.<sup>50</sup>

### **Media**

In 2009, there were 1,323 Spanish-language radio stations in the United States, up from 1,224 in 2008. Radio

46 Washington Post/Henry J. Kaiser Family Foundation/Harvard University, "National Survey on Latinos in America," conducted July–August 1999. [www.kff.org/kaiserpolls/3023-index.cfm](http://www.kff.org/kaiserpolls/3023-index.cfm).

47 Ibid.

48 B. Kosmin and A. Keysar, *American Religious Identification Survey 2008*. Summary Report, March 2009. Hartford, CT: Trinity College.

49 Selig Center for Economic Growth, *The Multicultural Economy, 2010*. Athens, GA: Selig Center for Economic Growth.

50 US Census Bureau. "Housing." Retrieved 12/20/11 from <http://www.census.gov/hhes/www/housing/hvs/historic/index.html>.



FIGURE 1-20. Native Hawaiian and Other Pacific Islander Alone or in Combination by County, 2010

Source: US Census Bureau  
<http://www.census.gov/population/www/socdemo/race/NHPI-slide-presentation.html>

ulation. Controlling for other factors, Native Hawaiians are much more likely to get a prison sentence than almost all other groups except for Native Americans.<sup>86</sup>

In comparison to other groups, Native Hawaiians/Pacific Islanders have higher rates of smoking, alcohol consumption, and obesity. They have little access to cancer prevention and control programs. Some leading causes of death include cancer, heart disease, unintentional injuries (accidents), stroke, and diabetes. Other health conditions prevalent among Native Hawaiians and Pacific Islanders are hepatitis B, HIV/AIDS, and tuberculosis, which occur at a rate 21 times higher than for non-Hispanic whites.<sup>87</sup>

There has been a net migration of native Hawaiians outside of Hawaii. Most have settled on the West Coast, with high concentrations in California, Washington, and Texas (see Figure 1-20).

## MULTIPLE RACE

Multiple race group identity only recently received official recognition. Yet this group provides substantial diversity,

TABLE 1-11. Percent of Groups in the Multiple Race Population

White	3
Black	7
American Indian Alaska Native	44
Asian	15
Native Hawaiian Pacific Islander	56
Some Other Race	12

Source: US Census Bureau.

richness, and numbers of multiple heritage people in the US population. Interracial marriage (illegal in some states until 1967) has resulted in the explosive growth of a multiple-race population. The 2010 census, the first to allow the complexity of multiple races, counted 9 million people who self-identify as more than one race. Multi-racial individuals account for more than 3% of the population but 5.9% of people under the age of 18. As previously stated, it is estimated that over one-third of blacks are of multiple-race heritage, and US history shows documentation of accepted interracial marriages going back as far as the 1600s.<sup>88</sup>

86 Justice Policy Institute, "The Disparate Treatment of Native Hawaiians in the Criminal Justice System." September 28, 2010. [http://www.oha.org/images/stories/files/pdf/reports/es\\_final\\_web.pdf](http://www.oha.org/images/stories/files/pdf/reports/es_final_web.pdf).

87 Office of Minority Health, "Native Hawaiians and Pacific Islanders Profile." Retrieved 12/20/11 from <http://minorityhealth.hhs.gov/templates/browse.aspx?lvl=2&lvlID=71>.

88 Audrey Smedley, "The History of the Idea of Race . . . and Why It Matters." Paper presented at the conference "Race, Human Variation, and Disease: Consensus and Frontiers," American Anthropological Association, Warrenton, Virginia, March 14-17, 2007.

TABLE 2-8. Total SBA Loans

	2006	2007	2008	2009	2010	2011
7(A) & ARC Volume	\$14.5 B	\$14.3 B	\$12.7 B	\$9.2 B	\$12.6 B	19.6 B
Black	4%	6%	7%	5%	2%	2%
Hispanic	8%	7%	5%	4%	5%	4%
Asian	21%	20%	19%	15%	16%	18%
Native American	1%	1%	1%	0%	1%	1%
Other minority	1%	0%	0%	0%	0%	0%
Women	18%	18%	18%	15%	14%	12%
Veterans	7%	7%	7%	7%	7%	6%
504 Loans Volume	\$5.7 B	\$6.3 B	\$5.3 B	\$3.8 B	\$4.4 B	\$4.8 B
Black	2%	3%	3%	2%	2%	2%
Hispanic	7%	7%	6%	6%	6%	5%
Asian	21%	22%	21%	18%	16%	16%
Native American	0%	0%	0%	0%	0%	0%
Other minority	1%	0%	0%	0%	0%	0%
Women	14%	15%	16%	14%	14%	13%
Veterans	5%	5%	5%	4%	8%	9%

Source: US Small Business Association

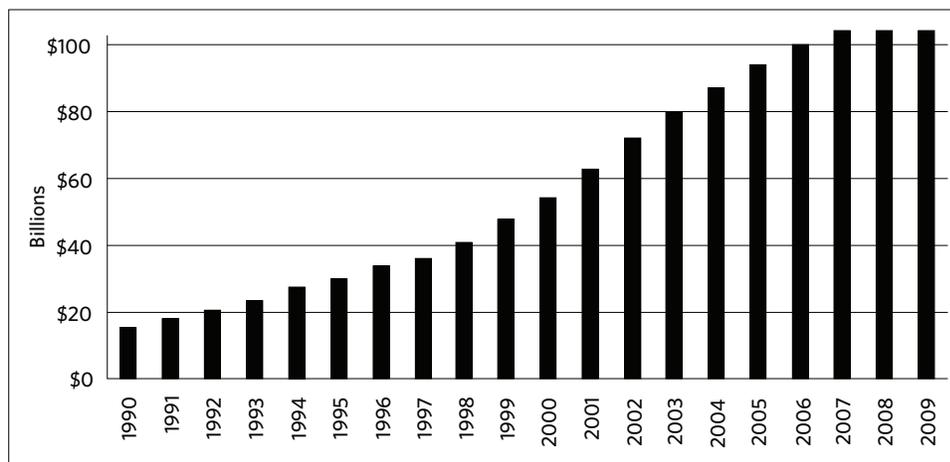


FIGURE 2-8. Minority Suppliers to Large Enterprises (Dollar Value)

Source: National Minority Supplier Development Council <http://www.nmsdc.org/nmsdc/app/template/contentMgmt%2CContentPage.vm/contentid/1831Finance.xlsx>

tions to create opportunities for MBEs to compete for corporate purchasing dollars. It provides certification and forums for MBEs to improve their chances of becoming suppliers to major corporations. One of the main motivators for the corporations is fast-growing multicultural purchasing power. In recent years, the growth rate in diversity supplier dollars has also flattened.

*Venture capital.* Venture capital has been romanticized in the start-up stories of many Silicon Valley companies, including EBay, Google, and Facebook. Contrary to popular misconception, venture capital is a factor in only a small number of start-ups. Figure 2-9 shows that the

peak of venture capital investing occurred during the late 1990s dot.com period. In the 12-month period ending June 2011, approximately 3,500 deals for \$24.7 billion were completed.

According to the 2007 Survey of Business Owners, 1% of businesses use venture capital for financing. Among MBEs, 1% of black businesses use venture capital. Only particular kinds of businesses lend themselves to venture capital funding. Venture capital firms typically look for proprietary products and managers who are highly qualified or experienced in the industry. Ventures need to be first or second to market, and there is an urgency to scale up quickly and become the market

- Have the risks been analyzed?
- How will the business measure whether it has been successful in implementing the recommendations?

*Appendix materials.* Copies of surveys, summaries of raw data, transcripts of focus groups, or significant interviews should be included in this section. Student teams often include data sets that provide valuable information to the business, such as potential customer lists. These should be included in their entirety in the appendices.

### **Style, Layout, and Presentation**

The report should be written in a clear, concise, and direct style. Short sentences are usually better than longer sentences. Long sentences with clauses are harder to follow, since they are likely to contain more than one complete thought. Use bullet points any time there are three or more items in a sequence or list. This is more appealing than using a sentence containing a lot of commas.

Avoid complicated language that has to be explained or that is likely to require a great deal of effort to read and understand. When technical or complicated words must be used, provide an accompanying clarification or illus-

tration. Avoid sending the reader to a dictionary. Be sure to keep the client in mind as the primary reader. Recognize that if the client is going to have difficulty reading the report, its usefulness to him or her is likely to be limited. Moreover, it could reduce the likelihood of getting ideas and solutions adopted or implemented.

Keep in mind that the report informs, advises, persuades, and possibly even warns the client about some important issues that need his or her attention. In order to be clearly heard, make sure all findings and recommendations are expressed as positively as possible. For example, instead of describing the business as disorganized, specifically address what has to be improved, such as having a better database or documenting procedures.

The final report is often the part of the project that endures. Business owners may retain the project report and implement the recommendations over a long period of time. They may use elements of it to apply for financing. It is important documentation of the team's hard work. Often team members will show the report as evidence of the quality of work they can achieve. The team should take the time and effort to make it the best possible product.

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## **REFERENCES**

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See [kpilibrary.com](http://kpilibrary.com) for an extensive listing of key performance indicators by function.

See [ted.com](http://ted.com) for examples of speeches.

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## **DISCUSSION**

1. Select two presentations from [ted.com](http://ted.com). Analyze the introduction and conclusion. How did the speaker establish credibility? What did the speaker do to grab interest at the beginning? How did the speaker make a persuasive and memorable point in the conclusion? Assess the speaker's style. Was eye contact maintained? Was the speaking style extemporaneous? What did you learn that you will consider using when you make your oral presentation?
2. Complete a process map of a key process in the client business.
3. Compute and interpret several balance sheet, income statement, and cash flow financial ratios for the client business. What conclusions would you draw from your analysis?