

## The Emergence of 'Open-Face Sandwich' Generation: A New Market Segment

### แนวโน้มน่าจับตา เจนเนอเรชัน “แซนวิชเปิดหน้า”:

### เซ็กเมนต์ใหม่ที่ (จะ) มาในการตลาด

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### บทคัดย่อ

“แซนวิช เจนเนอเรชัน” หมายความว่าปัจเจกบุคคลที่ได้รับแรงกดดันจากการดูแลและการอุปถัมภ์กลุ่มคนหลายเจนเนอเรชันในชีวิต โดยมีรวมถึงความรับผิดชอบที่ต้องดูแลคนรุ่นพ่อแม่ที่มีอายุมากขึ้น และในขณะเดียวกันยังต้องดูแลคนรุ่นลูก รวมถึงการต้องรับภาระจากการทำงานและการดำเนินชีวิตตนเองไปพร้อมกัน ซึ่งถึงแม้ว่าความหมายของแซนวิช เจนเนอเรชันจะมีความครอบคลุมลักษณะทางประชากรดังกล่าว แต่ก็ยังพบความแตกต่างของกลุ่มคนแซนวิช เจนเนอเรชันใน 3 ลักษณะ คือ แซนวิชแบบมาตรฐาน คลับแซนวิช (แซนวิชสามชั้น) และกลุ่มคนแซนวิชเปิดหน้า บทความนี้มีวัตถุประสงค์เพื่อสำรวจแนวโน้มที่เติบโตขึ้นของกลุ่มแซนวิชเปิดหน้าที่เชื่อมโยงกับการเกิดขึ้นของกลุ่มทางการตลาด ผ่านข้อมูลและการวิเคราะห์เชิงสถิติที่เกี่ยวข้อง

กลุ่มแซนวิชเปิดหน้า เป็นกลุ่มแซนวิชเจนเนอเรชันที่ได้รับแรงกดดันจากการดูแลคนรุ่นพ่อแม่ และจากความรับผิดชอบในหน้าที่การงานของตนเองเท่านั้น ซึ่งสอดคล้องกับแนวโน้มทางลักษณะประชากรที่เกิดขึ้นในสังคม กล่าวคือประชากรในหลายประเทศมีแนวโน้มเลือกที่จะอยู่เป็นโสดมากขึ้น กลุ่มแซนวิชเปิดหน้าจึงมีแนวโน้มที่สูงขึ้นเรื่อย ๆ ข้อมูลจากสหรัฐอเมริกาพบว่า ประชากรชาวอเมริกันที่เป็นโสดมีแนวโน้มที่จะเติบโตถึงมากกว่าร้อยละ 50 และในจำนวนนี้ส่วนใหญ่เป็นลักษณะการโสดที่ไม่เคยผ่านการสมรส ในประเทศแคนาดา พบอัตราการเพิ่มขึ้นของครัวเรือนที่มีผู้อยู่อาศัยเพียงคนเดียวเพิ่มขึ้นกว่าร้อยละ 200 ในช่วง 4 ทศวรรษ ในขณะที่ประเทศจีน ประชากรมีอัตราการสมรสลดลงกว่าร้อยละ 50 ในช่วงปี พ.ศ. 2556 - 2565

แนวโน้มดังกล่าวสอดคล้องกับการลดลงของอัตราการเกิดในหลายประเทศ โดยเฉพาะในประเทศที่มีประชากรจำนวนมาก นอกจากนี้ ยังพบความสัมพันธ์เชิงลบในระดับแข็งแกร่งมาก ( $r = -0.967$ ) ระหว่างอัตราการเพิ่มขึ้นของประชากรที่อยู่เป็นโสดในสหรัฐอเมริกา และอัตราการลดลงของการให้กำเนิดบุตร ซึ่งลักษณะทางประชากรดังกล่าวทำให้เกิดโอกาสทางธุรกิจใหม่ ๆ สำหรับกลุ่มธุรกิจดูแลผู้สูงอายุ กลุ่มธุรกิจสัตว์เลี้ยง และอสังหาริมทรัพย์ที่ควรปรับตัวในเชิงพื้นที่ และราคา เพื่อให้ตอบสนองกับกลุ่มประชากรแซนวิชเปิดหน้า ที่มีการเปลี่ยนแปลงในอนาคต

**คำสำคัญ:** แซนวิช เจนเนอเรชัน, แซนวิชเปิดหน้า, โสด, ลักษณะทางประชากร, แนวโน้มการตลาด

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## ABSTRACT

“Sandwich Generation” refers to individuals who experience significant pressure from multiple generations. This demographic typically manages care responsibilities for ageing parents while supporting their children and often grapples with challenges related to work-life balance. Beyond the overarching definition, the sandwich generation can be further categorized into three types: Traditional Sandwiches, Club (or Tripple-Decker), and Open- Face Sandwiches. This article aims to explore the growth of the Open-Face Sandwich generation as a new market segment in business with the relevant data and statistical analysis.

The Open-Face Sandwich category explicitly encompasses those childless individuals who focus solely on caregiving for their parents, ideally maintaining a balance in their professional lives. With the dynamic society on present days, particularly with an uptick in the preference for singlehood, the prevalence of the Open-Face Sandwich generation is expected to rise. Data indicate that the proportion of single individuals in the U.S. is projected to exceed 50% of the total population, with the predominant segment being never-married singles. In Canada, the incidence of single-person households has surged by over 200% in the last four decades. Meanwhile, in China, marriage rates have plummeted by more than 50% over the nine years from 2013 to 2022.

This trend towards single living correlates with declining birth rates in numerous countries, particularly in those with significant populations. A strong inverse correlation ( $r = -0.967$ ) has been identified between the increasing percentage of singles and decreasing birth rates in the U.S. These demographic shifts have created market opportunities in sectors like elderly care services, pet products, and real estate, particularly for smaller, affordably priced living spaces that cater to the needs of this evolving demographic landscape.

**Keywords:** Sandwich Generation, Open-Face Sandwich, Single, Demographic, Trends

## Introduction

With the changes in communication context, the wind of information revolution has brought to the world to marketing transformations from the Marketing 1.0 – the product-centric marketing with the classic 4Ps in marketing foundation – to the Marketing 2.0 – customer centric marketing where those 4Ps were transformed to be 4Cs: Customer, Cost, Convenience, and Communication (Issarapakdee, 2019; Kotler, Kartajaya, & Setiawan, 2021). The “one shirt fits all” marketing strategy from Marketing 1.0 could be no longer fully applied with the dynamic marketing environment. The large target audience needs to be segmented as Kotler (1994) firstly mentioned the concept of STP: Segmentation, Targeting, and Positioning in Marketing 2.0.

Generation is the most popular way to make the market segmentation. In business and marketing, marketers believe that people who were born in the same period would experience the same significant events and affect their directions of thoughts, attitudes, and values. Hence, they could be categorized into the same segment according to their generation (Kotler et al., 2021). Besides, difference of generation is one of the general factors in demographic part affecting the variety of consumer behaviors in marketing field (Kotler et al., 2021). However, the generation now is not only defined by age and year of birth, it can be given definitions by the behaviors, or other kinds of burdens people are encountering with. This article is proposed to (1) present the uprising trend of the “Open-Face Sandwich” which is one type in Sandwich Generation via relevant data,

visualizations, and statistical analysis, and (2) to present the possible implementations in the business field according to the emergence of the Open-Face Sandwich generation.

The secondary research design was applied to this article. The relevant data were collected from the open sources, and statistical websites, and were brought to visualized, yet analyzed to find the statistical correlations, and other insights regarding to the rising of the Open-Face Sandwich generation, and its recommendations toward modern business.

### **Sandwich Generation: Generation which is undefined by age**

Generation refers to group of people and the range of their birth year. Different generations bring the variety of values, beliefs, and behaviors. The oldest generation mentioned in the workplace environment is the Traditionalist, or Silent Generation (born in 1928 – 1945) with the prediction of only 12% left in the workforce in 2030 (Perry, 2023). The other four are Baby Boomers (Gen B) - born in 1946 – 1964, Generation X – born in 1965 – 1980, Generation Y – or Millennials – born in 1981 – 2000, and Generation Z – born in 2001 – 2012 (Kalita, 2023; Kotler et al., 2021). Because of the differences in experience, value, belief, and communication method, generational marketing in businesses focuses on these preferences and the ways different generations think and act, then designs variety marketing strategies to suit with different generations. For examples, the designed marketing strategies for Baby Boomers are traditional advertisings, print media, and some loyalty-programs driving them to store, while Millennials are into some influencer marketing, social media strategies, with the reviews and brand honesty, and heavy digital communication for Generation Z (LaFleur, 2023).

Nevertheless, there are other methodologies for generation categorizations which perform no relation to birth years, but to behaviors, activities, or responsibilities. Dharmniti (2020) mentions “Generation C” to those who are truly interested in technology, and social media. “Always-On Generation” is referred to those who have their dependency on any kind of electronic screen for longer than 8 hours per day (Williams & Sawyer, 2010). “*Sandwich Generation*”, first determined in 1981 by Dorothy A. Miller, refers to those with some burdens taking care of others in their families while they are juggling their work-life balance in the same time (Cheng & Santos-Lozada, 2024; Khotwanta, 2022).

Given definition by Miller (1981), “Sandwich Generation” was firstly stated as the people in the age around 45 – 65 years, with the family burdens to take care and support 4 generations including their parents and in-laws, themselves, and their offsprings and nieces, or nephews. With later studies, the definition of sandwich generation has been changed to the common area as the group of people pressured by taking care the family including the parent generation with the age of 65 and more, and/or the later generation with the age of 18 and less with the burdens in (1) financial support, (2) care (as money transfer, and time transfer), and (3) emotional support to two or more generations around them. Meanwhile, they still have to balance their work performance and daily routines. This pressure is metaphoric compared to the piece of ham, or meat, in the center of the sandwich between two pressuring sides of breads – below (parent generation) and above (spouse, and children) (Cheng & Santos-Lozada, 2024; Khotwanta, 2022; Marketingoops, 2018; Taylor et al., 2013; Thairath Money, 2024).

Expanding in worldwide, sandwich generation crisis is now widespread in all parts of the world (Bangkokbiznews, 2022). Statistically, the sandwich generation is now the biggest proportion in USA, approximately 11 million people (Bergl, n.d.; Cheng & Santos-Lazoda, 2024). However, there is variety in age ranges of the sandwich generation in different countries: 40 – 49

in USA, 30 – 35 in The Philippines, and around 39 – 48 years in China - as they are the production of the former “One Child” policy affecting around 170 million Chinese families to be under the sandwich-generation condition in present (Thairath Money, 2024). To this, the exact age range of the sandwich generation is not to be identified as the birth-year-based categorization. Besides, there is the continually increasing number of the sandwich generation people with the lower age these days (Bangkokbiznews, 2022; Thairath Money, 2024).

In terms of revenue, Taylor et al. (2013) showed that the families with the higher income in USA had more potential to be under the sandwich generation condition than the lower income – only 17% of families with the annual income under USD30,000 fell into the sandwich generation condition while 25% of the families with the annual income between USD30,000 – 100,000 did.

The side effect of being sandwiched from the 360-degree pressure leads the person to the stress disorder, anxiety, nervousness, disappointment of eternity waiting for one's time to success, the lack of freedom, imbalance between the work and family, including the inability of goal setting and accomplishment (Bangkokbiznews, 2022; Vonderohe, Friesen, & Brand, n.d.). However, the research from Cheng and Santos-Lozada (2024) showed that the SPD (Severe Psychological Distress) comparison between the group of sandwich generation, and other non-sandwiched group did not present statistical difference. But the sandwich generation who took care their families with time transfer method showed twice higher level of stress than the same group with money transfer method.

Even though the sandwich generation is generally defined by the frame of their pressures and responsibilities, there are different groups within the sandwich generation depending on the level of the responsible burdens they are dealing with. In 1992, the journalist Carol Abaya determined the types of sandwiches by their responsibilities as the followings (Bangkokbiznews, 2022; Vonderohe et al., n.d.).

1. *Traditional sandwich*

Traditional sandwich is the group of people pressured from both sides of the bread, one side is from the parents who need assistances and cares, another side is from their children and/or spouse, while they themselves are still struggling to balance their work and life. 43% of Americans with the annual income above USD100,000 are under this condition (Taylor et al., 2013).

2. *Club sandwich or Tripple-Decker sandwich*

The triple-decker sandwich is identified as the group of people with the age around 50 – 60 pressured from their parents, their grown-up children, and their nieces or nephews, for instance, the 60-year-old person taking care his/her nieces/nephews to let their children go to work, takes care of his/her parents in the same time. On the other way, it involves the people in the age of 30 – 40 years pressured from their grandparents, parents, and their children.

3. *Open-Face sandwich*

The open-face sandwich is the group of people pressured from only single-way burden, their parents, juggling their work in balance in the same time.

These 3 types of sandwich generation can be visualized as Figure 1 below.

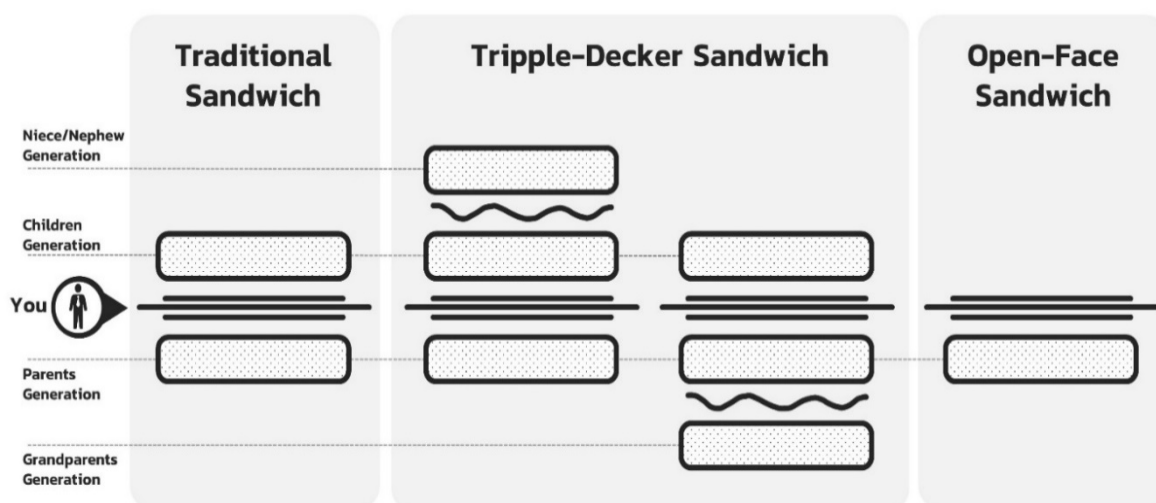


Figure 1: Visualization of 3 types of sandwich generation

Source: Theethavat Janevatcharak

#### When one bread is going to be missing: Trends of being single, and childless

With the world economic situations, the decision making for getting married and settling down the families has been declining, yet the trend of being single has been rising instead. As in USA, the statistics of historical marital status (United States Census Bureau, 2023a) revealed that the percentage of Americans age 15 and above with the single status - including never married, widowed, and divorced – has been gradually rising up in the positive slope since 1960. Within 7 decades, the percentage of those singles has been expanding from 33.356% to 47.951%, around 15% increasing in 70 years. With this trend, the further slope can be implied that the graph may potentially reach above 50% in next coming few decades, as visualized in Figure 2.

#### Almost half of Americans were stated as singles in 2020

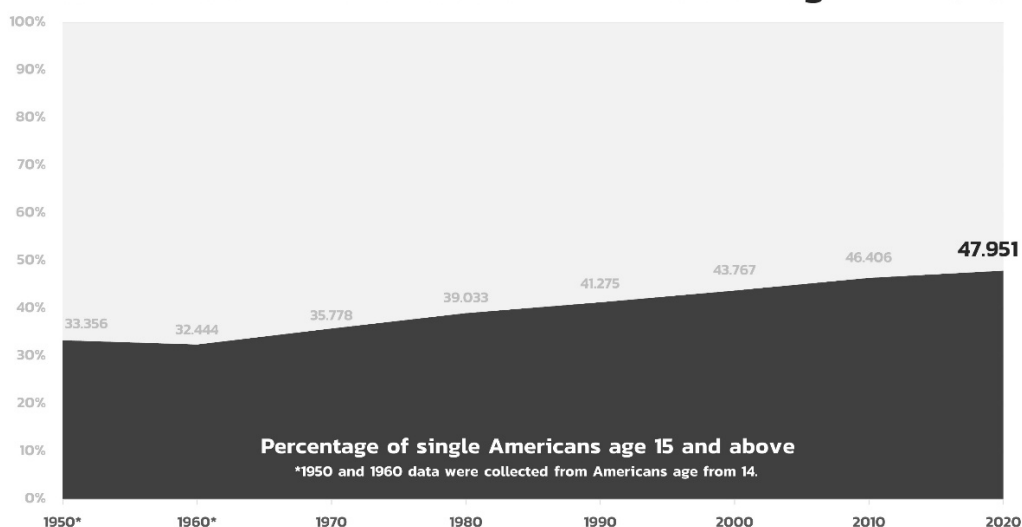
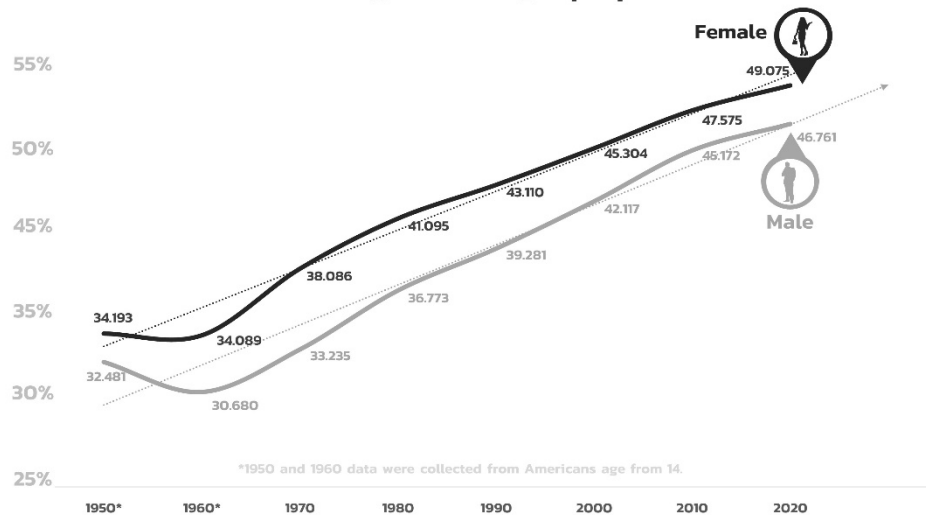


Figure 2: Area graph shows the uprisings percentage of single Americans

Source: Theethavat Janevatcharak

As genders, the statistics revealed that both American males and females age 15 years and above have performed increasing proportion of being single continually from 1960 to 2020. Yet, both trendlines continue in positive slope for the upcoming decades as well. However, American single female proportion has presented the greater percentage than male since 1950, as visualized in Figure 3 below.

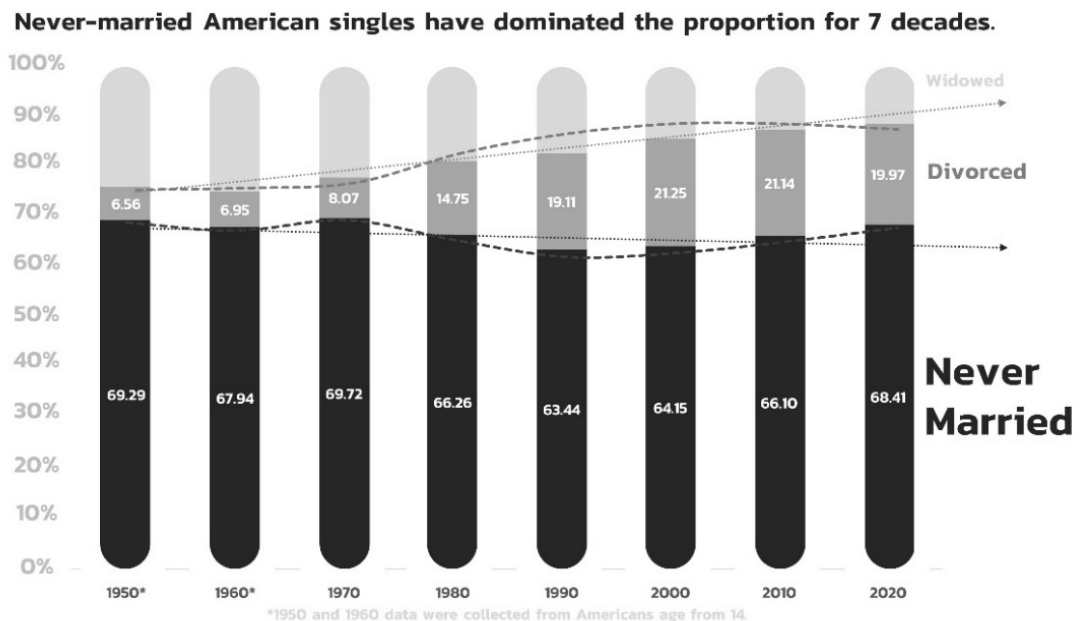
**American female showed greater single proportion than male.**



**Figure 3:** Linear graph shows the growing single proportion of American males and females age 15 and above

**Source:** Theethavat Janevatcharak

Within the single segment, the never-married singles have dominated the single segment, 66.91% as the average percentage of the never-married singles to all American singles in 70 years. Meanwhile, the trend of being divorced has been rising up with the positive trendline. The proportion has grown up from 6.56% in 1950 to almost 20% of the single segment in 2020, and it keeps growing as plotted by the positive-sloped trendline as shown. The data are visualized in Figure 4.

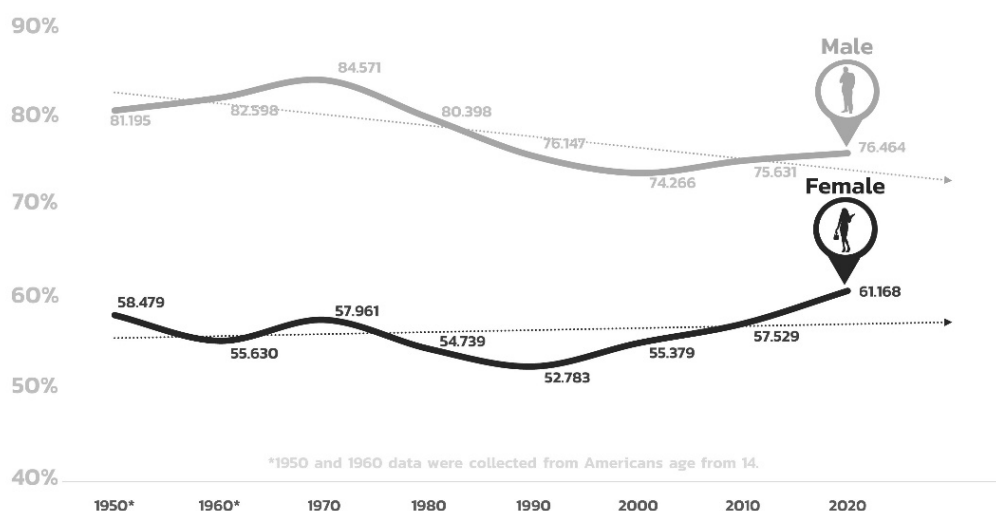


**Figure 4:** Stacked column graph shows the dominated proportion of the never-married singles to other types.

Source: Theethavat Janevatcharak

Moreover, never-married American females, age 15 and above, presented slightly increasing rate from 52.785% in 1990 to 61.168% of all single females in 2020. This is presenting the growing proportion of American females who have made the decision to be entirely single. The analyzed trendline presents slightly upward slope to the upcoming decade. While American single males presented the contradiction. The proportion of never-married American males has been decreasing from 81.195% of all single males in 1950 to 76.464% in 2020, with the downward sloped trendline as visualized in Figure 5.

#### Never-married single American male proportion has been decreasing.



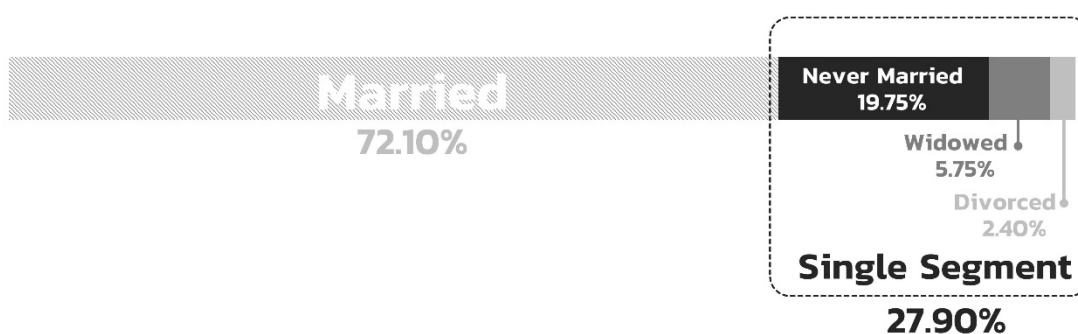
**Figure 5:** Linear graph shows the declining proportion of never-married single American male.

Source: Theethavat Janevatcharak

Not only in USA, the trend of being single also affects other countries. Dangerfield (2024) mentioned the single trend in Canada too while the proportion of people who committed themselves to live alone grew up for 258.5% in only 4 decades, 1981 – 2021. It was reported that the number of people age of 15 years and above living in private household in Canada was 1.7 million in 1981. 40 years later, the number exceeded to 4.4 million in 2021.

In China, more people chose not to get married, which brought the 33% lower marriage rate from 2020 comparing to the previous year record. As in China, the proportion of those who were single was around 28% from the entire population in 2022 (National Bureau of Statistics of China, 2023). The number of marriages decreased half way, from 13.5 million in 2013 to only 6.8 million in 2022 (Kelter, 2023). The largest to smallest proportions of those single Chinese age 15 and above segment was never-married (70.77% of all singles), widowed (20.60%), and divorced (8.63%) (National Bureau of Statistics of China, 2023) as presented in Figure 6, which resonates to the Americans where the never-married singles dominated the segment.

### Chinese never-married singles dominated the single segment.



**Figure 6:** Stacked bar graph shows the single segment in China was dominated by the never-married singles in 2022.

**Source:** Theethavat Janevatcharak

Only the rising data of single segment including the never-married, divorced, and widowed may imply the uprising trend of individual living rather than getting the official marital status. However, it might not be implied completely if those singles have kids – which is another piece of bread in the sandwich. They might have their kids before they were divorced and being single dads or moms. Or, they might have the happily-ever-after families with kids but without any official marital status. To explore the data supporting trend of being single mentioned above, there is the declining birthrate going on as well.

The socio-economics problem is one of the issues that slow down the couples to give births, including the lack of ability to afford the house, and their lifestyle (Nargund, 2009). Statistics revealed that since 1950, the number of births per 1,000 people in many countries has been declining (Lu, 2024). Even one of the world most populated countries like China, the number was falling dramatically from 41 births per 1,000 people to only 8.6, around -79% in 70 years, which was extremely falling in numbers. While USA has dropped around 50% of the number from 22.8 births per 1,000 people to just only 10.9 in 2020 and went up around 1% from 2020 - 2021. However, CDC (2024) reported that annually, US birthrate has continued decreasing 2% from 2014 – 2020. This momentum brought the birthrate in USA at another historical lowest point in



2023 (CDC, 2024). While India, Indonesia, and Pakistan have been going in the same direction as visualized in Figure 7 below.

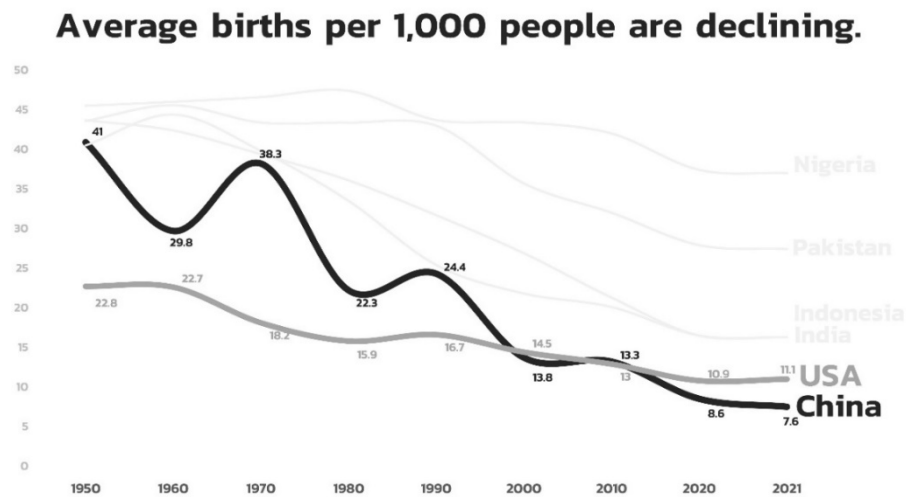


Figure 7: Linear graph shows the declining birthrate in 6 countries.

Source: Theethavat Janevatcharak

With the case study in USA, the data from United States Census Bureau (2023a) presenting the increasing ratio of those Americans who are single (from Figure 1), and the declining birthrate from 1950 – 2020 data from Lu (2024) in figure 7, can be employed to calculate the statistical correlation (Pearson's correlations ( $r$ )) in strongly negative level ( $r = -0.967$ ) between the uprising proportion of the single Americans and the declining birthrate as shown in Figure 8.

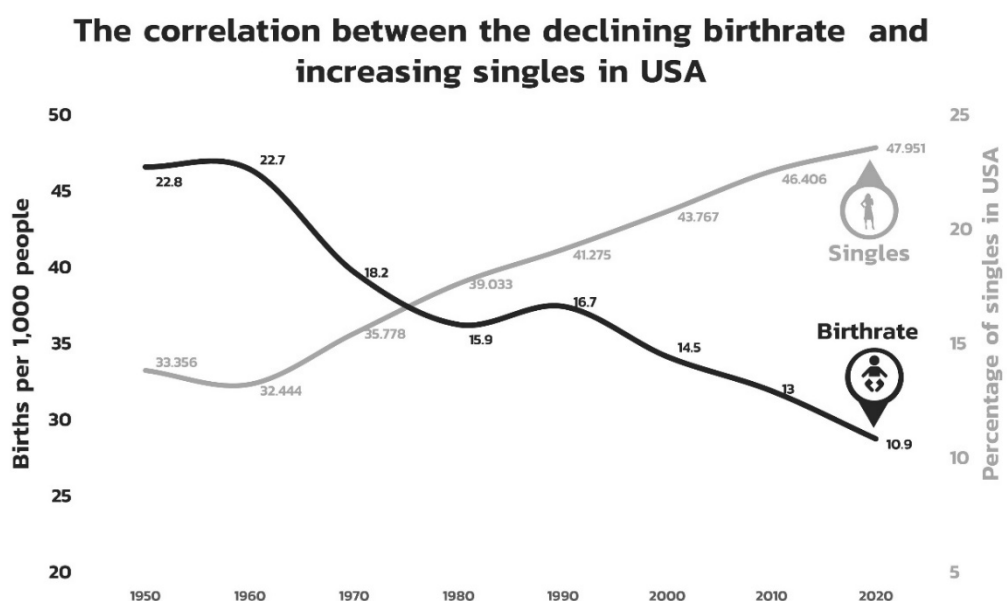


Figure 8: Linear graph shows the strongly negative correlation ( $r = -0.967$ ) between the declining births and increasing singles in USA from 1950 - 2020

Source: Theethavat Janevatcharak

In addition, due to the reasons of the financial insecurity and instability in the country people are living in – with the main causes of high cost of living, concerning of recession, and being unable to afford the house, including the desires of freedom and flexibility, economics reason, debt managing, career focusing, personal fulfilment, and lifestyle and financial balancing - this childless trend is uprising in the society (Kelly, 2024 ; SuperStaff, 2024). United States Census Bureau (2023b) reveals the statistics from 1960 – 2023, the number of single-person household increased from 13% to 29% of the entire household in US, which potentially causes the expectation of above 50% childless households in these coming years. The consequences of the childfree trend could be recognized in both positive and negative ways to the society. On the positive side, the low birthrate can slow down the shortages of the resources in the society and environment, while the negative side is more fearful such as, the shortages of the labor in the upcoming aging society, and long-term effect to the national or global economics (Kelly, 2024).

With the mentioned living trends, both the uprising trend of being single, and the declining birthrate, bring the possibility to the growing segmentation of the open-face sandwich generation who lives single with no kids but may still have their parents to take care. Then, the focal points of those who are in the open-face sandwich generation could possibly be for their parents, themselves, and some kinds of passions, hobbies, pets, or works instead of childcare and other kids' activities and products. This analysis suggests that the open-face demographic, characterized by unique demographic and psychographic demands, represents a promising market segment for targeted business strategies.

#### **Discussion: Open-Face Sandwich in Business and Marketing**

Since the behaviors and lifestyle are changed, the impacts certainly occur to the society and business. The trends of being single and childless are now uprising in the world, causing the increasing number of the open-face sandwich generation in the short future. Businesses, marketers, yet manufacturers will have to foresee these ongoing market trends, demands, and movements. However, toward these trends, some businesses will get benefits, while others may have to find the way out to still survive. For the businesses getting the benefits from this open-face sandwich market segment would be these followings as the examples.

##### *1. The rising of elderly care business as the assistant*

Since one piece of bread is going to be missing, the people in the open-face sandwich will have only one side of bread to take care, while they are still juggling their own work-life balance. To this, if they want to succeed in both professional career and family, they may need the accountable helpers to help them take care of their parents. This business area includes the health care to the elderly lifestyle providers such as the tourism agency to create the special routes making those elders more comfortable and convenient, elderly-friendly hospital which is special designed to cope with the parent generation demands and conditions with the good supports as the helper to their child, or other business which can be the solutions in terms of “Time Transfer” as the assistants to the working generation. This trend of business copes with the upcoming ageing society in various countries as well.

Beyond the needs in terms of health conditions, Tanvisuth (2021) categorized the age ranges of the elderly people with their variety of lifestyle in to 3 levels; (1) Young-old, with the age of 60 – 69 years, is the group with the modern lifestyle, new technology

employment, and online shopping activities, (2) Middle-old, with the age of 70 – 79 years, is the group with somewhat health conditions, loneliness encountering, and want to share some family time with other family members, and (3) Oldest-old, with the age of 80 and above, is normally the group with the health conditions, and caring dependency. To the variety of demands in the elderly sector, Nussem, Wrigley, and Matthews (2015) found 6 potential business models to be the assistant for the open-facers in order to take care their parent generation which cover far beyond only the health concern, spanning to the insurance and activity service as; (1) non-profit/funded traditional services, (2) private health, (3) alternative retirement, (4) family operated, (5) health at home, and (6) wellness provider.

Furthermore, the elderly-care business can include some technological smart devices – with the IoTs (Internet of Things) allowing all devices to be connected and smart cameras. The elderly can be observed 24/7 from the Open-Facer's mobile screen connected with the smart and sensorial cameras infused to their house. Added with AI, some smart cameras can signal if there is any fall, or accident of the elderly detected (Brown, 2020).

## 2. *The blooming of pet products and services*

As the childless trend is growing, people make their decision not to have kids may move their interests to something they can be with, play with, and talk to in order to get themselves companied – pets. This can go along with the “Petsumer” behaviors when people say no to kids, but they choose to spend their money and time with their pets. So, the products and services for pets are to be expanding in the market as well. Zhang, Cao, and Lin (2022) mentioned that there was around 100 billion USD spent in American pet market, with the growing rate of 14.5% from 2018. With budget breakdown, the expenses included pet food and treats as the largest segment (around 40%), vet care, and products (around 30%), supply and OTC medicine (around 20%), and the rest around 10% was for other services. Besides, the residential and real estate businesses, especially condominiums, hotels, or shopping arcades, could be more opened to be prompted as pet-friendly spaces. The activities which pets and their owners can be included would be the good campaign for the petsumer trend.

## 3. *Real estate with the smaller, but elderly-friendly space and more affordable pricing*

One of the pain points of those in open-face sandwich generation is about the lack of ability to afford the house, due to the feeling of financial instability and insecurity. According to the uprising trend that one piece of bread is going to be missing, the open-face sandwich generation might not require the large space to fit in. Instead, they may look for some small and cozy space where in they can live with their parent generation – with the elderly-friendly environment and design, or as the solo household, with the affordable price that will not cause more insecurity to their financial situation. Tyvimaa and Kamruzzaman (2019) mentioned that there are numbers of evidence showing the decreasing in size of the house in many western countries, with the effects to the demands in the house prices as well, due to the single living and solo household trends. While the National Association of REALTOR (2024) found in the home buyer trend research conducted in USA that single women were more potential purchasing homes than single men. Yet, the non-kid households occupied the biggest segment in all age ranges. The largest group of first-time home buyer was the group of people in the age of 25 – 33 years,

with the average size of house 1,501 – 2000 sq.ft. To this, the real estate business might advertise the affordable pricing – and/or with the loan, low interests – as the selling point to attract these open-face sandwich segment, with the capable sizing serving their demands.

Not all businesses are going to get benefits from these growing trends of living, some businesses might have to find their marketing adaptations to continue running the businesses with the increasing number of open-facers. There are some recommendations toward some businesses affected from the emergence of the open-face sandwich trend as follows.

1. *Educational business to retarget, or expand the services.*

As the trends go, the number of the children would be continually decreasing. Hence, the schools, and educational businesses would be directly affected. Finding and communicating more strengths to solve the pain points of those traditional sandwich, and triple-deckers might be the current marketing plan. However, the businesses might change or expand their targets to embrace more life-long-learning competency for those adults and elderly people, including the open-face generation which they can still learn things any time they want. The educational businesses might have to plan to have another line of services – to be in the market of adult education, upskill, and reskills instead of only focusing on the education for kids and adolescents.

2. *Traditional business to be more time-flexible, to provide more time for the open-facers*

Because one pain point the open-face generation is now encountering is the time management, especially those who have to take care their parents with the “Time transfer” method. Even they only have one piece of bread to take care, they still have to balance their professional careers as well. With the development of technologies, numbers of organizations accept the concept of WFA – Work from Anywhere. The concept allows people to work remotely, but to keep developing their achievements without clocking in and out for all 5 working days per week. This flexibility will attract those open-face sandwiches to be interested to work in the organizations. Because, at least, they can find the opportunity to manage all tasks – both work and family – professionally to be successful. Besides, this flexibility can indirectly make them feel less guilty in order to spend more time with their families, which can bring them more self-esteem and self-motivation further.

3. *Toys and kids’ products to be the hobby for adults*

Because those childfree people shift their focus from the kids they won’t have, they will have more free time to give as the personal fulfilment. Hobbies, or finding some collection might be what they want to spend their time and money for. Toy manufacturers might redesign their marketing plans and strategies to retarget from the normal kids to be something that those open-facers would look for. Art toy collections which the toy manufacturers could make the collaboration with some designers or artists could be launched to attract those people to get as their collections. The adult play-time concept could be employed in terms of marketing and campaign. Expanding the target further than just the kids’ product would be another adaptation for the industry to run the business with this open-face segment.

## Conclusion and Implications

Since there has been the signs of change in the living behaviors, the demographic of the consumers is now not just their age, gender, and monthly income anymore. Instead, how they live, yet how they are suppressed from their surrounding would be the useful analysis to see their real pain points and demands. The open-face sandwich generation growth would be one of the most tangible trends of population in the world, according to the continually growing of the single segment and the declining birthrate with the strong negative correlation analysis ( $r = -0.967$ ).

The relevant data were collected and analyzed to pinpoint the current and upcoming situation of the Open-Face Sandwich generation. This analysis could lead to these following implications:

1. With the great potential to be the next large consumer segment in the upcoming decade, businesses have to precisely make marketing strategies, tactics, and campaigns, more studies and research about the persona, demands, psychographic, and geographic about the open-face sandwich generation.
2. The organizations may need to revise their policies to allow more space for the demands and needs of those open-facers working in the organizations, including to find some supportive technologies for the open-facers in the organizations.
3. In national economic scale, governments may have to plan the long-term strategies and tactics to cope with this ongoing situation, preventing the shortage of the workforce in the future, to support the financial situation of the open-facers, until find the attractive and right policies make their people feel security and stability to settle down as the families with children. Also, the governments may support the businesses or startups to innovate the useful experiments and technologies to support the Open-Face Sandwich generation in their work-life balance, and to help them get the better quality of life as they will be the major workforce of the nation in the short future.

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