

PRME Gender Equality Working Group Global Repository

“Marketing”

Materials gathered by:

Wendy Hein, PhD, Lecturer in Marketing, School of Business, Economics & Informatics, Birkbeck, University of London (coordinator), w.hein@bbk.ac.uk

Ruth Ashford, PhD, FCIM, MIPR Chartered Marketer Mam, Dean & Pro Vice Chancellor, Manchester Metropolitan University, Manchester, UK, r.ashford@mmu.ac.uk

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I. Case Studies

- **“American Airlines' Rainbow TeAAm and its Strategy to Target the LGBT Segment”**

- a. <http://www.caseplace.org/d.asp?d=4730>
- b. Purkayastha, D. (2009), ICMR Center for Management Research.

American Airlines, one of the world's leading airline carriers, attracted the attention of industry observers for its target marketing strategy for diverse segments. In particular, it was widely recognised for its initiatives at targeting the LGBT (lesbian, gay, bisexual, and transgender) segment. It was one of the first major companies to make a concerted effort to tap this segment. It started a dedicated marketing and sales team focused on the LGBT segment as far back as 1994. The team was later renamed 'Rainbow TeAAm'. The Rainbow TeAAm had over the years done some pioneering work in this area and firmly established AA as the preferred airline for the LGBT consumer. In addition to developing travel packages that would appeal to the segment and other outreach initiatives, the Rainbow TeAAm also helped develop web pages focused on the LGBT segment. The case discusses the initiatives taken by AA and its Rainbow TeAAm to tap the fast growing LGBT travel market. It also discusses the various issues and challenges in targeting the market. The case ends with the challenges faced by the company in maintaining and enhancing its brand position as the most popular airline of LGBT choice at a time when more and more companies are trying to target this lucrative segment.

- **“CARE Bangladesh Rural Sales Programme (RSP)”**

- a. <http://www.doublexeconomy.com/wp-content/uploads/2011/05/CARE-Bangladesh-Case.pdf> and teaching notes <http://www.doublexeconomy.com/wp-content/uploads/2011/05/CARE-Bangladesh-Teaching-Notes.pdf>
- b. Dolan, C., Johnstone-Louis, M., Scott, L. (2012), University of Oxford.

CARE Bangladesh Rural Sales Programme is an innovative “Bottom of the Pyramid” approach that specifically seeks to empower women. Courtesy again of the Pears Foundation, we present the CARE Bangladesh Case and CARE Bangladesh Teaching Notes.

- **“Entirely Comfortable with its Orientation: Subaru's Successful History of Gay/Lesbian Integrated Marketing Communications”**

- a. <http://www.caseplace.org/d.asp?d=5686> and http://www.awpagesociety.com/images/uploads/Subaru_Case_Study.pdf
- b. Phillips, L. (2010), Arthur W. Page Society.

This case study examines an integrated marketing communications success story: Subaru's 14-year unwavering, authentic relationship with gay and lesbian communities during which sales have doubled. Subaru reached out to the gay and lesbian consumers in 1995, beginning with corporate sponsorship of the Rainbow Card, followed by gay and lesbian-specific advertising campaigns and numerous strategic sponsorships. Subaru's corporate communication efforts were and continue to be revolutionary considering U.S. public opinion of gays and lesbians at the time, the potential for consumer backlash, and the media landscape. Subaru's activities are compared with outreach from the Ford Motor Co., including the latter's mishandling of a boycott by the American Family Association (AFA).

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- **“‘Hips Feel Good’ - Dove's Campaign for Real Beauty”**

- a. <http://www.caseplace.org/d.asp?d=500>

- b. Gey, T.; Nugent, N.; Wesley, David T.A. (2007), Richard Ivey School of Business

Dove is one of Unilever's better-known “personal care” brands. It has significant top-of-mind awareness among women in many countries. In an attempt to increase sales volume by 80 per cent, Unilever re-launched Dove in 2004. The campaign asks the question “What is real beauty?” and attempts to redefine it in ways that challenge commonly portrayed stereotypes. This case examines the re-launch of Dove, Unilever's well-known international personal care brand, and the marketing issues behind its phenomenal success. It also raises questions about how to maintain the brand's momentum as the next phase unfolds. In 2007, Dove products are still well thought of by consumers and the campaign has attracted imitators, including brands outside the cosmetics and beauty care sector.

- **“IBM Corporation: Targeting the LGBT Segment”**

- a. <http://www.caseplace.org/d.asp?d=4727>

- b. Purkayastha, D.; Faheem, H. (2009), ICMR Center for Management Research.

This case discusses the target marketing strategies of New York-based information technology major IBM Corporation, directed toward the LGBT (lesbian, gay, bisexual and transgender people) community. The company pitched its products to LGBT customers by using advertisements targeted at them. The target marketing strategies included advertising in gay publications, on-line marketing, sponsoring events and conferences supporting LGBT people, etc. It also set up an LGBT sales team dedicated to serve LGBT customers. The company extended its LGBT diversity initiatives to its suppliers by choosing to do business with vendors belonging to the LGBT community. Experts felt that with increasing competition, mainstream marketers like IBM were targeting this niche segment since LGBT customers were affluent, educated, and had more disposable income than other customers. Moreover, they felt that the risk of alienating existing mainstream customers was outweighed since LGBT customers were more loyal toward a brand.

The case will help students to: (1) analyse the marketing strategies of IBM for targeting the LGBT segment; (2) discuss the benefits in targeting a niche segment; (3) examine the risks involved in targeting a niche segment; and (4) appreciate IBM's diversity initiatives directed toward its employees and its suppliers. The case is meant for MBA / MS level students in the marketing management curriculum. The teaching note includes: (1) the abstract; (2) the teaching objectives and methodology; (3) assignment questions; (4) feedback of the case discussion; and (5) additional readings and references. The teaching note does not contain an analysis of the case.

- **“Jensen Shoes: Lyndon Twitchell's Story”**

- a. <http://www.caseplace.org/d.asp?d=509>

- b. Gentile, M.C.; Maus, P.J. (1994), Harvard Business School.

Details the experiences of Jane Kravitz (Caucasian female), strategic product manager, and Lyndon Twitchell (African American male), a member of her staff at Jensen Shoes, a successful producer and marketer of casual, athletic, and children's footwear. They are assigned to new positions and to each other at the start of the story. Presents their very

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different points of view on their first couple of months working together. Teaching Purpose: Raises how stereotypes and self-fulfilling prophecies influence performance feedback. Can be taught in a variety of ways: with all students receiving both cases; half receiving one and half receiving the other; or a third of the class receiving both, one third receiving one, and one third receiving the other (as is appropriate). Should be used with Jensen Shoes: Jane Kravitz's Story.

- **“Pampers UNICEF”**

- a. Part 1: <http://www.doublexeconomy.com/wp-content/uploads/2011/05/Pampers-Case-Part-One.pdf> and Part 2: <http://www.doublexeconomy.com/wp-content/uploads/2011/05/Pampers-Unicef-Case-Part-2.pdf> and teaching notes on <http://www.doublexeconomy.com/news/teaching-cases/>
- b. Scott, L. Johnstone-Louis, M., Dolan, C. (Part 2 with Ryus, C.) (2011), University of Oxford.

Part 1: The Marketing Campaign

- The purposes of this case are several. First is to demonstrate the viability of a “doing well by doing good” approach for a major private sector brand. Second is to illustrate to business students that such initiatives do not necessarily have to be decreed in a top-down fashion, but can, and, in our experience, often do, bubble up from the middle of an organization. Lastly, we want to begin the process of educating students as to the inherent risks of working with NGOs, nonprofits, governments, and marginalized populations, with the hope that they will not enter into such partnerships naively.
- Part 1 of this case addresses primarily the marketing side of the campaign and, though some of the future challenges for the Pampers/UNICEF team are seeded here, the outlook at this point is pretty rosy. Part 2 will focus more intentionally on the executional challenges that arise from the fundamental differences between the organizations involved, as well as from the unpleasant facts on the ground in the world’s poorest nations.

Part 2: Delivering the Vaccine

- Dr. François Gasse stared out the window of his home in Burundi, thinking for the thousandth time about his decision to partner with one of the world’s largest multinational corporations in order to achieve, at last, the object of his life’s work: the global elimination of maternal and neonatal tetanus (MNT).
- When he had agreed to partner with Procter & Gamble in 2006, François was head of the Maternal and Neonatal Tetanus Elimination program for UNICEF worldwide. A Frenchman who had grown up in Africa, he had dedicated himself to the MNT elimination cause when he first joined the World Health Organization with degrees from a Marseille medical school and the Johns Hopkins School of Public Health. Since joining UNICEF, he continued to pursue that same goal with great passion. Tremendous progress had been made over those decades, but in 2006, with Dr. Gasse himself only a few years from retirement, it suddenly looked like MNT elimination was receding from reach.

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- **“PhD Project: The Marketing of Business School Faculty Diversity (A, B)”**

- a. <http://www.caseplace.org/d.asp?d=631>
- b. Grier, S.; Briley, D.A. (1997), Stanford Graduate School of Business

Examines the situation facing a group of representatives from the private, public, and non-profit sectors attempting to increase the diversity of business school faculties. Focuses on the issues faced in mid-1994 by the KPMG Peat Marwick Foundation and its partners in their joint effort to generate more ethnic diversity in business school faculties and, ultimately, in business school classrooms and corporate workforces. Gives background on a prior series of meetings held to discuss what could be done to address the lack of minorities in business. The consensus was that efforts should be made to increase the number of minority business school faculty by augmenting the supply of minority doctoral students in business. Discusses the various factors speculated to contribute to the lack of diversity in business school faculty. Gives background to marketing strategy development, and ends with the group trying to figure out what to do. The case decision is a meeting in September 1994 to analyze relevant information and develop a strategy to increase minority applicants to PhD programs.

- **“Sanitary Pads in Ghana”**

- a. <http://www.doublexeconomy.com/wp-content/uploads/2011/05/CASE-Sanitary-Pads-in-Ghana.pdf>
- b. This case documents, with names changed, the research results from the study undertaken by Linda Scott, Catherine Dolan, Sue Dopson, Paul Montgomery, and Caitlin Ryus (2010), University of Oxford.

- **“Unilever's 'Real Beauty' Campaign for Dove”**

- a. <http://www.caseplace.org/d.asp?d=1190>
- b. Fernando, R; Purkayastha, D. (2007), ICMR Center for Management Research

This case is about Unilever's 'Campaign for Real Beauty' (CFRB) marketing campaign for its leading personal care brand 'Dove'. CFRB was a multi-faceted campaign that sought to challenge the stereotypes set by the beauty industry. This campaign featured regular women (non-models) who were beautiful in their own way and did not fit in with the idealized images of ultra-thin models and celebrities. Unilever developed the CFRB campaign based on a global study on the perceptions and attitudes of women with regard to their personal beauty and well-being. This campaign was a huge success as it was appreciated by many consumers and resulted in increased sales of Dove products. It also generated plenty of buzz and wide media coverage for the Dove brand. However, critics felt that this campaign could prove counter-productive as marketing messages in the beauty industry were largely aspirational and Dove could be perceived as a brand for fat girls. Some critics also felt that CFRB was contradictory in nature as it strove to sell the Dove Firming Range of products under the guise of debunking beauty stereotypes. The case will help students to: (1) understand the factors that contributed to the success of Unilever's Campaign for Real Beauty for Dove; (2) appreciate the importance of market research and the application of consumer behavior insights in the development of a marketing strategy; and (3) understand the issues and challenges faced in the implementation of a cause-related (societal) marketing campaign. The case is meant for MBA /MS students as part of the marketing management /product management /marketing communications curriculum. The teaching note includes: (1) the abstract; (2) teaching objectives and methodology; (3) questions for discussion and analysis; (4) case feedback; and (5) additional readings and references.

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II. Courses/Syllabi

Universities house various courses on ‘gender studies’ and ‘sexuality’ which include gender equality debates in their sociology, cultural studies or social psychology departments, but no particular module or course on gender equality in connection with marketing was found.

III. Texts

While various edited books contain single chapters on gender (equality) and marketing, these focus on gender alone.

- **Cultures of Consumption: Masculinities and Social Space in Late Twentieth-Century Britain**

- a. http://books.google.co.uk/books/about/Cultures_of_Consumption.html?id=R_0NAAAAQAAJ
- b. Mort, Frank (1996): *Culture of Consumption: Masculinities and Social Space in Late Twentieth-Century Britain*. Routledge, London.

Just when one tempted to file away the '80's within the glib generalisation and tidy folders, this book relentlessly unpicks the complex weft of prediction and warp of consumption that wove a particular struggle over images of masculinity in London during this period." "Just when one tempted to file away the '80's within the glib generalisation and tidy folders, this book relentlessly unpicks the complex weft of prediction and warp of consumption that wove a particular struggle over images of masculinity in London during this period." -- Daniel Miller

- **Fresh Lipstick: Redressing Fashion and Feminism**

- a. <http://us.macmillan.com/freshlipstick/LindaScott>, ISBN: 978-1-4039-7134-0
- b. Scott, Linda M. (2006): *Fresh Lipstick: Redressing Fashion and Feminism*. Palgrave, New York.

Fresh Lipstick shakes feminist fashion down to its Birkenstocks. Linda M. Scott wants to put an end to the belief that American women have to wear a colorless, shapeless uniform to achieve liberation and equality. A pointed attack on feminism's requisite style of dress, Fresh Lipstick argues that wearing high heels and using hair curlers does not deny you the right to seek advancement, empowerment, and equality. Scott asserts that judging someone on her fashion choices is as detrimental to advancement as judgments based on race, nationality, or social class. Fashion is an important mode of personal expression, not an indication of submission. She demonstrates that feminism's dogged reduction of fashion to sexual objectification has been motivated by a desire to control other women, not free them. This push for power has produced endless conflict from the movement's earliest days, hindering advances in women's rights by promoting exclusion. It is time for the "plain Jane" dress code of the revolution to be lifted, allowing all women to lead, even those wearing makeup and Manolos.

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- **Gender, Culture, and Consumer Behavior**

- a. <http://www.routledge.com/books/details/9780203127575/>, ISBN: 978-1-84872-946-9
- b. Otnes, C.C., Tuncay Zayer, L. (Eds.) (2012): *Gender, Culture, and Consumer Behavior*. Routledge, London, New York.

This book covers the gamut of topics related to gender and consumer culture. Changing gender roles have forced scholars and practitioners to re-examine some of the fundamental assumptions and theories in this area. Gender is a core component of identity and thus holds significant implications for how consumers behave in the marketplace. This book offers innovative research in gender and consumer behavior with topics relevant to psychology, marketing, advertising, sociology, women’s studies and cultural studies. It offers 16 chapters of cutting-edge research on gender, international culture and consumption. Unique to this volume is its emphasis on consumption and masculinity and inclusion of topics on a rapidly changing world of issues related to culture and gender in advertising, communications, psychology and consumer behavior.

- **Gender, Design and Marketing: How Gender Drives Our Perception of Design and Marketing**

- a. http://www.ashgate.com/default.aspx?page=1751&calctitle=1&pageSubject=940&title_id=7160&edition_id=10211, ISBN: 978-0-566-08786-8
- b. Moss, G. (2009): *How Gender Drives our Perception of Design and Marketing*. Gower/Ashgate Publishing, London.

Product and service designers place increasing emphasis on the colour, form and appearance of what their organization offers and the language with which they describe it. Gloria Moss' erudite, sophisticated and fascinating book, guides the reader to an understanding of the way gender influences our visual perception. In this wide-ranging book, the author explores design, visual aesthetics, language and communication, by drawing on an exhaustive range of primary sources of research from psychology, design, branding and communication. The lessons that emerge offer challenges to organizations both in the way in which their design and marketing is perceived by men and women, as well as how the make-up of their workforce may limit their ability to appreciate and address the diversity of customers' preferences.' *Gender, Design and Marketing* offers researchers, designers, brand and marketing specialists an enhanced understanding of gender; the ways in which an organization's actions can engage or dissuade the men and women that make up its market; and how to increase the breadth and depth of appeal for all products.

- **Marketing and Feminism: Current Issues and Research**

- a. <http://www.routledge.com/books/details/9780415219730/>, ISBN: 978-0-415-21973-0
- b. Catterall, Miriam, Maclaran, Pauline and Lorna Stevens (Eds.) (2000): *Marketing and Feminism : Current Issues and Research*. Routledge, London, New York.

This cutting edge, innovative volume offers the best of current scholarship on feminist perspectives in marketing. Through many exciting and often controversial discussions, it highlights and challenges assumptions about women and gender in marketing theory and practice from both historical and current contexts. Key issues and debates include:

- the dark side of female consumption
- women and marketing in Socialist economies

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- women and advertising
- ecofeminism and marketing
- gender, marketing and cultural diversity
- marketing, sex and sexuality.

Written by internationally recognised experts in marketing and feminism, this book makes a unique contribution to marketing scholarship.

- **The Gender and Consumer Culture Reader**
 - a. <http://www.bowdoin.edu/faculty/j/jscanlon/>
 - b. Scanlon, Jennifer (Ed.) (2000), *The Gender and Consumer Culture Reader*. New York, New York University Press.

IV. Best Practices

V. Search Engines

VI. Professional Academic Associations & Subdivisions

- **American Marketing Association (Marketing Power)**
 - a. <http://www.marketingpower.com/layouts/AdvancedSearch.aspx>
 - b. The American Marketing Association (AMA) is the professional association for individuals and organizations who are leading the practice, teaching, and development of marketing worldwide. Our principal roles are: Connecting: The AMA serves as a conduit to foster knowledge sharing; Informing: Providing resources, education, career and professional development opportunities; Advancing: Promoting/supporting marketing practice and thought leadership. Through relevant information, comprehensive education and targeted networking, the AMA assists marketers in deepening their marketing expertise, elevating their careers and ultimately, achieving better results. Access to newsletters, presentations and case studies is available through their search engine.
 - c. Example: http://www.marketingpower.com/ResourceLibrary/Pages/Marketing%20Matters/marketingmatters8.25.09/gender_bender.aspx
- **Academy of Marketing (UK)**
 - a. <http://www.academyofmarketing.org/>
 - b. A Learned Society catering for the needs of marketing researchers, educators and professionals. The organisation's primary purpose is the advancement of Marketing knowledge as a rounded discipline and profession. (Any research or special interest groups on gender can be accessed here – currently there are none in place).
 - c. Example: <http://www.academyofmarketing.org/announcements/prme-working-group-on-gender-equality.html>

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- **Association for Consumer Research (and ACR Gender, Marketing, and Consumer Behavior Conferences)**

- a. <http://www.acrwebsite.org/volumes/>
- b. The mission of the Association for Consumer Research is to advance consumer research and facilitate the exchange of scholarly information among members of academia, industry, and government worldwide.

One of the key functions of ACR is to facilitate the growth and advancement of the field of consumer research. To this end, ACR hosts and supports a number of conferences as well as reviews and publishes scholarly research publications. All conference proceedings, including those from ACR Gender, Marketing, and Consumer Behavior Conferences, can be searched through the ACR website.

- c. Example: <http://www.acrwebsite.org/volumes/display.asp?id=5876> and <http://www.acrwebsite.org/volumes/display.asp?id=12512>

- **UK Economic and Social Research Council (ESRC)**

- a. <http://www.esrc.ac.uk/>
- b. The UK's largest organisation for funding research on economic and social issues. ESRC supports independent, high quality research which has an impact on business, the public sector and the third sector. Any funded research on gender and gender equality can be searched through their main page, and all findings, resources and data are publicly available.
- c. Example: <http://www.esrc.ac.uk/impacts-and-findings/research-topics/social-diversity/gender/index.aspx> and <http://www.esrc.ac.uk/funding-and-guidance/funding-opportunities/international-funding/esrc-dfid/research-projects/phase-1/gender.aspx>

VII. Other Resources at Colleges & Universities or Other Organizations

- **Birkbeck Gender & Sexuality (BiGS), Birkbeck, University of London**

- a. <http://www.bbk.ac.uk/bisr/biggs>
- b. Birkbeck Gender & Sexuality: BiGS provides a forum for innovative interdisciplinary collaboration and exchange in gender and sexuality studies. It brings together scholars working in the arts and humanities and the social sciences and encourages dialogue with practitioners in the creative industries as well as with non-academic constituencies. BiGS fosters postgraduate teaching and research in gender and sexuality studies. BiGS is home to Birkbeck's College Gender Group and regularly organizes a wide range of events including workshops, conferences, guest lecturers and an artists and activist seminar.
- c. <http://www.bbk.ac.uk/bisr/biggs/pastactivities/past-events-2011-12>, and links to various resources and organizations
- d. <http://www.bbk.ac.uk/lib/subguides/socialscience/gender/Websites>

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VIII. Data Resources

- **UK Economic and Social Research Council (ESRC)**
 - a. <http://www.esrc.ac.uk/>
 - b. The UK's largest organisation for funding research on economic and social issues. ESRC supports independent, high quality research which has an impact on business, the public sector and the third sector. Any funded research on gender and gender equality can be searched through their main page, and all findings, resources and data are publicly available.
 - c. Example: <http://www.esrc.ac.uk/impacts-and-findings/research-topics/social-diversity/gender/index.aspx>
- **Gender Ads**
 - a. <http://www.genderads.com/page4/page4.html>
 - b. This site is an educational resource that focuses on the ways in which gender (and related issues like sexuality, social class, race, etc.) and advertising intersect. The primary focus of this Web site is print advertising. Approach: Each thematic page includes: A collection of images, a short background about the exhibit, a set of discussion questions.
 - c. <http://www.genderads.com/page3/mothers/mothers.html>

IX. Related Research

- **UK Economic and Social Research Council (ESRC)**
 - a. <http://www.esrc.ac.uk/>
 - b. The UK's largest organisation for funding research on economic and social issues. ESRC supports independent, high quality research which has an impact on business, the public sector and the third sector. Any funded research on gender and gender equality can be searched through their main page, and all findings, resources and data are publicly available.
 - c. Example: Scott, Linda et al (2010): *Avon in Africa: Reducing Poverty Through Global Exchange*, ESRC End of Award Report, RES-167-25-0321. Swindon: ESRC

X. OTHER RESOURCES