

Marketing to Women

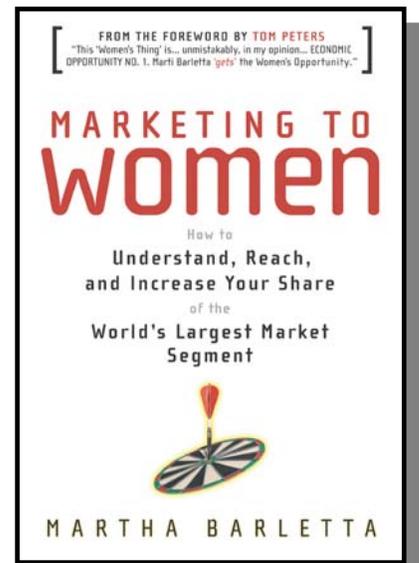
How to Understand, Reach and Increase Your Share
of the World's Largest Market Segment

By Martha Barletta
Foreword by Tom Peters

Dearborn Trade Publishing
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**“This ‘Women's Thing’ is...unmistakably...
ECONOMIC OPPORTUNITY NO. 1...
Marti Barletta ‘gets’ the women’s
opportunity.”**

—From the Foreword by Tom Peters



The numbers don't lie. In today's competitive environment, marketing to women is the fastest track to building sales, boosting share, and enhancing profits. Marketing guru Tom Peters says, "I have never before tripped over an opportunity this size." And now **Marketing to Women** shows how you can access this lucrative market.

Consider these remarkable statistics: Consumer spending accounts for two-thirds of the economy – and women make 85% of all consumer buying decisions. The majority of corporate purchasing agents and managers are women. And women entrepreneurs account for 70% of new business start-ups.

In ***Marketing to Women***, marketing expert Martha Barletta presents a compelling business case that shows how the buying power of women drives sales and profits in virtually every industry, including financial services, automotive, computers, health care and home improvement, as well as for business-to-business and companies targeting the entrepreneurial market. A concise summary of key gender findings from fields as varied as anthropology, biochemistry and psychology serves as the foundation for her observations. Her proprietary *GenderTrends* marketing model then explains why women reach different brand purchase decisions than men and how they react differently to the twelve marketing elements marketers use to influence those decisions.

Loaded with real-life examples and specific “how to” techniques, ***Marketing to Women*** shows readers how to use gender-savvy strategies to outsmart the competition. With carefully researched gender expertise, 20 years of hands-on marketing experience and a subtle sense of humor, Barletta provides a detailed field guide to successfully access the largest untapped market in the world—women.

In this multi-chapter excerpt, you’ll find:

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- The Four Components of the Women’s Market

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What Some Marketing Leaders Have Said about Marketing to Women

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Chapter 1

The Power of the Purse

...The simple fact is that *women are now deeply integrated into the workplace, are more educated on average than men, and often earn as much as or more than men.*

The result is power: the power of the purse that comes from earning. In short:

Women *earn and own* more today than at any previous time in recorded history—and their financial power is accelerating

Independent of income or ownership, women *control most of the spending* in the household. The generally accepted estimate of women's buying power puts it at 80% of all household spending.

Third, women consumers are more *profitable*—per marketing dollar invested, there is a higher return per customer.

The Four Components of the Women's Market

There are four ways in which the women's market wields a big stick: the first two provide some perspective on how much women earn and own; the second two cast light on how women spend.

Earning Power: What's In Her Wallet?

On average women are earning a whole lot more money than they used to, even since the 1970s. In fact, households across America can thank women's earning power for their steady growth in standard of living. It's true now, and it's just getting truer: over the next two decades we will see the immense assets of two generations become increasingly concentrated in the hands of Baby Boomer women. What that means is that there's an existing market and a potential market. Let's look at a few reasons for this change in both the current and future women's markets:

- *Soaring Income*: Over the past three decades (1970 – 1998), men's median income has barely budged (+0.6% after adjusting for inflation), while women's has soared (+63%).¹
- *Narrowing Wage Gap*: While it's true that on average, full-time year-round working women earn only 76 cents on the dollar compared to their male counterparts, that wage gap is narrowing rapidly. In 1998, women 25-34 earned 83 cents on the dollar; and young women 19-24 earned 89 cents.²
- *Earning More*: As of 1999, 30% of women out-earned their husbands.³ That was up from 25% in 1997, and 17% in 1987, so the trend seems to be rising rapidly.⁴ High

¹ *American Men and Women, New Strategist Editors, 2000, p. 180*

² *Calculated from data, American Men and Women, New Strategist Editors, 2000, p. 194.*

³ 1987 Bureau of Labor Statistics, reported in *Ad Age*, 11/10/97

earnings correlate directly with higher education; *almost half of working wives with a graduate degree earn more than their husbands.*

- *Majority of Household Income in Majority of Households:* Women bring in *half or more* of the HH income in the *majority* of US households.
- *Higher Paying Occupations:* Although most women still work in the traditionally female occupations of secretary, teacher and nurse, a substantial and growing percentage work in non-traditional occupations which pay more.⁵
- *Financial acuity:* Between 1985 and 1995, women gained majority status as financial managers, accountants and auditors, economists. So much for the stereotype of women not being good with numbers!⁶

High Net Worth Women – The Ultimate Asset Holders

Most people are surprised to learn that affluent women *already* control the majority of financial assets in this country. For instance, check out these facts:

- *Bringing Home the Bacon:* Among married women executives working for a Fortune 500 company with rank of VP or higher, a remarkable 75% out-earned their husbands, bringing home on average 68% of household income.⁷
- *Accumulating Assets:* Women comprise 47% of individuals with assets over \$500,000.⁸
- *Women of Wealth:* Women control 51.3% of the private wealth in the U.S.⁹
- *Top Dollar:* Among top wealth holders in 1995, the average net worth for the women was \$1.38 million, slightly higher than for male wealth holders, and the females carried less debt.¹⁰

⁴ Calculated from 1999 federal population data by Richard B. Freeman, Harvard economist; cited in Washington Post, 2/27/00

⁵ *American Men and Women, New Strategist Editors, 2000, pp. 260-261*

⁶ *American Demographics, Nov 1997 v19 n11 p37.*

⁷ *Catalyst, 1996*

⁸ *US Labor Dept, reported in WSJ, 11/24/97*

⁹ *Federal Reserve, cited in PBS Online, To The Contrary Hot Topics, Women & Philanthropy*

¹⁰ *IRS publication: Statistics of Income Bulletin, Winter 1999-2000, cited in Facts About Women, Wealth, and Giving, Women's Philanthropy Institute, 01/16/2001*

- *Numbers Accelerating*: From 1996 through 1998, the number of wealthy women in the U.S (investible assets \$500K+) grew 68%, while the number of men grew only 36%.¹¹

The information above forms just the tip of the iceberg. The largest wealth transfer in history is about to take place as the Baby Boomers inherit from their parents. In turn, because women generally outlive their husbands, the family assets will become concentrated in the hands of Boomer women. On average these women will be widowed at age 67, and will most likely survive their husbands by 15-18 years.¹² During this time they have sole control of the household's assets. What no one yet knows is what kinds of spending patterns we will see from what is undoubtedly the youngest, healthiest, wealthiest, best-educated and most ambitious group of retirees ever.

Retirement and estate planning providers, real estate and travel companies, luxury car makers and others are realizing they must learn to reach out to these women as a decisively important consumer segment—or see their customers walk out the door and go to their competition.

The Big-Business Market: Climbing the Corporate Ladder

Obviously it is no longer unusual to see women in the corridors and conference rooms of today's corporate offices. In fact, today, 49% of all professional and managerial level workers are women.¹³ Even more interesting to the businesses that sell materials to major companies is the fact that 51% of all purchasing managers and agents are women.¹⁴

Human Resource executives, who play a key role in deciding on the financial service providers for their companies, are predominantly women. Office Administrative managers, who choose the businesses who will provide their company's supplies and services, are mostly women. And business communication leaders, who buy the production and media services for their company's marketing, advertising and PR, are

¹¹ The Spectrem Group reported in *The World Wealth Report 2002*, published by Merrill Lynch and Cap Gemini Ernst & Young.

¹² Dr. Nancy Dailey, *When Baby Boom Women Retire*, 1998, p.39.

¹³ Center for Women's Business Research, formerly National Foundation for Women Business Owners, 1999

¹⁴ *Ibid.*

very often women. If knowing your customer is the key to selling to her effectively, lots of business-to-business companies had better start learning how women buy.

The Small-Business Market: The New Entrepreneur

Most people are unaware that women-owned businesses, defined as businesses whose ownership is at least 50% female, comprise 40% of all companies in this country. Would it surprise you to learn that these women-owned businesses employ 35% more people in the U.S. alone than the Fortune 500 companies do worldwide?¹⁵ Does that give you some perspective on the buying power they control?

From 1987 to 1999, the number of women-owned businesses grew 103%, or 1.5 times the national average. What's more, their employment levels grew 320%. Their revenues grew most of all, up 436%! And the fastest growing women-owned businesses were the larger companies, firms with more than 100 employees.¹⁶

Women business owners who are creating new accounts to handle their needs for banking services, telecommunications, office equipment and supplies, product and package delivery, travel and the like account for a full 70% of all new business start-ups over the past decade! And, lest you leave with the impression that women-owned businesses are fledgling enterprises uncertain to survive, know that 65% of women-owned businesses have made it past their five-year anniversary, compared to 58% of their male counterparts.¹⁷ Clearly, marketers who sell to small business owners have every reason to focus on women. Increasingly, the buyer for Small Office/Home Office equipment, supplies, communication technology and business services has a female face.

¹⁵ Ibid.

¹⁶ Ibid.

¹⁷ All statistics in paragraph from Center for Women's Business Research, formerly National Foundation for Women Business Owners, 1999.

Chapter 2

The Differences that Make a Difference

What do I really mean when I say “men are like this and women are like that?”

I mean that the average for *men as a group* is statistically different from the average for *women as a group*— “On average, men are taller than women.” I *don't* mean—

- There's no overlap: “All men are taller than all women.”
- The statement is true for any given individual: “John is a man, so John must be taller than Jane.”

So when I say, “On average, men are more aggressive and competitive than women,” I don't mean all men are aggressive, or women are never competitive.

One more thing: For convenience, I often say “men are like this and women are like that” when I *mean* “On average, men tend to be like this and women tend to be like that.” If you could just do a mental “find and replace” on those phrases throughout the book, I'd appreciate it. It'll save us all some time.

Why the explanation? You'd be surprised at the number of people who try to help me appreciate distinctions like this at my speeches and seminars.

Of Mice and Men

Are the differences between men and women truly significant enough to make it worth writing—or reading—a book about those differences as they relate to marketing? Let me give you an analogy: I'm sure you've heard how many of the new drugs and treatments in development to address various human disorders are tested on mice. The reason, I read one day in the newspaper, is that mice and human beings share 95% of the same DNA. That's right, 95%! I guess it makes sense: both have two eyes, two ears, four limbs, a stomach, a heart, and so on. But I can't help thinking...boy, that last 5% sure makes a big difference—the size, the fur, the tail, the ears!

From that perspective, how different are men and women, really? In my mind, it's like the mice and men: women and men may be 95% the same, and only 5% different...but boy does that last 5% makes a big difference! Especially since much of

that 5% is concentrated right at the heart of marketing: differences in perceptions, preferences, aptitudes, behaviors, communication patterns and more. You wouldn't attempt to market to a mouse as you would to a human, I'll assume—if for some odd reason you found yourself in the marketing-to-mice business. For mice, you'd use cheese, maybe, and you'd speak in the high, squeaky tones mice like to use. The differences between men and women are in some ways as profound as the differences between mice and men.

It can be tricky to talk about of male/female differences in a way that nobody finds offensive. For lots of good reasons, it's still kind of a sore subject with a lot of people. That's why it's important to review the data. We need to sort out the truth from the tripe and be aware of the very real differences between men and women so that we can adapt appropriately. The findings are fascinating, and the applications are endless—in your home, in your workplace, and, of course, in your marketing and communication plans.

So let's get to it: How *are* women different from men?

...

Biological Influences—More Than Another Freshman Course Requirement

... The three basic components of the system are chromosomes, hormones and brain structure. Each one interacts with the others so seamlessly that it's hard to tell their output apart sometimes. But let's take a crack at it.

Chromosomes—Ask Y

It all starts with one little Y chromosome, a tiny piece of genetic material that boots up the whole system. Of the 46 chromosomes in normal human cells, this one little bit of information drives the gender program. The sex of the embryo is determined by the father's genetic contribution, and by whether the egg's successful suitor is X-bearing (female) or Y-bearing (male). Both XX and XY fetuses are female at first. Then about six

weeks after conception, the little Y-guy triggers a pre-natal testosterone ‘wash’ which changes everything. (You realize what this means—I hate to break it to you guys out there, but rather than women being “Adam’s rib,” men are actually the derivative model).

That’s really all you *have* to know about chromosomes, but in my research I came across one fun item I can’t refrain from sharing with you.

Intelligence – Why Men Are Geniuses

Headline: “*Brainy sons owe intelligence to their mothers.*”¹⁸ It turns out that the primary genes for intelligence, all eight of ‘em, reside on the X chromosome. Men get one X chromosome from their mothers, while women get two X’s, one from mom and one from dad. So, while women’s intelligence is a composite of both parents’ “smarts,” men get all their intelligence from their mothers.

Because men get no matching chromosome from the father to “average out” the mother’s, the male population’s IQ distribution curve shows more variation toward the outer edges of the bell curve, whereas the female population tends to cluster closer to the central “average.” That accounts for the fact that although there are more male geniuses, there are more male idiots as well. I think that explains a lot, don’t you?

Hormones – Gender Chemistry

The game is kicked off by the chromosomes, but it’s starting to look like hormones are really the star players on the field.

The Male Hormone

Some scientists call testosterone “The Big T”, and this bad boy is the main man when it comes to male-linked personality characteristics like aggressiveness, self-assertiveness, the drive for dominance, competitiveness, risk-taking, and thrill-seeking.¹⁹

Scientists have measured a direct correlation between testosterone and competitive people, as well as competitive circumstances. People in hard-driving, aggressive occupations such as trial attorney and athlete have higher T-levels than people in nurturing, interpersonal occupations, like teaching and counseling—whether they’re

¹⁸ Cooper, Glenda, 1996, June 28. Independent, p. 4.

¹⁹ Moir, p 83

men or women. Among men, testosterone increases before, during and—for the winner only—after a competitive situation like a tennis match. Women’s T-levels also respond to competitive situations, but here’s an interesting twist: among women, T-levels are more correlated to the feeling that she played well than to whether or not she won.

One study followed boys and girls whose mothers were prescribed testosterone during pregnancy as treatment for a related condition. It found the testosterone-dosed boys *and girls* tested higher than their siblings on self-sufficiency, self-assuredness, independence and individualism: girls tested 50% higher, while boys’ scores soared 100%.²⁰ Conversely, when pregnant women took pre-natal *female* hormones as treatment for a different disorder, girls *and boys* were found to prefer more group activity and showed more reliance on others than their siblings—both considered female characteristics. These hormones are powerful stuff—a couple of squirts in the womb and they literally change your whole personality for life!

Like women, men have hormonal cycles. “The Big T” fluctuates daily (highest in the very early morning) and annually (highest in the autumn). I’ve heard it said there are a few people who are worried about having women in positions of political or military authority because of their monthly cycles. So, given that testosterone is the hormone most closely correlated with aggression, and men have ten times more than women, were they thinking we should ask the generals to step down for a few months in September? Just wondering.

While most people are well aware of testosterone’s link with competitiveness, assertiveness and self-reliance, fewer realize it is also a direct driver of a variety of aptitudes you would normally think of as being more learned or individual than biochemical. For example, if you inject female mice with testosterone, they are able to run mazes as fast as their brethren. Conversely, if you restrict the natural testosterone levels in males, they slow down and get lost a lot. (And of course they wouldn’t *dream* of asking for directions!)

Tests on men and women measuring spatial, mechanical and math abilities show that individuals of both genders get higher scores when their testosterone levels are higher. And beginning in their middle fifties, women may be surprised to find their

²⁰ per Dr June Reinsich, Director of the Kinsey Institute: Moir, Brain Sex, p. 79.

checkbooks easier to balance and an increased confidence in their ability to program the VCR.

The Female Hormones

Estrogen, the primary female hormone, has two roles: High levels are associated with strong nesting and nurturing feelings, giving a deep satisfaction from caring for home and family members. It also acts to suppress the effects of the testosterone that women generate. As referenced above, when estrogen is low (and thus testosterone has a free rein), women are more competitive, improve in math and spatial skills (Moir 93), and are also more prone to aggressive behaviors—just like men.

Progesterone also promotes parental/caretaking urges, and is released when a woman sees a baby—any baby, not just her own. In fact, when a woman sees *any* “releaser shape,” something with short, stubby arms and legs, a round, plump torso, an oversized head and large eyes (like a teddy bear, as opposed to a Pinocchio puppet), progesterone is released and the parenting instinct is triggered.²¹ You can tell the precise moment when progesterone is released; it’s when all the women in the room croon “Awww, how cute!” at the exact same time!

Oxytocin, a hormone that promotes a “sense of partnership, and urge to care for a child” (Blum, p. 114), floods the system during labor & delivery, and in one other crucial circumstance: when women are under stress. Years ago, scientists identified adrenaline as the body’s primary response to stress, and termed its hyper-energetic effect the “fight or flight” syndrome. Up until just this year, no one realized that among the respondents, in all the studies, only about 25% had been women. Now new research has revealed that when women are stressed out, they release oxytocin more so than adrenaline, thus triggering an urge for interpersonal interaction. It’s proof of something we women have always known: there’s nothing like a girlfriend to talk to you when you’ve had a bad day. Scientists’ name for this female response to stress is the “tend and befriend” syndrome; women’s term is “I’ve just gotta talk this through, okay?” Bet you’ve heard that!

²¹ Pease 157

In addition to estrogen, progesterone and oxytocin, there's also **serotonin**, a hormone that is *inversely* correlated with risk-taking behavior. Women have more serotonin than men, and more serotonin receptor sites in the brain, which damp down thrill-seeking urges and exhibitionist behavior, probably originating in testosterone.²² Men have no such luck (or no such constraint, depending on how you look at it) and that accounts for their higher susceptibility to boredom and their desire for excitement and adventure. By contrast, women's higher serotonin levels help to suppress those perfectly natural drives to hurl oneself out of an airplane with nothing but a backpack between you and death (it must be that "stay alive as long as possible" evolutionary drive at work!). Does anyone else find it interesting that, when it comes to women's everyday behavior, everyone says "risk averse" like it's a bad thing?

Chapter 4

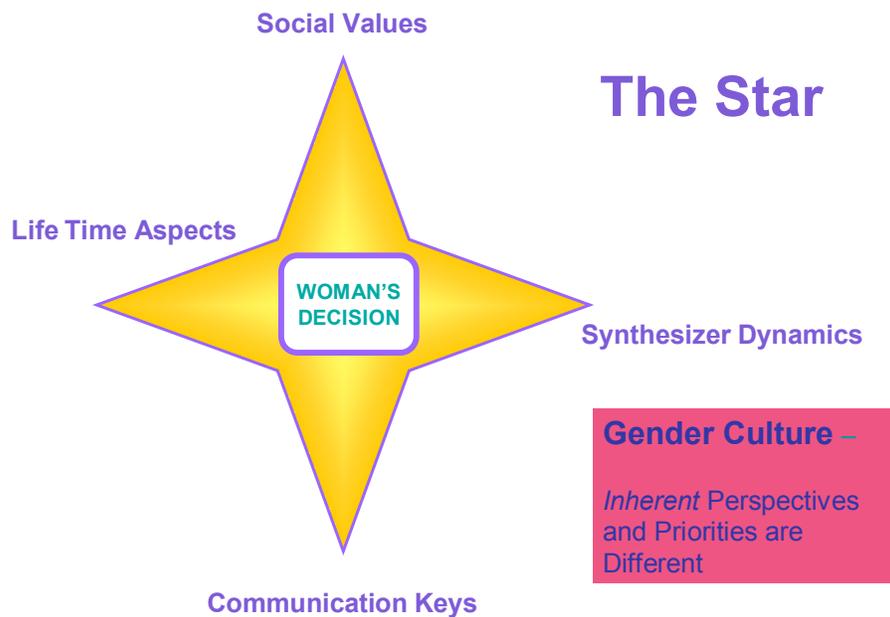
The Star: Gender Culture

The *GenderTrends*™ Star

The four points of the *GenderTrends Star*—Social Values, Life/Time Factors, Synthesizer Dynamics and Communication Keys—signify four dimensions in which women's gender culture differs materially and relevantly from men's. We'll spend some time with each of these star points, and then wrap up the chapter by extracting a list of the key female values you'll want to think about as you're creating your marketing programs.

...

²² Professor Marvin Zuckerman, cited in Moir, '99, pp. 160-163



The Four Points of the *GenderTrends* Star

Social Values—Different beliefs and attitudes about *how people should relate to each other*

Life Time Aspects—Implications of the ways in which *women's roles differ from men's*

Synthesizer Dynamics—Consistent differences in *how women perceive and process*

Communication Keys—Different patterns and *rituals of expression*

Star Point 2: Life Time Aspects

Women allocate their time differently than men do—partly because they have different roles in daily life, partly because they have a different style of getting things done, and partly because, thanks to their longer life spans, they simply *have* more time in their mature years. Each of these aspects holds important opportunities for marketers who recognize the underlying motivations and resulting needs that affect women in their purchase decisions.

Daily Life: Women and the Double Day

Few would dispute that women's roles have changed substantially in the last 30 years—not only in the societies grounded in Western European culture, but throughout

much of Asia as well. Marketer Rena Bartos, in her 1981 book, *Marketing to Women Around the World*, found that in most countries, the majority of women work outside the home—and the majority of work inside the home is still done by women.

Women in the Workforce

These days, working women are more the norm than an anomaly. In fact, their labor force participation rate is fast approaching men's. And whether or not women originally entered the workplace for economic reasons, now they're staying because *they like it there*. Grey Advertising's study reported that 78% of women say having a job makes them feel good about themselves; 76% want successful careers; and a definitive 62% of them say they would work *even if they didn't need the money*.

Labor Force Participation

	Women	Men
1980	52%	77%
1996	59%	75%
2005 (Est.)	62%	73%

*Statistical Abstract of the U.S., 1997;
cited in Women and Money newsletter, April 1998*

By the end of their childbearing years (40-44), the large majority of women have had kids: 81%, including 64% who have two or more children (1998 US Census Bureau data cited in *Marketing to Women*, May 2001). After their maternity leave, most mothers return to work—and whereas 10 years ago, most of them said they felt guilty about it, today, only 26% say they do. (Denise Fedewa, LeoShe, quoted in *Sales and Marketing Management*, January 2000). For marketers seeking the higher-income market, it's worth noting that the higher a mom's education level, the more likely she is to keep working.

Labor Force Participation: Mothers

Kid(s) less than 1 year old	59%
Kids older than 1 year	73%
Some High School	38%
High School graduate	58%
At least 1 year of College	68%

*U.S. Census Bureau;
Cited in Marketing to Women newsletter, December 2000*

As women take on more responsibilities in the home, they relinquish earning power in the workplace. Consider this frequently published statistic: on average, women earn \$.76 for each dollar earned by men. What is less well-known is that single women earn 102% as much as single men across the full spectrum of occupations, education levels and age. When the EPF looked at the earnings of full-time working women *without kids*, they found that, in 2001, they earned 96% as much as men without kids. That's pretty darn close.²³

Women at Home

Things may have changed a good deal in the office, but on the home front—not so much. In the average household, women devote considerably more time to household chores each week than men do: 14.2 hours compared to 7 hours for men.²⁴

The typical woman serves as the “CPO”—the Chief Purchasing Officer—in her home, doing most of the buying for the entire household. At the same time, she's got cabinet-level authority in a majority of the other primary areas of family life: she's the Secretary of Health, Education and Welfare, for instance, typically taking on primary responsibility for health care, school issues and budgeting/financial management. She's the Secretary of the Interior, making sure that everyone's emotionally stable and getting along, and the Secretary of the Environment, dealing with everything from clearing a path through the socks on the floor to putting up wallpaper to making sure the Christmas tree is decorated or the Menorah lit. She runs the Office on Aging if her parents—or her husband's—are elderly and ailing, and she even moonlights as Julie, the Cruise Director, planning family vacations and other activities. It's a tough job, but somebody's got to do it...all of it. *All of the time.*

In the 1990s, many advertisers sought to show sympathy for women's situation by portraying their lives as harried and almost overwhelming. However, a recent study found

²³ March 2001 Current Population Survey, analysed by the Employment Policy Foundation cited in *Marketing to Women* newsletter May 2002

²⁴ Employment Policy Foundation analysis of 1997 PSID data (Panel Study of Income Dynamics), cited on website at <http://www.epf.org>

that women see their lives as very full and busy, but not disjointed or unmanageable. They move easily among their roles and integrate their activities into an organic whole. The reality is that most women these days *don't* feel exceptionally stressed out, and are pleased with how well they cope with everything they have to do.

Self Defined for the New Millennium Yankelovich study conducted in 2000 for Self magazine	
I have found ways to successfully manage stress in my life	73%
When I have too much to do, I find that I get more done than expected	63%

Multi-tasking

One of the findings from Chapter Two was that men tend to be *single-minded and focused*, whereas women tend to be *multi-minded and integrated*. In addition to the “People First” orientation, this is one of the most consistent and systemic differences between the genders. It manifests itself not only in brain structure, perceptual abilities and processing preferences (more about that in a moment), but very pragmatically in terms of how men and women run their lives.

Men like to structure their lives linearly: first things first, finish one thing before you go on to the next, get the most important things done before you tackle anything lower on the list. Women pursue several tasks simultaneously. Each task spans a longer period of time, and outcomes can't always be timed too precisely, because the attention allocated to each is adjusted continuously based on what comes up—what else needs to be integrated into the timestream.

To women, this is the most efficient way to work within their “many hats” lifestyle. As they move across their roles at work, at home, at leisure, it allows them to get more accomplished—just less predictably. In fact, if they *aren't* doing more than one thing at a time, most women feel uncomfortable. If she's just cooking dinner, she feels a vague sense of unease; she can't stop thinking about everything else she's got on her list. But if she can get the mail opened and laundry sorted while making dinner and helping kids with homework – now *that's* a good use of time.

Multi-tasking makes men nervous. To them, it looks a little like herding cats: disorganized, unstructured, out of control. They're sure things aren't progressing as they should be—"How can you get it right if you don't give it your full attention?" their conclusion is that women can't focus. For their part, women feel a little sorry for men. The poor dears seem to only be able to handle one thing at a time which is incomprehensible to women.

Let me give you a brief example. Suppose a man tells his wife that he is going to run out to the drugstore. As far as most women are concerned, "I'm going to the drugstore" is an incomplete sentence. Any woman knows it should end with "...and do you need anything while I'm there?" It's a female reflex to scan for anything the clan might need. However most women are accustomed to this difference in how men and women think, and nudge men by completing the sentence for them.. "Great, honey. Can you take the videotapes back to the Blockbuster next door?"

"I'm not going to the Blockbuster; I'm going to Walgreens."

"Honey—it's next door. It's on the way."

This invariably gets a grumble about women always looking to pile on additional tasks with a side comment that all he wanted to do was get in and out of Walgreens. To him, a request like this is *in* the way, not *on* the way.

The flip side is that men are typically very sparing in asking women to do similar errands for them—though women generally don't mind when men make these requests. Women *look for additional tasks* to group together. When a man asks a woman to drop something off at the post office for him, she thinks *Great! Combined with the dry-cleaning I need to pick up and the quick stop at the grocery store, I've almost got the critical mass I need to make it worth my while to get in the car and drive to town.* To a woman, it simply doesn't make sense to get in the car to do just one or two things. Until her errand list reaches critical mass, the dry cleaning and grocery store just have to wait.

At bottom, these are just two alternate strategies for getting the most out of the limited time we all have. Conceptually, let's say you give a man and a woman the same To Do list of five prioritized items. At the end of the day, the man will come back with the top two items crossed off the list. The woman may return with Priority One undone—but the other *four* items are all crossed off. The man prioritizes; the woman maximizes. In

her life, just because it isn't "most important" doesn't mean it doesn't have to get done eventually—might as well be now.

A UN study of men and women in 130 societies concluded that in all cultures, women multi-task and “demonstrate a facility for juggling many activities at once”²⁵. All over the world, we do it the same way. Retail designers, event marketers, salespeople and customer service reps can all leverage this insight to their advantage. (Wait till we get to Chapter Eight—you'll see.)

...

“Live Long and Prosper”

With advances in health care and the healthier diets, different lifestyles and other choices now available to us, we're all living longer. In her book *New Passages*, Gail Sheehy pointed out that, although we think of longer life expectancy as adding more time to the end of life, in reality, it's more like adding an extra decade to the middle, somewhere between 50 and 60. These days, 55 is very alive; it's Prime Time, not the darkest hour before the dawn. As the Baby Boomer population bulge moves into Prime Time—and becomes progressively more female, by the way—we're going to see some major shifts in both popular culture and marketing opportunities.

Between the years 2000 and 2010, the 55-64 year old population will grow an astounding 48%; by contrast, the 25-54 age segment will grow a mere 2%²⁶. And, because women live longer, as any population ages, it becomes proportionately more female: in 2001, among Americans aged 65+, 14.6 million were men and 20.5 million were women.²⁷

Most older women will be healthy and can look forward to many years of an active lifestyle. According to Diane Holman of WomanTrends, if a woman reaches her 50th birthday without cancer or heart disease, she can expect to see 92.

Whereas Baby Boomers' grandmothers may have sat in a rocker sipping a cup of tea while reading a book, today's Boomer grandma is more likely to be sitting at her

²⁵ Fisher, p. 7

²⁶ *American Generations*, 2000, p. 342. Calculations by New Strategist, based on numbers from US Bureau of the Census

²⁷ *Americans 55 and Older*, p. 293. Calculations by New Strategist, based on numbers from US Bureau of the Census

computer sipping Evian having just come in from her tennis match. These will not be women pining for the good old days of their lost youth. As a matter of fact, the Grey Advertising study found that the great majority of women, eight out of ten, said they feel stronger and more confident in themselves as they grow older.

That may be due to maturity, wisdom and experience, of course. But it's likely it also has something to do with the "fifth decade hormone flip," a biochemical jiu-jitsu in the way men and women interact with one another. Between the ages of 40 and 80, men's T-levels drop a dramatic 50%²⁸ They also let go of a lot of the aggressiveness and combativeness conferred upon them by testosterone. After 30 years of focus on work and moving up in the hierarchy, they become more relaxed about interpersonal relationships and interested in strengthening family ties. In short, they mellow out.

Women's hormone levels also drop precipitously. Their estrogen levels fall off so much that by age 72, *men* actually have more estrogen in their blood than women do—three times as much.²⁹ As women's estrogen levels drop, the effect of their testosterone becomes unmasked, and women become more assertive, show a gain in self-confidence, and become even more influential in decision-making within their relationships. If you think women have a lot of influence in couples' decision making now, you ain't seen nothin' yet

What this means for marketers is that those of you who sell big ticket items, such as cars, computers or financial services, to Prime Time couples in their 50s and 60s need to get really gender-savvy really fast. All the family assets handed down from her parents *and* his parents are migrating to *her* wallet. If you know how to follow dollar signs, you'll learn to communicate well with women.

Star Point Two At A Glance
The Double Day
Multi-tasking
Milestones
"Live Long and Prosper"

²⁸ Blum, p 160.

²⁹ Hales p. 75.

Star Point 3: Synthesizer Dynamics

A little while ago, I mentioned that one of the most pervasive differences between women and men is this: men are single-minded and focused, while women are multi-minded and integrated. Relative to men, women see more details, care more about them and, via those bi-lateral brains and multi-zone processing, prefer to integrate them into a comprehensive whole rather than stripping them away as extraneous. As I said in Chapter 2, men analyze (take apart) and women synthesize (put together).

Details, Details

She Notices More

Women pick up on things that men don't even register—either because they physically can't, or because they can't be bothered. This is partly because of women's "*extra sensory sensitivity*:" their radar screens seem to be set on a higher resolution. And women's "bandwidth" for screening distinctions is made of a finer gauge mesh. If you can touch it, taste it, hear it, see it or smell it, she's probably noticing it at some level, and it's figuring into her assessment of your product, service and communications.

Even beyond the 'standard' five senses, women also possess a more *hidden* sensory ability. They can read subtle variances in tone of voice, facial expression, gestures and body language, which gives them a sort of "*emotional X-ray vision*." If you're face-to-face with a female customer, any insincerity—or any of those unfortunate "gender judgments" we've been talking about—are likely to be much more apparent to her than you may realize.

She Cares More

While it's true that men care only about "the important stuff," the corollary is *not* that women care (only) about the details. Researchers and salespeople get confused when they hear women talking about criteria that seem minor in the grand scheme of things (storage pockets and a security purse-holder in the mini-van), and sometimes conclude that women have different needs than men. The way it really works is that women want all the same things as men – *and then some*. They have a longer list.

In the film, *When Harry Met Sally*, the two friends are in a diner ordering dinner. (You remember that scene, don't you? But no—this is before that.) Harry places his order, quickly requesting an item on the menu. Sally names her item—and then launches into the specifics: “I'd like the pie heated, and I don't want the ice cream on top, I want it on the side. And I'd like strawberry instead of vanilla, if you have it. If not, then no ice cream, just whipped cream, but only if it's real. If it's out of a can, then nothing.” Harry thinks she's crazy, obsessed, demented; but as Sally says “I just want it the way I want it.”

That's what your women customers want too. Details matter.

Integrate vs. Extricate

When it comes to absorbing a problem, sizing up a situation—or making a big-ticket purchase decision—men and women couldn't be more different. Both believe in getting “the big picture,” but they go about it from opposite points of view.

The Way Men See It

Men believe in peeling away the “extraneous detail.” If it's not one of the top three to five factors, forget about it. To stay focused on what's important, remove the topic from its context and reduce it to its basic elements. Analytical and minimalist, this approach is grounded in the benefit of extricating the bare essentials from the morass of smothering detail. Clarity comes from simplification, stripping away the small distinctions, discarding the data that clutter up the main points.

(Apparently men operate this way even at the molecular level. In the November 1999 issue of *Science*, the Whitehead Institute in Massachusetts tackled the case of the diminishing Y (male) chromosome. *The modern X chromosome has about 10 times more genes than a modern Y chromosome, which has been casting off genes that are not useful to the male for the last 320 million years!*)³⁰

In addressing a high-involvement purchase decision, then, men prefer to focus in on the *important* things—namely the top few items on their list of criteria. Once they find something that meets all the key criteria, they're ready to move ahead on a decision.

³⁰ <http://www.geocities.com/Heartland/Lane/8771/chromosomes.html>

In absorbing advertising, they like simplicity, broad strokes—a message and creative approach that allows you to get in, get out, get on with it. In his book, *Male and Female Realities*, Joe Tanenbaum, one of the few male authors to write on gender differences, says “Men are very simple. They’re not very complicated. They’re not very sophisticated in the way they approach things.”³¹ In female vernacular, this statement is not particularly flattering. To be candid, it borders on being a put-down. I hesitate to include it without checking it with some male feedback first. To a man, they said, “*That’s right –simple and proud of it.*”

The Way Women See It

With women, it’s an entirely different story. In their view, details not only add richness and depth, but are *necessary* to an understanding of the situation. How can you possibly grasp the big picture without a detailed knowledge of the specifics? How can you appreciate the real issues without a thorough familiarity with the context? Women look to *add* information, not cut it away. While men see this as complicating the situation, women see it as integrating all the material necessary for a comprehensive perspective. Anything less would be superficial and meaningless.

In advertising, it is an accepted philosophy that to be effective, advertising must be single-minded and focused: one and only one central premise, with a single—or, at most two—support points. Take a Nissan print ad I saw recently: The visual is clean and simple—a gleaming car dashing through a spray of water. And the copy is straightforward as well—*Horsepower increased: 17%. Torque increased: 6%. Bragging rights increased: 100%*. Aside from the fact that the copy is *perfectly* aligned with male gender culture, the execution is well-designed for the way men absorb information: a two-second scan and they register all they need to know. It’s not great for women though: a two-second scan and they forget about it two seconds later.

Even if most women cared about torque (and I’ll wager most women don’t have any more idea than I do about why one needs “torque” in a car), there’s not much to engage with. The ad leaves women either cold or hungry for more to work with. In either

³¹ Tanenbaum, p. 160

case, they turn the page no more persuaded or motivated to check out the car than when they first picked up the magazine.

The Perfect Answer

The “longer list” factor (wanting all the same things as men, and then some) and the drive for a complete, integrated solution combine to create what I call the “Perfect Answer” syndrome, a key to understanding how women buy, and a fundamental premise of the *GenderTrends* Marketing Model. Basically, women set the bar higher than men do; and they believe in stopping when they’re only halfway over it. Women don’t settle for “good enough.”

When my friend Jennifer was in the market for a cell phone, she had several criteria in mind; but like many women, she doesn’t like shopping for technology products. (Probably because they’re not marketed in a way that makes any sense to women. Who cares about the difference between digital and analog? What the heck is a gigahertz? Never mind—don’t answer that. I don’t really care enough to listen.) Anyhow, her husband, who loves gadgets, offered to do the research for her. The most important thing, since she travels a lot, was that the phone work well just about anywhere (“Can you hear me now?”) and not rack up ridiculously high roaming fees. *And*: it had to be very lightweight; have no stubby little antennae that sticks out because those catch on things in your handbag; *and*, all else being equal, a cute phone like the Motorola StarTac would be good. A few days later, he told me her she needed AT&T Digital One-Rate Service. “Fine,” she responded. “And what kind of phone do I get?”

“What does it matter? Whatever phone comes with that service.”

“Uh-huh,” she said. “Well, dear, it’s very *manly* of you to listen to only the first thing I said, but actually I care about the other considerations too.”

So she looked into what phone models AT&T offered with that service plan, and it turned out Nokia was one of the options. Nokia was the first company to offer cell phones in any color other than black matte plastic. Their early phones came in three colors, one a dark metallic navy called Ocean Blue. It was flying

out of the stores and hard to find. She called all over Chicago and finally located one at a dealer an hour away.

When she returned from her expedition, she showed her prize to her husband. He looked puzzled. “You drove *two hours* to get that? I had no idea the color of the phone was the most important thing to you.”

It *wasn't*—the color wasn't the most important thing; in fact, it was the *least* important thing. But like Sally, Jennifer wants what she wants. If she's going to all the trouble to get something she's going to have for a long time and that's 90% of what she wants, she's not going to settle. She's willing to put in a little extra effort to get *100%*. “Every time I use my elegant little Ocean Blue phone,” she says, “I'm glad that I did!”

To coin a phrase...*The diva's in the details*. Women are constantly scanning, integrating and *acting* on the details. And these are often details that guys don't say anything about. Does that make women “demanding” customers? You bet. But it also makes them more discerning customers, and you can apply that to your advantage.

Several companies have found that paying attention to what women want has helped them increase customer satisfaction among their male customers too. For example, Wyndham Hotels installed magnifying mirrors in their bathrooms, based on suggestions from women travelers, who found it difficult to apply makeup leaning way over the sink. Men didn't request the mirrors, and it's likely they never would have; but once the mirrors appeared, men noticed they made shaving a lot easier, and they appreciated having them.

Star Point Three
At a Glance
Details Matter
Extra Sensory Sensitivity
Emotional X-Ray Vision
Integrate vs. Extricate
The Perfect Answer

Chapter 6

The Spiral Path: How Women Make Purchase Decisions

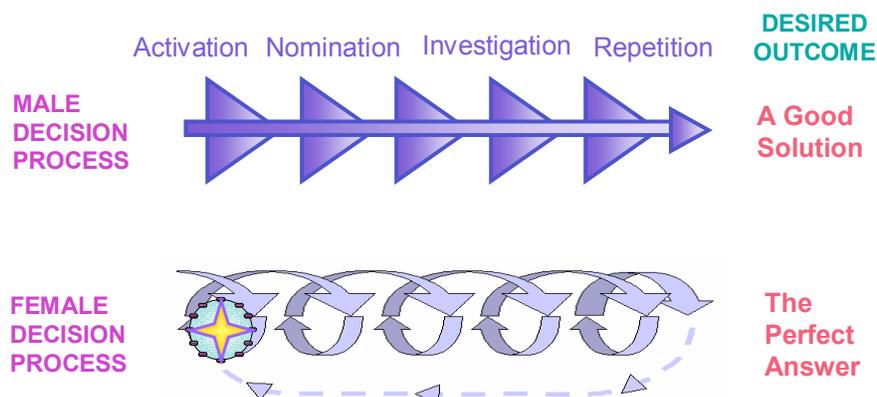
Gender culture affects a woman during every moment of her life. What *you* care about, though, are the moments when she is thinking about *your* product—or your competitor’s product, heaven forbid—because those are the moments you’re trying to influence. The final component of the GenderTrends™ Marketing Model, the Spiral Path, captures the way in which her purchase decision process differs from that of the boy next door.

From start to finish, women and men seek, search, and research differently. In GenderTrends terms, not only is the Compass different (i.e., gender culture and reactions to marketing elements), but the path the Compass travels, the decision purchase process, is different as well. There are four key disparities in how women and men advance through their purchase path:

1. Women start the process differently— asking around.
2. Women pursue a different outcome—the Perfect Answer.
3. Women seek more information and investigate more options—the Spiral Path.
4. Women’s influence on your sales success doesn’t end with her purchase—the Repetition stage.

Figure 6.1 represents the **Spiral Path**, the more complex and detailed decision-making process women go through before making a purchase. With just a glance at the graphic, you can see that men’s decision-making process is linear: men tend to move straight through the stages involved in decision making without detours or tangential moves, seeking a good solution as their end goal. Women, on the other hand, tend to advance toward a decision in a series of cycles, often looping back to an earlier stage of the process as they reconsider previous decision factors and integrate new information, seeking the Perfect Answer.

The Spiral Path



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The Perfect Answer: Women Pursue a Different Outcome

When embarking on a new purchase, men go looking for a good solution, whereas women set out to find the Perfect Answer.

We started this discussion in Chapter Four, but there are a couple of additional points to add in context of the shopping process: : how she thinks about what she's looking for, and the "due diligence" process it takes to decide when she's found it.

As you may recall, the gender principle at work here is one of the Synthesizer Dynamics: single-minded focus versus multi-minded integration. Men define the product or service they want in terms of the features that are most important to them, formulating a short, focused list of key decision criteria and then finding a solution that meets those criteria. When they find the solution, they buy—they're *done*. Women, on the other hand, start with a more generalized sense of the situation they want to address, factor in additional considerations as they move through the decision process, and keep exploring options until they are satisfied that they have found not just a workable solution, but the best possible answer. In shorthand: men are buyers, whereas women are shoppers.

Let's say a man needs a pair of black slacks. He'll define his goal up front in terms of a short list of concrete key criteria: pleated, cuffed, costs less than \$100. Off he goes to wherever he usually buys his clothes, and he makes a beeline for the slacks section. He may find what he wants right away—great: he'll buy it, turn around, go home, and watch the game! Or, he may find that the store doesn't carry exactly what he wants—maybe the slacks are pleated but not cuffed. Nine times out of ten, he'll decide that cuffs aren't all that important when weighed against having to visit another store. So, he'll buy the uncuffed slacks and go home and watch the game. Hey – a guy has to have his priorities!

With a woman, it's a different story. When she wants a pair of black slacks, she thinks context: *I want black slacks to wear to the office party Friday afternoon*. In other words, she doesn't define her goal by *product features* but by *end use*. When she gets to the store, she looks at the black slacks and gauges how they measure up to that use. She may even try on a couple of pairs that would be just fine for Friday. As she's considering which pair to buy, other considerations start to creep in. Are they dressy enough to wear on more formal occasions? How likely are they to wrinkle when she travels? Do they need to be dry-cleaned, or can she wash and iron them at home? In other words, instead of discarding criteria, she is more likely to be adding them.

Now she's got a problem: if the slacks don't meet *all* the criteria she's raised, they're obviously not the Perfect Answer. And why should she settle for a partial solution when the perfect slacks might be just a few stores away in the mall? Better to take a look, because "ya never know." Well, it's true! Maybe they have the slacks that go with the black jacket she bought last month, or maybe there's a great sale at the other store. How will she know unless she looks?

In every presentation I give about the path women take to reach a decision, by this point, most of the women are nodding their heads and smiling wryly in recognition, while most of the men are shaking their heads in disbelief. The numbers support what I'm telling you, too: 61 percent of women say that when making a clothing purchase they visit *several* different stores before deciding what to buy.³²

³²Cotton Inc Lifestyle Monitor, www.cottoninc.com, reported in *Marketing to Women* newsletter, Sept01, volume 14, #9.

The point, fellow marketers, is that women are very rarely going to buy early in the decision process. In the Sprint Cellular case cited earlier, while men were ready to buy in two visits to the store, with women, it averaged three. Women's search for perfection renders them reluctant to buy until all possible options have been explored. The marketer's challenge is to overcome this decision reluctance by assuring them that they have indeed found the Perfect Answer.

Oddly enough, it appears as though men's and women's clicks-and-portals shopping patterns are the inverse of their bricks-and-mortar habits. In the online environment, it's women who stick to the list, go for the goal, and get out, while men tend to take a little more time to browse around. Maybe it's because there aren't any interfering salespeople asking, "Can I help you?" (as if a real man needs or wants any help!).

The Spiral Path: Women Seek More Information and Investigate More Options

The search for the Perfect Answer is the main reason the woman's purchase path is shown as a spiral instead of a linear progression, like a man's. As she continues to get more information from her research, and to welcome additional input from others throughout the decision process, she often loops back to previous stages in the purchase path. Maybe she thought she wanted to buy a car, but now she realizes a mini-van would better suit her needs—back to Stage I, Activation. Perhaps she picked two brands of phone service she was interested in learning more about; then a neighbor raves about her new service and she decides to add or substitute that brand—back to Stage II, Nomination. Or she might make it all the way to stage III, Investigation and Decision, and walk into a computer store with three specific laptop models in mind—and see a brand she's never heard of before. No problem—let's add it into the mix, as long as we're here.

Men, meanwhile, are looking to *eliminate* options, not add them. Going back and reconsidering decisions that have already been made is off-strategy. Worse, it's moving *backward*, not forward toward the goal. Women figure you're bound to learn stuff along

the way in any process; just because *you didn't know everything* when you started shouldn't keep you from being open to better options as you find them.

When you consider the fact that she's got a longer list of criteria in the first place, and add in all this re-thinking and looping back, it's not surprising that a woman's decision process takes considerably longer than a man's. Case in point: one study found that women spend *40 percent more time researching* a mutual fund before they invest.³³ While men see this depth of research as unnecessary overkill, women view it as due diligence, what any responsible person should do. To arrive at a decision, they have to be sure they have gathered enough information to know everything that's out there.

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Marketing/Sales Implications of Women's Different Decision Process

We've discussed a number of the sales and marketing implications of gender differences in decision making and purchasing. Let's close the chapter with a summary of what marketers need to do in order to gain the fullest advantage from these differences.

First, it's essential to *leverage word-of-mouth tactics*. Word of mouth is frequently how women begin their purchasing process (in the Nomination stage), and it's also how they pass along their findings to others (in the Repetition stage).

Second, *provide plenty of information*. The more information you make accessible to her, the more you prime her with what she needs to make a decision. Through communications material, such as printed information, Web sites, collateral media, and retail merchandising, you can appeal on multiple levels—a strategy to which women respond well. You can also provide information through a well-trained sales force that understands and respects how much information women frequently have already when they reach the sales floor due to advance data gathering.

Third, *use tactics that overcome decision reluctance as a woman tries for the Perfect Answer*. Do the comparison shopping for her by finding out what her needs are and by presenting three options with pros and cons of each. Emphasize the benefits of

³³ CondeNast: *Working Woman*, July/August 2001, page 25.

making a decision *now*, one that can be fine-tuned later by adding a warranty, as an example, or options that can be purchased separately.

Finally, *prepare salespeople for the reality that the initial selling process will take longer* with women customers—and that it’s well worth it to hang in there because of the greater payoff in repeat business and referrals.

Chapter 7

Market Assessment

In order to assess your market and strategize about how best to reach that market, there are three primary areas you need to consider:

- **Find your market** – Define the business case and locate the holes in the competition.
- **Understand your consumer** - Conduct the research that will give you the insights you need to create and articulate your brand’s most powerful positioning.
- **Measure your impact** - Find out for a fact what’s working and what isn’t.

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Qualitative Research: Permission to Speak Freely

New research techniques recognize that when women “tawk amongst themselves,” the dynamics are very different than conversations among a group of men. Women become more communicative when interacting freely with each other and allowed to “multi-talk” in a female-friendly style. Sure, I know it’s more efficient to talk or share information in a facilitator environment with a carefully timed and structured discussion guide, but you will never unearth the underlying insight that way—not with women. Get women talking with each other instead of at the moderator and get them laughing and building on each other’s thoughts. A funny thing will happen if you get them talking on the way to the forum: they’ll discover the mutual moments of

“Ohmygosh, that’s exactly what I do!” Then you won’t be able to get them to stop giving you observations, opinions, and insights, all of which will help you improve your product and sharpen your marketing.

Women-only groups

Even for gender-neutral products, conduct your focus groups “women only.” Why? As we saw in Chapter 4, male and female communication styles are considerably different. Sociolinguists like Dr. Deborah Tannen have found that groups of mixed gender default to male patterns of conversation and interaction. Women become more reserved and less participatory. They don’t buy into the competitive “game” that prevails when men are expressing divergent opinions, and because they are less likely to interrupt, hold the floor, or insist on their opinions, they simply won’t offer as much information.

And you need that information. While men can give you the big picture, the broad brushstrokes about a product or marketing response, women can give you something different—and more helpful. As we know, women are more likely to perceive detail and nuance and to think in the context of people and lifestyle. In these days when every marketer is trying to differentiate his brand from a host of very similar products and services, it’s the details that make the difference. And the details that are *important* are the ones that relate to people and lifestyle, not technical specs or performance stats. That’s why women can give you the points of difference that will make or break you versus the competition.

Since *make* is definitely preferable to *break*, let’s look at three nontraditional research approaches designed to tap into women’s energy and honesty when they’re talking to each other.

Girlfriend groups

Developed and refined by the LeoShe division of the venerable Leo Burnett advertising agency” girlfriend groups, these are like a new millennium version of the Tupperware parties of old. The researcher meets with a group of women who all know each other at the home of one of the group’s participants. A familiar environment and a

known group make the members more relaxed; they feel more able to be themselves rather than focusing on delivering answers to a moderator.

In addition, in the home environment women are closer to the point of usage of the product—and therefore more likely to be in touch with the details that make a difference. “Come to think of it,” a woman will say as she fills a glass for a friend, “one thing I’ve never liked is how noisy the ice maker is. Plus, you can see the problem—none of my glasses fit under the dispenser in the door, so I end up with water dripping all over the floor every time.”

Because they all know each other, they keep each other honest. Admit it: if you believed everything you heard in a conventional focus group, you’d think no woman ever fed her child those “evil” sugared cereals. (So who buys them—the little Irish elf on the box?) But, if Mary hears Sandy saying that she always feeds her kids the recommended servings of fruits and vegetables, Mary’s likely to call her on it. “Oh, please,” she’ll laugh. “you may be *servicing* Alex two helpings of vegetables each night, but he eats dinner over at my house with Simon two or three nights a week, and I guarantee you he isn’t *eating* them. In fact the story I hear is that he hasn’t laid eyes on vegetable in two years.” *That’s* when the researcher finds out the Sandy’s been “hiding” the vegetables by pureeing them into spaghetti sauce, salad dressing, and even waffle batter – an interesting idea, if you’re a food company looking to build share among moms.

What we learned from Oprah

This type of group is a provocative and highly effective new format developed by Mary Lou Quinlan, vice chairman of advertising giant Darcy Macmanus and the founder/president of its *Just Ask a Woman* unit. Modeled on a television talk-show format, 35 to 40 women in the target segment are recruited to be in a mock television audience. Mary Lou Quinlan hosts the show herself, leveraging her lively wit and sparkling personality to charm the candor out of her guests. The show is taped, just like a broadcast, and edited to highlight the key revelations that come out of the session. In this way, the “folks at home”—whether that means the sales personnel in the field or the senior executives at headquarters—can hear what their customers have to say “in person” instead of on paper.

Brand champion focus groups - Brand fans talk to nonbelievers

Another excellent and innovative way to learn the language and priorities that women bring to your brand is to turn the tables for a change. Find a group of women who love your product and put them in a room with people who either haven't heard of it or are predisposed against it. Give them a little time to get to know each other. This is important, because without some points of commonality, your enthusiasts won't have a feel for where to start or what to emphasize.

After some time together, switch the group dynamic from "tell me" to "sell me." Ask your brand champions to talk about how they heard about the product, why they tried it, and what happened the first time they used it. Let the "prospects" ask questions and raise objections—and listen to how your advocates answer. This insider's look at women's word of mouth will help you develop communications content and approaches that are compelling and on point with the reality of women's interaction with your brand. In effect, your group will tell you how to overcome resistance to your product or service.

Women online

As we saw in Chapter 5, women are the majority of the online audience, and this is growing rapidly. The five key components of the Internet—communication, content, commerce, community, and convenience—appeal even more strongly to women than men. Leverage this appeal to gather information from your consumer. It may not be a scientifically representative sample (although the online population is getting more mainstream all the time), but the upsides are substantial in that it's very fast, and it's very inexpensive.

Surveys and quizzes

Women love surveys and quizzes, which is why all of the women's magazines run them so often, even using them as part of their audience draw. Take a look at the cover of Shape or Ladies' Home Journal and you're likely to see America's Favorite Day Spas – Tell us your favorites; or Creative or Pragmatic? Rate yourself with our dorm decorating

quiz. They're fun to fill out, you learn something about yourself, and it's interesting to see how you compare to others in the results. Use this appeal to gather information on your product, your positioning, or a promotion you're thinking about running by delivering a survey via e-mail or through your Web site. Use quizzes to gather consumer lifestyle information and surveys for product/category feedback.

Keep it fairly short; remember the time crunch! You're better off separating your topics into six surveys of 10 minutes each instead of three surveys of 20 minutes each.

As for incentives to participate, whereas focus groups usually require a cash payment of \$25-\$75 per respondent, online research is as cheap and simple as sharing the results, which can be tabulated and shown instantly. Remember, whereas a man is relatively more interested in telling companies what he thinks, women are relatively more interested in learning how other people see the situation.

Run a chat group as a mega focus group

Publicize an online session that provides good information on a relevant topic. For example, a company like Volvo might offer a mini-class online about safe driving in winter conditions, featuring a panel of driving experts to answer audience questions. The interaction will be fast and furious with customer input coming in from all over at the once, definitely a chaotic experience in "real time." But if you capture the questions and chat and read the transcripts later, I guarantee you'll have snared new perspectives and valuable thought-starters to run with.

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Chapter 9

Communications That Connect

You know who you're targeting and have a strong understanding of how she thinks about your product and your brand. You've chosen your tactics and know what kinds of communications you need to develop. From Chapter 9 you will learn how to:

- Get the most out of your **media budget** when targeting women.
- Frame your brand's **message** within the context of female gender culture.
- Watch for **executional details** that can make or break your communications materials.

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The four compass points of gender culture in the Star—*Social Values, Life/Time Factors, Synthesizer Dynamics and Communication Keys*—will direct you to executional approaches that women find engaging, meaningful, and motivating. This section is organized into two perspectives:

1. *What you say.* These are ideas and communication premises you can use to catch her eye, engage her imagination, make her smile, and win her heart.
2. *How you say it.* These are specific points on visuals and language that you need to be aware of: some to use, some to refuse.

The GenderTrends™ Marketing Model is a rich source of ideas for different ways to address your women customers, ways that are more relevant and effective for this target than the conventional approaches directed at men. Use these checklists before you start creative development to suggest ideas as you're deciding on approaches to explore for your advertising campaigns and supporting communications materials. Then once the creative is finished, be sure to review the "how you say it" list to scan for pitfalls and opportunities as you're signing off on recommended copy and visuals.

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How You Say It: Context, Stories, Language, Humor, and Other Essential Elements

The Cast: How You Portray Women Beyond "respect" to "understanding"

Articles about communicating with women cite countless studies, surveys, and anecdotes, revealing that women feel marketers and salespeople don't view them or treat

them with respect. While that may be true, the term respect is so overused and underdefined that it is generic and meaningless. What women mean by “respect” is not about being put on a pedestal and kowtowed to. Women don’t really want to be looked up to any more than they want to be looked down on. It’s simply about being listened to and being accorded as much response as if the communication were coming from men: “real men,” assertive, aggressive men who speak up for what they want and matter-of-factly expect to get it.

Better real than ideal

For the last 20 years, in survey after survey, women have told advertisers that advertising offers little for them to identify with. Female culture is all about commonality and empathy, not differentiation and aspiration. She’s looking for that flash of recognition that sparks a connection between her and the real people, real situations, real product usage, and real reactions that tell her you get who she is.

Coping with chaos

Today’s woman copes cheerfully with chaos (usually). She has to. She normally has a full-time job, primary responsibility for managing her household, and plenty of church, school, and community activities to amuse her in her “spare time.” The part a lot of advertisers haven’t caught up with is that women no longer feel torn with guilt at not being Supermom. Their houses aren’t spotless, their kids are sometimes mouthy, and more often than they’d like they have a bad hair day. And that’s OK: they’re fine with it. It’s advertisers who apparently live on Planet Perfect, and when women visit there, they don’t recognize a soul.

Cast more women who aren’t 20-year-old glamour goddesses

Grey Advertising did a study in 1995 showing that 82 percent of women wish advertisers would recognize that they don’t want to look 18 forever. Eighty-two percent is not a small radical fringe, folks! Forget ditzes like Ally McBeal; instead, look at Judging Amy, Law & Order, Crossing Jordan, The West Wing, and The Practice. They

all have attractive, normal-looking women with a brain in their heads—and they don't seem to be collapsing in the

Tap into the “girlfriend factor”

Savvy advertisers seek to create implicit bonds with their customers by delivering their messages with warm thoughts and positive associations. Until recently, most advertisers neglected one context that is very important to women: their relationships with their women friends. Togetherness is a fundamental premise of female gender culture—it is a society of “constellations” not “stars.” The depth and meaning of a woman's friendships are among the most treasured elements in her life. According to the Grey Advertising study cited above, 74 percent of women would like to see advertising show more women doing things together with their girlfriends, sisters, and moms. Yet, based on what I see in the media, this is almost uncharted territory for advertisers. Personal disclosure, constant contact, and emotional expressiveness make up the core of the girlfriend factor, and each creates opportunities for emotional association with your brand.

The Setting: Presenting the Message

Stories

As you'll recall from Chapter 4, one of the Communication Keys of women's interaction is sharing anecdotes from their daily lives. A recent TV ad for a home improvement retailer is built on this very premise. “If this house could talk,” the ad says, “the stories it would tell...” and as a result it evokes the personality of the house and the people who have lived in it. In home improvement, you've got a category that's as manly as they come—construction, contractors, heavy tools, and muddy boots—but the reality is that these days, women are undertaking almost half of DIY (Do It Yourself) projects (and, on average, spending more than the men). So, this company had the savvy to jump in with a female-friendly campaign that's bound to make women feel comfortable and welcome—and that's bound to pull them in to buy.

Context

In Chapter 4, we learned that whereas men “see” more clearly when key information is extracted and “extraneous details” discarded, women better absorb information when it’s presented in context (e.g, as used in a typical situation). So, if you are accustomed to delivering your message via a bullet-point list of key facts and product features—which may be an ideal format for men—you need to think about adding a complementary treatment for women, one that places the product within its environment, lifestyle, and feelings.

Show some emotion

Emotion-based advertising has a powerful pull for women. There are always people involved. It’s generally based on a shared moment and shared feelings—whether it’s inspiration, exhilaration, or just sheer wacky happiness. And it has a way of sticking with you: I worked on the Kodak account for four years and still got a lump in my throat every single time I saw the “Kodak moments” reel.

The Script: Watch Your Language

Cast not aspersions

Comparative scenarios with one party at a disadvantage or portrayed as inferior make women uncomfortable, and they react surprisingly strongly. Even indirect language with a seemingly innocuous claim can trigger this reaction. For example, in 1999, when my client Wachovia was developing a campaign addressed to women business owners, one of the newspaper ads we tested included the statistic, Women are starting businesses at twice the rate of men. Would you believe that not one but several women immediately rejected that language on the grounds that it was putting down men? We changed the statement to read, Women are starting 70 percent of all new businesses, and it went through without a murmur.

Similarly, when my Allstate client tested a copy claim several years ago that said, *Women drivers have 15 percent fewer accidents than male drivers. To women drivers everywhere, we say THANK YOU*, a number of women in the focus group saw that as male bashing, objecting, “That’s just as bad as they’ve always been about us.” The moral

of the story is that while fact-based *product* superiority claims are probably okay (if they're not too heavy-handed), *user*-based superiority claims are definitely not. No people put-downs are allowed—and that means men, competitors, other women, *anyone*.

Deep-six any bragging and swaggering

These just aren't women's style. Perhaps you'll remember the SUV ad that started off a magazine ad with this: Our 270-horsepower engine can beat up your...wait, you don't have a 270 horsepower engine. Men and women are both likely to smile at that ad, but whereas men will be smiling admiringly, women will be shaking their heads thinking, "Boys and their toys...they never change."

Beware of talking about "women's unique needs"

Many advertisers' first inclination when undertaking a marketing-to-women initiative is to showcase their understanding that women are different and to make it clear that they are prepared to treat them differently. The only problem with that is this: women don't want to feel different. They just want to feel taken seriously. The risk with the "women's unique needs" approach is that, unless the approach is done well, with great subtlety and respect, women feel stalked instead of wooed.

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How to make a lady laugh

Before we close the chapter, I'd like to spend a few paragraphs on one of the more misunderstood aspects of communicating to women: women's humor. First of all, with politically correct sensitivities to this and objections to that, along with reasonable demands to be taken seriously, it would be easy to lose sight of the fact that women have a great sense of humor. It's just different from men's.

Men's humor grows out of men's culture: humor is another way to connect through the one-up/put-down mechanism, and the punch line to a joke usually plays on how some poor joker gets his comeuppance. Not surprisingly, women's humor grows out of female gender culture. It operates on the dynamic of *identifying with* the person in the funny situation—the delighted recognition of a similarity you didn't realize before:

“Ohmygod—that is *exactly* the way I am.” or “You’re kidding, your husband does that too?”

Young creative geniuses, often male, are always pushing clients to dare to be “edgy.” Forget edgy—*edgy* means someone gets cut, and women don’t like to see anyone get hurt, even for a good cause. For instance, current TV ads for Lipitor, a cholesterol-lowering drug, show vignettes of lovely people, including a well-coifed, gracious, glamorous, silver-haired woman coming up a red carpet as if to the Academy Awards. Suddenly she trips and falls flat on her face. The message is, *Cholesterol doesn’t care who you are—it can bring even a princess down*. But, all I can think is *Oooh, that poor woman! Is she okay?* Frankly, I’m kind of mad at Lipitor for tripping her.

Well, that’s a wrap—we’ve finished up our discussion of strategies, tactics, and mass marketing materials. Now, let’s turn our attention to the face-to-face encounters that will make or break the sale.

Chapter 10

Face to Face: Sales and Service

The title of this book is *Marketing to Women*, and so far most of the focus has been on *marketing tactics*, or means of mass communication, rather than *selling strategies*, or what needs to happen face-to-face with the consumer. Many companies have learned that one without the other is a pretty lame duck. Some have learned the hard way, through a massive marketing initiative that brings ’em in but leaves ’em standing in the aisles unconvinced—and that’s not a pretty *sight*. You can have the best marketing program in the world and deliver thousands of customers into the store, but without the face-to-face follow-through, *you won’t get the sale*.

This chapter is for sales professionals. Everything you learned in Chapter 4 about gender culture has direct application to how you interface with your female customers.

You'll learn how to:

- Identify top women prospects and bring yourself to their attention
- Introduce yourself and follow through with relationship-building activities
- Discover what she's looking for in a product and persuade her to consider yours
- Overcome "decision reluctance" and close the sale
- Keep your investment in this customer paying off for you over and over again

...

The Sales Consultation: Presenting Your Case

All right, we're done with prospecting now, and those of you who went on break because your sales job doesn't involve prospecting can come back into the room and sit down. It's time to consider the sales meeting. Here's where the four Star points of the GenderTrends model can really help you. Social Values, Life/Time Factors, Synthesizer Dynamics, and especially Communication Keys—all have important insights you can use when interacting with your women clients and prospects.

What every customer looks for in a successful sales relationship is a combination of knowledgeability and trust. We're talking "big trust," as in "with all my worldly goods," and "little trust," as in "do you really know what you're talking about or are you just bluffing?" Men and women develop trust in somewhat different ways. Let's talk about how to build trust with women.

The first and most important thing I can tell you is this: Talking to women involves a good deal more *listening* than most men are used to.

Listen More Than You Talk

No need to strut your stuff

One way men earn each other's trust is to communicate their track records. A guy will talk about how good he is as a way of proving he can do a great job: "Half of my clients are worth over a million dollars," he'll say. Or, "I doubled his return in six months." They talk about achievements, drop names, and let you know where they stand

in the company hierarchy (unless they happen to be at the bottom). I call these “credibility displays,” because they remind me a little of a peacock who’s very proud of his tail feathers. Don’t get me wrong—this is the right thing to do in male gender culture. If you don’t, men assume you don’t have anything to brag about. But women don’t brag. They’ll tolerate it quietly (being used to it from men), but they won’t be impressed. As a matter of fact, rather than building respect, credibility displays are much more likely to ruin rapport.

Listen to her “life story”

Why does she launch into her life story when all she wants to do is buy a car? The average male salesperson has a tough time not getting judgmental on this one. As she’s explaining to him how many kids she has, she is also telling him how they’ll use the car to go to the beach on the weekends and for camping in the fall, so of course that means the dog has to come along...you wouldn’t believe how dirty a dog can get after an afternoon at the beach...but most of the time, she’ll just be driving to and from work...freeway driving, you know, so it has to be really reliable...and she occasionally needs to drive clients around to look at the houses she’s representing, so it has to be a pretty decent looking vehicle. *Ha! Caught you! You were looking at your watch, weren’t you?*

A lot of salesmen are puzzled by this “life story” thing. When men want to buy a car, they come in and tell you what they’re looking for: a four-door sedan with a V-6 engine and antilock brakes. In the immortal words of Lerner and Loewe, “Why can’t a woman be more like a man?” Can’t she just stay focused on what we’re doing here?

Well, she could, but she’s trying to *help* you, believe it or not. First of all, she *is* telling you what she wants in a car, because she’s telling you what she’s going to use it for. As we saw in Chapter 4, women think and communicate in both contextual and people terms. You’re supposed to be the expert—now that you know what the qualifications are, which cars should she look at? Second, by giving you all this personal information, she is giving you lots of great stuff to work with to build rapport with her. In her culture, if you’re a nice person, you’ll make a comment or two on something you have in common—the beach, the dog, driving around with clients, it really doesn’t matter

what. She's giving you a chance to be friendly, for crying out loud—and you're looking at your watch?

Your turn to talk

Present the product

Many corporate sales training programs still teach salespeople to give a canned pitch. There's a set way to present the product, a specific order to discussing its features. The goal is to get in as many good things as you can say about the product before you answer any customer questions that might not show the product with its best foot forward. You're missing the point: It's not just small talk. She's giving you the selling cues you need to persuade her that your product is what she wants. Don't use the canned pitch; personalize your pitch based on what she's telling you. Explain how the interior of this SUV is designed to be both stylish and easily cleaned—cleaned of sand, for example. Show her how easy it is for anyone, large or small, to climb into the vehicle (just think about those kids and her women clients). Mention that this model has the best repair record in its class, so she won't ever have to worry about being stranded on a freeway. Not only does this tell her you were listening carefully, but it puts all your persuasive points in a context that is much more likely to motivate her to buy.

Pay attention to nonverbal feedback/language

When talking to each other, women generally face each other directly and watch facial expressions and gestures for the extra meaning behind the words. Guys tend to stand at an oblique angle to each other, both looking out in front of them and checking in with each other over their shoulders once in awhile.

When women listen to another person, male or female, they use furthering phrases (“I see...”), make acknowledgment noises (um-hum), and do a lot of “face work” = smiles and empathetic expressions – to show they're tracking with the conversation and to encourage the speaker to continue.

Think about how a woman sees the body language and non-verbal conventions of male gender culture: Here she is, trying to be friendly, telling you a little about herself, both to build rapport and to and give you what you need to help her. And what do you

do? Listen in as she tells her girlfriends how it looked from her perspective: “*He didn’t listen to a word I said! He just stood there while I was talking, no reaction, didn’t even look at me; he kept looking out over the parking lot. And when I was done, he turned and asked me what kind of car I wanted to look at—right after I just told him!*” Now obviously, she doesn’t understand male gender culture any better than you understood female culture (before you read this book, I mean!). But after all, *she* is the customer, and *you’re* the one who’s supposed to be figuring out how to connect with *her*. It’s actually not that hard, once you know what’s going on.

...

Don’t Put Down the Competition

There’s one important qualification to keep in mind as you’re applying the advice above. Because of their egalitarian culture, women see any kind of a put-down as inappropriate—“shady dealings.” So while it’s good to delineate the differences, don’t disparage. “I’ve heard a lot of complaints about their new model; it just doesn’t sound like it’s very well made, Would be going too far. The key is to keep it neutral, not negative.

...

Closing The Sale

The Perfect Answer – A Longer Road

We’ve discussed it before, but it’s critical to closing the sale, so let’s talk about it once again and more specifically. Whereas men are looking to *make a good decision*, women are *looking for the Perfect Answer*. As a result:

- Men should expect a lot more questions from women.
- Men should expect a longer decision process.

Salespeople are trained to try to close the sale in the initial meeting. That may work with men, because they have a faster decision process, and frankly, shooting from the hip, making decisions on the spot is one way they communicate their autonomy and decisiveness—the “cowboy factor.” But women are marksmen, not cowboys—and if you rush them or push them while they’re trying to zero in on what they want, all you’re

going to do is irritate them. Women want to consider, compare, and talk it over with trusted advisors. It's not enough for the product or service to meet her needs; it must be the *best* way to meet her needs. It can be frustrating in this respect, but I'd advise you to refocus your attention on what you're going to do to follow up, instead of pushing too hard right away. Otherwise, she will start to distrust your motives (you're supposed to be her agent, not her adversary) and destroy all that great rapport I just helped you build up!

Short-circuiting decision reluctance

Emphasize decision benefits

Focus on the benefits of making the decision *now*—she won't have to make another trip to the store, at least all her money won't just be sitting there in a checking account when it could be earning a return, and so on. Motivate her to decide sooner rather than later.

Minimize her risks

Pull out everything you have in the arsenal that will minimize the risks she sees in making the decision or in making it now. A warranty tells women that the product doesn't have to be the Perfect Answer; it will function as she expects—and if it doesn't, she'll be protected.

Maybe means maybe

Apparently, when men say, "I'll think about it," it's the polite way to say, "I'm not interested." When women say, "I'll think about it," it really means, "I'll think about it." Sharon Hadary, executive director of the Center for Women's Business Research, told me she once made this point in a presentation, and an experienced, successful salesman slapped his hand to his forehead and said: "Oh my god, I'm just realizing how much business I've left on the table over the years because I didn't know that."

You need to follow up with women: don't just be prepared for a subsequent conversation, expect and plan for one. Call her and say, "I was thinking about your concerns, etc., and here's another reason that you should make this decision." To women,

this signals a level of connectivity that fits right in with female gender culture—and she'll be responsive to it, I can assure you.

Chapter 11

Notes to the CEO

It's an interesting field, isn't it? At this point in the book, you should all feel you've gotten a good dose of new information, insights, and ideas: information about the market, insights about women, and ideas on how to capture the competitive edge for your company. Just about everybody can apply this learning productively in his or her current job. Sometimes, it doesn't take a lot. Anyone who has read *The Tipping Point* recalls the radical insight that very small causes can have very big effects. Still, to get the most out of marketing to women, to really seize the opportunity, and to secure all the incremental business that's there waiting for you, you're going to need the support of Mr. Big. Some things only a CEO can sign off on—overall corporate strategic direction, major budget commitments, and toughest of all sometimes, changes in organizational structure and attitudes.

But no self-respecting CEO is going to sign off on anything unless he knows what he's getting for his money. So this chapter is the executive summary: why he should care and what he should do about it. If you have a male CEO (and most of them are), just give him this chapter and he'll get it. If your CEO is female, give her the whole book. She's just as busy as he is, of course, but chances are she demands a more thorough briefing. (You learned that in "Details, Details, remember?)

Women Are *Not* a Niche—Get this Initiative Out of the Specialty Markets Group

Sometimes, ya gotta laugh. Time and time again, I'm invited to speak at a major corporation by the executive heading up a business group called something like Specialty Markets, Minority Markets, or Emerging Markets. This group has responsibility for marketing to Hispanics, African-Americans, Asian populations—and Women. All I can say is, “Wait a minute! You're supposed to motivate 80 percent of the population and you have, what, 4 percent of the corporate marketing budget?”

The big picture is that an organization, like any other culture, is defined and affected by the language it uses. Putting a dismissive label like “specialty” or “emerging” on the major growth sectors of the consumer population for the 21st century is guaranteed to result in failure, regardless of which of those sectors they're dismissing.

With respect to women specifically, there are two issues to consider. First, *women are not a niche*. A niche is a small specialty category: Amish farmers who listen to hip-hop or people who cross-stitch Star Trek theme pillows. At 51 percent of the population, women are the *majority*. Second, in most households women handle the finances—they *spend the money*. In other words, the real story is that even though they're “only” 51 percent of the population, women represent more like *80 percent* of the purchasing power.

So change your thinking. And to help your organization follow your lead, change your label. You've got two options: . Either you could tell your core “big brand” marketing group you want to see women built into every aspect of its planning process—market analysis, research, strategic decisions, and tactical choices—not as an addendum but as a target audience. Or alternatively, you could keep your women's initiative focused in a separate group but rename it. How about something like *Monster Opportunities Group* or *Future of the Company Group*?

...

Be Farsighted—Women Are the Long Run

The irony of publicly held businesses is that their shareholders expect them to be successful in the long run, yet hold them accountable for results on a quarterly basis. The burden of that accountability falls largely on the sales and marketing folks in the organization. Oh, sure—the multi-billion-dollar new factory, the R&D for a major new production model, or the installation of expensive new technology get payback periods of five to ten years! Any new marketing initiative, though, gets 6 to 12 months to live or die.

It's a pretty fast-paced world these days, and all of us feel the urge for instant results. With a serious marketing-to-women initiative—the kind we were talking about above—and the tracking systems to measure incremental changes, you *will* see instant results. The more you do, the more you'll get. But, that's only one part of the story. There are two other considerations you need to build into your great expectations of a woman's marketing programs..

First, *women's immediate response to your marketing efforts is only the leading edge of the wedge*. Have the patience and persistence to evaluate the returns to you in subsequent purchase cycles, two to four years down the road. Find a way to capture data about the revenues you gain from women who may not even buy the product themselves, yet recommend it to their friends and family members. For example, a Generation X mom may not need a laptop in addition to her current desktop computer right now. However, knowing that her college-age sister is looking for a laptop to take to school, she's likely to tear out the ads for products she thinks are promising and pass them *on*. Ka-ching!

Think of it as compound interest—the sooner you start accumulating women customers, the more you get. And thanks to the multiplier effect, the faster it grows. The ROI on women is higher than on any other target-based alternative. They deliver *greater share of wallet*, as they consolidate more business with you; *greater loyalty*, as they stand by you in downturns; and a much *higher rate of referrals*, as they tell their friends how great you are.

Second, what we can *see*—the purchasing power women have *today*—doesn't account for what *will be*. *Today's purchasing power is only the tip of the iceberg in the women's market*. As pay levels continue to equalize, as women continue to increase their

investment participation and as baby boomer women start to inherit, first from their parents and then from their husbands, the wealth of the nation will become increasingly concentrated in women's wallets.

The moral of the story? Don't go into a marketing-to-women initiative constrained by short-term expectations. Give yourself a chance to see what you can really do for your business with a *long-term outlook*.

...

The Final Analysis: More Bang for Your Marketing Buck

Every year during the planning season, companies challenge themselves and their marketing groups to develop something new. *This year is going to be about innovation! Think out of the box! Let's have some breakthrough ideas!* For many of these companies, marketing to women is an idea that—if executed well—can translate to the most powerful positioning, innovative creative, and successful marketing investment they've seen in years.

It's only a matter of time. The situation is analogous to the conception and growth of marketing to kids. Only 15 years ago, marketing to kids was in its infancy (pun *intended*—you didn't miss it, did you?). Now, the field is all grown up, worth billions of dollars, and served by a corps of sophisticated practitioners. By delving into the mysterious minds of preschoolers, 'tweens, or Generation Y consumers—and consequently by understanding how kids spend not only their own money, but their parents' money as well—marketers sought, discovered, and mapped new pathways in marketing. They took an iffy concept—for some companies it's always an iffy idea until someone else has made a million off it—and then ran with it, taking it to the competitive edge.

By contrast, companies that took a wait-and-see attitude found themselves desperately scrambling to catch up—and sometimes it was just too late. They were left behind, with market share surrendered to newer or savvier competitors. Today, companies that overlook the immensity of women's rapidly growing buying clout will

find themselves losing ground fast to competitors who recognize the new force in an old phrase: *the power of the purse*.

Whether you work for an established market leader looking for additional prospect pools or for an innovative newcomer that thrives on fresh ideas, going after the women's market is a *big idea*. This book, *Marketing to Women: How to Understand, Reach, and Increase Your Share of the Largest Market Segment*, is the written account of that big idea. It shows you why it's so big and what to do about it, introducing you to the concepts, strategies, and outcomes for doing so. All that remains now is for you to get out there and mix it up with your market, creating and activating a marketing-to-women initiative of your own. When you do, you'll take the "big" out of idea and put it into your business.

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Free Article

Visit [The TrendSight Group website](http://www.trendsight.com) and download a free copy of Martha Barletta's article, *Pretty Maids All In a Row: How to Translate Gender-Specific Insights into Impactful Tactics* when you sign up for *GenderTrends*, our free monthly newsletter. The article includes ten ways to leverage women's word of mouth as a marketing multiplier.

Advance Praise for *Marketing to Women*

"I love this book. It is the first book on the women's market that looks at women in terms of how they really think rather than how marketers think they think. And Marti's style of mixing fact, experience and example to develop her point of view makes it a "page

turner" with at least one 'wow' in every chapter. Clearly required reading for any marketer." **Tom Barnum, Chairman, The Everest Group**

"Martha Barletta's insights are well-documented, served with clarity and quite often with a delightful sense of humour." **Hans-Olov Olsson, President & CEO, Volvo Car Corporation (Sweden)**

"If you are interested in marketing to women, this book will not only show you how to do so, but why it's important for growing your business." **Betsy D. Holden, Co-CEO, Kraft Foods Inc. and President & CEO, Kraft Foods North America**

"If you want to make more money, you'll want to buy this book. It's as simple as that." **Nancy Evans, Co-Founder and Editor-in-Chief, iVillage**

"If your competition learns before you do what Marti Barletta knows about marketing to women – you won't be the alpha anything. Read this book on the way home from the bookstore. And don't spend another nickel on marketing until you've finished it." **Mickey Brazeal, Associate Director, Marketing Communication Program, Stuart Graduate School of Business, Illinois Institute of Technology**

"Ignore this book and you could be leaving half your money on the table. Well-researched and very readable, the book lays out some fascinating findings about gender differences and then illustrates how to translate them into savvy strategy and actionable tactics." **Paul Iaffaldano, Chief Revenue Officer, The Weather Channel Interactive**

"This book is full of revenue growing and profit increasing insight on exactly how to design for and sell to the female half of the population. Better read and apply these principles before your competition does!" **Julie N. Hennessy, Professor of Marketing, Kellogg Graduate School of Management, Northwestern University**

"If you're looking for a way to increase sales for your business, you need to read this book. **Marketing to Women** is an engaging, insightful roadmap to marketing success with women — full of practical advice you can implement today." **Heidi L. Steiger, Executive Vice President, Neuberger Berman and founder of The Women's Partnership**

"When businesses understand and meet the complex needs of women, they can successfully grow their market share. In this book, Martha Barletta provides the tools that enable business to do just that." **Jocelyn Carter-Miller, Executive Vice President and Chief Marketing Officer, Office Depot**

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"I couldn't put this book down - the ideas make so much **sense**, the thought pattern is so **clear and logical** - I finally understand the **WHY** of women's purchasing decisions. How could marketers be so blind for so long?! I'm enthusiastically recommending this book to all my male and female colleagues. *Monique Broekaert, Information Services Consultant, Marketing Information Centre, Marketing Federation of Southern Africa*

"*Marketing to Women* unveils an incredible market potential that can be leveraged by almost any business today. This stuff should be standard reading for every business executive." *Janet Seese Disbrow, Vice President - National Sales and Marketing, SBC Directory Operations*

"Marti approaches marketing to women with a zesty blend of wit and intelligence, backed up with enough just plain marketing smarts to inform and inspire you to take proper advantage of this enormous opportunity." *Kirt Hibbitts, Senior Vice President, Director of Marketing Communications, Wachovia Bank*

Marketing to Women: How to Understand, Reach and Increase Your Share of the World's Largest Market Segment

by Martha Barletta
Foreword by Tom Peters

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