

BEYOND PINK: MARKETING TO WOMEN 2012

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EXECUTIVE SUMMARY

BEYOND PINK looks at how brands can successfully engage women today – taking into account women’s changing needs, expectations and experiences.

We drew not only on recent research (our own and others’) but also on a recent panel we hosted of the same topic that included four superlative women marketers:

Michelle Cordial, Director of Marketing Development, SUBWAY®

Celine del Genes, Global Head of Marketing and Go-To-Market Women’s, Reebok

Nancy Go, Senior Director of Brand Marketing, Wayfair LLC

Bernadette King, Global Marketing Director, Venus, Procter & Gamble

We’re grateful for their participation.



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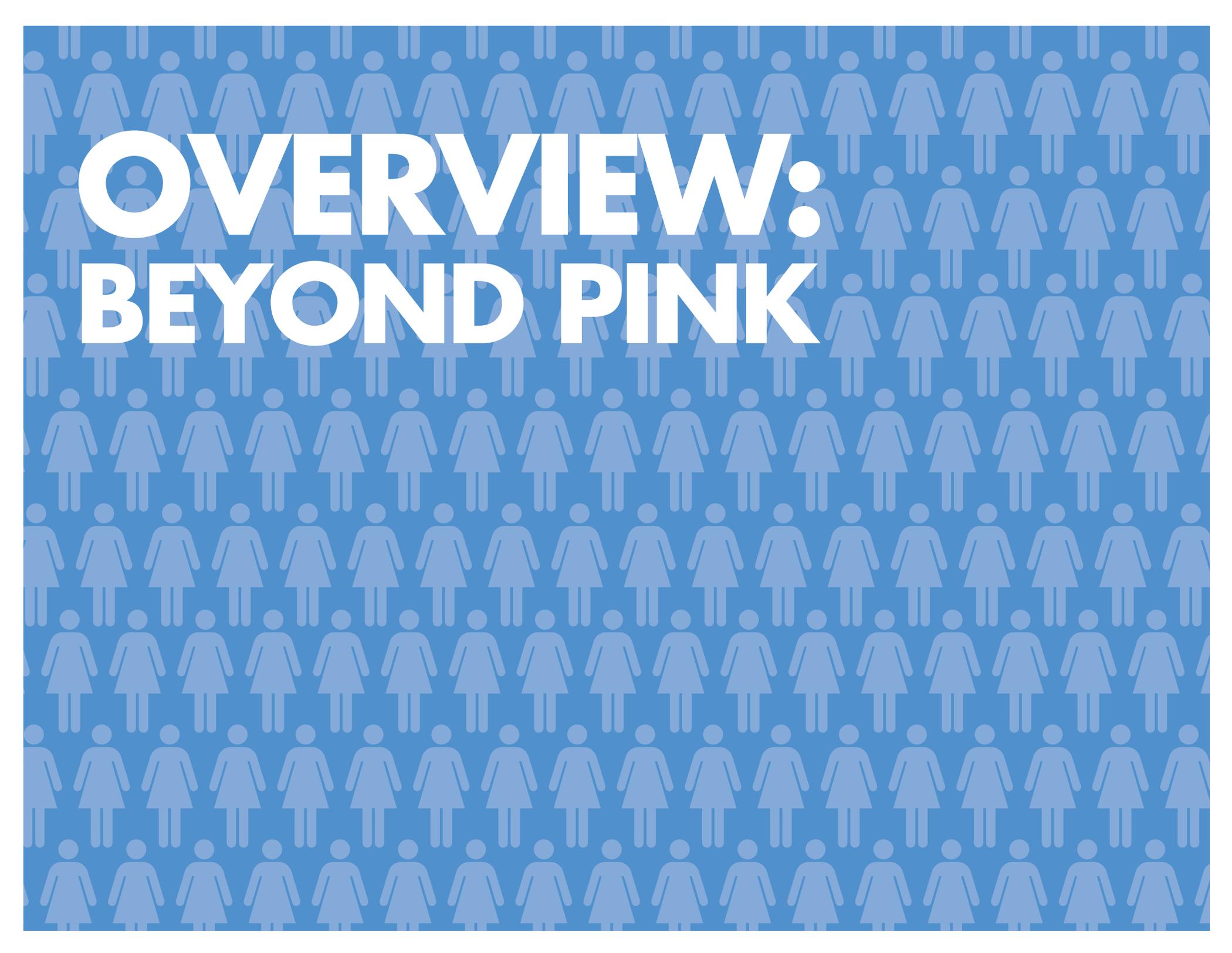
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OVERVIEW: BEYOND PINK

OVERVIEW: BEYOND PINK

If you were going to launch a campaign designed to prompt women to donate to a breast cancer charity, what predominant color would you use? If you thought pink, think again. Gender-neutral ads for the same breast cancer cause generate double the results of women-targeted, pink-themed ads.

Welcome to a world of new realities that flips the way women experience brands on its head. It's a world where old stereotypes no longer apply, and where stereotypical campaigns that patronize women just don't work.

Recent studies show that when women feel targeted by marketing, they're turned off. Meanwhile, women's interests are defying societal expectations left and right.

Women expect brands to engage them on their own terms, but as our own research has revealed, that's not happening: 91% of the women feel that advertisers don't understand them. They're taken for granted far too often. Marketers think that, because they make up half of the population, women are implicit in all work that brands do. That isn't true.



OVERVIEW: BEYOND PINK

Women's sheer economic power demands that brands do better. Women command:

- 65% of global spending and 80% of US spending
- \$5 trillion in US consumer spending power (half of the GDP) and \$20 trillion in global consumer spending power
- \$22 trillion in global spending power by 2020

This white paper aims to give marketers insights to help them engage and understand women better. Because companies that create brand experiences for women based on a decisive understanding of how brands fit into and improve their lives, instead of disrupting it, are the ones that will win their loyalty.

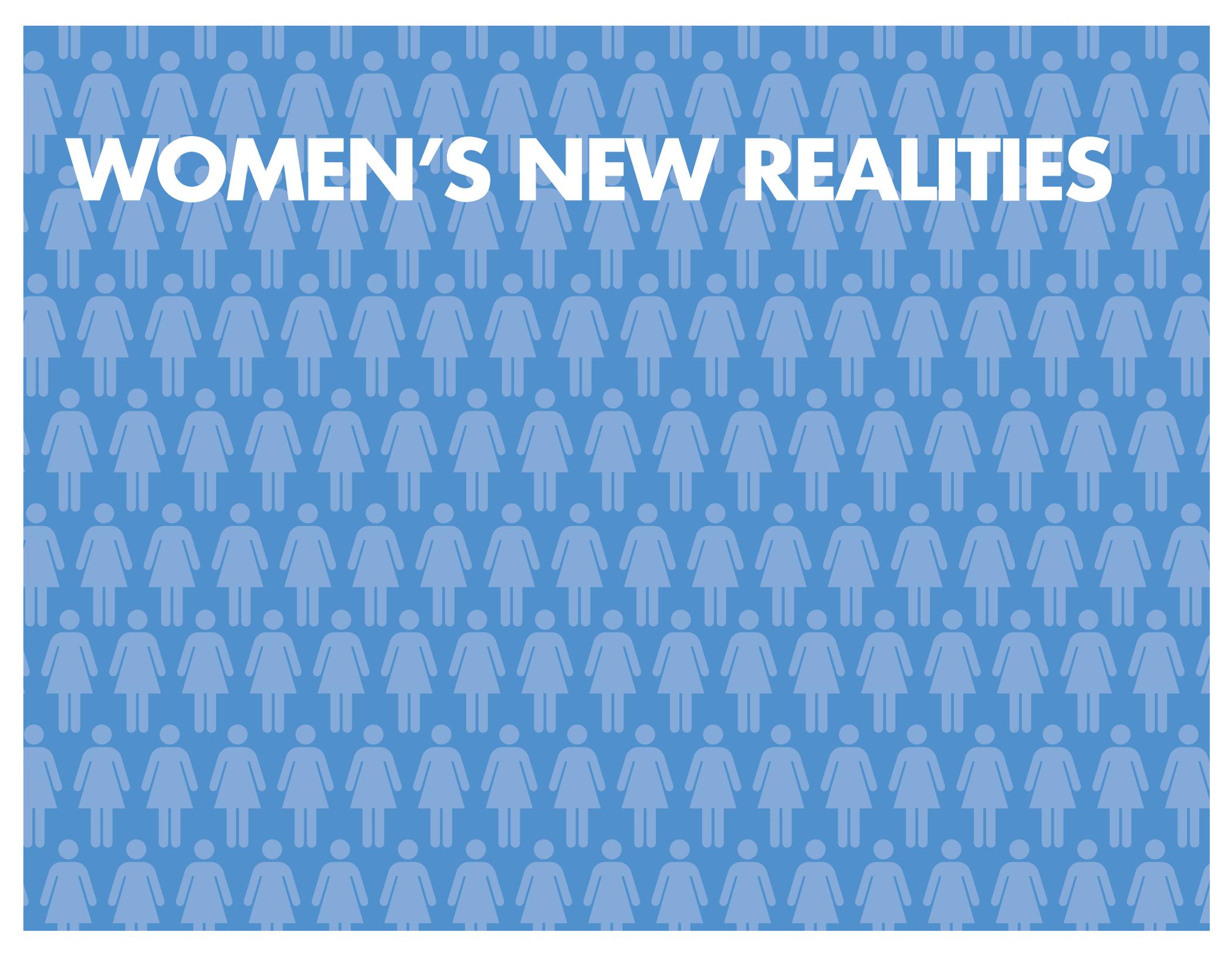
In addition to looking at our own research, in June 2012, we convened a panel to learn from top marketers at brands that target women: P&G, Subway, Reebok and Wayfair LLC. This white paper captures some of those insights. In the pages that follow, we track five major areas of women's lives that are undergoing substantial change: technology, family, power, identity and brand experience.

We apply this thinking to show how experiences can go from being "Pink" (based on old assumptions about marketing to women) to **BEYOND PINK** (based on a fresher, research-driven understanding of today's women).

Is your brand ready to go **BEYOND PINK**?



Ben Grossman Digital Strategist



WOMEN'S NEW REALITIES

WOMEN'S NEW REALITIES

OUR RESEARCH:

Due to the seismic shift occurring in the way women live their lives and experience brands, Jack Morton has studied five topical areas of especial importance to our clients: technology, family, power, gender identity, and brand experience.

In the following pages, our findings denote what is Pink (conventional wisdom) and **BEYOND PINK** (new reality).

OUR PANELISTS:

On June 6, 2012, Jack Morton convened a panel of senior marketers at the Isabella Stewart Gardner Museum to discuss the new realities of marketing to women today. The panelists shared how they built their brands (sometimes from the ground up) by embracing women. From what works to ongoing challenges to what's next, our panelists' insights are also featured in this report.

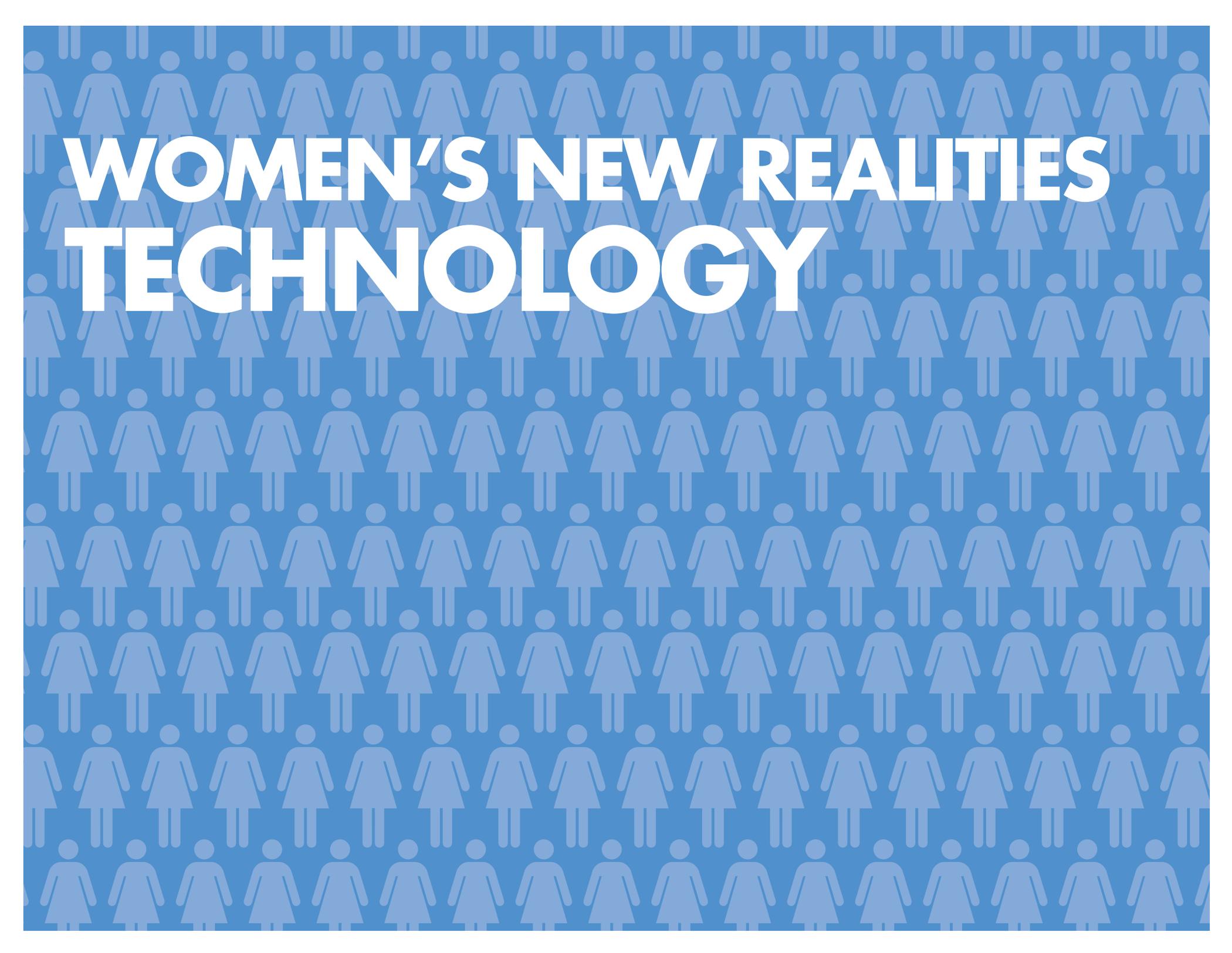


Michelle Cordial
SUBWAY®, Director of Marketing Development

Celine del Genes
**Reebok, Global Head of Marketing and
Go-To-Market Women's**

Nancy Go
Wayfair LLC, Senior Director of Brand Marketing

Bernadette King
Procter & Gamble, Global Marketing Director, Venus



WOMEN'S NEW REALITIES TECHNOLOGY

WOMEN'S NEW REALITIES

TECHNOLOGY

PINK:

You can't influence women with technology, bits and bytes are a guy thing.

BEYOND PINK:

From smart phones to social media to online gaming to greater telecommuting possibilities, technology has an extraordinary impact on the way women move through the world and make decisions. In fact, women spend 8% more time online than men.

ON THE GO

Women have fully embraced technology that can aid them in their time-pressed lifestyles. Studies have proven the fact that, once technology is in women's hands, they are likely to outpace men in using features that save time or money.

- 68% of QR code scanner users are women
- 75% of women have downloaded an app in the past six months
- 27% visit Groupon regularly (it's the seventh most regularly visited site)

SOCIAL BEINGS

Women are intensely social online, outranking men when it comes to use of social networking, instant messengers and email (women's favorite online activities). Women spend the majority of their time online developing relationships with friends and family.

- 56% of adult women say they use the Internet to stay in touch with people, compared to only 46% of adult men.
- 89% of them have a social networking profile, with an average of 268 friends each.
- Women's relationship-centric behaviors amount to them spending 40% more time social networking than men while they're online.

Being social is fundamentally an experience, not a moment in time. This makes the time women spend developing relationships online all the more valuable to them.

WOMEN'S NEW REALITIES

TECHNOLOGY

Women spend **40%** more time social networking online than men*

Women spend **8%** more time online than men*

89% of women have a social networking profile**

Women have an average of **268** friends on social networks**



* Comscore, 2010

** Women at NBCU, 2011

WOMEN'S NEW REALITIES

TECHNOLOGY

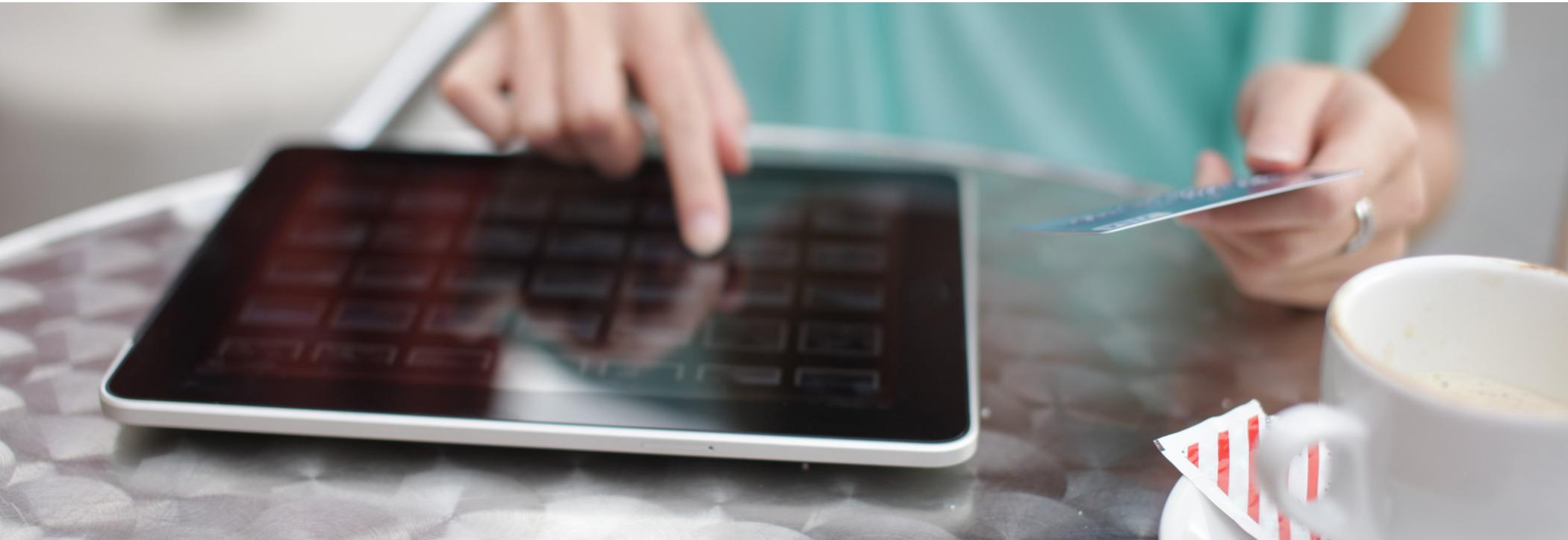
WOMEN'S CONTENT

Browsing habits show that despite their variety of experiences there still is content that is especially appealing to the female audience. Lifestyle, home and parenting content still consistently ranks as some of the most popular women's content. But women also consume more content than men about banking, personal finance and financial advice – evidence of their growing role in decision-making in these areas for themselves as well as their families.

Women's content interests don't stop at the informational. The omnipresence of online games has recast the role of "gamer"–

once seen as certainly male. Today, women spend more time playing online games than men at every age above 25. In fact, 75% of women have at least one gaming app, as compared to 67% of men. Yet there are differences in the types of games men and women tend to play. While women prefer puzzle, card, arcade and board based games, men prefer action, adventure and sports games.

So what content is left to be dominated by men? The biggest gap still exists in the consumption of XXX adult sites: 46% of men view them, compared to a still astounding 34% of women.



WOMEN'S NEW REALITIES

TECHNOLOGY

TECHNOLOGY ITSELF

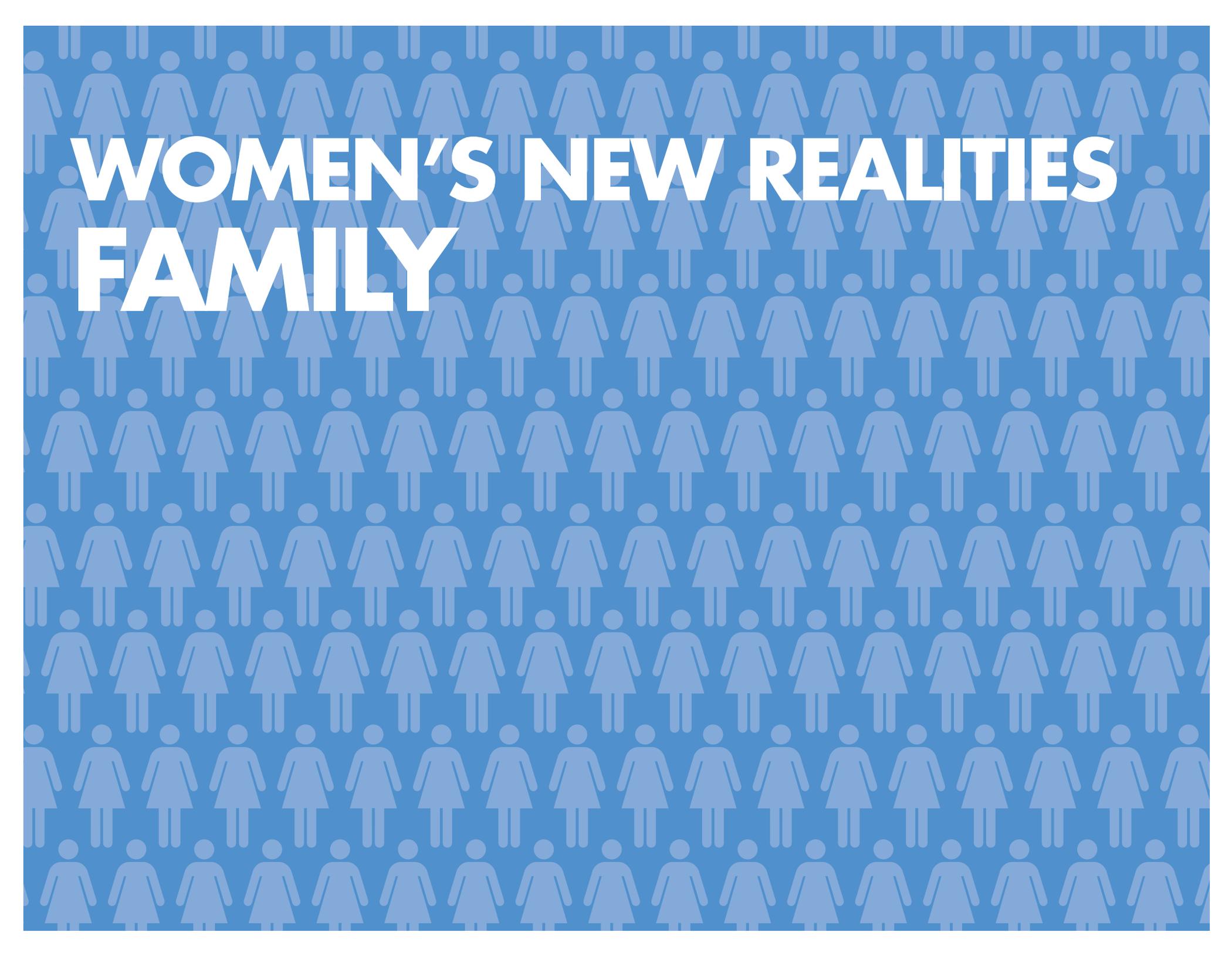
Beyond behavioral analysis of how women use technology, a key consideration (especially for technology marketers) is what women want in the technology itself. Women have different priorities for their consumer technology products than men: 66% of women would exchange features for a device that is simpler. If a device is both easy to use, but also powerful enough to play as many roles as women do, it becomes indispensable.

Women are more concerned with the functionality of their consumer electronics in their lives. 77% of women say their consumer electronics make life easier (compared to 69% of men) and 84% percent of women felt her consumer electronics make it easier to keep in touch (compared to 78% of men).

While consumer electronics were once a low-interest category for women, today, 80% of women now expressing an interest in consumer electronics products and 41% say they are very interested in consumer electronics.

"Technology has made marketing to women much harder. Fragmentation is brutal."

Michelle Cordial,
Subway®, Director of Marketing Development

The background of the entire image is a repeating pattern of light blue female icons. Each icon is a stylized silhouette of a woman with a circular head and a skirt-like lower body. The icons are arranged in a grid, with some appearing slightly offset to create a sense of depth or movement.

WOMEN'S NEW REALITIES FAMILY

WOMEN'S NEW REALITIES

FAMILY

PINK:

Women want to be Super Mom!

BEYOND PINK:

Women are ready to get real: tradeoffs are part of motherhood. Women have given up the desire to be Super Mom and adopted a new normal that is less about fulfilling external expectations of perfection and more about making it work on their own terms. In fact, 53% of moms would pose nude for a site if it'd pay for their kids' college.

CHANGING FAMILIES

One reason for the transition away from the Super Mom aspiration is a broad shift away from a "traditional" family structure. Today, just 4% of families with kids under the age of 18 fall into the working father and stay-at-home mother model. One in four kids under the age of 18 live with a single mom.

On a daily basis, mothers are faced with trade-offs in balancing the choices before them for their kids and families. While the majority of mothers in developing countries once felt strongly that their children would have more opportunities than they did, that optimism is fading. More women believe there will be the same or less opportunity for their daughters (57%) in comparison to what they faced growing up.



WOMEN'S NEW REALITIES

FAMILY

HOW SHE BALANCES IT ALL

Many women use technology to realize savings in time and money for their families. That may be why, compared with the general population, moms over-index on ownership and usage of virtually every digital device, including laptops, digital cameras, DVRs, and gaming consoles.

- 65% of moms own a smartphone
- 53% of women said they purchased a smartphone after becoming a mom
- 75% of moms “love” their smartphones and over half admit to being “addicted”
- Moms are online or on-mobile for an average of six hours per day

Internet TV and online video are mainstays in moms’ lives – they are 50% more likely to watch than the general online population. Time shifting entertainment liberates mom from being on the schedule of broadcasters and puts the control in her hands. When kids need to be entertained on-the-go, moms have no problem turning their technology over to the kids. 66% allow their children to use their smartphones and 35% actively encourage their kids to play her smartphone games.



WOMEN'S NEW REALITIES

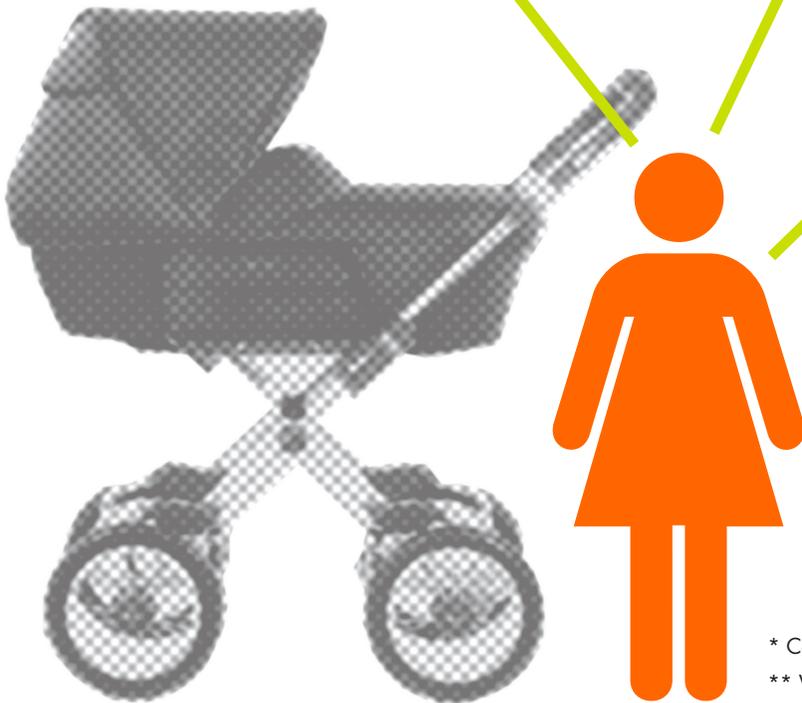
FAMILY

4% of families with kids under the age of 18 fall into the working father and stay-at-home mom model**

53% of moms would pose nude for a site if it would pay for their kids' college*

31% of moms say they find more "alone time" by lingering in the shower, while running errands and during commutes**

77% of moms favor good manners over good grades**



* Comscore, 2010

** Women at NBCU, 2011

WOMEN'S NEW REALITIES

FAMILY

SHOPPING FOR SPORT

It shouldn't come as a surprise that moms have found ways to gamify their offline experiences to mimic the online gaming experiences they claim as favorites. 84% agree with the statement: "When I save money on a shopping trip by using coupons, sales or other deals, I feel like I won." In order to achieve that victorious feeling, moms, again, turn to technology.

60% of moms subscribe to one or more group buying services, where they promote savings via their robust social networks in order to receive additional discounts. 62% of moms (130 index) have a barcode scanner app on their mobile device to help them hunt for deals. Once they have that technology, moms aren't afraid to use it with gusto: 71% would scan a QR code to save under \$5, compared to only 49% of the general population.

Even with all their savings, moms still feel the financial crunch. 61% of moms are worried about not having enough money to raise her children. In fact, most women want three kids, but stop at two due to financial concerns. To help balance those challenges, moms bring financial management and shopping together to their mobile phones. Moms are 53% more likely to use mobile banking applications and 58% more likely to shop via her mobile phone when compared to the general population.

"For men, shopping is functional. For women, it's functional and more. Finding that item can feel like victory, therapy and a statement about her identity or relationships."

Nancy Go
Wayfair LLC, Senior Director of Brand Marketing

WOMEN'S NEW REALITIES

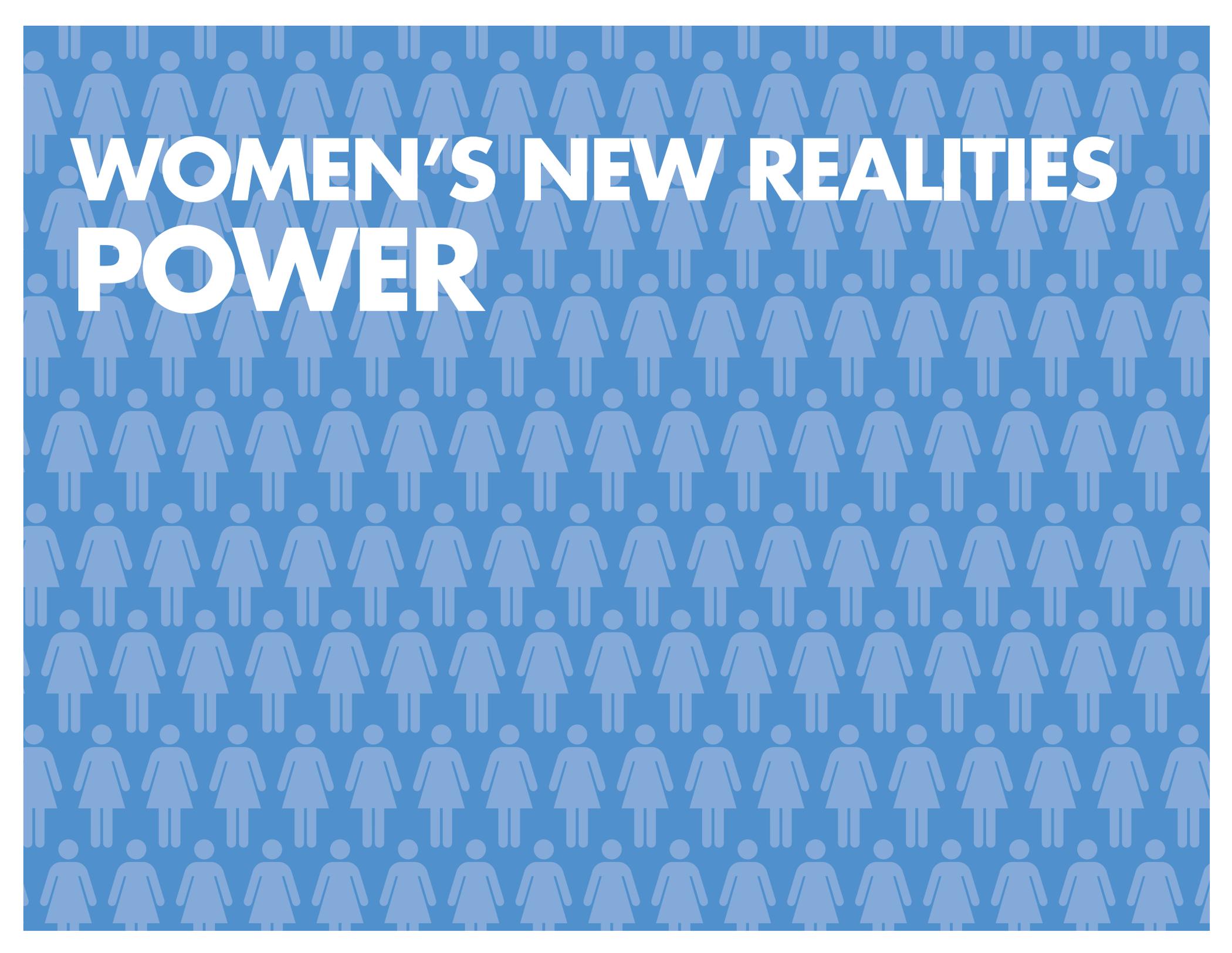
FAMILY

TIME FOR MOM

With all her roles and responsibilities for others, moms struggle to find time to take for themselves and to continue fostering relationships with their friends. Many are so stretched by stress that 31% of moms admit to lingering longer in the shower, while running errands and during a commute to get a bit more “alone time” during the day.

Moms already spend so much time with technology that it is only natural for their use to switch fluidly between productivity and personal time. Moms are 45% more likely to use social media regularly compared to the general population. A whopping 3.9 million U.S. moms identify themselves as bloggers. When it comes to Latina moms, an exploding group of “mami” bloggers represents one of the fastest-growing blogging demographics (a 500% increase from 2009 to 2010). Across all cultures, blogging and the prevalence of “mommy blogs” specifically represent a powerful outlet for women to document their existence and, more importantly, create a sense of digital community.



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WOMEN'S NEW REALITIES POWER

WOMEN'S NEW REALITIES

POWER

PINK:

Men run the world, women run the house.

BEYOND PINK:

Women are increasingly taking on leadership roles—leading to more purchasing and decision-making power than ever before.

IN THE ENTERPRISE

Women's experience at work is rife with paradox, slowly trending towards greater empowerment. Ninety percent of current CEOs agree that remaining competitive in markets where women now make most of the purchasing decisions depends on leveraging female talent.

Yet only 3% of Fortune 500 CEOs are women. Women in the largest US industrial corporations hold 53% of entry-level positions, but only 28% of vice-president and senior-managerial roles.

IN THE WORLD

With few exceptions, there is a direct correlation between women's empowerment and a country's economic success, according to The Organization for Economic Cooperation and Development, which measures the economic and political power of women in 162 countries. With a general trend towards empowerment globally, not to mention longer lifespans than men (an average of five years), women have cause to be optimistic. In the US, this optimism is shared to varying degrees across ethnicities. Hispanic women are the most optimistic they will have more opportunities than their mothers (66%), followed by African-American women (63%) and Asian and Caucasian women (59%).

WOMEN'S NEW REALITIES

POWER

In the next ten years, however, the world economy expects to evolve in a way that specifically favors female talent. Of the 15 job categories projected to grow the most in the next decade in the U.S., primarily women occupy all but two. Already, nearly 40% of working wives make more money than their husbands.

Prospects for women of the future are bright. 90% of women believe their role is changing for the better in the world at large, ranging from improved gender equality to opportunities in the workplace. Women are also becoming the better-educated gender. They dominate today's colleges and professional schools – for every two men who will receive a B.A., three women will do the same.



WOMEN'S NEW REALITIES

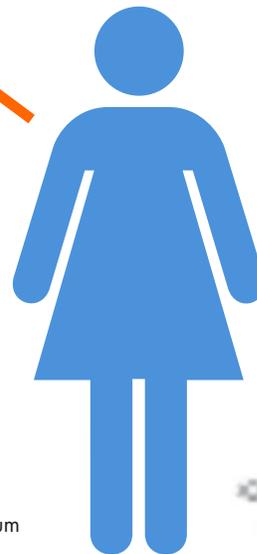
POWER

90% of women believe their role is changing for the better in the world at large*

Although more women are employed than ever, women have not yet achieved pay equality, and corporations are not capitalizing on their talents, according to the Global Gender Gap Index***

49% of women say they lose sleep because of stress ****

3 women will earn a BA for every **2** men who do the same**



* Nielsen, 2011
** The Atlantic, 2010
*** World Economic Forum
**** Iconoculture, 2012



WOMEN'S NEW REALITIES IDENTITY

WOMEN'S NEW REALITIES

IDENTITY

PINK:

Women care about feelings. Men care about power and money.

BEYOND PINK:

Women's core drivers are time, money and well-being. In fact, in many instances, women are more calculated than men in their decisions.

TIME

More responsibilities are on women's shoulders than ever before, ranging from family to careers to finances. Not surprisingly, this adds stress; 49% of women admit to not being able to sleep at night because of stress.

Over 50% of all women in the US say they often feel pressured for time. As a result, women seek out brands that help them become more efficient. They turn to technology, like smartphones and DVRs, to help them manage a diverse set of schedules, priorities and people.

MONEY

Women aren't just living on a budget; they're creating their own budget. Given their average longer lifespan, increased income and orientation towards methodic planning (whereas men are more transactional), women have taken a new interest in finances and financial planning in the last ten years. Women's top concerns include retirement, cost of education and caring for aging parents.

Despite the immense amount of financial pressure they face, women are quickly finding out that the financial services industry is not engineered to meet their expectations. Despite the fact that women comprise 37% of the high net worth individual market (those with over \$1 million in investable assets), women globally identified financial services as the industry they are most dissatisfied with on a service and product level.

WOMEN'S NEW REALITIES

IDENTITY

One of the primary factors driving the gap in service is that women value money and wealth differently than men. While men generally seek to accumulate money, women see it as a way to care for their families, improve their lives and find security.

To appeal to women and better match their preferences for receiving information, some financial services providers are experimenting with gathering casual discussion groups for women to talk about finances. Instead of giving sales pitches and showing how wealth can accumulate, today's financial planners targeting women focus more heavily on storytelling and two-way knowledge exchange.

“When you think about building a relationship with women, you have to understand her motives and values. You have to understand what she is trying to get done functionally in life.”

Bernadette King,
Proctor & Gamble, Global Marketing Director, Venus

WOMEN'S NEW REALITIES

IDENTITY

WELL-BEING

Women consume and control more health care services for themselves and their families, and well-being is a top concern for them. Ninety percent of adult women are responsible for health care decisions for themselves and/or members of their family, yet 59% of them find navigating the health care system at least somewhat difficult. To supplement confusing care and systems, women often turn online. Over eight out of ten of women (versus 72.4% of men) go online for health care information.

Well-being also expands beyond the health care industry. Women look for brands that supply things as simple as consumer-packaged goods to aid in their family's ongoing health and wellness. In fact, women are often willing to pay more for brands that they perceive will contribute to well-being. Across 95% of countries, quality is the number one driver of brand loyalty. "Lowest price" doesn't even make the top three criteria among these countries.





WOMEN'S NEW REALITIES BRAND EXPERIENCE

WOMEN'S NEW REALITIES

BRAND EXPERIENCE

PINK:

If it's pink, women will like it.

BEYOND PINK:

Marketing to today's women is about much more than the presence or absence of a color. Indeed, Jack Morton's New Realities 2012 research reveals that women require rich brand experiences that prove a value proposition true in order to bond with brands. They also turn to other women, friends and family for recommendations more often than men prior to making a purchase decision.

THE ROLE OF INFORMATION

Women value trustworthy information derived from their own experience, friends' experiences or even experiences of strangers. Whereas research shows that men are more interested in information that helps them beat the system, women are more interested in information that puts them in control. 66% of women believe there is much more information available than just a few years and 47% of them are turning to more product reviews as a result.

Ultimately, women expect brands to treat them like their friends. While they certainly aren't sitting around waiting for a sales pitch, 61% of women expect to hear back from brands within one day. The brands that can be in touch while also being sensitive to her needs are the ones she'll buy from on an ongoing basis.

WOMEN'S NEW REALITIES

BRAND EXPERIENCE

UNDERSTANDING ADVOCACY

When it comes to amplifying their experiences with brands, men and women again show different motivations and outlets for their actions. Men are 1.5 times as likely to take pride in being an expert in a brand or category as women, but tend to hold that information back until they are asked directly.

Women, on the other hand, are more likely to promote brands in forums on the web voluntarily (21% do). 56% of women advocate for brands because they've had great personal experiences with those brands. 35% of women believe personal recommendations for brands are more important now than they were a few years ago.

“There's something about pink: it's uniquely a color for women. And there really is no color that is reserved for men.”

Nancy Go
Wayfair LLC, Senior Director of Brand Marketing

WOMEN'S NEW REALITIES

BRAND EXPERIENCE

61% of women expect brands to respond to them in one day**

56% of women will advocate for brands only if they've had a great personal experience with them*

In **95%** of countries, quality is the #1 driver of brand loyalty for women (lowest price doesn't even rate in the top 3)***

Word of mouth and personal referrals are more valued by women as the most valued source of brand information * **8%**



* Jack Morton Worldwide, 2011
** Women at NBCU, 2011
*** Nielsen, 2011

WOMEN'S NEW REALITIES

BRAND EXPERIENCE

POINT OF PURCHASE INFLUENCE

While men and women agree in-store experience has a huge impact on purchase decisions, the elements that sway them tend to differ. Figure 1 shows a breakdown of the percentages of men and women who felt certain factors were at play in their point of purchase experience:

FACTOR	MALE	FEMALE
Financial reality can change decisions	45%	51%
Additional information can change decisions	30%	35%
Demonstrations can change decisions	25%	15%
Video or virtual demonstrations change decisions	19%	8%
Personal experiences make me more likely to buy a new brand	44%	49%
I use my intuition and instincts when making decisions	37%	41%

DECISION MAKING POWER

In a final analysis, women's decision-making cannot be ignored – either by marketers or by women themselves. They make the final decision for buying 91% of home purchases, 65% of the new cars, 80% of health care choices, and 66% of computers. In order to make those tough decisions, women rely on a cadre of resources. Recommendations from family, friends and online strangers (people she'll never meet) are the top sources she trusts when it comes to advertising. Editorial content and brand websites also rank as top sources of information trusted by women.

BEST PRACTICES

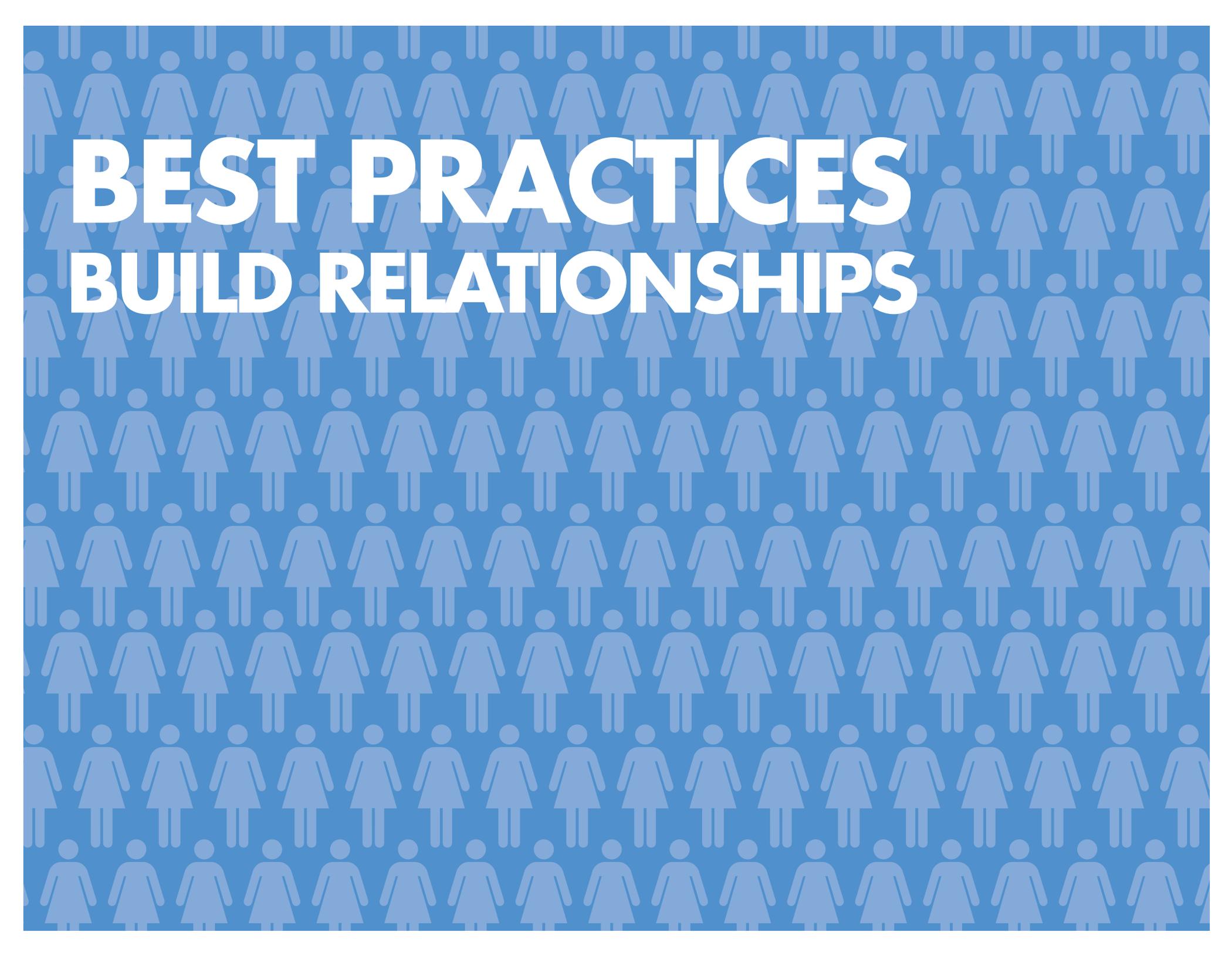


BEST PRACTICES

Based on our experience in connecting brands to the women who matter most to their business, as well as our conversations with marketers from some of the leading companies in the world for women, we've compiled the following best practices for creating experiences that engage and inspire women:

1. Build Relationships
2. Create Experiences
3. Educate & Inform
4. Go Beyond Pink





BEST PRACTICES BUILD RELATIONSHIPS

BEST PRACTICES

BUILD RELATIONSHIPS

Women tend to build relationships most with brands that help them balance time, money and well-being. When friends, family and online strangers are part of the communication of that value proposition (thus socializing a brand promise), it becomes even more compelling. Nevertheless, brands that assume they know what women want too well risk striking the wrong balance.

In 2008, Motrin discovered just that when it launched what was supposed to be a “we get you” anthem to moms under pressure. Among other things, the video was seen as patronizing and disrespecting the practice of “babywearing” by citing the back pain it can trigger. Moms revolted via social media to the point that the company had to spend significant time apologizing and recovering from a major brand misstep. Brands in industries ranging from quick service food to online shopping, however, are striking a balance and, in doing so, building longstanding relationships with their female consumers.



BEST PRACTICES

BUILD RELATIONSHIPS

With the vicissitudes of the economy, the growth of women's roles in the enterprise and women's increasing role as head of household, women have become an important audience for the financial services industry. Accounting for 37% of high net worth individuals, women are, out of all categories, the most dissatisfied with the financial services industry's services and products. To reach the female consumer with financial savoir-faire, firms and banks alike are testing new strategies to meet women on their terms.

These strategies include embracing women's heavy use of mobile banking applications, desire for online educational materials and desire to socialize financial decisions. &Wealth Partners, a wealth advisory firm, has focused on creating a community for widows, the Love Story Project, to talk about the emotional and financial impact of losing their husbands. Bahr Investment Group set up discussion clubs and the nonprofit Women's Institute for Financial Education, where women can participate in social group learning on the financial topics they care about most. In most cases, these sessions are more about how to use money to secure retirement and families' futures, rather than how to accumulate money (a topic that generally appeals more to men).

"When you get this relationship right, she will say and feel: 'that brand is for me'."

Bernadette King,
Proctor & Gamble, Global Marketing Director, Venus

The background of the image is a solid blue color. It features a repeating pattern of white female icons, which are stylized human figures with a skirt, arranged in a grid. The text is centered in the upper half of the image.

**BEST PRACTICES
CREATE EXPERIENCES**

BEST PRACTICES

CREATE EXPERIENCES

It usually makes women's hair stand up (and their wallets close) when they feel they're being targeted based on feminine stereotypes. That's why studies show that advertisers should forgo pink and women-specific messaging when trying to get women to donate to breast cancer causes. Similarly, Kotex wholesale rejected the norms of advertising women's sanitary products with a campaign that specifically (and sardonically) railed against ads that over-feminized and idealized the products. With a move away from pink, however, some marketers are left wondering how to create experiences specifically for women.

The truth is that brand experiences can be engineered in ways that appeal to both genders on the surface, but truly compel women to action through the subconscious. Media channel, type of content and experience itself are all significant opportunities to tailor experiences to the female palette.



BEST PRACTICES

CREATE EXPERIENCES

When Wayfair.com set out to establish its online experience, it knew that, as an eCommerce website, it would receive both male and female visitors. The company also knew, however, that women make up the gross majority of online shopping activity (especially in its sweet spot – furniture). A soft color palette (including, yes, pink) gives the site a softer feel than the average Web 2.0 company. From a content standpoint, the site focuses on editorializing its products that many sites would simply describe with specifications.

Tie-ins that Wayfair.com has brokered with media properties, like The Ellen DeGeneres Show, and lifestyle events, like summer and Father's Day, present the products in a more credible way in women's eyes. Finally, the prevalence of reviews from "Verified Buyers" and social media surrounds the online experience with a coating of trust that ranks as the most trusted forms of advertising for women.

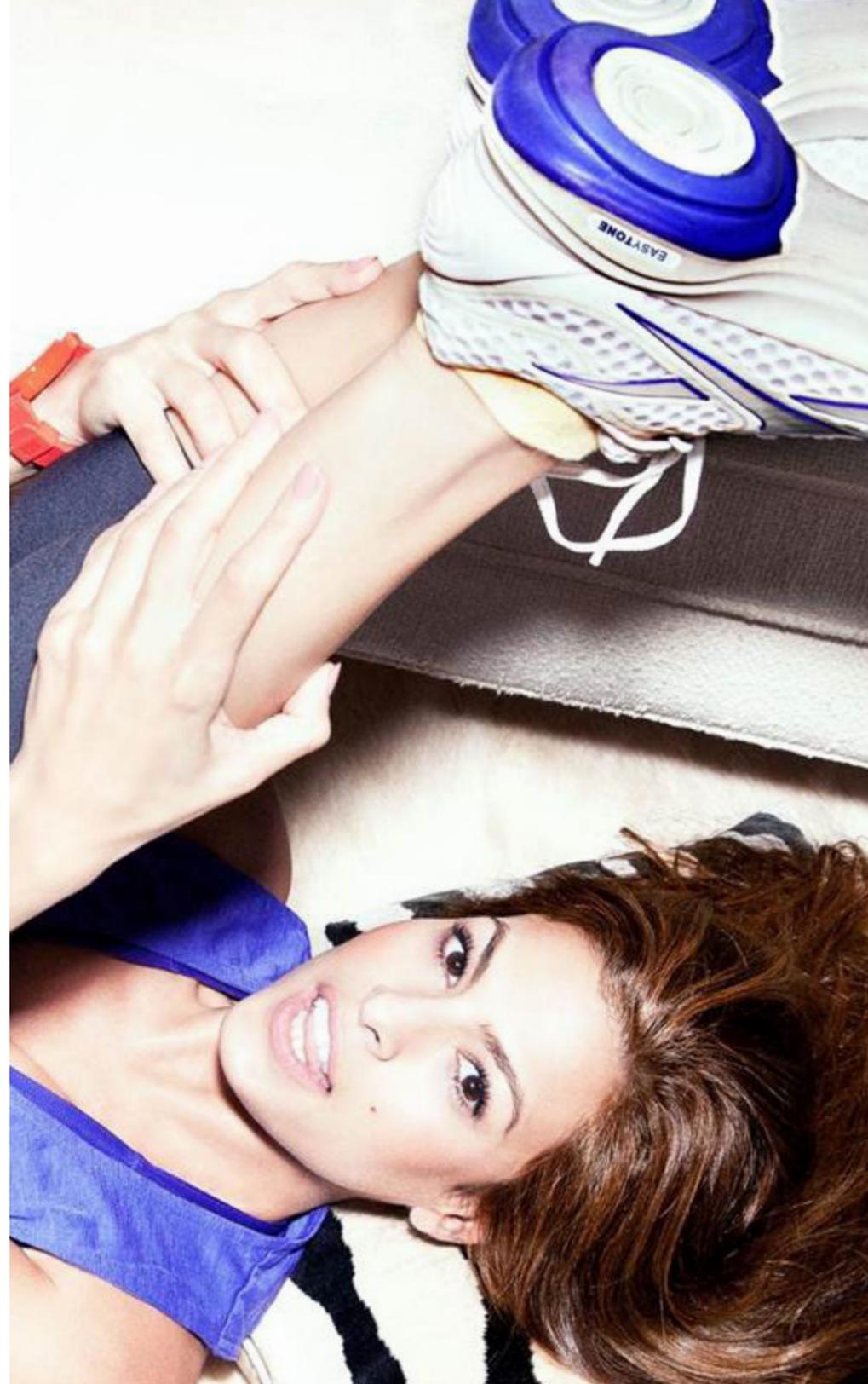
"At Wayfair, we are doing so much to make this site a better experience. We are looking to make it a richer, more conversational experience."

Nancy Go
Wayfair LLC, Senior Director of Brand Marketing

BEST PRACTICES

CREATE EXPERIENCES

In 2011, Reebok was ready to introduce its EasyTone to women in India. The brand's first marketing move was to reject the myth that online media can't affect women's behavior. Then, Reebok proved that humor in advertising isn't just for men. The brand was able to carefully craft a comedic tone that was intelligent a bit sardonic and launched a cultural movement: "Tone Your Butts." Reebok created a social brand experience by arming women with sharable mobile phone features (TMS: Toned Messaging Service) and codes only legible to females for posting on Facebook. A user generated content initiative, "Groove It Up," implored women to film online videos of them showing off their own dancing, toned butts for the world to see. Through all the comedy, Reebok also continuously delivered meaningful value with Reetone Fitness Tips. User-generated video uploads numbered in the thousands; click-thrus were over twice industry averages; sales increased by 12 times and Reebok had defined a new market segment.



The background of the image is a solid blue color with a repeating pattern of stylized human figures. The figures are arranged in a grid, with some in a lighter shade of blue and others in a slightly darker shade, creating a subtle texture. The figures are simple, with a circular head and a rectangular body with arms and legs.

BEST PRACTICES EDUCATE & INFORM

BEST PRACTICES

EDUCATE & INFORM

Moms face challenges every day to keep their kids healthy in the face of a lot of marketing from unhealthy food brands. The last thing moms need is to fight another battle with their kids. The solution is offering something that moms want and kids like too. SUBWAY®'s better-for-you positioning makes us a win-win. Our line-up of Fresh Fit meals, partnerships with credible health organizations including the American Heart Association and a fan base filled with world class athletes like Michael Phelps validates women's perception that the brand contributes to well-being.

Add in the convenience that of having more locations than any other restaurant in the world, and our ability to deliver a personalized sandwich quickly, solidifies the brand's ability to help women save time. SUBWAY® completes its trifecta of appeals to women by tailoring price-based messaging to specific types of consumers. For instance, messaging targeted to moms focuses on the value delivered to families when kids split a \$5 Footlong, effectively rendering a fresh, fit meal for about \$2.50 per child.

"It's really not demographics, or psychographics as much as it mindset. You have to understand what a woman's mindset is when you are marketing to her."

Michelle Cordial
SUBWAY® Director of Marketing Development

BEST PRACTICES

EDUCATE & INFORM

In 2005, 4moms launched a company specifically dedicated to the preferences of mothers. Named after its initial focus group of four actual mothers, the brand brings a multidisciplinary team together to solve the problems that irk moms the most through innovation. Due to 4mom's fierce founding in consumer insight, it shouldn't come as a surprise that its first major product release, the Origami Stroller, launched to rave reviews.

What may come as more of a surprise, however, is that the stroller was one of the hottest new product launches at the 2012 Consumer Electronics Show. Pitched to women in a tongue and cheek way that echoed more masculine-focused automobile commercials, the stroller's features (i.e. power folding/unfolding, daytime running lights, iPhone charger, etc.) resonated with moms' lifestyles. The thought of applying technologies of modern automobiles to the challenges of being a mom elevated 4moms' target audience and her daily struggles in a way women could clearly appreciate.

"As always, you need to have a promise but then with women you do need to deliver emotionally. And can we create a visual experience that delivers house tips and learning?"

Nancy Go
Wayfair LLC, Senior Director of Brand Marketing

BEST PRACTICES

EDUCATE & INFORM

P&G's Venus Razors came to dominate the category by putting a deep understanding of women at the center of its design thinking, but by then educating and informing women about the difference between it and the rest of the market. Historically, women's razors were men's razors colored pink. When the designers really studied how women shave, they were able to make razors that fit with women's needs. P&G took women's razors beyond pink with changeable blades for shower use, a handle designed to angle to curves of legs rather than men's chins, and razors that would hold up in the shower instead of at the sink.

The key, however, was to help women understand the thinking behind the new razor design and exactly why they would improve the quality of her life and shave. A campaign focused on just that created some significant results. P&G now holds over 53% of the female razor and blade market.



The background of the entire image is a solid blue color. Overlaid on this background is a repeating pattern of white female icons. Each icon is a stylized silhouette of a woman with a circular head and a skirt-like bottom. The icons are arranged in a grid, with some appearing slightly offset from others to create a sense of depth or movement.

BEST PRACTICES GO BEYOND PINK

BEST PRACTICES

GO BEYOND PINK

Every day, we focus on going **BEYOND PINK** to improve how our clients reach and engage women around the world. The common thread that unites our work is the fact that we create brand experiences for women based on a decisive understanding of how brands fit into and improve her life, instead of disrupting it. That understanding is fueled by ongoing primary and secondary research, including multivariate testing, big data analysis, competitive auditing, assemblage of best practices from the industry at large and more.

There's no one way to go **BEYOND PINK**. Ironically, sometimes going **BEYOND PINK** can actually be colored pink. Ultimately, it's our job to develop and champion the brand experiences that provide the most impactful and inspiring connection between our clients' brands and the women that matter most to their business – whether those women are consumers, employees, business partners, customers or C-level influencers.

Are you ready to join us in finding out where the journey **BEYOND PINK** takes your brand?



“Don't pink it
and shrink it.”

Celine Del Genes
Reebok Global Head of Marketing and Go-To-Market Women's

SOURCES

This white paper leverages several sources:

JACK MORTON RESEARCH

NEW REALITIES 2012 was an online survey conducted among 2,400 consumers between September 26 and October 10, 2011. The survey investigated consumers' varying perceptions relating to a range of product categories and types, including considered purchases (automobiles, insurance, banking, computers, and software) and nominal purchases (OTC pain relievers, household cleaning, fast food, and snacks). Respondents were aged 18 and older, equally distributed by age, gender and income. Equal numbers of survey participants were drawn from the US, Brazil, China and India. All findings are statistically significant at a 95% confidence level.

SECONDARY SOURCES

We drew from the following published sources:

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ABOUT JACK MORTON JACK MORTON WORLDWIDE IS A GLOBAL BRAND EXPERIENCE AGENCY WITH OFFICES ON FIVE CONTINENTS. OUR AGENCY CULTURE PROMOTES BREAKTHROUGH IDEAS ABOUT HOW EXPERIENCES CONNECT BRANDS AND PEOPLE—IN PERSON, ONLINE, AT RETAIL AND THROUGH THE POWER OF DIGITAL AND WORD OF MOUTH INFLUENCE. WE WORK WITH BOTH BtoC AND BtoB CLIENTS TO CREATE POWERFUL AND EFFECTIVE EXPERIENCES THAT ENGAGE CUSTOMERS AND CONSUMERS, LAUNCH PRODUCTS, ALIGN EMPLOYEES AND BUILD STRONG EXPERIENCE BRANDS. RANKED AT THE TOP OF OUR FIELD, WE EARNED OVER 50 AWARDS LAST YEAR.

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