

Preface

This is a book about market segmentation with a focus on marketing to women. My interest in marketing to women is due to a number of factors. One of the primary reasons is that I am often asked to work with organizations on market segmentation projects, many of which require recommendations as to how to market more effectively to women. This has inevitably forced me to reflect upon the practice of market segmentation: how it has evolved over time and what works and what doesn't work, given the organizations' overarching goals and constraints. Another reason for my interest in marketing to women is due to the changing and prominent role women increasingly have in today's society, a role that is so often misperceived and poorly represented by marketers (I address this in Part I of the book).

My central thesis in this book is that marketing to women, without considering her broader context and needs, does not and indeed will not work (hence, the title). That is why I devote Part II to explaining market segmentation theory and practice. If an organization wants to market to women, then it must have a solid understanding of market segmentation to begin with.

In Chapter 11, I introduce a 20-step process that summarizes my approach to market segmentation. The process outlined is different to the approach outlined in most marketing textbooks. It starts the market segmentation work from *inside* the organization and examines products and the benefits the products *might* offer customers. Beginning from within the organization has a number of advantages. First, and based upon my other research, I believe that customers are generally not good sources of new product ideas. In fact, suggestions as to how the organization might

change and grow often originate from *within* the organization itself. Second, many organizations cannot afford to commission costly marketing research studies. By starting from within the organization, marketing research studies may be smaller scale, less cost, but better defined. Third, I like to get organizational consensus and buy-in at the start of any strategic planning processes. Only once products have been thoroughly examined internally from an organization perspective do I recommend moving outside the organization to examine customer needs.

As I was doing research on women in general, market segmentation and, specifically, marketing to women, I was reminded of two bodies of literature that ended up informing my recommendations.

First, I integrated results from Geert Hofstede's (1991) famous IBM study in which he introduced masculine and feminine dimensions to explain culture. Hofstede (1991, pp. 82-3) suggests that masculine cultures have distinct gender roles whereas gender roles overlap in feminine cultures – for example, in feminine cultures, “both men and women are supposed to be modest, tender, and concerned with the quality of life.” Based upon my own research, I believe the boundaries between men's and women's roles are blurring, both at home and in the workplace. In cultures where this is happening at an increased rate, we say that the culture is moving from masculine to feminine. I call this the masculine–feminine convergence, and suggest that organizations need to understand and embrace a more feminine culture if they are to market more effectively to women.

Second, I identify parallels between women and knowledge workers, informed by the work of Davenport and Prusak (1998) on knowledge management. By viewing all customers (not just women) as knowledge workers, and implementing practices to encourage knowledge flow between customers themselves, and between the organization and its customers, I suggest that marketing practices overall will improve.

My overarching conclusion is that, if organizations do a better job of marketing to women, they will inevitably also be more effectively marketing to men as well.

Foreword

I am fortunate to share a common discipline (marketing) and a common institutional affiliation (the Drucker School) with Professor Jenny Darroch, the author of this new book, provocatively entitled: *Why Marketing to Women Doesn't Work*. As you might imagine, the words of Peter Drucker ring loudly in our ears on a daily basis, for example, "Who is our customer?", "The purpose of business is to create and keep a customer", etc. Given this context, I was delighted to learn of Professor Darroch's foray into one of the most murky areas of customer understanding, namely the gender factor. She is to be applauded for taking a lucid and practical approach to the perplexing question: "How to effectively market to women".

In the good old stereotypical days of Archie Bunker, this may have seemed like a simple question. Women buy female products and are the purchasing agents for their families. Place ads in *Good Housekeeping*, run commercials on the daytime soap opera *Days of Our Lives*, make emotional appeals and you are good-to-go ... QED. Of course it's not that simple in 2014 (and probably never was). In America today and much of the developed world, the majority of women are employed. Sixty percent of US bachelor's degree holders are women. Also, the balance of power has shifted away from brand owners toward customers. Gone are the days of mass audiences waiting to be bombarded by one-way communications. Today's marketing is very much about the web, customer-to-customer communications and social technologies. And who are the heaviest users? You guessed it, women.

In many ways this is a very smart book. It is grounded in the fundamentals of market segmentation and the existing body of evidence about the

female customer. Yet those principles are applied, and the data interpreted, in a pragmatic way that takes into account the current realities of the marketplace. And a word of note to the reader: expect some big surprises. Without giving the story away, Dr Darroch hits you with a 2 x 4 right from the beginning: don't start with gender-based segments, start with the need. Then ask "Who has the need?" As she explains, this thinking takes you to new places, including the realization that the female market is incredibly heterogeneous, many sub-segments exist, and female roles/identities/motives are constantly shifting with context and time.

How about the notion that emotional appeals are particularly effective with women? Sorry, Archie, it's really about relationships. As someone who has focused most of his professional life on relationship marketing and customer engagement, this is music to my ears! The picture Jenny paints is that women are highly connected, value dyadic/personal relationships, feel it is their responsibility to help friends and family make smart purchase decisions, and rely on the social features of their smartphones to make that happen. This has clear implications about the need to wrap the human element into all aspects of marketing programs aimed at women.

Another surprising takeaway is what Professor Darroch labels "gender convergence". Want to know how to market to men? Figure out how to market to women. This principle recognizes shifting social roles (for example, parental leaves), over-lapping interests (for example, home decoration), joint participation in common household chores (for example, washing clothes), etc. Maybe it's just me, but I'm seeing increasing numbers of single women in Lowe's and single men in Bed Bath & Beyond.

As the author discusses in the book, many of the gender patterns found in the marketplace also exist in the workplace. On the one hand, this helps validate that the observed patterns of female behavior are real, for example, cooperating with others, consensus decision-making, maintaining relationships, etc. On another level there are important implications for how marketing is managed. The connection between internal management and external performance in the marketplace wouldn't be lost on Peter Drucker. If an organization entirely embraces a masculine culture inside (emphasizing hierarchies, independence, assertiveness, etc.), it will have a very difficult time understanding and responding to an increasingly

feminine society outside. Peter talked about knowledge workers a lot and how they represented the management challenge of the 21st century. These are people who think for a living. They compose the marketing department and the vast majority of its customers. So just as a new management paradigm is needed, so too is a new view of the female customer as connected, creative, participative, caring and leading by example.

Why Marketing to Women Doesn't Work is an important book in the genre of marketing in the new millennium. The frameworks of the past are not necessarily wrong, but as Jenny points out, their application is often fraught with erroneous assumptions. Read on only if you are prepared to part with conventional wisdom.

Lawrence A. Crosby
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Many women have inspired me and given me much to think about. More recently, Daryl Smith and Barbara Bergmann have offered me tremendous support, for which I am truly grateful. Professor Daryl Smith, in particular, has shared important perspectives on diversity, an area in which she is recognized as a world authority. My sisters, Alison, Helen and Cathy, are all strong women who have carved their own impressive, individual paths in life. They provide me with a constant source of inspiration and friendship for which I am always grateful.

Claremont Graduate University is fortunate to have a Female Faculty Forum, led by my good friend and mentor Professor Patricia Easton. The Female Faculty Forum is a group of female professors who get together several times a semester to share their thoughts and conversation. These women have always been an important group to me and have helped

me laugh, keep things in perspective, and navigate my way through the academic labyrinth of Assistant to Associate to Full Professor.

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About the Author

Jenny Darroch is a Professor of Marketing at the Drucker School of Management at Claremont Graduate University, USA and the founder of Mollior (see Mollior.com), a consulting firm that specializes in market segmentation, with an emphasis on marketing to women. *Why Marketing to Women Doesn't Work* is Jenny's third book. Jenny's consulting work, her signature course titled *Transforming and Creating Markets to Generate Growth*, and academic research on creating organizational growth through market creation, inspired *Why Marketing to Women Doesn't Work*.

Jenny is also an experienced speaker having had speaking engagements at a range of events: from international conferences through to small local chapter or company meetings. She is available to speak on a number of marketing related topics, including:

- Why Marketing to Women Doesn't Work: Using Market Segmentation to Understand Consumer Needs.
- How to More Effectively Market to Women.
- Transforming and Creating Markets to Generate Growth.
- Marketing Through Turbulent Times.

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