

Wonder Woman

Marketing Secrets for the Trillion-Dollar Customer

Iain Ellwood

with Sheila Shekar

palgrave
macmillan



© Iain Ellwood and Sheila Shekar 2008
Softcover reprint of the hardcover 1st edition 2008 978-0-230-20160-6
All rights reserved. No reproduction, copy or transmission of this publication may be made without written permission.

No paragraph of this publication may be reproduced, copied or transmitted save with written permission or in accordance with the provisions of the Copyright, Designs and Patents Act 1988, or under the terms of any licence permitting limited copying issued by the Copyright Licensing Agency, 90 Tottenham Court Road, London W1T 4LP.

Any person who does any unauthorized act in relation to this publication may be liable to criminal prosecution and civil claims for damages.

The authors have asserted their rights to be identified as the authors of this work in accordance with the Copyright, Designs and Patents Act 1988.

First published 2008 by
PALGRAVE MACMILLAN
Houndmills, Basingstoke, Hampshire RG21 6XS and
175 Fifth Avenue, New York, N.Y. 10010
Companies and representatives throughout the world

PALGRAVE MACMILLAN is the global academic imprint of the Palgrave Macmillan division of St. Martin's Press, LLC and of Palgrave Macmillan Ltd. Macmillan® is a registered trademark in the United States, United Kingdom and other countries. Palgrave is a registered trademark in the European Union and other countries.

ISBN 978-1-349-29978-2 ISBN 978-0-230-59403-6 (eBook)

DOI 10.1057/9780230594036

This book is printed on paper suitable for recycling and made from fully managed and sustained forest sources. Logging, pulping and manufacturing processes are expected to conform to the environmental regulations of the country of origin.

A catalogue record for this book is available from the British Library.

A catalog record for this book is available from the Library of Congress.

10 9 8 7 6 5 4 3 2 1
17 16 15 14 13 12 11 10 09 08

How we articulate the world is how we understand our own reality

This page intentionally left blank

Contents

<i>List of Tables</i>	viii
<i>List of Figures</i>	ix
<i>About the authors</i>	xii
<i>Acknowledgments</i>	xiv
Introduction: marketing to women makes business sense	1
It's time to change	1
The business case for marketing to women	2
3,262,585,132 women in the world	3
Gender-based marketing strategy	6
Marketing to women	9
How to get the best from this book	11
Provoking new thinking	14
1 The female brain	16
Objectives	16
Women's brains are different	17
Influencing brand perceptions and purchase behaviors	22
Hormonal differences	30
Creating powerful branded memories	33
Increasing brand loyalty with memories	39
Summary	40
2 Women's primary characteristics	41
Objectives	41
The feminine spectrum	41
Why women behave differently	43
Feminine need states	45
Emotional empathy	48
Valuable relationships	52
Nurturing	54
Self-esteem	56
Communication experts	59
Holistic	63
Summary	64

3	Researching women's needs	66
	Objectives	66
	Women come in all shapes and sizes	67
	Marketing segmentation parameters	68
	Life stage	71
	Effective marketing research techniques	81
	A, E, I, O, U analysis	83
	Quantitative research	87
	Summary	90
4	Generation Y women	91
	Profile	91
	Insights	92
	Marketing strategies and tactics	95
	Summary	110
5	Generation X women	111
	Profile	111
	Insights	112
	Marketing strategies and tactics	115
	Summary	126
6	Baby Boomer women	127
	Profile	127
	Insights	128
	Marketing strategies and tactics	130
	Summary	140
7	Marketing communications	142
	Objectives	142
	Marketing tools	142
	Marketing strategies	150
	Effective marketing to women	158
	Effective messaging themes with women	160
	Summary	166
8	Effective brand experience design	167
	Objectives	167
	Building relationships through the brand experience	168
	Defining effective customer relationships	171

Engagement	175
Resolution – losing a customer	175
Creating hypersatisfaction or “flow”	178
The six-step feelgood framework	179
Summary	191
9 Touchpoint improvement	192
Objectives	192
Best practices in marketing touchpoints	193
Summary	226
<i>Bibliography</i>	227
<i>Index</i>	236

List of Tables

I.1	Years by which women outlive men	3
I.2	Typical feminine and masculine characteristics	8
I.3	Key differences produced by women's and men's brain hard wiring	10
2.1	Research findings into feminine behavioral differences	46
3.1	Women's life stages with accompanying hormonal, brain and reality changes	74
6.1	Effect of Title IX on US women's engagement in sports	137
7.1	Types of verbal statements women use to build relationships with others	144
7.2	Gendered differences in processing messages	160
8.1	Seductive brand experiences require new, relationship based characteristics that go beyond the old transaction elements	169
9.1	Marketing relationship effectiveness scorecard	216

List of Figures

I.1	Most financially attractive female customer segments	4
I.2	Performance of “Women 30” female-friendly global stocks	5
I.3	Primary household financial managers in the USA by gender	6
I.4	Primary characteristics for all women and the additional secondary characteristics for Generation Y women, Generation X women and Baby Boomer women	11
1.1	Typical left and right brain characteristics	18
1.2	Masculinity indices for Sweden and Japan by gender	22
1.3	Hypothalamus, limbic system and cortex regions of the brain	23
1.4	Left and right hemisphere biases towards positive and negative emotions	27
1.5	Taxonomy of emotional levels	28
1.6	Laddering used to identify higher-order brand attributes	29
1.7	Sexual hormone composition that influences levels of femininity	31
1.8	Simple mind map	35
1.9	Primacy and recency effects in memory recall	37
1.10	Women’s and men’s performances recalling items not related to life goals	38
2.1	Women’s and men’s median values on the feminine–masculine spectrum	42
2.2	Primary and secondary characteristics in Generation X, Generation Y and Baby Boomer women	48
2.3	Recent rise in emotional language in everyday usage	50
3.1	Examples of the ‘Role of Brand’ and its influence on purchase decisions	88
3.2	Emotional drivers demonstrate a continually increasing impact on customer satisfaction, unlike functional drivers whose influence plateaus	88
3.3	Demand drivers and the role of brand are prioritized differently across four different customer segments	89

4.1	Generation Y women in the UK and the USA	92
4.2	Primary and secondary characteristics of Generation Y women	96
5.1	Generation X women in the UK and the USA	112
5.2	Primary and secondary characteristics of Generation X women	113
6.1	Baby Boomer women in the UK and the USA	128
6.2	Primary and secondary characteristics of Baby Boomer women	130
7.1	Derivations of “what” and “tone”	145
7.2	Key dimensions of tone of voice for written and spoken messages	146
7.3	Examples of brands differentiated by tone-of-voice dimensions	147
7.4	Examples of positions in possible zigzag marketing strategies	151
7.5	Limitations of incentivization on driving continuing behavioral change	153
7.6	Rank’s model of persuasion: either intensifying the attraction or downplaying the negatives or competition	154
7.7	Women can reduce dissonance by actively managing their desire for things and the potential brand perceptions of that ownership	155
7.8	Four key marketing strategies	157
7.9	Women respond selflessly to masculine images while men respond selfishly towards feminine imagery	159
8.1	Phases in the life cycle of a customer relationship	171
8.2	Broader (female) and narrower (male) group popularity ranges	173
8.3	“Flow” state optimal performance zone	179
8.4	Essential components of a feelgood experience to produce “flow”	180
8.5	Exponential increase in customer satisfaction from delight variables	189
9.1	Perception by gender of the portrayal of men and women on screen	199
9.2	Stages in building a powerful relationship with women customers	207

9.3	Mapping customer service interactions, tasks and decision points	208
9.4	Mapping customer and employee expectations on key tasks across the customer journey	209
9.5	Evaluating key customer experience components against fit with the brand positioning and values	214
9.6	Interaction of ease and impact on outcome of investment in relationship-building	219
9.7	Examples of marketing to women initiatives linked directly to business growth strategies	221
9.8	Key metrics employed to track touchpoint improvements	225

About the authors

Iain Ellwood

Iain is Head of Consulting, Interbrand. He has many years' international experience, living and working in Japan, Hong Kong, the Netherlands and the United States as a marketing strategist for blue-chip companies. As a consultant he has led highly effective engagements for clients including Mitsubishi, BT, Orange, Barclays, British Airways, Nissan, InterContinental, RSA, Tesco, BP, Philips and UBS.

Before joining Interbrand, Iain worked at Prophet Management Consultancy. He led worldwide engagements creating high-impact solutions for customer proposition development, brand operationalization and marketing strategy.

Iain's focus is on driving higher margins and profits through putting the customer at the heart of the organization. This is achieved through effective and inspirational marketing strategy, brand operationalization and touchpoint development. Working with CEOs, his extensive expertise and knowledge have shaped corporate strategy and customer-focused propositions as well as internal brand campaigns that motivate and educate employees.

He is the author of *The Essential Brand Book* (Kogan Page 2001, translated into several languages) and a regular press commentator on marketing and branding issues for *The Economist*, the BBC, Sky News and numerous business magazines. Iain is a frequent international speaker on branding, innovation and communications. He also occasionally lectures for MBA courses at London Business School (LBS).

Iain is a member of the Chartered Institute of Marketing (MCIM); a member of the Marketing Society and a Fellow of the Royal Society of Arts (FRSA).

He holds a master's degree in social psychology from the University of London.

Sheila Shekar

Sheila is Senior Manager, Global Brand Management, Banana Republic. She is a senior marketing professional with over ten years of proven success developing consumer-insight-driven brand initiatives and marketing communication strategies for world-class brands, including Gap Inc., Banana Republic, UBS, Radisson Seven Seas Cruises and Visa.

Sheila currently leads international brand management efforts for Banana Republic, helping the brand expand successfully into a global lifestyle brand. Previously, she worked in corporate communications at Gap Inc.

Before Gap Inc., Sheila was a consultant at Prophet, a top global brand strategy consulting firm focused on Fortune 500 clients, with experience in developing and implementing brand-driven business strategies and marketing initiatives with global organizations across industries.

Prior to Prophet, Sheila created marketing communications campaigns and managed media and analyst relations for various global clients at Ketchum, a top-ten global PR firm.

Acknowledgments

I would personally like to thank the following marketers, business owners, colleagues, clients and friends for their insightful ideas and constant encouragement: Tom Agan, John Allert, Kate Ancketill, Gwynn Burr, Sue Carter, Ian Castello-Cortes, Rita Clifton, Charlie Colquhoun, Neil Duffy, Nick Durrant, Jez Frampton, Adrian Furnham, Rune Gustafson, Alastair Kingsland, Noel Penrose, Kate Rogers and Grant Usmar.

Thanks to my family – Jan, Andrew and Peter – for all their support. Finally, thanks to my father who saw the conception of this book but is no longer with us to see its fruition.

IAIN ELLWOOD

The author and publishers wish to thank the following for permission to reproduce copyright material: Andrea Learned for text from *Love Sweet Love: DHL Resonates with Women's Market* (2005); The Random House Group Ltd for a table from *The Female Brain* by Louann Brizendine, published by Bantam Press; Carat Media Agency for text from *Project Britain: Segmenting Simpletons* (2005); Verdict Research for text from Sean Hargrave in *Marketing Week*, 3 February 2006; The British Psychological Society for figures from D. J. Herrmann, M. Crawford and M. Holdsworth, "Gender-linked differences in everyday memory performance," *British Journal of Psychology*, 1992, 83, 221–31, reproduced with permission from the Journal of Psychology, ©The British Psychological Society; Interbrand for data originating in 2006 (personal interview); Elsevier for text from the *Journal of Experimental Social Psychology*, 16, by G. Levinger, "Toward the Analysis of Class Relationships," 510–44 (1980), and for a figure and text from Byrne: *The Attraction Paradigm* (1971), copyright Elsevier; Springer Science & Business Media for a diagram from *Universal Principles of Design* by W. Lidwell, K. Holden and J. Butler, Rockport Publishers; SRI Consulting Business Intelligence (SRIC-BI) for a diagram from *MacroMonitor*, "Women as Financial Consumers: Gaining Ground," IV (2), January 1999; Palgrave Macmillan for text from G. Moss and A. Coleman, "Choices and Preferences: Experiments

in Gender Differences,” *Journal of Brand Management*, 9(2), November 2001: 89–98; The University of Chicago Press for text from Joan Meyers-Levy, “The Influence of Sex Roles on Judgment,” *Journal of Consumer Research*, 14(4), March 1988: 522; nVision/Future Foundation for text from *Changing Lives: Media and Gender Survey*, UK; Associated Newspapers Ltd for material from Oliver Stallwood, “Why Women Find Parking So Tricky,” *Metro*, 24 January 2005; Title Nine for material from its website titlenine.com, 2007 *Our History: US Sports Legislation*; Sage Publications for tabular material from J. E. Williams and D.L. Best, *Measuring Sex Stereotypes: A Thirty-Nation Study* (1982).

Every effort has been made to contact all the copyright-holders, but if any have been inadvertently omitted the publishers will be pleased to make the necessary arrangements at the earliest opportunity.