

the **bi** **cultural** company

creating a business culture based
on male & female values as a
strategy to stimulate growth

davidveenhuys

The **bicultural company**

David Veenhuys

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workshop
or **advice**

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the **bicultural company**

David Veenhuys

Preparing this project, I have been fortunate to benefit from the help and advice of **Dr. François Courvoisier** Professor at the Haute école de gestion Arc in Neuchâtel, Switzerland to whom I extend my deep felt gratitude.

warning!
**reading this
could seriously
enhance your
business!**

You are strongly encouraged to copy it, mail it to others, print it & leave it in your toilet and generally speaking do anything you like to ensure as many people as possible have free access to this book.

And, if you find a moment, give me in a couple of lines your feedback on the content by mailing to:

dv@davidveenhuys.com

I would appreciate it!
David Veenhuys

usage instructions



1

I have aimed to create more than a book.

I want this work to be a platform that allows you to go further than only what is written on the page. Therefore I have used two additional tools that will link you to various websites and videos:

The Richer Sex, Newsweek, Companies had better cater to women.



Clicking on a text in a box will open a website that will provide additional information.



Clicking on the screen will open a video.

On the table of contents, click on a subject to take you to the page. **To return to the table of contents** click on this icon positioned on the bottom left of each right hand page:



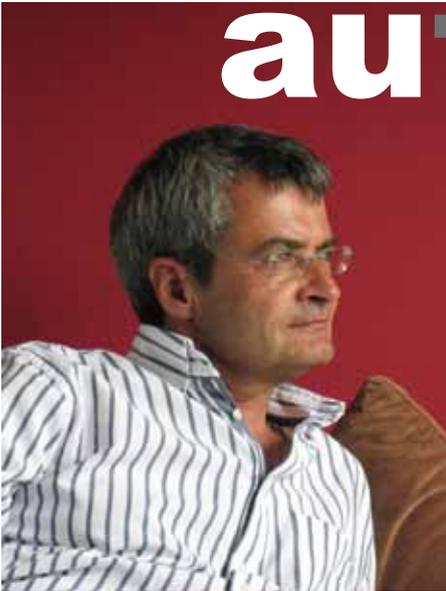
2

You need to view this document in Adobe PDF Reader (not, for example the Apple version «Aperçu») in order to open the links.

3

Finally, it has been designed to be viewed in 2 page format!

about the author



David Veenhuys is a Dutchman living in Switzerland. To the relief of his parents and the astonishment of his teachers he obtained, in 1976, a Master degree (licence) in economics at the university of Geneva.

After working in marketing with Procter & Gamble and in advertising with Young & Rubicam, David started his own business in 1987 as an independent consultant.

As such, he has worked as a marketing consultant, as a creative director and copywriter, as a Dean of graphic design (at Art Center Europe), and as a teacher (chargé de cours) at the University of Lausanne, the Haute Ecole de Gestion de Neuchâtel and Webster University in Geneva.

David has written two books about self-marketing (one of which is for women, published in four languages and in eight countries). He has also co-written one book about how to create one's own company.

His latest book 'The 7 laws to free yourself from fear', was published in French in September 09 (Editions Jouvence) titled 'Les 7 lois pour se libérer de ses peurs'.

David has also participated in developing the architectural concept of the new TGV train, which should become operational in 2020. During all of this he usually manages to remain one step ahead of his banker and, from time to time, to learn from his mistakes.

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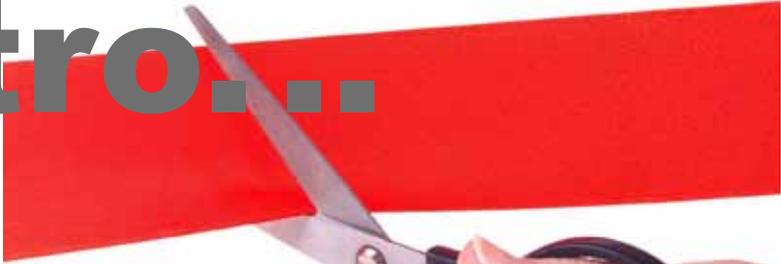
1 **in** tro



MUSIC VIDEO: Click on the video
and keep on reading -Tom Jones, Sex
bomb



Intro...



This book is about incorporating female values in your way of doing business, thus creating a truly bicultural, male & female values based company, as a strategy to stimulate growth.

This book is written by a man for men who run companies of all sizes in Switzerland and have never found the time so far to focus on this subject. This book has no scientific pretensions. My goal is to quickly outline key facts and suggestions and to present them in a way that it will encourage you to go through them. Hopefully it will make you become aware that strengthening female values in your company is a strategic business issue, not a tactical HR issue and that it could be of such capital importance that you should personally lead a team to consider its implications and potential for your company.

Here are the 10 key ideas this book will address

Source: Harvard Business Review. Sept 2009. The Female Economy, Michael J. Silverstein and Kate Sayre

1

Women represent the largest business opportunity in the world and control the vast majority of consumer spending

Germany	78%
France	71%
UK	67%
USA	73%

In the US, women either buy or heavily influence the buying decision over certain product categories as follows;

Furniture:	94 %	Electro domestic	89 %
Food	93 %	Housing	91 %
Vacation	92 %	Cars	85 %

Source: 2005 Wow! Quick Facts book & U.S. Census Bureau

Source : M2W 2010 conference, Greenfield Online for Arnold's Women's Insight Team

2

Women buy differently from men. Most companies don't really understand this, because most of them are managed by men. As a result a vast majority of women are deeply dissatisfied by the way these companies market and advertise their products to them. Companies therefore need to adapt their marketing efforts to better serve their female clientele.

Source: OFS, Office fédéral de la statistique

3

It would be foolish to treat such a group of consumers without the respect they deserve, especially given the fact that their income and purchasing power will only continue to grow. Today more women than men in Switzerland have access to Hautes Ecoles/Hochschulen and more women than men will start entering the active population in an age of diminishing demographics.

Source: The Economist, May 12, 2009

4

More and more companies are starting to focus on gender as a business strategy especially the large multinational consumer goods companies. They are starting to make their companies more attractive for women to work for and their products more attractive for women to buy. This is a brand new form of competition you simply cannot ignore.

Source: Marti Barletta, 'Marketing to Women' January 2006.

5

Designing and marketing products that focus primarily on needs of women yield the largely unexpected benefit of creating better products and better marketing efforts that also attract more male consumers.

Source: Marti Barletta, 'Marketing to Women' January 2006.

6

However, the way that women buy products can be so subtle and difficult to understand for men, and making a visible effort to do so but getting it wrong (and there are about a half dozen traps male marketers can fall into) can unleash such a ferociously negative response from female consumers that companies need to integrate more women at all levels of the company, creating a broad balance, to become effective.



Intro...

The corporate culture in most companies is mostly a masculine one, dominated by male values and beliefs. Most men therefore feel naturally at ease in such a world. As a result, they perceive women, who, naturally, don't feel at ease in such an environment as lacking what it takes to succeed in the company.

The tendency is then to rush in, for example, with training sessions to teach women how to adapt. This is a sure way of getting it entirely wrong from the very beginning.

There is nothing wrong with women, just as much as there is nothing wrong with men. It is the company that has to adapt to a changing world, not the women.

'All women's issues are to some degree men's issues and all men's issues are to some degree women's issues because when either sex wins unilaterally both sexes lose.'
Warren Farrell

7

8



bi.cul.tur.al

Biculturalism implies the existence of two distinct cultural groups within a society united by one economic and political structure.



9

A company which manages to successfully transform itself from a (male) monocultural environment to a bicultural environment that understands and respects the values and beliefs of both women and men will create a richer and more dynamic environment.

10

This bicultural way of thinking, as a state of mind, can express itself in all the activities the company undertakes: research & development and product innovation, production, selling, pricing, advertising, staffing and subsequently all the various HR practices. The result will probably be a more open, less egocentric and individualistic organisation, more willing to admit mistakes, more ethical and certainly far more consumer oriented than before.

You won't create a better performing company simply because you succeeded in having more women working alongside men.

You will build a better company because you succeeded in integrating and balancing male and female values in all aspects and activities of the company, thus creating a more dynamic and diverse environment, closer to its markets, where new and innovative ideas can more readily flourish.



2 female customers



MUSIC VIDEO: Click on the video
and keep on reading -Natacha Atlas.
This is a man's world (but it would be
nothing without a woman or a girl)



Female customers

purchasing power

Awareness of the fast growing importance of female consumers really started in the US about a decade ago. But their purchasing power has grown over time into a worldwide phenomenon.

It is now widely accepted that women represent the largest business opportunity in the world and that they control the vast majority of consumer spending.

In the US, a country where the opportunity is big enough to warrant extensive research, it has been established, and reaffirmed over the years, that women either buy or heavily influence the buying decision over certain product categories as follows;

- Home furnishing: 94 %
- Consumer electronics 89 %
- Food 93 %
- House purchases 91 %
- Vacation 92 %
- Cars 80 %
- Home Computers 66%
- Home fix-up 55%

Source: 2005 Wow! Quick Facts book and U.S. Census Bureau

According to the Harvard Business Review*, women control consumer spending by country as follows:

Canada	75%
USA	73%
Germany	70%
France	71%
UK	67%
Japan	63%
Spain	60%
Italy	57%

* The Female Economy, Michael J. Silvers-tein and Kate Sayre, Harvard Business Review (Sept. 2009).



**Click here for
CNBC report on
female purchasing
power in the US**



**For example
Women and Auto**

- Women buy more than half of the new cars in the U.S., and influence up to 80% of all purchases.
- Women also request 65% of the service work done at dealerships.
- 45% of all light trucks and SUVs are purchased by women.

Source: Women-Drivers.com, 2010

- Women continue having poor experiences when trying to buy a car.
- 3/4 of women surveyed say they feel misunderstood by car marketers.

Source: Forbes, 2010

BusinessWeek

January 13, 2011,
11:07 AM EST

A third of China's millionaires are women, and they buy a disproportionately large share of high-performance sports cars in the world's fastest-growing major economy. Fiat SpA said the percentage of women buying its Maseratis in China is triple that of Europe, while the percentage buying its Ferraris is double the global average.



Female customers

purchasing power



For example, new opportunities in Do It Yourself

The shift of clientele in various markets can open new business opportunities. According to Vertis Communications, a US consultancy company, women are now making the majority of home renovation decisions, but fewer are planning to do it themselves. In 2010, just 32% of female decision-makers between the ages of 25 and 34 say they are likely to take on a DIY project, compared to 59% in 2006.

And among younger women decision-makers in the 18-to-24 category, only 29% are planning to do so, compared to 48% in 2006.

As a result, companies can capture this opportunity by finding affordable solutions to have it done for them.

The decision-making authority and the money that goes with that has grown because of the increasing number of women being employed, of households headed by a single mother and because their income has soared over the years.

From 1970 until the end of the 20th century, in the US the median income of men has increased by 0.6% while the median income of women increased by 63% according to Marti Barletta, author of *Marketing to Women: 'How to Understand, Reach and Increase Your Share of the World's Largest Market Segment'*.



According to the *Financial Times* of March 10, 2006, ...'since 1970, women have occupied two out of three newly created jobs.'



The *Atlantic Magazine*, in their edition of June 2010 wrote:

'Women dominate today's colleges and professional schools—for every two men who will receive a B.A. this year, three women will do the same. Of the 15 job categories projected to grow the most in the next decade in the U.S., all but two are occupied primarily by women.'

Men dominate just two of the 15 job categories projected to grow the most over the next decade: janitor and computer engineer. Women have everything else—nursing, home health assistance, child care, food preparation. Many of the new jobs, says Heather Boushey of the Center for American Progress, 'replace the things that women used to do in the home for free.' None is especially high-paying. But the steady accumulation of these jobs adds up to an economy that, for the working class, has become more amenable to women than to men.'



Female customers

purchasing power for example private banking

From: Leveling the Playing Field. Upgrading the Wealth Management Experience for Women. Survey by the Boston Consulting Group (July 2010)

Selected excerpts from this report:

As wealth management clients, women are both significant and undervalued. They control about 27 percent of the world's wealth (meaning that they decide where the assets are invested), yet more than half of the women we surveyed feel that wealth managers could do a better job of meeting the needs of female clients—and nearly a quarter think that wealth managers could significantly improve how they serve women.

The survey, conducted in early 2010, was prompted by our annual global-wealth research, which showed a disparity between the significant number of women clients and the level of service they typically receive.

The survey had about 500 respondents, each with at least \$250,000 in bankable assets. It was complemented by more than 70 interviews with private-banking specialists and wealthy women around the world.

Many wealth managers either overlook women as a discrete and important group or else use superficial strategies to reach them. In fact, some of the most common approaches are worse than ineffective—they can alienate the very clients they're meant to attract, particularly if they revolve around "women-labeled" products, pitches, or promotions that come across as patronizing or contrived. Wealth managers need a more nuanced approach.



VIDEO: Tom Peters:
The Biggest Underserved
Markets

Women told us, in no uncertain terms, that they want a level playing field—they want the same attention, advice, and terms and deals that men get—with advisors providing clear and objective recommendations based on their goals and risk profiles.

At the same time, however, more than 70 percent of the respondents said that wealth managers should tailor their services for women. This may seem contradictory, but the desire for a tailored approach is really a sign that women have distinct needs and expectations as clients, and that private banks have more work to do when it comes to the most important axiom in wealth management: know your client. Put simply, women want their advisors to understand who they are and what they want.

Leveling the playing field presents a significant opportunity for wealth managers, many of which are fighting harder than ever to win back or retain clients. By recognizing both the importance of women and the reasons why so many are disappointed with the industry, wealth managers can attract new clients and strengthen loyalty. And they can do so by fine-tuning, rather than reinventing, their approach to serving women clients.

Go Long on Women to Make More Money

- Women have always made the majority of household spending decisions, but they will have even more purchasing power as they contribute more money to their households.

Source: Bank of America Merrill Lynch, December 2010



Female customers

purchasing power **for example private banking**

The three trends have important implications for wealth managers:

1

Women's wealth will continue to grow. We expect the increase to be driven mainly by salaries and bonuses, which will grow in line with women's educational and professional development, as well as by the continued narrowing of both the income and inheritance gaps.

2

Women will account for a growing proportion of high-net-worth (HNW) clients, which are generally defined as having between \$1 million and \$20 million in wealth. Several private-banking experts noted that wealth managers need to be prepared for an upward migration of women into the HNW segment, especially in the emerging markets.

3

Women will become more independent when making financial decisions. In our survey, 30 percent of women said they make their investment decisions alone rather than relying on a spouse or other family members. We expect this percentage to rise as women accumulate both financial experience and wealth. The trend will be more pronounced in markets that have high levels of entrepreneurial activity.

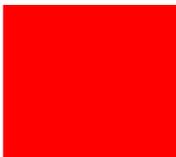
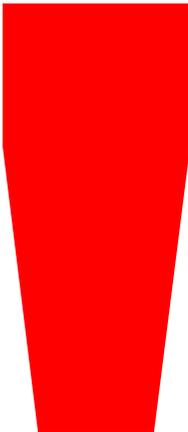
'We are a young market,' remarked an Eastern European private banker, 'and more than half of our female clients are entrepreneurs. Their proficiency level in financial matters is similar to that of men.'

THE DAILY BEAST

**The Richer Sex,
Newsweek,
Companies had
better cater to
women.**

READ THIS SKIP THAT

what women want



'Equal access to information, equal consideration and terms for loans, equal access to special deals going on at the bank—that's what I am looking for.'

— Married, North America

'Aside from not taking women seriously in general, [wealth managers] should be focusing on generating the best returns for the client, regardless of gender. I don't need a tea party.'

— Single, North America

'What banks need is a revolution like the automotive industry had: to finally understand that women not only sit in the cars but also choose, buy, and drive them.'

— Married, Spain

'Banks are spending their marketing budget on men by sponsoring sports such as football or rugby...Male clients also get invited to corporate boxes at games, but as a woman I don't get that kind of treatment.'

— Married, New Zealand



Female customers

purchasing power mortgages, in Switzerland

Edouard Duc, Managing Director at UBS was quick to offer help when I approached him and asked about female customers and mortgages.

He thought it would be interesting to know more about this issue and asked about 80 of his mortgage loan officers, covering the French speaking part of Switzerland, to answer a brief questionnaire I prepared.

UBS is the Swiss mortgage market leader. One in five home owners has a UBS mortgage.

I received 77 completed questionnaires, from 61 male and 16 female loan officers.

This is their perception about their female clientele:

research at **UBS**

Split of clientele?

female (single, couple)	10%
male (single, couple)	22%
couples (woman, man)	68%

Among couples, who decides which banks to approach?

She does	31%
He does	55%
I don't know	14%



Female customers

purchasing power

mortgages, in Switzerland

What are key arguments to conclude a deal?

	For her,	him
Relationship established during meetings	52%	37%
Financial conditions	45%	60%
Others (mainly network introductions)	3%	3%
	<hr/> 100%	<hr/> 100%

Who finally decides?

It is a co-decision	53%
She makes the final decision	21%
He makes the final decision	26%



Female customers

purchasing power

mortgages, in Switzerland

What to make from this research?

**For marketing mortgages,
women and men are equal-
ly important customers to
banks.**

**But women and men select
their bank for different rea-
sons.**

research at **UBS**

When it comes to contracting a mortgage, women and men both heavily influence the choice of their bank.

Over half of the decisions are made jointly and - for the remainder - she imposes her choice almost as much as he does.

However, for her, the relationship she established with the loan officer, (the way she was listened to and the way her questions were answered), were significantly more important than the financial conditions the bank offered.

As there are usually not more than two meetings before deciding on a bank, the first impression really counts!

For him, the financial conditions are the key parameters to select a bank. The relationship is far less important to him.

As loan officers have limited influence over financial conditions, it suggests that - to create a competitive edge - they need to fully understand what women find important in establishing a positive relationship. Which in turn suggests that banks need a good balance between male and female loan officers. More about this in the marketing part of this book.



Female customers

purchasing power

In *Women Want More: How to Capture Your Share of the Worlds Largest, Fastest-Growing Market*, authors Michael J. Silverstein and Kate Sayre, partners at The Boston Consulting Group (BCG), explore the rise of the female economy.



The Boston Consulting Group

Women today control as much as 70 percent of household purchases and \$20 trillion of consumer spending worldwide. They will be responsible for \$5 trillion of incremental spending over the next several years — a greater commercial potential than that of the rise of the consumer economies of India and China.

Yet despite all this spending power, women feel undervalued and misunderstood. They are pressed for time and stressed out by products and services that don't meet their needs.

These findings come from a BCG survey of 12,000 women from 22 countries; 120 questions that delved into every aspect of their lives. Supplementing this data are face-to-face interviews with women from every walk of life that provide deeper insights into their challenges and aspirations.

Women Want More also tells the stories of companies that successfully serve women and reveals the practices they follow. Additionally, the authors pinpoint and analyze the categories of greatest dissatisfaction.

The message of Women Want More is that women have the clout to make or break whole categories. Companies that recognize the opportunity of the female economy and respond to it can capture a privileged position in their category and achieve growth for years to come.



Female customers

purchasing power



'Forget China, India and the internet: economic growth is driven by women'

From The Economist Apr 12th 2006:

Women are becoming more important in the global marketplace not just as workers, but also as consumers, entrepreneurs, managers and investors. Women have traditionally done most of the household shopping, but now they have more money of their own to spend. Surveys suggest that women make perhaps 80% of consumers' buying decisions—from health care and homes to furniture and food.

Girls get better grades at school than boys, and in most developed countries more women than men go to university. Women will thus be better equipped for the new jobs of the 21st century, in which brains count a lot more than brawn.

What is clear is that in countries such as Japan, Germany and Italy, which are all troubled by the demographics of shrinking populations, far fewer women work than in America, let alone Sweden. If female labour-force participation in these countries rose to American levels, it would give a helpful boost to these countries' growth rates.



VIDEO: Hanna Rosin reviews data that shows women actually surpassing men in several important measures, such as college graduation rates.

‘As a market, women represent a bigger opportunity than China and India combined. So why are companies doing such a poor job of serving them?’

From Harvard Business Review – The Female Economy - 2009



59% of women feel misunderstood by food marketers

66% feel misunderstood by health care marketers

84% feel misunderstood by investment marketers;

Sources: Yankelovich Monitor, Forbes, 2010, Greenfield Online for Arnold’s Women’s Insight Team (2006)



Female customers

purchasing power



From Harvard Business Review – The Female Economy - 2009:

Most companies have much to learn about selling to women. In 2008 the Boston Consulting Group fielded a comprehensive study of how women felt about their work and their lives, and how they were being served by businesses. It turned out there was lots of room for improvement. More than 12,000 women, from more than 40 geographies and a variety of income levels and walks of life, responded to the survey.

Here's what we found, in brief: Women feel vastly underserved. Despite the remarkable strides in market power and social position that they have made in the past century, they still appear to be undervalued in the marketplace and underestimated in the workplace.

Few companies have responded to their need for time-saving solutions or for products and services designed specifically for them.

It's still tough for women to buy a healthful meal, get financial advice without feeling patronized, or make the time to stay in shape.

Although women control spending in most categories of consumer goods, too many businesses behave as if they had no say over purchasing decisions.

Companies continue to offer them poorly conceived products and services and outdated marketing narratives that promote female stereotypes.

...again, why are companies doing such a poor job of serving women?'

a simple answer

Because most companies are managed by men according to male values. Most men do not really understand female consumer behavior and not enough women are there at the higher levels of companies to impose a female perspective.

less simple reasons

Most men don't understand to what extent female consumer behavior is driven by female values. They believe that consumer behavior is mainly driven by 'human' values and that, depending on the product category, they are mainly rational and broadly similar for men and women.

They don't really understand what typical female values are and how one can base a marketing approach on these values.

therefore

This book will argue that female consumer behavior is heavily influenced by female values. We will analyse these values and propose ways to develop a marketing approach based on these values.

We will also argue that this is a very sensitive issue and that men can easily get it wrong. Therefore, to do it right, a company needs a balanced management team at all levels of the company. This book will propose ways to achieve this.



3 **about** values



MUSIC VIDEO: Click on the video and keep on reading
-Véronique Sanson - J'ai l'honneur d'être une fille



MUSIC VIDEO: Click on the video and keep on reading
-Véronique Sanson - Je veux être un homme





Values...

1

too good to ignore

Imagine you have a great new business opportunity, too good to ignore, and say it concerns a Japanese clientele here.

To develop a coherent marketing approach you would probably start by analyzing Japanese life styles, values and buying habits.

Then, in order to write and implement a marketing plan it would make good sense to hire Japanese team members, as you would certainly not pretend to understand Japanese culture and mentality all by yourself. And when it comes to advertising, you would probably insist a Japanese team would write and create the commercial instead of your usual Swiss team to be sure it communicates well.

Now substitute 'Japanese' by 'women' or 'female' and you see where we are heading to.

When it comes to lifestyles, values and buying habits, Swiss men and women are probably as different, if not more, as Swiss and Japanese men. Marketing to women, as a man, therefore requires you to approach this target group in a careful and prudent way to be sure you get it right the first time as you might not get a second one.



Values...

2

overall



VIDEO: David

Motivation is the combination of desire, values, and beliefs that drives us to take action such as buying a certain product.

Motivation is said to be intrinsic or extrinsic. Intrinsic motivation is driven by an interest or enjoyment in the task itself, and originates within the individual rather than relying on any external pressure.

Extrinsic motivation results from external pressures and rewards like money and grades, tradition, culture and the approval of people we know.

Our values and our beliefs together form what may be called our 'internal guidance system'. This system gives us our bearings and a sense of direction and purpose in life. If well aligned, our values and beliefs will cause certain desires to crystallize and manifest themselves within us. The stronger our desire, the more motivated we will be to take action and do something to satisfy our desires.

Values are the key concepts and ideals that guide our life and - together with our beliefs - help us to make important decisions.

Values give significance to our life and determine the priorities we choose.

Values

&

Beliefs



Desires



Motivation

val•ues

a person's principles or standards of behavior;
one's judgment of what is important in life

They define our sense of identity, of what we stand for. Values are at the heart of our thinking and behaviour.

Brian P. Hall, a key researcher in this field and author of 'Values shift - A Guide to Personal & Organisational Transformation' has brought to the surface about 120 values that we all potentially share as human beings and conclude that on a daily basis we manage our life with the help of about a dozen values which are arranged in a strict hierarchy or value system.

Beliefs are the assumptions we make about ourselves, and the world we live in. Beliefs are about what we think is true and what we expect to result from our behaviour. Our beliefs come from various external sources such as our culture, our parents and friends; from what we read in the press and so forth. As a result, beliefs may change quickly depending on experiences we go through.

The combination of a) the different values that dominate our life (with different priorities we attribute to them) and b) the various personal beliefs that guide us, set us apart and differentiate us from the next human being. They cause us to take different decisions in life, to read different books, to develop different interests and pursue different studies and ... buy certain products.

'Happiness is that state of consciousness which proceeds from the achievement of one's values.'
Ayn Rand



Values...

3

men & women

An aspect that directly concerns us is that Brian P. Hall has been able to discern typical female and masculine values and that research on consumer behavior indicates that consumers' values are virtual buying motives and contribute to explaining consumer preferences and buying motives.

Analysing these gender oriented values can thus give us an insight on how and why women differentiate from men when it comes to buying products and how we can apply this knowledge to our marketing approach.

Astrid Rewerts and Jon Hanf in a paper called Culture and Values – Their Relevance for Marketing Strategies argue that *'the prospect of reaching a personal value is the virtual buying motive'*.

'As consumers in our country can choose from different products that all serve their basic needs, they tend to purchase the product which best satisfies their personal wishes and these wishes are in turn derived from their personal values.' (Nieschlag et al., 1994).

'Research on consumer behavior has revealed that the prospect of reaching a personal value is the virtual buying motive.'

Bearing this in mind, the marketer, is not only able to observe whether one product is preferred to another, but also to understand why this product is preferred.'

Hence, identifying consumers' personal values contributes to explaining consumer preferences and buying motives, which is of great importance for marketing practice.'

Culture and Values –
Their Relevance for
Marketing Strategies
Astrid Rewerts and
Jon Hanf

‘Identifying consumers’ personal values contributes to explaining consumer preferences and buying motives’

Astrid Rewerts and Jon Hanf further conclude that *‘Consumers choose products with certain attributes because of the consequences they are perceived to bring about and finally, the consequences are expected to satisfy a consumer’s personal values.*

Therefore, values define which consequences a consumer regards as desirable and in turn the consequences define which attributes appear to be important to the consumer. Hence, this linkage can be used to explain differences in preferences for product attributes and products, respectively.’

Because products have a meaning beyond attributes and consequences, values which add significant explanatory power for product preferences over and above the explanatory power of consequences and attributes can be used to identify buying motives and the rationales for certain consumption patterns.’
(Perkins, Reynolds, 1988).



Values...

3

men & women

Brian P. Hall has determined a certain number of values that were unique to women and to men in the various groups he researched (meaning the top 10 values for each gender which did not overlap). The differences are very clear:

The four uniquely feminine values are of a relational and internal nature. Care and sharing are relational, while insight and celebration are inner qualities.

The five uniquely masculine values are quite different: they emphasize external responsibility to achieve in the world through loyalty, competition, and decision-making.

Sharing / listening

Care / nurture

Limitation / celebration

Knowledge / insight

Responsibility

Achievement / success

Loyalty / Fidelity

Competition

Decision / Initiation

NB!

Individually, many men may have among their top dozen values a more female oriented mixture and many women may have a more male oriented mixture. This, obviously, without being necessarily linked to their sexual preferences. As a result, on an individual level, gender and values are not related per se.

However, when observed on large groups, men and women tend to function according to the values described by Hall. While inevitably becoming stereotyped, no individual all by itself represents the characteristics of a large group, these values however give - we believe - an useful insight on behavior of women and men



Brain P. hall subsequently defines the feminine values as follows:

Sharing / listening

'The capacity to hear another's thoughts and feelings actively and accurately and to express personal thoughts and feelings in a climate of mutual confidence in one another's integrity.'

Care / nurture

'To be physically and emotionally supported by family and friends and to value doing the same for others.'

Limitation / celebration

*'The recognition that personal limits are the framework for exercising one's talents.
The ability to laugh at one's own imperfections.'*

Knowledge / insight

'The pursuit of truth through patterned investigation motivated by increased intuition and unconsciously gained understanding of the wholeness of reality.'



Values...

3

men & women

He then defines the masculine values as follows:

Responsibility

'The ability to be personally accountable for and in charge of a specific area or course of action in an organization or a group.'

Achievement / success

'Accomplishing something noteworthy and admirable.'

Loyalty / Fidelity

'Strict observance of promises and duties to those in authority and to those in close personal relationships.'

Competition

'The ability to be energized by a sense of rivalry, to be first or most respected in a given area.'

Decision / Initiation

'The ability to feel that it is one's responsibility to begin a creative course of action, or to act on one's conscience without external prompting.'





VIDEO: it's light entertainment, very true & very funny.

'Women speak and hear a language of connection and intimacy, and men speak and hear a language of status and independence. Men communicate to obtain information, establish their status, and show independence. Women communicate to create relationships, encourage interaction, and exchange feelings.' Judy Rosener, America's Competitive Secret (1997)

thus...

These differences clearly indicate that women and men (or more precisely, those who adhere mainly to female or male values) perceive the world differently and this also affects what they choose to do in their day-to-day behavior such as shopping and buying products & services.

The approach we will develop on the following pages is to

a) list four types of behavior for each feminine value relevant to buying motivation

b) link each of these behaviors to the '4 Ps' or the four strategies of a marketing plan and evaluate their implications.



Values...

4

female values & types of behavior

1. The value of sharing / listening

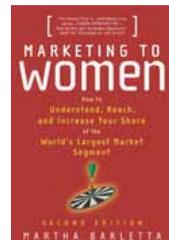
1.A. Women favor the community over the individual

Men see themselves as individualists, going their own way and basically competing against all others. And they generally assume everybody else behaves - or should behave - that way. When they belong to a group, it was found that men contributed more to their group if their group was competing with other groups than if there was no intergroup competition *. It is interesting to note that, within those same groups, female cooperation was relatively unaffected by intergroup competition.

Women thus look at the world in an entirely different matter. They see themselves as belonging to a community with the rights and obligations that come along.

An obligation is to do their part and to obey to the rules of the community in order to make it work. In exchange women expect security and respect from the community.

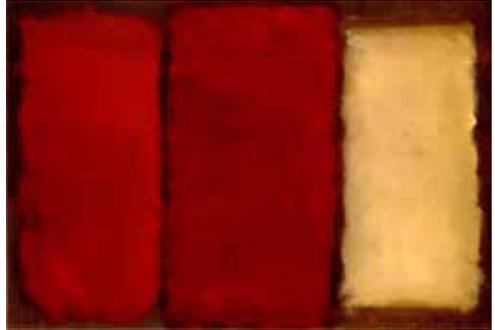
The four 'applications' developed under each of the four typical female values are largely inspired by Marti Barletta's excellent book 'Marketing to Women' and sustained by my over 10 years of experience in coaching and training female executives.



* Gender Differences in Cooperation and Competition. Vugt & de Cremer (2006).



**Cecily
Brown
and
Mark
Rothko**



1.B. Women favor detailed ideas and examples over abstract ones

The first thing you learn when training a group of women is to face the barrage of questions along the lines of 'could you be a little more concrete' or 'could you give me a concrete example'?

Men, when approaching a problem or understanding a situation are analytical and minimalist in their approach. They tend to concentrate on the 3 to 5 most important factors or data and ignore the rest that, in their mind, only clutter up the big picture.

Men prefer to make an issue as simple as possible in order to concentrate on the few aspects that really matter in their eyes. Hence they have the tendency to become abstract.

Women on the other hand believe that men become simplistic in their tendency to keep things simple. The very abstractness, which helps the decision-making process for men, sabotages the issue for women as they feel they are lacking way too much concrete information.

Women need the nuances and details which fatigue most men to feel they have well understood the issue.



VIDEO: Cecily Brown born 1969 in London, is a British painter. Her works reveal her reverence and high regard for artists such as Francisco de Goya, Nicolas Poussin, while incorporating into her works her distinct female viewpoint.



VIDEO: Mark Rothko, an abstract expressionist.



Values...

4

female values & types of behavior

1. The value of sharing / listening

1.C. Women favor similarity over superiority

As women value sharing, they are more interested in what they have in common with other members of the community rather than where or how they are different/superior to them.

From childhood, boys compare themselves and seek where they are better than other boys. Modesty is not considered a virtue and exaggeration is rather the norm. And boys can be rather complacent and agreeable to attribute superiorities to one other: *'I can throw the ball higher but you can give a better curve to it, I play better in a defensive position and you are better in attack than I am'*.

Girls are far less complacent than boys are, to each other as well as to themselves. Modesty is the norm and exaggeration is not encouraged. Superiority, as a result, is not an area of interest to women. Their sense of community and belonging makes them more interested in what they have in common with others than where they are better.



1.D. Women favor interaction over formality

As women see themselves as belonging to a community they have a far stronger drive than men to seek connections and to create a rapport with others through empathy, listening and understanding.

They prefer to share, for example confidences and encourage others to share with them by asking questions rather than to treat people at arms length.

As a result, women are able to share information about the products they share and their experience with them, and they will freely ask others about the products they use. Men will need a considerable amount of time before telling others (assuming they ever would consider doing so) which brand of after-shave they use!

As we will see later, this has a significant impact on the way women and men investigate products before buying them.



Values...

4

female values & types of behavior

2. The value of caring / nurturing

2.A. Women favor people over products

Women being community and people oriented, they tend to see products primarily as a mean to a goal and they are above all interested in its usefulness with regards to certain needs they have

They rather spend time with a person than with a product. They rather hear about what people did with the product than hear about the product itself.

And usually they are even less interested in exactly how the product operates as long as it works perfectly.

It interests them so little that they assume in advance that they don't know how to operate the product so, for example, when they need to program a certain electronic device they will read the usage instructions instead of thinking, as most men do, that they can figure it out through instinct and experience.





B. The value of caring / nurturing

2.B. Women favor altruism over selfishness

Altruism is concern for the welfare of others and is the opposite of 'taking care of number 1: myself' which is more of a masculine approach.

Altruism is not the same as loyalty and duty (certain unique top male values). Altruism focuses on a motivation to help others or a want to do good without reward, while duty focuses on a moral obligation towards a specific individual, an organization or an abstract concept (for example patriotism).

Studies on adolescents have pointed to the relationship between high empathy and high altruism, this connection being stronger in girls than in boys (Carlo, Hausmann, Christiansen, & Randall, 2003).





VIDEO: Feminist Ethics:
An Interview with Susanna Goodin

2.D. Women prefer human benefits over product features

As seen before, women tend to see products primarily as a means to a goal and they are above all interested in how the product can help them fulfill certain needs.

Men share this approach but they can also become interested in a product just because they admire the way it operates and the features it possesses. Whether they are really useful or not is secondary.

That means that female consumers evaluate features primarily by their usefulness and practicality.

They are significantly less interested in features where added value is less clear and might clutter the simplicity and ease of use they are looking for.



Values...

4

female values & types of behavior

3. The value of limitation / celebration

3.A. Multitasking (over monotasking)

The visual circulates on the internet and you will receive it frequently in funny PowerPoints on women versus men, but nevertheless, it makes sense to most men and women.

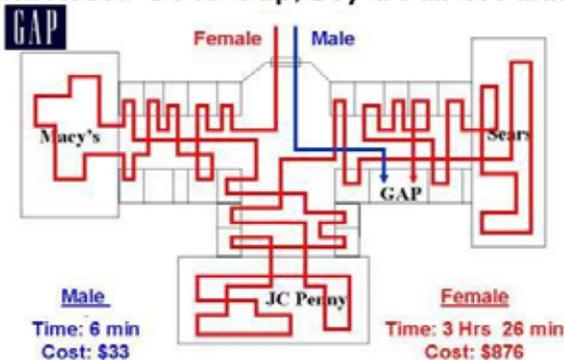
The idea is that a man and a woman who go to a department store to buy a pair of jeans approach this task in an entirely different manner: from the moment I enter I unconsciously accelerate my step because I basically don't like to be there. My wife says 'what's the hurry?'

The female value:

The recognition that personal limits are the framework for exercising one's talents.

In marketing the personal limit that applies most is the lack of time women have compared to men which has strong implications on the way she shops.

MISSION: Go to Gap, Buy a Pair of Pants





VIDEO: Men and women, multitasking, funny!

'Men seem like loose cannons. Men always move faster through a store's aisles. Men spend less time looking. They usually don't like asking where things are. You'll see a man move impatiently through a store to the section he wants, pick something up, and then, almost abruptly he's ready to buy. For a man, ignoring the price tag is almost a sign of virility.'

Paco Underhill, *Why We Buy* (2008)

I quickly go to the jeans shop. With my eyes I scan what's on the left and on the right but don't stop on the way. In the jeans shop I look what is available (and often I already know what type of jeans I want) and don't ask for help until a shop assistant asks me what I am looking for. I try two or three jeans, decide, pay and walk out of the store as quickly as I can but without running because those beefy looking security agents might get suspicious.

She goes to the same department store to buy a pair of jeans and will probably look around for a belt, a pair of shoes to go with and other accessories. And while she is in there she will shop for a pair of slippers for her daughter and a present for friends who invited her (and her husband) tomorrow evening for dinner, and, ah yes, she will probably buy something for the house as well.

She spends more time and more money at the shop but the reason that she groups her purchases is that she is multitasking. While I could very well go again there in the evening to return a video because I basically mono task.

3.B. Aesthetics (over merely practical)

From early age most women have learnt to take beauty and aesthetics into consideration in their buying decisions, and this contrary to many men. When they arrive at adulthood they have light-years of shopping experience ahead of men of their age. Being more detail oriented than men, they have developed a critical eye for elements in a shop layout or the design of products most men would not even notice or bother about. Aesthetics also play a critical role in the challenge of making the most of a limited budget, something most female consumers have learnt to cope with. It is therefore a key factor in the buying decision process of a female consumer.



Values...

4

female values & types of behavior

3. The value of limitation / celebration

3.C. Life milestones (over work milestones)

Men value work milestones because that's what they focus on in their life.

But in their value system, women attach as much (if not more) importance to celebrating special moments in their private life. Especially once they have children; then it is likely that moments they tend to remember most clearly in their life are family related.

That means, for example, that when you develop an advertising campaign in which you want to associate a product with special moments in a person's life, you are likely to take opposing approaches according to the gender of your target consumer.



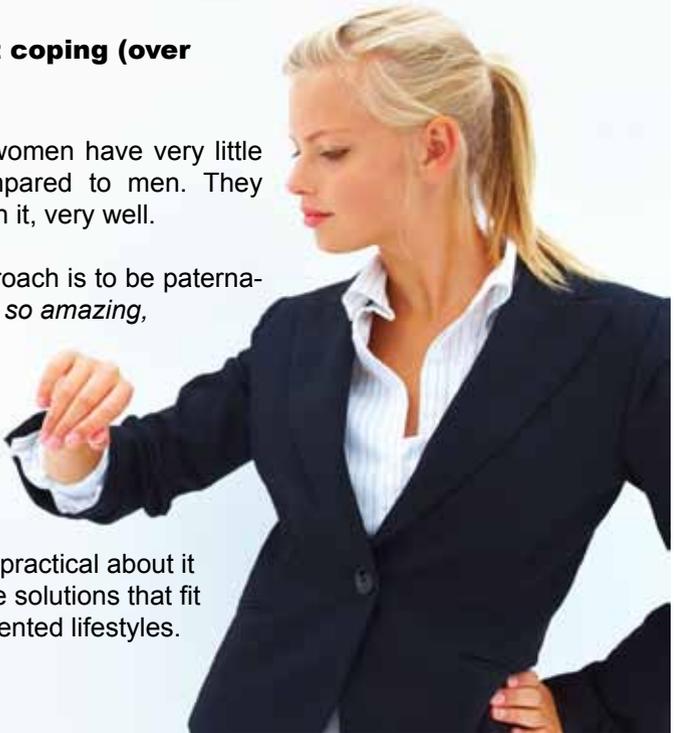


3.D. Time starved but coping (over busy and harried)

Especially with a family, women have very little time for themselves compared to men. They know it, and they cope with it, very well.

The wrong marketing approach is to be paternalistic (*'poor ladies, you are so amazing, but we have something to help you'*) or to completely ignore it and pretend they have plenty of free time to spend with your product.

A better approach is to be practical about it and come up with concrete solutions that fit their needs and people oriented lifestyles.



Values...

4

female values & types of behavior

4. The value of knowledge / insight

4.A. Details (over generalities)

The definition of this value: *'The pursuit of truth through patterned investigation motivated by increased intuition and unconsciously gained understanding of the wholeness of reality'* underscores the fact that women obtain knowledge and insight by attention to detail and accumulating such information until they feel they understand the whole picture.

Women therefore value details and are willing to spend time examining them, contrary to most men. This means, for example, that female consumers are willing to read your information provided you can capture their attention.

They feel ill at ease with generalities, broad statements and claims not backed up by clear and concrete explanations.





4.B. A long list (over a short list)

Men have a tendency to use a list of basic conditions or requirements as a starting point to filter and to scale down until they have a short list of key parameters. They subsequently base themselves on this short list to make a decision and basically ignore the parameters they crossed off to reach their short list.

Women rather have the tendency of building up, adding and completing until they have a long list of parameters they want to be familiar with and keep in mind before coming to a decision.

In addition, women prefer to maximise instead of prioritizing. They don't have this quite rigid inclination to classify for example a certain number of tasks by a strict order of importance: 'first do A then B then C' etc. They are perfectly willing to take advantage of an opportunity to quickly complete task number 8 while working on task number 2 instead of methodologically work their way down the list. They can do several things at the same time, something that makes us men uneasy as we prefer to do things one after the other. They can perfectly well drive while checking their hair in the rear view mirror: safety statistics prove it.



Values...

4

female values & types of behavior

4. The value of knowledge / insight

4.C. A longer twisty purchase path (over a shorter straight one)

The 'purchase path' is one of the textbook models of consumer buying behaviour. It gives a straightforward explanation of the mental stages and physical interactions a potential buyer will go through before making a purchase:



Men will usually walk straight through it in a linear fashion. The sources of information they use are generally impersonal ones such as brochures and info they find on the internet. They evaluate the alternatives with the help of a short list of key criteria and then go and buy the product. It is all pretty straightforward.

Women approach this quite differently. To start with, their sources of information are usually personal ones: her friends, her broader network of acquaintances, people she happens to bump into while doing something entirely different and the sales staff.

Like we all know as men, when we are lost and trying to figure out on a map where we are, she will ask for help without any hesitation. We prefer to figure it out all by ourselves.



VIDEO: Faith Popcorn speaking

While investigating she develops certain criteria for her purchase but as she gathers additional information over time, it might be that some will shed doubts over these criteria so she goes back again to visit these criteria and adapts them and subsequently looks for information to confirm these criteria.

The path takes longer because of the back and forth but it is certainly better documented. Being more demanding and spending considerably more time in their investigation, which demands a more in-depth sales effort from your side, the payoff is that once decided, she will be a more loyal customer as she will be unwilling to go through all this once more.

Women Spread the Word

'Men and women don't think the same way, don't communicate the same way, don't buy for the same reasons. He simply wants the transaction to take place. She's interested in creating a relationship. Every place women go, they make connections.'

Faith Popcorn, author and founder/CEO of marketing consulting firm BrainReserve.

A study of 2,000 women in Canada and the U.S. showed that traditional web sites (70%) have now surpassed traditional forms of word-of-mouth (58%) as their preferred method for getting the word out about products and services. The study also found that only 28% of women decide what products or services to buy without looking for some kind of help:

58% of women (18+) share both good and bad experiences online, 36% share to help others make purchases,

Source: Harbinger Women and Word of Mouth Study, (October 2010).



Values...

4

female values & types of behavior

4. The value of knowledge / insight

4.D. The perfect purchase (over a good one)

After this longer investigating and decision process supported by much more detailed information gathered from sources she trusts, and despite the stronger time constraints she works under, no wonder that she wants to make sure that she buys exactly what she was looking for.

Men at this stage, with their shorter list and greater impatience with the whole process, go for a good solution, one he can find in a relatively short period that is closest to the top criteria he retained in the end.

The key difference here is that she will want the perfect solution, one that meets all her final criteria. There is an additional difference: the tipping point that will make her reach for the purse is one that men usually see as a minor one they don't really care that much about such as ... the colour of the thing.

Bank managers handling mortgages have told me that often the tipping point for her is not the % difference in the interest rate (his tipping point) but rather the rapport they managed to create with her or the fact that the bank supports a certain cultural program, one he doesn't care as much about.





Values...

4

summary of female values & types of behavior

1. The value of sharing / listening

The capacity to hear another's thoughts and feelings actively and accurately and to express personal thoughts and feelings in a climate of mutual confidence in one another's integrity.

Four types of behavior relevant to buying motivation

- 1.A. Community (over the individual)**
- 1.B. Concrete information (over abstract ideas)**
- 1.C. Similarity (over superiority)**
- 1.D. Interaction (over formality)**

2. The value of caring / nurturing

To be physically and emotionally supported by family and friends and to value doing the same for others.

Four types of behavior relevant to buying motivation

- 2.A. People (over products)**
- 2.B. Altruism (over selfishness)**
- 2.C. Corporate ethics (over indifference)**
- 2.D. Human benefits (over features)**

3. The value of limitation / celebration

The recognition that personal limits are the framework for exercising one's talents.

The ability to laugh at one's own imperfections.

Four types of behavior relevant to buying motivation

- 3.A. Multitasking (over monotasking)**
- 3.B. Aesthetics (over merely practical)**
- 3.C. Life milestones (over work milestones)**
- 3.D. Time starved but coping (over busy and harried)**

4. The value of knowledge / insight

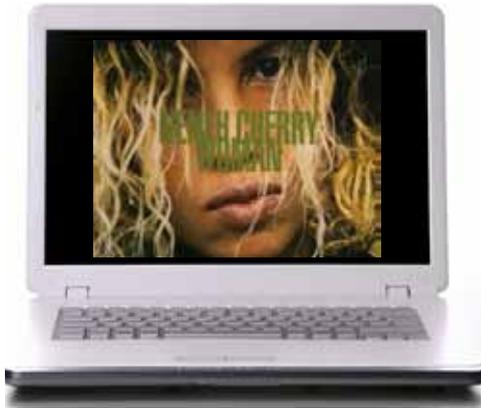
The pursuit of truth through patterned investigation motivated by increased intuition and unconsciously gained understanding of the wholeness of reality.

Four types of behavior relevant to buying motivation

- 4.A. Details (over generalities)**
- 4.B. A long list (over a short list)**
- 4.C. A longer twisty purchase path (over a shorter straight one)**
- 4.D. The perfect purchase (over a good one)**



4 **about** marketing



MUSIC VIDEO: Click on the video and keep on reading -Neneh Cherry - Woman



Marketing

1 overall

marketing objectives

A marketing plan is basically a questionnaire that covers the key questions you have to ask yourself when you set out to sell something.

A marketing plan is written for a pre-determined period, such as the next 12 months and is based on research. A marketing plan, like any plan, has objectives and strategies, and is - as you will see - quite intuitive.

The first question you would ask yourself when setting about to invent, create and sell a product is obviously the need of the customers you want to satisfy with your product or service! This is called your 'target business'.

Then the next question is going to be: 'with what product or service are we going to satisfy that need': this is called 'target market' because each product operates in a competitive environment we call a market.

Then, logically, you will ask yourself. 'how much can I sell in the market?'. This you can express as 'target sales' or, expressed as a percentage of total sales in that market, 'target market share'.

This percentage can also indicate your 'target market position': for example being the number two in the market.

The remaining objectives of the marketing plan are simple:

- who are the people you are going to market your product to: your 'target consumers'
- and how much are you aiming to create as a profit: 'target profit'. If you are a not-for-profit organisation you could have as an objective 'break-even' meaning neither a loss nor a profit.



VIDEO: Marti Barletta: Companies not traditionally marketing to women are waking up to the monumental changes in women's income, ownership, attitudes, priorities - and purchasing power.

marketing objectives

target

business

market

volume/market share or position

consumers

profit



Marketing

1 overall

marketing strategies

The numerous strategies we can take in order to achieve our goals can be classified into four distinctive categories indicated below. Over time more categories have been proposed by various authors such as «People». However, we take here the point of view that these can also be included in the initial 4. For example it can be argued that «People» fit in each of the 4 categories discussed below as only people can manage their successful application..

For example, everything financially related such as your selling price and the margins you will grant to distributors and resellers. Will you establish a direct link between your price and the price of your direct competitor or will you simply multiply your costs in order to get to your selling price? Will you set your price as high as possible to quickly earn back the investment you had to undertake to develop and produce your product? Or will you set your price as low as possible in order to build market share and earn this investment back with a low margin but an important volume?

Everything related to selling and distribution: in which types of shops are you planning to sell your products and in which geographical areas, (or will you sell direct to your consumers from the internet?). What percentage of such shops should carry your product to be able to reach your volume targets? Will you have your own sales force or will you subcontract the selling to a specialised organisation?

0074

financial

**selling &
distri-
bution**

Then there are all the parameters related to your product: its various performances and strengths compared to competition, the choice of materials, will you produce your product yourself - and where - or will you subcontract its production to somebody else?

product

Finally, your marketing communications: what will be your key message - your unique selling proposition - and how will you position your product in the minds of your consumers and, last but not least, which channels of communications will you employ to get your message across?

**com-
munica-
tions**



Marketing

1 overall

marketing strategies

In a strategic, long term, marketing plan we limit each of the 4 strategies to the following topics:

Financial: how will you determine your selling price?

Selling & distribution: will you sell your product direct or indirect through certain types of shops in certain geographical areas and what % of such shops should carry your product?

Product: what are the key strengths of your product compared to competition?

Marketing communications: what will be your key message - your unique selling proposition - and how will you position your product in the minds of your consumers?

To make it easier to remember we call them

price

place

product

promotion

**= 4 Ps or
'the marketing mix'**

The marketing plan (objectives and strategies)

- 1. target business**
- 2. target market**
- 3. target market share**
- 4. target consumers**
- 5. target profit**

price

place

product

promotion



Marketing

1 overall

Adapting your marketing approach and developing alternative strategies to better serve the needs of a female clientele thus requires a skillful combination of the 4 types of female buying motives with one or several of the 4 strategies of the marketing plan.

1

2

3

4

Sharing / listening

A. Community (over the individual)

B. Concrete information (over abstract ideas)

C. Similarity (over superiority)

D. Interaction (over formality)

Caring / nurturing

A. People (over products)

B. Altruism (over selfishness)

C. Corporate ethics (over indifference)

D. Human benefits (over features)

Limitation / celebration

A. Multitasking (over monotasking)

B. Aesthetics (over merely practical)

C. Life milestones (over work milestones)

D. Time starved but coping (over busy and harried)

Knowledge / insight

A. Details (over generalities)

B. A long list (over a short list)

C. A longer twisty purchase path (over a shorter straight one)

D. The perfect purchase (over a good one)

In the following pages we will give two examples of how they could apply to advertising and new product development.



Marketing

2 promotion

applied to advertising:

1. Sharing / listening

Below are listed some suggestions and ideas how to apply these values:

A. Community (over the individual)

In your creative strategy, avoid control, status, winning, competition, outranking & other values of little interest to women.

B. Concrete information (over abstract ideas)

Don't limit yourself to 'key data'; show a larger picture, put it in context and explain your benefits through clear and relevant examples.

C. Similarity (over superiority)

In your advertising, feature people women can identify and relate to. Stress what your clients have in common with them. Avoid mentions of how much better or smarter these people are if/when they use your product.

D. Interaction (over formality)

Connect with women: personalize your communications: use anecdotes and every day language.



VIDEO: Marti Barletta: Marketing Communication - Men are Simple, Women are Not

2. Caring / nurturing

A. People (over products)

Step away from the old-fashioned 'product = hero' approach and focus on people in the advertising; those who use your product or those who represent your consumers.

B. Altruism (over selfishness)

When developing a story, for example in a tv commercial, 'caring for others' has more impact than 'taking care of no 1: myself'.

C. Corporate ethics (over indifference)

The company behind the product and its behavior is more important to women than it is to men; advertise your good deeds, organisations you sponsor.

D. Human benefits (over features)

Focus on human benefits and not on facts and figures, show emotion and feelings.



Marketing

2 promotion

applied to advertising:

3. Limitation / celebration

A. Multitasking (over monotas- king)

Go beyond the traditional dogma of 'one single benefit, 2 or 3 reasons why'; this approach is too limited for most women, show & explain more. Body copy in print ads and text in websites become more important.

B. Aesthetics (over merely prac- tical)

Women overall are more sensitive to good and interesting design (typeface, layout, colors) than men are.

C. Life milestones (over work mi- lestones)

Your female clientele will be more attracted by analogies to their private life than their work life.

D. Time starved but coping (over busy and harried)

Don't show women as harried and hardly coping with a busy life, in desperate need of a product or service that can make her life easier. Rather communicate that you understand she is coping quite well with the little time she has and that you may have a smart solution to make even better use of her time.

4. Knowledge / insight

A. Details (over generalities)

Provide plenty of information and entry points of interest, make more use of body copy, this consumer reads the stuff, take advantage of it!

B. A long list (over a short list)

Show how your product/service allows doing more instead of doing a few things better.

C. A longer twisty purchase path (over a shorter straight one)

Incorporate your advertising campaign in a broader approach where you support space advertising with a broad social media campaign as she will consult her peers.

D. The perfect purchase (over a good one)

Demonstrate that the synergy of your entire range of features creates overall a better choice than competition.



Marketing

2 promotion

applied to advertising: the success of Dove

From Marketingprofs.com, Marti Barletta:

Contrary to popular opinion, Boomer women aren't in denial about aging. Advertisers are. And the women they're supposed to be trying to connect with are getting annoyed. One respondent said: "I really resent the notion that you can't grow old comfortably. You must NOT have wrinkles. The truth is, they are a natural part of aging."

Dove totally 'gets' this PrimeTime Woman. And the real story behind the success of this latest iteration of the Campaign for Real Beauty lies in the principle that this woman is comfortable in her own skin. Being herself feels better than being seen as perfect. Authenticity trumps aspiration.

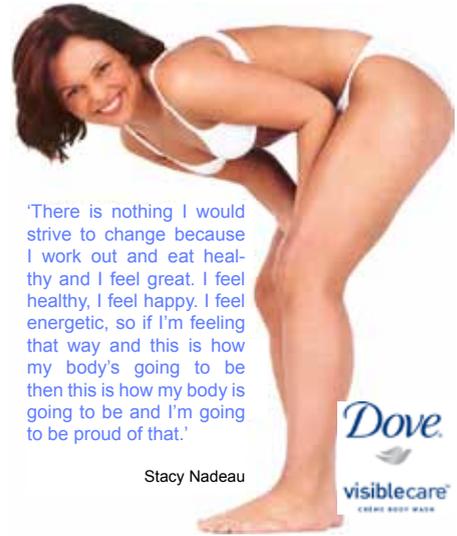
Just a reminder... within six months, sales of Dove's firming products increased 700 percent in Europe, and in the US sales for the products featured in the ads increased 600 percent in the first two months of the campaign. The Campaign for Real Beauty has exceeded company expectations; global sales surpassed the \$1 billion mark in 2004.

Some people think the campaign has been so successful because it «validates» women, it «empowers» them to believe in their own beauty, with the implicit understanding being 'even if the rest of the world wouldn't call them beautiful.'

Nonsense. I think the dynamic is quite different, and understanding this subtle difference is the real key to this campaign's phenomenal success. I think in their heart of hearts women across the world believe that a lot of women, including themselves, actually look pretty good, even if they don't look like supermodels and even if the style-setters don't acknowledge them.



VIDEO: Dove commercial, Hall of Fame stuff



'There is nothing I would strive to change because I work out and eat healthy and I feel great. I feel healthy, I feel happy, I feel energetic, so if I'm feeling that way and this is how my body's going to be then this is how my body is going to be and I'm going to be proud of that.'

Stacy Nadeau

Dove
visiblecare
CREAM BODY WASH

Through research, Dove uncovered that there is a pent-up demand for a company to understand and acknowledge what women all over the world were feeling. And it recognized there is no stronger way to build an intimate connection with a woman than to see into her real self, know her secret thoughts, show that you understand, and tell her that you love her anyway.

And that's exactly what Dove did with the Campaign for Real Beauty. And exactly what it is now doing with its Pro-Age advertising to PrimeTime Women. The name itself—»Pro Age«—is a wonderful touché to all of those «anti-wrinkle» creams and «age-defying» potions that trade on the negative stereotypes of aging. «Pro-Age» reflects the PrimeTime Woman's confidence and comfort in being just who she is. I call them «PrimeTime Women» for a reason—two reasons, actually. They are in the prime of their lives; and they are the prime target opportunity for marketers in almost every category, not just beauty care but historically male-dominated categories too, including automotive, financial services, real estate, travel, and home electronics.

They handle 80-85 percent of the spending decisions for households in the peak years of their income, wealth, and spending power. And they are radically—radically!—different from any previous generation of women.

Marketers, take note: This is the dawning of the age of PrimeTime Women. They are the healthiest, wealthiest, most active, educated, and influential generation of women in history.

Marketers are always looking for a «magic» answer. For once, they just may have one... with their huge numbers, rapid growth, and incredible spending power, PrimeTime Women may well be the «silver bullet» marketers are looking for.



Marketing

3 product

applied to developing an electronic device

1. Sharing / listening

Below are listed some suggestions and ideas how to apply these values:

A. Community (over the individual)

When it comes to interacting with others, the product should allow the user to interact for example better or smarter. The purpose is not to make the user **look** better or smarter towards others. Design and function should not be consumer ego driven but community driven.

B. Concrete information (over abstract ideas)

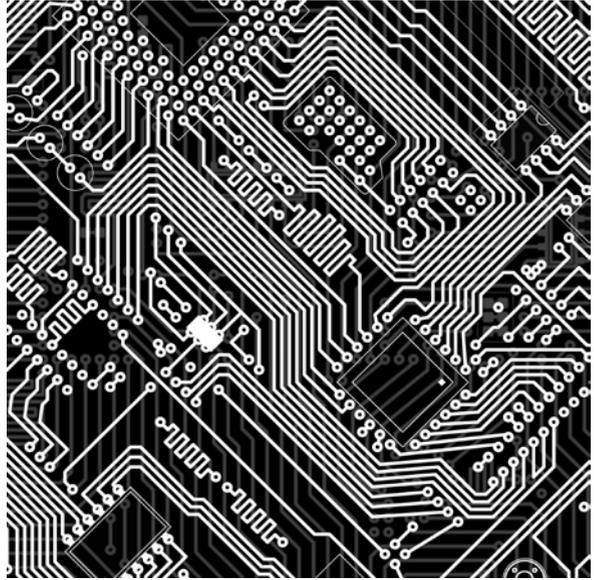
In the interface, ensure the icons and words are as clear and self explanatory as possible. Avoid jargon and geek language. When explaining a function, compare it to something the consumer knows and understands ('it's just like...'), avoid abstract information.

C. Similarity (over superiority)

Give all options the same weight in terms of visible presence. Don't pretend to know better than her what is important to her.

D. Interaction (over formality)

The interaction/interface between her and her product should be friendly, discrete, connective, not challenging.



2. Caring / nurturing

A. People (over products)

Focalize first and last on the ease and simplicity of use: your usage instructions should be way shorter than competition (or not even necessary any more...).

B. Altruism (over selfishness)

Avoid connotations with 'now I can take better care of myself' but rather build in options allowing her to take better care of others or to be closer to them.

C. Corporate ethics (over indifference)

Link the product name to the corporate name for which you have built a good image, incorporate the corporation prominently in the design.

D. Human benefits (over features)

Features and options should only serve a useful consumer end benefit; don't stock up on features and options just for the sake of it.



Marketing

3 product

applied to developing an electronic device

3. Limitation / celebration

A. Multitasking (over monotonous)

Offer a wider range of features and options. Remember she is looking for the perfect answer which includes a tipping point usually of a minor nature by itself but decisive within the whole range of things she is looking for.

B. Aesthetics (over merely practical)

Design, design, design: form and function are equally important.

C. Life milestones (over work milestones)

For example technological products should offer features both for work and private life usage. She will not appreciate a tool limited only to work.

D. Time starved but coping (over busy and harried)

Fast / immediate access to all features is key, limit as much as possible the intermediary steps and sub-menus.



4. Knowledge / insight

A. Details (over generalities)

This pertains to a coherent design approach. Pay the same attention to the small design details as you would to the key aspects. She has a sharper look for details and incoherencies will bother her and lower her confidence in you.

B. A long list (over a short list)

Provide more options, as long as they are useful to her; so stretch your creativity by putting yourself in her place (and hire more female designers, for example...) to come up with a more complete list.

C. A longer twisty purchase path (over a shorter straight one)

In the course of her (longer) investigation process, she will probably try your product at least once. Design your product so that the first time she holds your product there will be a feature that will impress her and make her remember your product over time.

D. The perfect purchase (over a good one)

Show that the synergy of your entire range of features creates a better and more complete answer to all her needs.



Marketing

3 product

developing a better product: the iPhone

The result of a female consumer driven product development strategy usually has the great payoff of simply developing a much better product that also pleases your male customers and hence, overall, will greatly boost sales.

Through customer research, Olsson president and chief executive of Volvo said the company discovered that women want everything in a car that men want in terms of performance and styling, 'Plus a lot more that male car buyers have never thought to ask for. We learned that if you meet women's expectations, you exceed those for men'.

For example, the story of Apple's iPhone is an impressive one, especially the iPhone application (app) concept that has accompanied its remarkable growth. Out of nowhere, Apple, as a computer company, entered the mobile phone market and, 4 years later, has become the worldwide the number one smartphone brand and the number four brand overall:

On Apple's 2011 sales figures, industry expert Gartner's research vice president Carolina Milanesi said: 'This strong performance helped Apple consolidate its position as the fourth-largest brand in the mobile communication market overall. Considering the higher-than-average price of the iPhone, this is a remarkable result and highlights the impact that a strong aspirational brand can have on a product.'



VIDEO: Steve Jobs
iPhone presentation

So, what is the reason for its remarkable success? Apple is doing something right and continues to do it right. See how the iPhone closely follows the 16 female driven product development values:

1. Sharing / Listening

1. A. Community (over the individual)

When it comes to interacting with others, the iPhone has been designed to allow the user to do it faster, better and easier. My 75 year old mother-in-law picked up an iPhone and was able to use it right away (and so was I by the way...)



1.B. Concrete information (over abstract ideas)

On the interface, the icons of the iPhone are as clear and self explanatory as possible.

1.C. Similarity (over superiority)

All the apps have the same weight in terms of visible presence.

1.D. Interaction (over formality)

The interaction/interface between the user and the iPhone is friendly & intuitive, not challenging.



Marketing

3 product

developing a better product: the iPhone

2. Caring / Nurturing

2.A. People (over products)

Apple and the iPhone focalize first and last on the ease and simplicity of use; there is virtually no need for usage instructions to operate the iPhone.

2.B. Altruism (over selfishness)

If you are so inclined, certain Apps will allow you to contribute to the wellbeing of others. Browse the App store...

2.C. Corporate ethics (over indifference)

Apple has linked the product name to the corporate names for which they have built good image: iMac, iPod, then the iPhone, then the iPad...

2.D. Human benefits (over features)

It comes with basic options and the consumers subsequently download only those Apps they find useful. Their iPhone is thus really tailor made to their specific human needs. I have never seen two similar iPhones in my life so far.





VIDEO: Steve Jobs on design

3. Limitation / Celebration

3.A. Multitasking (over monotasking)

With over 850'000 Apps, the iPhone offers the widest range of features and options of all mobile phones.



3.B. Aesthetics (over merely practical)

Design, design, design: form and function are equally important with the iPhone.



3.C. Life milestones (over work milestones)

More than plenty of Apps both for work and private life usage.

3.D. Time starved but coping (over busy and harried)

One has immediate access to all the Apps. There are no intermediary steps or sub-submenus on the iPhone.



Marketing

3 product

developing a better product: the iPhone

4. Knowledge / Insight

4.A. Details (over generalities)

Very simple and coherent design approach. Apple has paid the same attention to the small design details as to the key visual aspects.



4. B. A long list (over a short list)

The longest list of options in the world...

4.C. A longer twisty purchase path (over a shorter straight one)

The iPhone is not only smart to look at but also smart to work with. The easy to use fluid functions are striking from the first moment one handles the phone. This will stick in the mind for a longer time during the investigation period.



4.D. The perfect purchase (over a good one)

Apple certainly hammers home that the immense number of Apps creates a better and more complete answer to all consumer needs.





VIDEO: Steve Jobs Stanford Speech 2005



'Amazing, now that I think about it. A bunch of guys --developers, architects, contractors, engineers, bankers--sitting around designing shopping centers. And the 'end users' will be overwhelmingly women!'

Tom Peters
<http://www.tompeters.com/>



Marketing

3 product

developing a better product: the iPhone

Is Apple a female marketing driven company?

Apple was driven by Steven Jobs, by his sense of what consumers need and his drive to make an impact on the world or, as he puts it 'to put a dent in the universe'.

To him, people who buy Apple products are not 'consumers.' They are people with hopes, dreams and ambitions. He builds products to help people achieve their dreams. He once said, *'Help them unleash their inner genius and you'll win over their hearts and minds'*.



VIDEO: the commercial



VIDEO: Jobs on success

In Apple's historic '1984' campaign, its first ground breaking corporate campaign, a young Steven Jobs positioned his company as the only company in the way of the big villain: IBM. And in this very dramatic commercial IBM was shown as an old, ugly and nasty man. Apple, on the other hand, was portrayed as a young, athletic and beautiful ... woman. This commercial is considered to be among the best ever made.

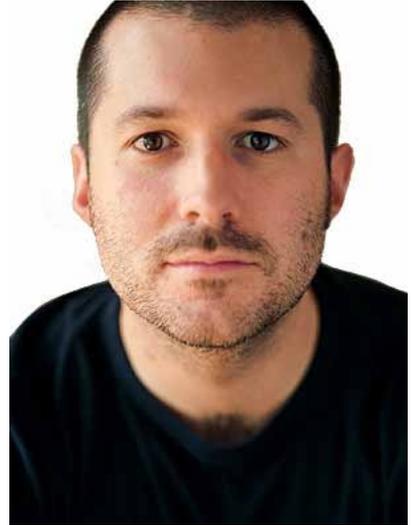
The New York Times

January 10 2011

Shortly before the iPad tablet went on sale last year, Steven P. Jobs showed off Apple's latest creation to a small group of journalists. One asked what consumer and market research Apple had done to guide the development of the new product. **'None,' Mr. Jobs replied. 'It isn't the consumers' job to know what they want.'**



VIDEO: interview with Jonathan Ive



Jonathan Ive has designed almost every Apple product over the last ten years. Here is a collection of his quotes about design: Source: devdaily.com

'Apple stood for something and had a reason for being that wasn't just about making money.'

Altruism (over selfishness)

On Apple: 'The defining qualities are about use: ease and simplicity. Caring beyond the functional imperative, we also acknowledge that products have a significance way beyond traditional views of function.'

People (over products)

'One of the hallmarks of the team is this sense of looking to be wrong. It's the inquisitiveness, and sense of exploration. It's about being excited to be wrong, because then you've discovered something new.'

Limitation/celebration

'We try to solve very complicated problems without letting people know how complicated the problem was. That's the appropriate thing.'

People (over products)

'We wanted to get rid of anything other than what was absolutely essential, but you don't see that effort. We kept going back to the beginning again and again. Do we need that part? Can we get it to perform the function of the other four parts?'

Details (over generalities)

'It became an exercise to reduce and reduce, but it makes it easier to build, and easier for people to work with.'

Human benefits (over features)

'From a designer's point of view, it's not an appearance game we're playing. It is very utilitarian. It's the use of material in a very minimalist way.'

Aesthetics (over merely practical)





2. Caring / nurturing

A. People (over products)

Knowing when to move in requires creating, through informal interaction and the right degree of intimacy, a rapport with the client based on mutual understanding and the ability to 'speak the same language'.

B. Altruism (over selfishness)

She will appreciate sales people who will care about her and will selfishly counsel her against their own immediate interests such as telling her in which competitive shop she could find exactly what she is looking for. This is a small investment to make to assure her loyalty.

C. Corporate ethics (over indifference)

Altruism and good corporate image is one of the values important to women. One of the key ingredients of the success of The Body Shop about 20 years ago was their ability to create an image of being a caring company ('Not Tested On Animals') - whilst selling 'natural' products.

D. Human benefits (over features)

The Body Shop managed to establish a rapport with their main clientele: women, through communicating clear human benefits: helping to protect the environment and indigenous peoples, and preventing the suffering of animals.

About female sales reps

"TAKE THIS QUICK QUIZ: Who manages more things at once? Who puts more effort into their appearance? Who usually takes care of the details? Who finds it easier to meet new people? Who asks more questions in a conversation? Who is a better listener? Who has more interest in communication skills? Who is more inclined to get involved? Who encourages harmony and agreement? Who has better intuition? Who works with a longer 'to do' list? Who enjoys a recap to the day's events? Who is better at keeping in touch with others?"

Source: Nicki Joy & Susan Kane-Benson. *Selling Is a Woman's Game*: (1994)



Marketing

4 place

**applied to
point of sale strategy**



Shopping, for women is not just about going out and buying something. Shopping is not necessarily related to an actual purchase as it is for us men. Sometimes nothing is bought at all as shopping is also about leisure, relaxation, fun, meeting friends over coffee or tea or something stronger, and looking at new ideas and trends.

According to Wharton marketing professor Stephen J. Hoch, *'Women think of shopping in an inter-personal, human fashion and men treat it as more instrumental'*.

As described in 'Consumer-Behavior-Women-and-Shopping'

The power of their loyalty and their ability to make recommendations to their friends and colleagues.

Women are able to help grow and support or to damage a retail business solely by word of mouth. They will share their shopping experiences with their friends. Positive shopping experiences are recounted with pleasure and word gets around that a retail outlet is providing good value or a new exciting offer. More powerful is the spread of bad news. An aggrieved female customer will tell many people of her disappointment. And she will tell the story for years to come.

It has been established that men and women process information differently. For example, when looking at advertising material at point of purchase, a woman will take in all the available message cues. Men do not take in the same level of information. Men are more selective (if they notice the advertising at all) and more focused when assessing cues. Women take a broader scan of the store and can become irritated by displeasing aspects of the environment. A man may not even notice what is displeasing the women.



When it comes to the actual shop floor, the interior design and the cleanliness play an all important role, as she is more sensitive to aesthetics and hygiene than male shoppers are. An unclean shop floor will turn her off, a merely practical interior will be acceptable only when shopping for the purely practical products (dog food?).

And according to The 'Men Buy, Women Shop' study

At the point of sale, for women, 'lack of help when needed' is the top problem (29%). It is also the likeliest reason that stores lose the business of women shoppers. Indeed, according to an analysis of the study's data, about 6% of all female shoppers could be lost to stores due to lack of sales help.

For women, store loyalty is related to sales associates' familiarity with the products in the store and an ability to determine what products best suit the customer. Women shoppers also value sales associates who make them feel important, according to the survey.

'Women are more apt to be angered by a lack of engagement behavior from the sales associates. For men, while engagement is still important, it's not as important as the product and getting in and out quickly.'

In an interview with researchers, one woman in the 18 to 35 age bracket described the employees in a favorite store. 'The sales associates are always great. They always show me different styles. They will show me something new that's come in.' Meanwhile, a man in the same age bracket said this: 'I haven't had much interaction with most sales people. I don't really need them -- as long as they're at the checkout.'



Marketing

5 price

applied to pricing strategy

Price sensitivity is the awareness of the consumer of the price range within which they are willing to buy a product or a service.

Given that, compared to men, female consumers are

- more detail oriented
- more critical
- more quality oriented
- demanding more information
- paying more attention to your advertising, your brochures and point-of-sale material
- asking more questions to the sales staff
- more loyal to your brand once they have: decided to go for your product after a long(er) investigation
- far more experienced, informed and critical shoppers...

it doesn't take a great leap of faith to conclude that female shoppers, compared to men, will probably be

- more willing to pay a higher price if the quality warrants it and

- more critical towards a higher price if in their view the quality doesn't match the price.



VIDEO: Word of Mouth Marketing, Marti Barletta on Marketing to Women



If your price reflects the quality in an equitable way, female consumers are likely to better appreciate and more readily accept this balance.

As a result, if you have a premium price backed up by a premium product, your female clientele will have less problems to accept this price level and will be more discerning than male consumers.

Also, as female consumers are more brand loyal, once they have completed their extensive investigation, you will be able to build a profitable long term business once you have convinced them of the right balance between the performance and the price of your product.



Marketing

6 success

insight on money

What male vs. female investment styles can tell you about marketing.

According to Holly Buchanan:



Men and women approach investment decision making in similar ways to how they approach any buying decision.

For the guys, it was about having one focused strategy – dividends. It was about finding the highest paying dividend. When marketing to men, it's important to differentiate yourself and show how you are superior. How does your product help them perform better.

For the women, it was about doing a lot of research and approaching investing from several different angles. It was about doing your research and buying what you know, also know as what you and trusted friends have direct experience with. When marketing to women, provide details on your product and a website where she can gather more information. Feature product reviews and testimonials prominently so she can see what experience other shoppers like her have had with your product.



VIDEO: Marti Barletta: 7 Reasons for Marketing Financial Services to Women



VIDEO: For many bankers, women make better clients, especially in the field of financial advisors. Marketing to Women expert Marti Barletta reveals key differences between men and women that make women easier to work with as a business partner.

Men tend to trade more often than women. They want performance, and they want performance now. I think especially in a group setting, there is pressure to come up with big short-term winners. In the women's groups, it was such a group decision, and there was so much research, that there wasn't as much ego involved.

Women want a lot of information about what they are buying. I hear this from financial advisors everywhere – women always ask more questions. Again, look at the shopping process. Men will find something that meets their main criteria and buy it. (I need black pants. These are pants, they're black, they fit, here's my credit card).

Women want a lot more information (I need black pants. What is the brand, what's the material, does it wrinkle, is this a straight leg or does it flare, does it make my butt look big, will it go on sale any time soon, let me try on a few more just to make sure?).

Men have a strategy, women have a comprehensive plan. Like my friends who were focused on dividends, men can sometimes follow a strategy – be it sector rotation, a technical chart that alerts them to when it's time to buy or sell, or options trading. (the vast majority of day-traders are men).

Women want a comprehensive plan that includes insurance, protection against market downturns, and diversity of investments. Women are more risk aware. They are more willing to trade of big upsides to avoid big downsides.

I don't want to stereotype here. Many men are terrific investors and many women are not. But how they approach financial decision making can give us some insight into how they approach other buying decisions.



Marketing

7 failure

but avoid the ‘paint it pink’ & the ‘light & easy’ traps

Here we refer to the mistaken tendency of some male marketers to market to women by working on old ‘clichés’ and stereotypes (such as ‘women don’t understand technological products’) and subsequently developing products ‘made easy to handle’ or ‘with nice colors because that’s all that women care about’. According to research undertaken in 2007 by Saatchi & Saatchi, a marketing communications agency:

‘Only nine per cent of women think it’s important that their gadgets look feminine. This is supported by qualitative feedback from opinion leaders and consumers who feel ‘patronised’ and ‘offended’ by the abundance of pink products available at the expense of the sleek and beautifully designed and packaged products they want to see.’

This is a fast way of getting into trouble with your female customers. A good example to illustrate this is the case of ‘Della’, a range of computers Dell developed in 2009 to target women. To best describe the story and the outrage of female customers, I have copied verbatim some of the (mostly funny) articles that appeared at the time.



From the Frisky, May 15 2009

‘Dell recently unveiled the Della, a small, lightweight laptop made for chicks. Basically, it’s the same as any other laptop, except the Della comes in a variety of pastel colors and styles and has a bunch of cutesy accessories to go with it. Like, oh mi gawd! Why do companies market products to women by emphasizing style and trendiness rather than something substantial—like, say, function?’

The Della has up to eight hours of battery life. That’s basically all Dell tells us. I guess they figure we can’t handle the technical stuff.

Dell was kind enough to provide a ‘Tech Tips’ tab because girls suck at using technology. Originally, this tab was full of vintage shopping vids, dieting tips, calorie counters, recipe finders, and even a short clip about cooking. Dell, it’s ‘Tech Tips’.

not 'Home Ec.' As you can imagine, many gals were outraged by the blatant sexism, so Dell revamped the website. Now, they're all about style. The computers come in a million colors. Visitors can brows through hundred of different models in the 'Design Studio' or they can shop by designer. Nice try, Dell. Still sexist. To elevate the shopping experience, Dell has provided a 'Dell Lounge' where us chicks can listen to music while designing and personalizing the perfect laptop. I don't know if this computer actually works, but at least I'll look hot using it? Especially when I buy a pink striped case and a cute green mouse to go with it. Annoying!

The New York Times From the NYT, May 14 2009

'Men are from Mars. Women are from Venus. And Dell is from the school of marketing hard knocks.

The computer maker recently took the wraps off a new Web site geared toward women called Della, which advertises Dell's line of Inspiron Mini 10 netbooks.

The site originally featured tech 'tips' that recommended calorie counting, finding recipes and watching cooking videos as ways for women to get the most from a laptop.

But the approach may have done more harm than good: A backlash erupted online, as both women and men described the Web site as 'ridiculous,' 'gimmicky' and, as one disgruntled Facebook member wrote on Dell's Facebook page, 'Lamest move ever!' Finding the right approach for gender-specific marketing can be really tricky, said Andrea Learned, a marketing expert and author of 'Don't Think Pink — What Really Makes Women Buy.' 'Some brands go too far with the girlie stuff,' Ms. Learned said, 'And that's when they start getting into trouble.'

Della's heavy emphasis on colors, computer accessories, dieting tips and even the inclusion of a short video about vintage shopping 'seems condescending to women consumers,' she said. Meanwhile, details like pricing information and product specifications are buried deep in the site. 'Della's marketing strategy sounds like it's advertising a purse,' Ms. Learned said. 'There's a level of consumer sophistication they're missing.'

Instead, Ms. Learned said, Dell should have emphasized function and figured out ways to sell the netbooks in a way that wasn't clichéd and reliant on gender stereotypes. Dell's site doesn't really offer much — beyond color schemes, cases and dieting tips — that suggests these particular laptops would be best suited for female buyers, she said. 'If the netbook is great for using the Internet and has a long memory, that would really be about helping netbook buyers get stuff done while they waited at the airport — not because they want to check diet sites,' she said.'



Marketing

7 failure

but avoid the 'paint it pink' & the 'light & easy' traps



Shiny Shiny

From Shiny Shiny, June 1 2009

'How do you sell a computer to women? Give them a pinkified website with a female friendly name and they'll be like, totally all over it. Umm yeah. That seemed to be the genius behind the marketing campaign from Dell, who were looking to get women interested in the Dell netbooks.'

Feedback on the site hasn't been as positive as Dell would have hoped (think angry jeering from women who know what a netbook is).

Honestly. I don't mind having the option of purchasing a laptop in colours, but when that seems to be the selling point of a device which costs a couple of hundred, it feels pretty insulting. Hey, maybe I should just twirl my hair and buy three netbooks to match every outfit? I think not.'

From The Register,
May 12
2009



'Fear not the musty, masculine stench and wet towel snapping at Dell's regular website, lady shoppers. The computer giant has baked up a very special separate place for your delicate female sensibilities!'

Dell launched a new site this week geared specifically towards women, called Della. Yes indeed. If you thought computer shopping was a gender-neutral affair, then you've obviously been struck down by an acute case of female hysteria. (Nine out of ten Victorian-age doctors agree.)

Della has four sections that emphasize the humane, nurturing, collective, and caring aspects of... purchasing Dell computers; 'products', 'tech tips', 'giving' and 'featured artist'. The site appears mainly focused on punting Dell's Inspiron Mini 10 Netbook to ladies. It's a computer, the company emphasizes, that will fit in your purse and let you stay connected with friends, family, and colleagues through email. And everyone knows broads fall for that kind of stuff.

Della's 'tech tips' section offers seven 'unexpected' ways a netbook can change womanly existence, including helping you 'find recipes online, store and organize them, and watch cooking videos'. Or maybe you're the kind of chick that prefers to 'use your mini to track calories, carbs, and protein with ease'. That just about encompasses everything you need.

The 'featured artist' section currently spotlights Robyn Moreno, author of the style book Practically Posh: The Smart Girls Guide to a Glam Life and reportedly a female that actually uses a computer in real life! And not even one of those Speak N' Spells - an actual, honest to god computer just like men use!

Females can click on the website here (note: a website is like an electronic family scrapbook that everyone in the world can look at!). Males are relegated to the regular brutish site - which by the way is totally a sausagefest now. Thanks Dell.'



Marketing

7 failure

but avoid the ‘paint it pink’ & the ‘light & easy’ traps

From the new agenda,
May 21 2009

conclusion

the new agenda



a voice for all women

Q

‘What’s going on here? First of all, why does it seem that women – a demographic often taken for granted – are suddenly the focus of so much attention? Even advertising ratings-setter Nielsen Company is surfing the trend, releasing its first list of the PowerMom 50, a ranking of woman bloggers who review and plug products so that ‘Moms Go Power Shopping.’

A

The answer probably is this: according to author Thomas Jordan, women control 80% of all purchases. In this economy, product marketers are desperate to reach us women buyers.

Q

That brings me to a second question, why do advertisers seem to be trying everything – contradictory, silly, and even creepy – shotgun style, the result so often missing the boat?

A

Perhaps the reason is another fact pointed out by Jordan: 70% of advertising is created by men.



Photo: Marta Manso

Q

My questions continue. Why are ad agencies so male-dominated? It's not because marketing requires physical strength. Could it be because there are no objective standards for qualification like medical licencing exams or bar exams, and therefore the dominant criterion is the opinion of more experienced practitioners who are men? Is it because ad agencies haven't adapted their work hours to enable women to keep their careers on track as they raise children? '

'I don't know. But after looking at these new campaigns, I'd say: if you're going to succeed in selling to women, you're going to need to hire a few of us to teach you how!'



Marketing

8 beliefs and conclusion

The combination of values and beliefs generates desires that drive us buy a certain product.

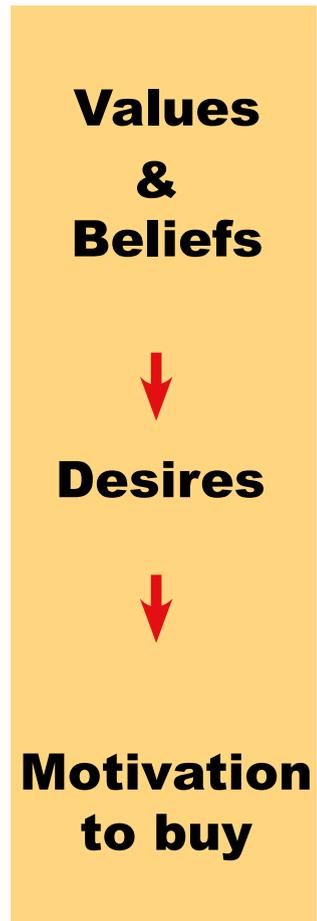
Values: previous chapters have explained how values impact buying behavior.

Beliefs: represent the second half of the equation to influence buying behavior.

Beliefs are the assumptions we make about ourselves, and the world we live in. Beliefs are about what we think is good and not good, what is useful and what is not.

Beliefs come from various external sources such as our culture, our parents, our teachers and friends; from what we read in the press and in books from authors we believe to be credible, and so forth. Beliefs people have can vary significantly according to key demographics such as culture, education, income and, probably, gender.

Beliefs that we have, as women or men, also result from the way we interpreted certain events and what we heard and understood from role models such as our mothers and fathers.



It is the role of quantitative and qualitative research to provide you with clues about your target consumers' key values and beliefs regarding your product category and your specific product.

Then it is your role as a marketer to create the right marketing mix to satisfy these values and beliefs.

Women and men tend to be different when it comes to values and beliefs.

If you believe women are key consumers to you, then it is important to be conscious of these differences



As research indicates that women are not really impressed by the way companies market their products to them, most men - who still tend to be the majority in marketing management positions - are not sensitive to these differences.

As a result, major opportunities are lost. Silly really, not to be sensitive to the way the other half of the world thinks.



5 getting started



MUSIC VIDEO: Click on the video and keep on reading Julien Clerc - Femme je vous aime



Getting started

1 obtain top management support early on

The first step, in order to get things moving and before any serious money needs to be spent is to prepare a recommendation to the CEO that

- outlines the possible advantages moving towards a bicultural (male-female norms based) corporate environment,
- proposes to undertake an audit to determine the relevant facts and figures on which a decision may be based,
- includes a cost estimate for carrying out the audit and preparing the report.

Obtaining top management's backing from the beginning will protect this project in the sensitive early stages against other people's priorities and skepticism.



From: Me
To: The CEO
Subject: Moving towards a balanced male & female norms oriented corporate culture as a growth strategy

EXAMPLE

This recommends examining the need, feasibility and cost of moving towards a more bicultural (male-female norms based) corporate environment as a growth strategy by undertaking an audit at an estimated out-of-pocket cost of Frs xxxx

Background

Research indicates that in about xx% to xx% of cases the choice of buying our product is decided either directly by women or that women heavily influence the choice. This goes beyond what we had assumed so far. Independent research also reports that female consumers are overall unhappy with the way we and our competitors market our services to them.

Creating a corporate culture & marketing approach that is more sensitive to both male and female values and needs by creating a better balance between men and women at all levels of the company is likely to strengthen our competitive edge.

Plan details

The proposed audit will analyze market data and evaluate their relevance to our future marketing effort. It will also report all relevant company data regarding gender such as split between men and women by division and level of responsibility, retention and recruitment.

If the audit concludes that adapting our culture and our way of doing business is likely to lead to business growth, it will outline the reasons why and propose steps to achieve this goal supported by clear objectives, a timeline and an estimate of costs involved. The audit report will be due within two months following approval to go ahead.

Basis for recommendation

1. Costs and time involved (Frs. xxx out-of-pocket costs and xx internal hours involved) are moderate and fit within this year's budget.
2. Recent marketing case histories in the US for comparable companies indicate that such an approach has had a direct and significant influence on volume growth.
3. Outside sources indicate that key international competitors are considering similar investigations.

May we have your comments and/or approval to proceed please?



Getting started

2 establish the facts

A. External market research

Quantitative market research will assemble the facts about the profile of your customers and/or consumers comparing men to women.

The key questions are

1. Who is the direct buyer/consumer of my product or service?
2. Who influences this buying decision and to what extent?

The subsequent questions then will be, always comparing men to women: what are their buying behaviors and processes, their demographics (such as age, income, education, where they live and so forth) and psychographics (such as values, attitudes, lifestyles etc.) and how do they consider my brand and my advertising?

Qualitative research consisting, for example, of focus groups will deepen the understanding what these numbers really mean in terms of perception, acceptance of your brand and the process through which it is purchased by women, compared to men.

why?

A thorough audit will provide you with the necessary facts and figures to prove your case and convince top management and skeptics lower down.

Experience shows that without broad support within the company, especially from the top leader, such a project will quickly run into difficulties.



VIDEO: interview with Avivah Wittenberg-Cox

B. The internal audit

The internal research will focus on gender within your company.

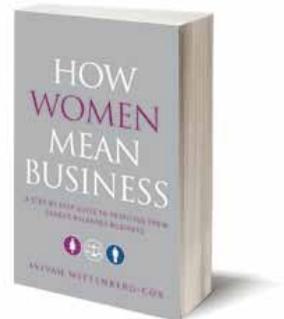
Quantitative research will consist of a statistical analysis on topics such as the number of men and women

- Overall within the organization,
- By department,
- By geographical business area
- By management levels,
- By age group,
- Within your selected talent pool,
- By recruitment numbers,
- By the number of people promoted each year,
- By attendance of training & development workshops and type of workshop.

Qualitative research through questionnaires addressed to the staff and interviews with selected people provides an insight about what the men and women that constitute the company, really think about your corporate culture and the extent to which it is open, understanding and respectful of the values, beliefs, needs and careers of both genders.

Source for this chapter and suggestion for further (excellent) reading:

'How women mean business' by Avivah Wittenberg-Cox (2010)





B. The internal audit

Overall within the organisation

The first step is to determine the overall split between women and men throughout the company. This number may however be meaningless as it ignores the disbalances in specific parts of the company so we move quickly forward to the next steps:

By department

Some of your departments may be top heavy with either men or women: R&D, marketing communications, human resources for example. There may be specific reasons for such a disbalance such as a shortage of female engineers with a specific area of specialization for your R&D department. Solving a disbalance might require totally different approaches from one department to another.

By geographical business area

A disbalance may be due to different cultural environments in your local subsidiaries and German, French and Italian speaking regional offices. According to the degree of cultural resistance to creating a more bicultural environment within your company, you may plan various responses and action plans in these areas.

By management levels

Such an analysis will indicate where female managers are situated and will provide insight on the levels from which, compared to men, the careers of your female managers start slowing down or when they start leaving the company.

By age group

An analysis by age group further deepens the previous analysis as it will indicate the age of women compared to men by various levels of responsibility. If, for example, the analysis indicates that women tend to be older than men in comparable positions, and that it takes longer for women to be promoted, it might be an indication that it is more difficult for her to develop her career than it is for him, a problem that needs to be rectified.

Within your selected talent pool

The split between women and men provides a picture of where you stand today regarding recognized and available management talent. Regarding gender, does it reflect the profile you wish for your future management teams? Will it help you to face challenges of the future?



VIDEO: Tom Peters: Women in Leadership

By recruitment & promotion statistics

How do your recruitment numbers, split between women and men, relate to strengthening a balance or a disbalance in the various departments and geographical business areas of the company?

By training attendance

To what extent are women represented in various training and development workshops which often accelerate the career of your staff members?



getting started

3 analyse the implications, decide on the next steps

It has been observed by various authors and experts in countries ahead in such matters, such as Avivah Wittenberg-Cox that similar plans went wrong because of the rush to move to an action plan in order to 'get things done' and then delegating the implementation to a person relatively low in the hierarchy, thus lacking influence.

With such a sensitive project, sensitive because there is always a lot of resistance against change, and in this case, we are talking about change that has no precedence - better integrating female values within your company - you will probably get only one chance to do it right.

Therefore, listen to what the audit is telling you, take the time to think things through, read about the subject, talk a couple of hours to a consultant in order to draw the right conclusions and then prepare your post audit recommendation.



4 prepare the post audit recommendation



If you believe that a marketing approach more based on female driven values will help you broaden your business and strengthen your relationship with a major part of your clientele, then your recommendation should not only cover the marketing part, but should also set in motion an approach that will create an environment better suited for women to develop their careers.

To better market to women requires having more women at all levels of your company. Just like better marketing your products to Japanese men would require having more Japanese staff to accompany such an approach.

The following pages will thus give some pointers in the HR field to do just this.



6 hr issues



MUSIC VIDEO: Click on the video and
keep on reading -John Lennon - Woman
- always



HR issues

1 why quick solutions usually don't work well

Some time ago a large financial institution came to us and said:



Look, we know very well that our clientele is increasingly becoming a female clientele. We have few women in key management positions and we know we need more female managers to better serve these clients. So we decided we needed to do something about it, and quick. And we did it by the book: we carefully selected the high potential female talents in the late twenties to mid thirties age group and offered them a promotion with the possibility of an accelerated career. We talked this through with them, outlined the potential they were offered and, obviously the obligations it would entail in terms of commitment.

This was a group of thoughtful and highly intelligent managers who, fortunately had the merit to question their own values and beliefs. And, 'of course', they said, 'we are not prejudiced, we treat women and men alike, it doesn't make any difference to us.'

Most people would agree with this statement. Wouldn't you?

Well, that's a pity, because it is often with such thinking that such plans go pear



They were mostly silent and thoughtful, thanked us and said they would think it over. This with hindsight should have given us an inkling of what was to follow. After all, with men we usually get a happy smile and an eager on-the-spot acceptance. Later, about 8 out of 10 women came back to us and said: sorry, thanks but no thanks, at least not for now. Our first reaction was, what is wrong with them to refuse such an opportunity! Then, because there were so many who refused, we thought maybe something was wrong with us, with our approach. We need you to understand this and can we please talk about this?

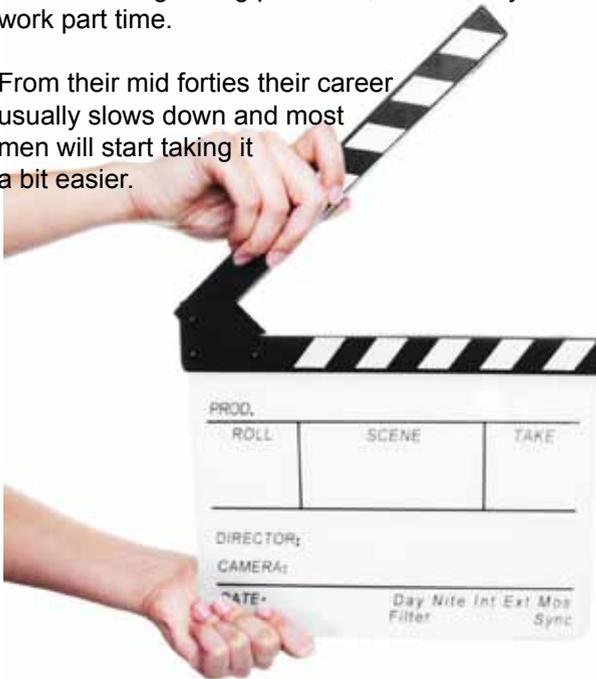
Career cycles

Most men usually develop the greater part of their career during their late twenties to early - mid forties. This is the period where, if everything goes well, promotions come at a faster rate and new responsibilities follow each other at an exciting pace.

During these years they invest a lot of their time in their jobs. It is stressful but rewarding; they often travel quite a bit, work late during the week and often put in time during weekends.

During these crucial years they will certainly not refuse a promotion and indulge in other fantasies such as taking a long period off, or suddenly ask to work part time.

From their mid forties their career usually slows down and most men will start taking it a bit easier.



Most women, however, do not want to, or can not, follow this pattern.

Their late twenties to mid forties is the period when they raise children. And while he has co-created them, he is usually not a full co-worker when it gets to taking care of them.

Managing a career and a family creates many obstacles sometimes hard to imagine if you don't really put yourself in their place. So let's try it out through the following scenario:



HR issues

2 put yourself in her place

You are a **single father** and you want to give a decent education to your children and be there for them.

You have a little help: a cleaning lady comes in regularly every week to clean the house. In addition, a **part-time in-house help** is available; she usually sets the table, cleans the dishes and helps putting the children to bed. And she can sometimes even take the children to school in the morning.

But you cannot count on her to always be there on time. She is definitely unavailable between 4h30 and 6 pm, at the time when the children come back from school and need supervision. Most of the time she has other obligations. In addition she is also quite unpredictable and often tells you at the last moment that she is not available.

But nevertheless you manage. And between the shopping, cooking, being at home not too late in the evening to dine with the children, supervise their homework, taking them to the doctor when they are ill (and staying at home and/or getting up during the night when they are unwell and need you) you manage your career. It certainly is not easy and you frequently might have the idea that you are not really doing enough, neither for your career nor for your family. Naturally this situation is a stressful uneasy balance because any type of crisis, a sick child, a parent in hospital or, quite simply, you having to go on a business trip with little advance notice, or even simpler, you having to remain at the office a couple of evenings in a row to attend meetings or to prepare a presentation with a colleague, will create havoc with your carefully set up routine and organization on the home front. But again, you are managing, but... only just.

In this case, the part-time in-house help is your spouse playing the role most men play in their household.

Role reversal again...

'Have to work late honey!'

'At work, you think of the children you've left at home. At home, you think of the work you've left unfinished. Such a struggle is unleashed within yourself, your heart is rent'.

Golda Meir

Work / life balance

On a certain day, your boss asks you to come in, talks approvingly about your good performance, offers you a promotion and mentions plans for you accelerating your career. She or he talks this through with you, outlines the potential you are offered and, obviously the obligations it will entail in terms of commitment (meaning hard work, long hours, travel...).

How will you react? It is certainly flattering and enticing. But probably incompatible with the way you have organized your family life. Well you probably could do it but it would mean hiring more reliable help, seeing the children far less. Having little time for their homework and when they feel sick and so forth. Some will go for it, most won't. So you refuse, you will say 'sorry, thanks but no thanks, at least not for now'. You get a funny look from your boss and the offer is not mentioned any more.

You really wanted to be able to accept but your sense of duty, as a single parent and father, told you otherwise. Obviously you feel frustrated.

Now lets jump ahead in time, the children are grown up and need you far less now that you are in your early or mid forties. You always remembered the missed opportunities in the past; your career has advanced but slowly. Now that you feel your children can do without you most of the time you say, 'OK, *now I want to go for it!* You feel strong, motivated, and full of energy now that a new life opens up to you and you really want to take advantage of the changed circumstances. You even feel you owe it to yourself.

So you go see you boss and the HR department and explain your plans. But once more you get a funny look, and your boss will say gently: '*you know it's a bit late to develop your career now, you should have thought about it earlier. You had your chances no? Sorry.*' And you will feel frustration, maybe even anger, possibly envy at your colleagues who had a spouse to look after your children that set them free to pursue their career (and might have meanwhile become your boss). You might even get so angry and frustrated that you start looking elsewhere...

Temptation

Regret, fear that your career will stall from now on.

Frustration.

A new departure!

With hindsight, and somebody explaining this to them, yes, of course, most men will understand. But usually not immediately when for example, a woman refuses a promotion which a man would have accepted on the spot. It's perfectly human. We don't question rules, values, beliefs and behavior that fit us well as men and hence seem perfectly reasonable and normal to us.



HR issues

3 behavior & values at the office

Women and men share the same values but attach a different level of importance to them. As a result, we react differently to certain situations as the following quite commonplace examples will show. This in turn can lead to misunderstandings and, possibly, conflicts. A bicultural organization is one where its members understand and respect the key values of each gender. This requires training and also a recruitment policy which is attentive to which degree each candidate is sensitive to certain values necessary to build a bicultural organization such as respect for others, curiosity and tolerance.

Teamwork

She...will be more sensitive towards colleagues: their opinions, her relationship with them; if she senses a problem with somebody she will want to confront and solve it.

He... will shrug his shoulders if he doesn't get along with a colleague, (too bad but after all it's only work). He will avoid that person in the future and concentrate on his close circle of friendly colleagues.

Interpersonal relations

She will share her thoughts on various subjects including private and intimate ones; for example with other women she will easily swap experiences on personal care brands she is using. This will help her to build and cement her relationships with other people in the office.

One needs to apply torture before he will tell his male colleagues which after-shave he is using and ask their advice about other brands. Overall he separates work and private life more than she does.

Care/nurture

Sharing/listening



VIDEO: «Hardball for Women» author Pat Heim and UCSD Athena's June Chocheles share their insights into gender differences in the workplace

During a discussion, she might be more flexible in considering different points of views. She will also more readily excuse herself if she believes she has said or done something wrong.

For him it is generally difficult to admit fault or failure, it is a sign of weakness.

In a meeting

If there are 10 people in a meeting she will expect to get 10% of the time and will respect that limit so everybody can express her or himself. It's a simple question of courtesy towards others.

He...will take the time he wants or needs to express his views and will easily interrupt others: 10%, what 10%?

Result: with a majority of men in the meeting, she will probably end up speaking less than she intended, and the men will wonder if she has anything to say...

If during a meeting somebody says something wrong, she will probably point it out, diplomatically, so the meeting can move forward and remain productive.

Except when the person is a friend, he is more likely to use the occasion to score a point by alluding how wrong the person is or not say anything and leave the person make a fool of him/herself.

Care/nurture

Sharing/listening

Care/nurture

Competition



HR issues

3 behavior & values at the office

If a conflict develops during the meeting she will weigh her words carefully and avoid open warfare (this is better managed in a subsequent face to face meeting).

He will not hesitate to slug it out. It may even become a bit heavy (and in her view it's embarrassing how the two go at each other's throat in public). When it's over, the two men go out of the door together and jokingly agree to have a beer (and she cannot believe it!).

If she cries in the office, for example discussing a problem with her manager, she will consider this as a brief emotional overload that she relieved by crying. OK, she felt a bit embarrassed by it but once it's done it's done and she feels better after it. No need to make a drama out of it. She might even laugh about it.

He feels completely helpless and lost when she cries, doesn't know what to do and feels mightily embarrassed.

He sees this as a unfair weapon that men have no access to because men don't cry and if they do (of course we do) they will never, but never, cry in the office in front of other people. He might thus very well be angry if she cries in his office during a face to face meeting as he considers it as a kind of blackmail.

Care/nurture

Competition

Loyalty



VIDEO: Tom Peters: Women and relationships

She will easily admit to weaknesses, and subsequently ask for help and, for example, attend personal development workshops to improve herself.

Generally, she will not take herself very seriously, for example believing she is God's gift to the company. She will generally not look in the mirror to see the next CEO every morning.

Many men see within themselves the potential to go far, this sustains them in their competitiveness. Moving ahead in the organization remains a serious challenge that they don't take lightly.

When it comes to planning and preparing and presenting projects, she will probably be more meticulous than her male colleagues. She is more risk averse than he is and believes the devil is in the details. Therefore she will pay far more attention to details than he will.

He will be more results oriented and wants to see first the broad lines to get the result. *'That's just details'* is a typically male expression. Just as is a certain pride not to be bothered by details and just press ahead anyway.

When she presents her plan, she will usually in great detail put forward all the facts, big and small, that support her proposal.

He will roll his eyes at all these details and switch off. Then she will complain that men don't listen to her when she presents her plans.

Limitation

Limitation

Competition

**Knowledge /
insight**

**Achievement /
success**

**Knowledge /
insight**



HR issues

3 behavior & values at the office

He will seek to be assigned responsibilities and will compete more to be the leader of a new project discussed.

He needs more recognition in the sense that if he leads or takes action and it works out well he wants to be admired, to be the hero. She needs recognition too but not as much and certainly not as public as him.

'Right or wrong, my country (or my company)' is more a male expression than a female one. He strongly believes in loyalty and fidelity to his clan. He will be more complacent towards his company than she will be and will denigrate competition more. Therefore internal conflict is OK, but once the enemy turns up we put the wagons in a circle and protect each other.

Men fight harder for salary and titles than women do and have less scruples to reach their goals. It's 'me' first, 'us' comes later.

He attaches great importance to initiative. It is better to do something than not to act at all, even if it turns out wrong. His male colleagues easily forgive the risk taken by going into action.

She believes that taking risks is OK as long as it remains limited in scope and time and the potential benefits are important and the plan of action, considering all the details and pitfalls, is likely to succeed.

Responsibility

Achievement / success

Loyalty / Fidelity

Competition

Decision / initiation



VIDEO: An animated mini-lecture basing off of the theories of Pat Heim and Deborah Tannen. Introductory music is a clip from Jangin by Edward Sharpe & The Magnetic Zeros

he

competes harder

is more action oriented

is willing to take more risks and is less bothered by doubts once the decision has been made

often overvalues his strengths

she

prepares better

listens better

is more adaptable, less rigid and she is more able to question whether she is still on the right track

often undervalues her strengths

etc!

... a bicultural company combines the strengths of both genders to create a stronger and more dynamic organisation



HR issues

4 adapting your corporate values?

Most companies operate according to male oriented values: responsibility, achievement/success, loyalty, competition and decision and initiation.

You will have to consider to what extent you will have to adapt the corporate values in order to become a more bicultural company.

And it will not be easy. For the past 4000 years or so, women have not enjoyed equal status in managing society. This will not change over night simply because a CEO says so. It will happen gradually as it requires a profound change in our thinking, in the way we have been brought up as it will kick some very holy cows in the minds of men and women alike. Any profound cultural change takes time.

And furthermore, it is not a problem about women. There is nothing wrong with women, in as much as there is nothing wrong with men. What is wrong is that companies have long been organized and structured according to masculine values and beliefs. As a result, a person behaving and acting according to her feminine values and beliefs is not in an environment where she can work according to the best of her abilities. Therefore, it is the company that needs to adapt.



But if you do want to bring in more feminine values within your organization, consider the following values, previously mentioned, but adapted to complement the standard male values in the corporate approach of working and doing business:

1. The value of sharing / listening

1.A. Community (over the individual)

Help first the team to reach its objectives before concentrating on your individual objectives.

1.B. Concrete information (over abstract ideas)

Communication should be clear, precise, practical and actionable.

1.C. Similarity (over superiority)

Respect for the individual, equal opportunities and treatment in career development

1.D. Interaction (over formality)

Open, non formal communication between all employees whatever their level within the organisation.



HR issues

4 adapting your corporate values?



VIDEO: Tom Peters:
Board of Directors
Should Look Like Market

2. The value of caring / nurturing

2.A. People (over products)

Protecting consumers in offering safe products that are created through preserving decent working environments for the people who manufacture or create them.

2.B. Altruism (over selfishness)

Concern for the welfare of colleagues that goes beyond simple duty. The act of sacrificing for example time or energy with no expectation of any compensation or benefits, either direct, or indirect.

2.C. Corporate ethics (over indifference)

Respecting and taking into consideration the ethical aspects that may arise in the business environment. Corporate ethics apply to all aspects of business conduct and is relevant to the conduct of employees as well as the entire organization.

2.D. Human benefits (over features)

Emphasis on the human aspect over bureaucracy; flexibility in applying rules and regulations.

3. The value of limitation / celebration

3.A. Multitasking (over monotasking)

Flexibility in carrying out duties, making the best possible use of one's time by working at several different tasks simultaneously whenever this speeds up the overall process (instead of ticking off one task after the other).

3.B. Aesthetics (over merely practical)

A policy of favoring beauty and simplicity over the mere practical based on the conviction that a well designed and aesthetic environment inspires employees to take better care of equipment and material entrusted to them, thus paying off the investment in the long run.

3.C. Life milestones (over work ones)

The conviction that private and professional life can never really be truly separated and that a disbalance in one will create a disbalance in the other. Hence the importance of preserving a good work/life balance and not letting work dominate at the expense of private life which in turn is likely to have a negative effect on our performance at work.

3.D. Time starved but coping (over busy and harried)

The value of carefully preserving and managing one's time in order to get things done on time despite the pressure which is frequent at work.

4. The value of knowledge / insight

4.A. Details (over generalities)

The value of thoroughness and attention to detail.

4.B. A long list (over a short list)

Taking a holistic approach, considering all elements involved and their interrelationship before deciding on a course of action.

4.C. A longer twisty purchase path (over a shorter straight one),

Holistic in-depth planning before taking action but remaining flexible and keeping an open mind during execution, able to adapt plans to the reality of the market place.

4.D. The perfect purchase (over a good one)

Striving constantly to find the best solution (over a merely good one) given the circumstances and existing market conditions.



7 hr steps



MUSIC VIDEO: Click on the video and keep on reading -Aziza Mustafa Zadeh - Ladies Of Azerbaijan



HR steps

1

ensure your salary policy doesn't discriminate against women



Why?

On the one hand, official statistics indicate women earn on average almost 20% less than men do.

On the other hand, companies claim not to discriminate against women.

In the absence of hard facts, because salary data are usually not divulged, whom do you think current or future employees are going to believe?

Checking your salary policy as a first step in the process ensures your house is in order and no hidden problems remain on the most sensitive subject: the salary you pay to women and men in your firm.

If a salary discrimination problem surfaces once the bicultural program is launched it will endanger the credibility of the entire program.

How?

Three ways exist to check your wage policy.
Click on each one to visit their website



HR steps

1

ensure your salary policy doesn't discriminate against women



A quick description

equal-salary
= a certification = proof

equal-salary is a **certification** (a process comparable to an ISO certification) **which proves** that a company applies a fair wage policy for women and men. A methodology accepted as proof by the High Swiss Court of Justice.

Logib
= a software = a self-evaluation

Logib is a software you can access free of charge and use as a self-evaluation to verify whether your company applies an equal pay policy for men and women.

Le dialogue
= discussion of the **Logib results**

Adhering to Dialogue implies that management and representatives of personnel together verify whether the company applies an equal pay policy for men and women.

equal-salary versus Logib

In common

Same statistical approach (regression methodology) in the salary evaluation.

Differences

A. Logib is a software used as a self-evaluation tool.

B. equal-salary uses a neutral and independent institution to carry out the salary evaluation whose specific methodology has been accepted by the Swiss federal court as proof.

Before certifying a company or organization, equal-salary carries out an on-site audit focusing on HR processes and management commitment to ensure a non-discrimination salary policy. In addition it will interview employees. This process ensures no hidden problems/unintentional discrimination remain uncovered that could create problems later on. Also, equal-salary adapts its salary evaluation to the company's proper salary policies.



HR steps

2 get certified equal-salary



As equal-salary provides formal proof that you apply a fair wage policy for women and men, it is the only way to ensure no salary problems can derail your plans later on.

Developing a bicultural working environment will take a considerable investment, mainly in time but also money. You need to be sure no hidden problems can surface and discredit projects you have undertaken.

I therefore suggest that getting certified will provide that life-insurance to any gender projects you might want to set up.

Here is how it works:

The process is split in two phases: a statistical evaluation of the salary data followed by an on-site audit.

a

The certification procedure starts with a statistical evaluation of the company's salary policy and actual salary data to ensure differences in compensation between female and male employees do not exceed 5%.



VIDEO: a certified company, SIG, talks about their experience

b

The second phase consists of an on-site audit during which interviews will be conducted to verify the company's commitment to an equitable salary policy and its implementation in the HR processes as well as a survey among employees followed by interviews with staff members to measure their perception of the company's salary policy. Today, SGS in Geneva is the certification company entrusted to conduct the certification procedures.

SGS

Once these two phases have been concluded and all requirements have been met, the company will be certified for a three-year period and will obtain the equal-salary label. During that period, the company has to undergo two monitoring audits to ensure the company respects the recommendations for improvement set by the auditors.

In case of non-conformity

It is possible that the statistical evaluation unveils incoherencies in the company's salary policy or discrepancies in compensation levels between women and men exceeding 5%. If this is the case, the report will indicate where the problems are and the company will know what needs to be done to overcome them. Having remediated the situation, the company can then again apply for certification.

In addition to its salary evaluation, equal-salary will provide a report that indicates a) the existing wage difference between women and men in the company and b) if required, individual wage differences that need to be addressed in order to be certified.



HR steps

2 get certified equal-salary



five facts

1. As the certification focuses strictly on salary issues it requires less time and effort to prepare and implement versus other major certifications.

2. The cost of the certification qualifies for financial support provided by the Swiss State through the Federal Office for Gender Equality to companies and organizations that plan to launch projects promoting equality between women and men: <http://www.hommes-et-femmes.ch>

3. The statistical analysis by the OUE has been accepted as proof by the Swiss Federal High Court of Justice in a key 2003 salary discrimination case. Being certified equal-salary ensures no such problem can occur within your company.

4. Through equal-salary you can verify to which extent you do actually apply a fair wage policy between women and men. Should the statistical analysis identify certain biases, a fully confidential report will clearly indicate how to improve the situation. Having remediated the situation, you can then again apply for certification.

5. equal-salary, politically and economically neutral and independent, is managed by people with a business background. The creation of equal-salary has been financially supported by the Swiss Confederation and has been thoroughly tested over a five year period.





VIDEO: Véronique Goy explaining equal-salary

Since Corum has been certified equal-salary, we receive more spontaneous candidacies and of better quality'

Yolaine Bôle
HR Director
CORUM Watches
June 2010

key advantages

Able to actually prove that you apply a fair wage policy between women and men, and this without the need to publicly divulge confidential information and with a limited investment in time and money, you are well positioned to:

1: Recruit the best talents to develop your business

Not only among women who will feel reassured that their work is correctly compensated compared to men but among men and women alike because an ethical approach to compensation reflects a company's overall and actual implementation of fairness, thus creating a less judgmental environment in which innovative ideas can flourish.

2: Attract more clients

Among those who consider an ethical company as a more reliable long-term business partner. And among those sensitive to the issue of equal compensation for women and men. This can be a vast opportunity given the fact that women decide the purchase of close to 85% of goods & services.

<http://www.equalsalary.org>



HR steps...

3 prepare an action plan

If your research indicates that there is a business case for achieving a better balance between male and female values, the next step is to prepare and recommend an action plan

This is not different from writing other action plans: you need to set the best possible but still achievable goals.

1: Establish the benchmark - the current situation

Establish the current split between men and women by relevant parameters such as

- Overall within the organization,
- By department,
- By geographical business area,
- By management levels,
- By age group,
- Within your selected talent pool,
- By recruitment numbers,
- By promotion numbers,
- By attendance of training workshops.

2: Define objectives

What is the minimum ratio of women to men in teams to have an impact? Conventional wisdom says 'at least 30%', some (like Lynda Grannton on the next page) say '50% is optimum'. In case that seems a hard objective, 30% is considered the minimum required.

why?

Through an action plan you can develop specific objectives and strategies and establish a benchmark from which you can measure progress. It hence allows evaluating what works and what doesn't work and what should be done to keep the plan on track. Undertaking several actions without a coherent overall master plan, may cause the whole project to fall apart.



'An extensive 19-year study of 215 Fortune 500 firms shows a strong correlation between a strong record of promoting women into the executive suite and high profitability. Three measures of profitability were used to demonstrate that the 25 Fortune 500 firms with the best record of promoting women to high positions are between 18 and 69 percent more profitable than the median Fortune 500 firms in their industries.'

Roy Adler, Professor of Marketing at Pepperdine University in Malibu.

'In the past there has been a view that it takes a 30 percent women to men ratio to make a difference. However, we found that the optimal gender mix was about 50 percent men and 50 percent women. This shows that equal gender representation can help to unlock the innovative potential of teams.'

Lynda Gratton. Professor of Management Practice at London Business School and founding-director of the School's Lehman Brothers Centre for Women in Business.



HR steps...

3 prepare an action plan

2: Set objectives (continued)

According to a 30 to 50% ratio, now establish how many women you would like to have in which positions and in which teams in, say, 5 years. Still according to the same parameters now set specific hiring and development objectives, spread out over 5 years taking into account key data such as

- the expected turnover of women currently in place,
- the forecast growth of the company and the resulting staffing requirements,
- the current talent pool and pipeline of female employees within the company,

and aim to establish your needs covering as many hierarchy levels as possible.

Finally, fine tune your objectives based on certain criteria such as the availability on the job market of the talent you are looking for and the budget you can dispose of.

3: Develop your strategies - hiring

Having established how many women you need to develop and/or hire, and for which positions & specializations, you now need to consider questions such as

- can you find all of them locally or do you need to hire abroad?
- what is your image: how attractive is your company and the field you are in to prospective female employees?
- do you need to adapt your advertising: are the current tone of voice, the content and key design elements (visuals, layout, colors used) sufficiently attractive to both genders?
- do you need to develop new ways to reach your target audience?



Picture Dutch
ministry of defense

**Who is this man?
What is he doing
here?**

In the Dutch armed forces the deputy commanders of the army, airforce and navy are also 'Gender ambassadors'.

This man, Rob Verkerk, is the Navy 2nd in command.

They are directly accountable to the Minister of Defense and report twice a year on progress versus the ambitious objectives that have been set.

Assigning direct responsibility at the top ensures that gender and remains firmly on the agenda throughout the entire defense organization.



4: Develop your strategies - development

What program should you establish in terms of training, coaching and mentoring and which internal processes and practices should you re-visit to reach your objectives? More on these subjects later.

5: Assign responsibility on all levels where action is required

Start at the top: creating a bicultural environment which so far has been dominated by one gender is a cultural revolution and requires such a degree of change and adaptation that resistance, passive or active, will naturally develop at most levels.

For such a program to have a chance of succeeding, it is imperative that it is publicly supported from the very top: the CEO. Specific responsibilities should then be assigned down the line and included in the performance evaluations of all people who have to do their part for the program to succeed. Overall responsibility for the entire program should be placed as high as possible in the hierarchy.

6: Plan how and what you will communicate about the program

Announcing a plan to create a bicultural work environment may create expectations you will not be able to meet, or may bring to the surface certain beliefs or skepticism which, if not addressed will create internal resistance to your plans. More on these subjects later.

7: Tracking progress

Plan how you will measure progress: eg x number of women hired or promoted or will we also include 'soft' intangible facts such as a better understanding among male colleagues about the differences between genders?

HR steps...

4 communicate carefully...

Your internal qualitative research has certainly given you some insights about ...

Is it desirable, is it feasible, is it a business issue, what are the obstacles, what are the opportunities it will create, what are the conditions necessary to make it work, what is the current corporate climate on gender and, related to this, how do both genders perceive the ease or difficulty for women - compared to men - to develop their career within the company?

But you have to assume that some things have been left unsaid and they nevertheless need to be taken into account when considering what and how you will communicate about your bicultural values program.

For example, some women might be very skeptical that obstacles that have been in their career path for centuries, will suddenly disappear...

They could also believe that this is another temporary politically correct/do-good/ethical hobby of somebody in management and that it will rapidly disappear again.

Some again might perceive this as 'a helping hand' something that might anger them as they don't consider themselves as in need of help ('we are not handicapped'); they just want an equal opportunity to develop their career.

why?

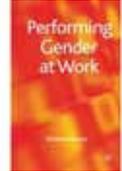
Your program can raise false expectations and create counter productive perceptions. A carefully thought-through communication strategy can help offset these beliefs. Clumsy communications might strengthen them.





VIDEO: Business leaders ignore gender issues at their peril. That's the view of Avivah Wittenberg-Cox, CEO of gender consultancy 20-First.

'Gender discrimination still happens, but it happens underneath the surface - it's much more subtle'. Elisabeth Kelan, author of 'Performing Gender at Work' (2009) which includes interviews with employees at Swiss companies.



Some again might think that as long as their salaries are not rapidly reajusted (because *'it is a well know fact that women earn less than men do'*) the program is not worth the paper it's written on.

Some men might join women in their belief that this is another politically correct/do-good/ ethical hobby of somebody in management and that it will evidently be at their expense: *'now there will be a rush to promote women and raise their salaries and it will endanger my promotion and my future raise'*.

Some men - and women - might simply be irritated by something they perceive as a problem from the past. *'They assume that gender no longer matters (in 2009) because the issue has long been solved.'* says Elisabeth Kelan, author of a new book, 'Performing Gender at Work' who interviewed staff at two information communication technology companies in Switzerland.

The results of her interviews, which form part of her book, revealed that employees from both companies felt their organizations were gender neutral, with staff evaluated on merit. They acknowledged that discrimination could take place but saw this as likely to be a one-off event that had usually happened in the past. They also put the onus on women to overcome any discrimination.

'In fact, gender discrimination still happens, but it happens underneath the surface - it's much more subtle' said Kelan, who has also worked at the London Business School. For example, women are often excluded from networking that goes on in the workplace and also from client work. Kelan said subtle discrimination was more difficult to spot because women were likely to blame themselves and say: 'it's just me' rather than look for more systematic reasons. She said it was very much a tip-of-the-iceberg situation. *'There is a lot of stuff below the surface that we are not really aware of and can't really respond to and that creates a challenge I think for many organizations.'* (source: Reuters.com)



HR steps...

4 tips on communications

1

Take the time to develop a full-fledged communication plan

A program to create a more bicultural company can create strong feelings for and against as well as strong disinterest. Neither is helpful. This program is not an isolated HR action. It is a strategic issue. As Chris Johnson, Chairman and CEO of Nestlé Japan said (as stated on Nestlé's website): *'Improving the gender balance is absolutely necessary for our ability to survive and succeed as a company'*. Such a strategically important issue merits all the professional attention it can get.

2

In the plan, develop a straightforward key message that communicates a clear and convincing benefit to the company, to its male and female employees alike

The message should develop a common benefit to all the company's staff. Creating a bicultural company is a corporate strategic issue. As a result the key message should hinge upon arguments such as improving the entire organization's performance, better serving its clients and consumers and thus - implicitly - protecting and improving employment opportunities at the company, for men and women alike.



VIDEO: Companies perform better if their female talent is equally integrated, but a decade of data reflects only marginal change in this area. How can we move beyond awareness towards action? In partnership with the World Economic Forum, CNBC hosts this debate focusing on gender parity.

3

Ensure you have the full support of the CEO and that he/she is willing to publicly and frequently communicate the key message

Such programs need to be imposed from the top down to have any chance of survival long term. The CEO needs to publicly stand behind your project. Use various ways to communicate this support: an interview for the in-house newsletter, a video, a short impactful statement and sound bite that will be easy to remember.

4

Before 'breaking the news' broadly within the company, first run the top managers first through the message strategy and the gender awareness and sensitization workshop.

This way they can respond to any first questions and comments they will hear from their subordinates and, with adequate knowledge and understanding of the issues, support and explain the key message from the CEO.

5

Make an inventory of known and potentially hidden attitudes and beliefs that could hinder the implementation of the program.

These will then be addressed, and hopefully defused, in the values awareness and sensitization workshops you will organize for your staff.



HR steps...

5 organise 'bicultural company' workshops

What is it...

A bicultural company workshop explains participants when, why and how women and men behave and act differently in order to achieve the same type of results.

The objective is to increase the understanding of gender-related value issues as they occur in your corporate structure, your business environment, your cultural environment and obviously the actual profile of the audience. Such a workshop will evidently have a different focus according to whether it is run for the military or for managers in multinational consumer goods companies.

But overall it will explain the benefits of women and men working harmoniously together through creating a mutual understanding of each other's values and key beliefs.

Hence the audience should consist both of women and men. Group exercises will deepen their understanding of how women and men view their attributes, behavior, roles, responsibilities and expectations in society and how this affects the way they act in a business environment.

why?

Such workshops will make men and women better understand each other and hence improve mutual respect. It will help to defuse stereotypes and biases in the minds of certain participants, which otherwise might create where your balancing efforts will be particularly required resistance.



VIDEO: Marti Barletta dives into the research of why hiring women makes sense in her speech at Conscious Capitalism's 2011 conference.

Who should attend?

Overall...

Both men and women.

Managers, all the way from the top down, until, if budget allows, all employees are reached.

But in particular...

Top management and the team members who will lead the project to develop a bicultural company.

The HR people, especially those in recruitment.

Head of departments where one gender is in a particularly dominant position and where your balancing efforts will be particularly required.

Managers who act as spokespeople for the company.

Future in-house mentors and coaches for female staff.



HR steps...

6 organise a career support programme for women

A career support programme for women should consist of the following:

A training workshop for those who wish to strengthen their skills in areas where they believe men usually have the upper hand such as salary negotiation, a certain 'male' way of verbally presenting ideas (less detail oriented, more benefit oriented), communicating one's successes (marketing yourself), and networking.

The idea is not to make women behave as men, far from it, but rather make them aware of 'what works with men'. If they are in a situation where they feel they need to 'talk male' in order to reach their goals, they will know how to make use of these skills. After all, when talking to children or elderly people, we also adapt our arguments and tone of voice. This doesn't mean we betray our values; we simply adapt our way of talking to our audience to better get our message across.

Should attendance be voluntary or mandatory? If voluntary, some women won't dare to attend as it might communicate a weakness. Some will simply not want to attend because they are convinced that they don't need this. If attendance is made mandatory, some might resent this. But one can always ask the question in the qualitative internal research and see what the majority thinks.

why?

The corporate culture in most companies is dominated by male oriented values and beliefs. And this is not going to change overnight. Nobody can be fully at ease in an environment that doesn't closely correspond to your own values and beliefs.

Until the corporate culture changes, and especially in the early days of your program to create a bicultural working environment, when their performance will be watched closer than before, women should be offered support to overcome this comparative disadvantage.



VIDEO: Mentoring - The Cherie Blair Foundation for women

Mentoring, role models and coaching

A mentoring program is a relationship in which an experienced and knowledgeable person within the company takes a less experienced person 'under her or his wing' and provides feedback and advice.

Mentors, both men and women, should get training to understand and practice the role as a mentor and should have attended the gender awareness and sensitization workshop.

Male mentors are obviously well placed to guide mentees in their relationships with their male colleagues and help them better understand the male values in the corporate culture. Female mentors can act as role models and encourage their mentees through their example. Experience has shown that successful role models can be very beneficial and inspiring to their mentees.

A mentee should be able to choose the gender of her mentor or be able to change after a while, or again be able to profit simultaneously from both types of experiences according to her needs.

Coaching will be useful when a female employee desires to solve some specific questions that require the skillful questioning techniques that an experienced coach will possess.



HR steps...

7 review your HR practices

Creating a bicultural company requires putting in place those HR practices that will enable both genders to deploy themselves to the best of their abilities and without unnecessary hindrances. Here is what we suggest you consider:

1. Review your corporate values

- are they still up to date?

*'The new generation of women and men now entering the workforce, born in the 1980's, also called the Y generation, as well as the so called X generation (born between 1970's and 80's) have in common that they work to live rather than live to work. The line between work and home doesn't really exist. They want to spend their time in meaningful and useful ways, no matter where they are. They seek a better work/life balance than their parents. They are technologically savvy, and mostly prefer to communicate through e-mail and text messaging rather than face-to-face contact. The Y generation in particular has high expectations of work and is not afraid to question authority. They seek meaningful work and the opportunity to learn on the job. They seek attention and recognition through feedback and guidance.'**

Do your corporate values reflect the values of those that are gradually taking over your company?

* Source: www.legalcareers.about.com

employé-e client-e

Learn how to write the female version

In French, some have the habit of writing the female version of, say a word such as 'Client' or 'Employé' by writing 'Client(e)' and 'Employé(e)'. A truly bicultural company will not place their female clients or employees between brackets and instead will write these words as indicated above.

- are they suitable for a bicultural company?

The male values oriented companies of the previous generation cherished a certain number of work concepts such as seeking more responsibilities achievement, displaying aggressivity in the pursuit of generating growth for the company, internal competition, observance of promises and duties to those in authority and ego (such as job titles, size of office spaces).

Creating a bicultural company requires respecting and making space for more female oriented values such as sharing, listening, recognition and giving feedback. It requires paying greater attention to creating a more nurturing environment where people feel better supported & accepted and less judged.

In an environment that lowers the drive for competition and hence becomes less judgmental, employees will more easily admit to weaknesses or they will simply more easily admit that they don't know something, they will more easily ask for help and guidance and will be more open to training and self improvement. An environment that is a little more oriented towards the group ('us') rather than the individual ('me') is likely to be a little less risk oriented, avoiding strongly ego driven business development initiatives.



HR steps...

7 review your HR practices

2. Review your recruitment approach

In job offers, language and visuals may be sub-consciously influenced by male values dominant in the firm.

For example, words such as «agressive, success, and perfect (for example related to language skills)» appeal less to women than to men. This also goes with cliché masculine visuals such as sharply dressed Wallstreet types with attaché cases. As a result, you will attract less female candidates as you could have done using words such as «team work, innovation, ethics» and using female role models.

3. Review your interview approach

Similarly, questions asked during the interview may be influenced by job rating factors resulting primarily from masculine values. As a result, the hurdle of the job interview will be more difficult to take for a woman than for a man.

4: Be sensitive to her time constraints

In Switzerland, women spend on average twice as much time on family & household tasks than men do.



Close to reality, except probably for the smile on her face...

In 2000, (according to the Swiss federal office of statistics) in Swiss families with children less than 15 years old, the mother worked about 54 hours a week for the household while the father worked only 24 hours.

Practically, this means women put in their household over 25% more time than she is supposed to be spending on a full time job during the same period.

Obviously this creates a precarious balance between these two key occupations. With young children it might even become impossible during a certain period of time to continue assuming a 40-hour work week in addition to the family & household tasks.

As a result, many women desire to work part time during such peak times. It is therefore particularly destructive of talent for a company not to recognize these needs.

Most of the time part time employment is granted reluctantly or sometimes not at all. If granted, it is often understood that this will, at least momentarily, put a break on the employees' chances of advancement (promotions, salary increases, training courses) within the company. ‘



HR steps...

7 review your HR practices

5. Promote your part-time employment practices for men

If you are serious about integrating more women at all levels and hence creating a bicultural organization, you will thus be well advised to spend some time with HR consultants to review how you could best promote HR practices to male employees such as

- **Job sharing:** this is an arrangement where typically two people work on a part-time basis to perform a job normally fulfilled by one person working full-time. When a job is shared, both employees are co-responsible for the whole job so they need to spend some time working together to ensure that nothing is missed or lost.
- **Job splitting:** in job-splitting, two people working part-time simply divide one job between them so that both parts are covered. They are not co-responsible for the whole job and the need for co-ordination between them will be minimal.
- **Teleworking:** a work arrangement in which employees enjoy flexibility in working location and hours. In other words, the daily commute to a central place of work is partly replaced by telecommunication links.

why?

Working part time, job sharing, job splitting and teleworking are measures that can only be effective in retaining female talent if they don't penalize her career (as they usually do today). In other words, only when sizable number of men will also start taking advantage of these possibilities will they lose their ability to hinder her career development.



6. Develop some imaginative initiatives to retain your female managers when they decide to resign to raise their children.

Normally the only way open for women to raise their children is to resign from the company and hope for the best after one to three years when they want to get back to a paid job.

During this period, they usually have no possibility to keep in touch with work and meanwhile things can change quickly, for example technologically speaking.

One way for a company to retain an option on this talent, is to develop regular, say twice yearly 'keep in touch' workshops on latest developments in the business and within the company and encourage these women to apply again once they want to get back to a paid job.

For a limited investment, the company will probably be able to develop a reserve talent pool that is highly motivated and appreciative. Given reducing demographics and a looming war for talent between companies, this might even turn out not to be a luxury.



HR steps...

7 review your HR practices

7. Beware of indirect salary discrimination against gender

This can occur when gender is not a direct criteria for establishing a salary norm but when nevertheless one gender is penalized versus another because the value of a certain type of work predominantly occupied by one gender (for example women working at the cash registers in supermarkets), is arbitrarily valued less than another type of work dominated by the other gender (for example, men offloading trucks at the same supermarket).

8. Beware of indirect discrimination through your bonus system

Be careful that bonus systems do not indirectly penalize women by setting objectives that inevitably will require working a lot of overtime in order to reach them.

If you as a man had to work an additional 54 hours a week just to run your household and family, you might also consider that colleagues who only have to put in about 24 hours in their private family life have an unfair advantage in achieving bonus objectives.

what?

For example, a company could decide that part time work is worth pro rata less than full time work. In this case, women opting for part time work because otherwise they cannot give their children the attention they need, will be penalized versus men who don't need to make this choice if their spouses fulfill this role.

adding things up:

Large increase of employed women

'Between 2004 and 2010 the number of women in employment (+10.2% to 2.060 million) grew more than that of men in employment (+8.4% to 2.528 million).

Women are increasingly combining career and family life and mainly work part-time. In 2009, 57.8% of women worked part-time (2004: 56.8%). In contrast, only 13% of men work part-time, although this percentage has also increased slightly since 2004 (+2 percentage points).

*The tertiarisation of the economy has also contributed to the increased number of women in employment, as **86.7% of working women work in the tertiary sector in 2009 (men: 64.3%).***

source: OFS



'Shortfall of European workers is expected to increase in the coming decades especially for the most highly qualified jobs.

Tapping in the under utilized pool of skilled women could offset this.

If the employment rate for women remains constant, Europe can expect a shortfall of 24 million people in the active workforce by 2040.

If the rate can be increased to the same level as men, the shortfall drops to 3 million.

source: eurostat



HR steps...

8 monitor the implementation of your plan



- You have set clear objectives together with a time line.**
- You have determined the resources you need to carry out the plan.**
- You have identified projects that need to be carried out to help reach your objectives.**
- You have assembled a team to carry out your plan and assigned the responsibility of carrying out the projects.**
- You have agreed with them on 'who does what by when'.**

Once you made a plan that makes sense, you need to make sure it works.

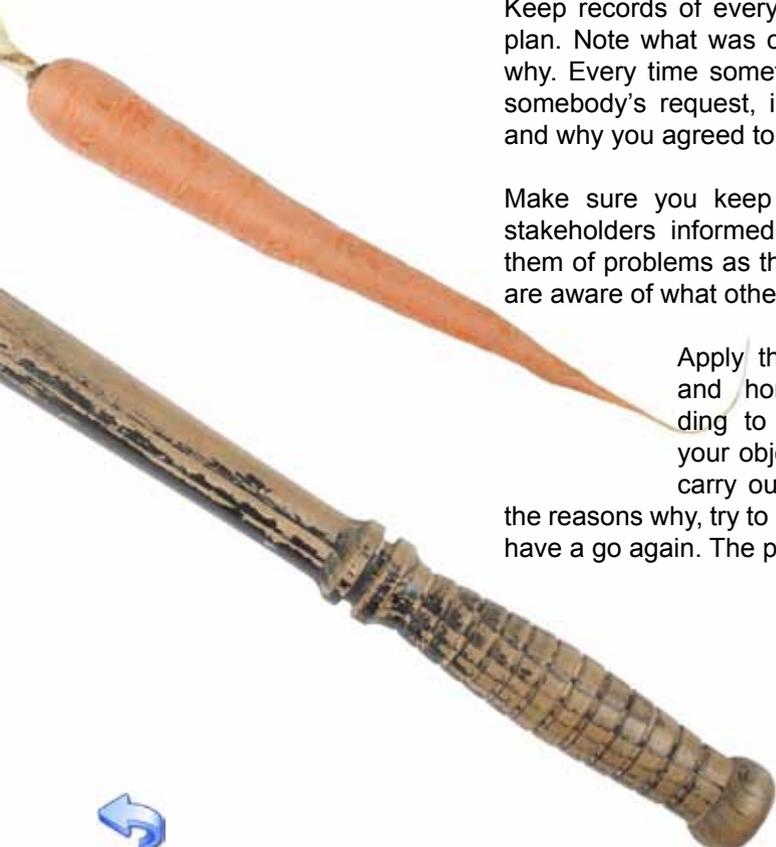
As soon as things get moving you must track development and get feedback on the preliminary plan from the team. Depending on progress you need to adjust timelines and schedules to fit the next steps into the available time.

If somebody holds up the project, be alert to quickly intervene with that person or his/her superiors. If certain circumstances create a roadblock, make necessary adjustments and find alternative paths to reach your goals.

Keep records of every change from your initial plan. Note what was changed and the reasons why. Every time something new is added upon somebody's request, indicate who asked for it and why you agreed to this addition.

Make sure you keep all team members and stakeholders informed of progress and inform them of problems as they occur. And be sure all are aware of what others are doing.

Apply the baton, carrots, poison and honey alternatively according to need in order to reach your objectives. If still you cannot carry out the plan, clearly record the reasons why, try to remove the obstacles and have a go again. The project is important...



8 **concl** usion



MUSIC VIDEO: Click on the video and keep on reading
Jean Ferrat - La femme est l'avenir de l'homme



conclusion

The project is important.

The issue is a historic inevitability.

Being on the wrong side of history is not a good place to be in except if you have an overwhelmingly important and valid reason.

I find it hard to see such a reason.

Most reasons that hold up this issue are related to tradition, inertia, the 'not-invented-here-syndrome', and, often, fear.

On the other hand, business and, more importantly, humanity has much to gain by giving all members of society an equal chance to deploy their talents by creating a bicultural environment in which they feel sufficiently at ease to do so.

Not much to lose, much to gain, I would say, go for it!

David Veenhuys
October 2012



‘We are at a unique turning point in history’

Never before has there been such momentum around the issue of gender parity on the global stage.

Numerous multinational companies have aligned core elements of their businesses and products to support and provide opportunities for women in the communities in which they are active.

The United Nations has created a new entity for gender equality and the empowerment of women. There is a strong movement around greater investment in girls’ education in the developing world.

Businesses around the world are starting to take into account the increasing power of women consumers.

As women begin to make up more than half of all university graduates in much of the developed world, there is an increased consciousness that this talent must be given the opportunity to lead.

Several countries have introduced legislation that mandates minimum requirements for women’s participation, in both business and politics.

WEF Gender Report 2010



9 **bi** blio



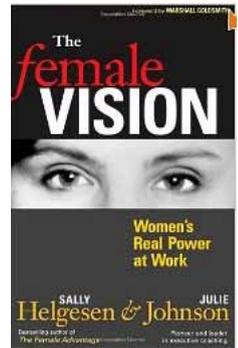
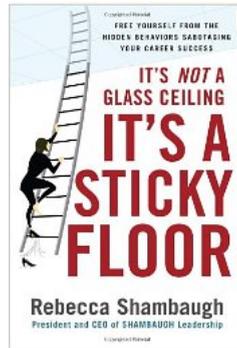
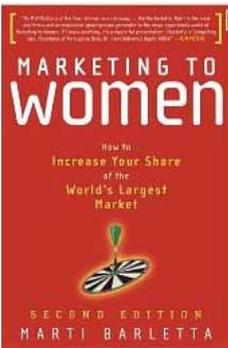
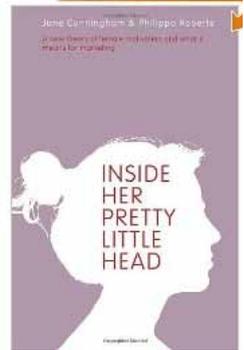
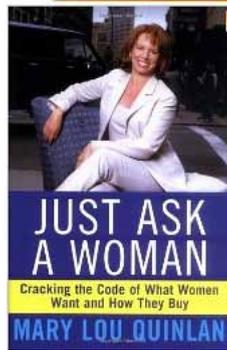
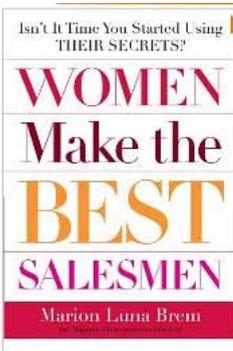
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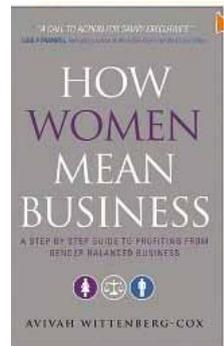
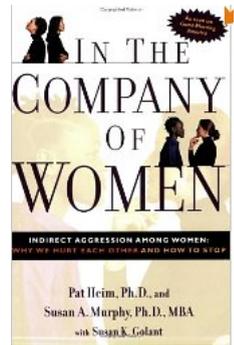
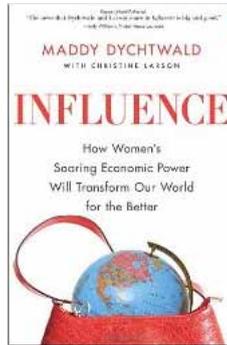
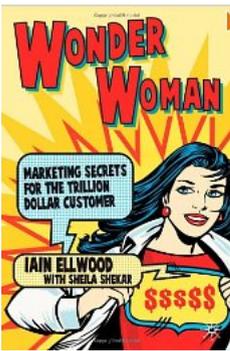
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books, articles, reports, and other information used to prepare this book

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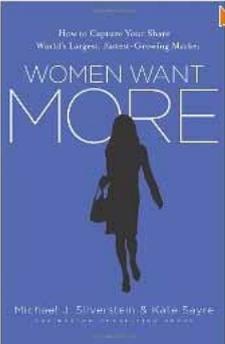
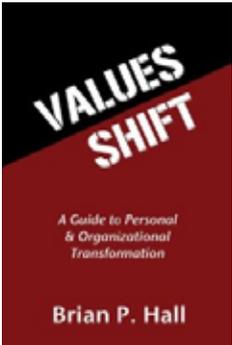
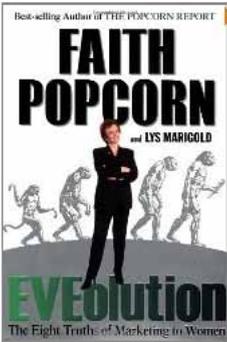
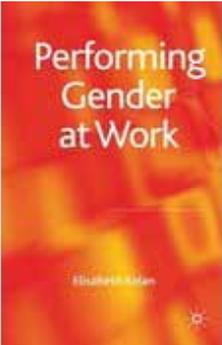


further



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Catalyst: The Bottom Line: Corporate Performance and Women's Representation on Boards



further

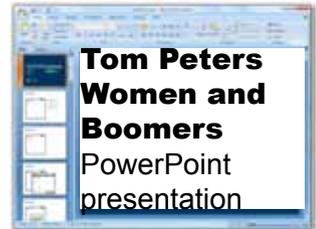
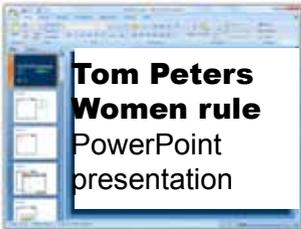
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