

A Look at Gender Differences and Marketing Implications

Heather Kraft

MBA Student
Mercer University
Atlanta, GA U.S.A.

J. Michael Weber, Ph.D.

Associate Professor of Marketing
Mercer University
Atlanta, GA U.S.A.

Abstract

This paper looks at a variety of factors that continue to influence the changing marketplace in regards to gender differences. Some of these factors include education, income, generational differences, and family dynamics as they evolve and redefine traditional gender roles and spending patterns. Relevant marketing strategies for both genders are offered, which include issues such as the appropriate types of marketing promises and themes that should be used for each gender. Finally, the implications associated with the choice of various media channels, and the correlation with sub segments within the genders, are discussed.

Keywords: Gender, Marketing, Strategy, Segmentation

Introduction

In the last fifty years, the world we live in has changed dramatically. Women have gained greater financial independence and responsibility. This is due in part to the fact that more women graduate college each year than men. The trend toward larger numbers of women graduating started with the baby boom generation (Holland, 2012). The baby boom generation has created a group of women who are well educated, financially independent, and capable of making their own investment and purchasing decisions. Women currently account for eighty-five percent of consumer purchases in the United States (Sam et. al, 2010).

Women often decide large and small purchases alike as they have taken over the role of the primary breadwinner of the family. In Prudential Financial's biennial study, "the majority of women today are financially responsible for generating their own and their families' income (Fearnow, 2012). However, only three percent of creative directors for advertising agencies are women (Holland, 2012). Companies need to adapt to the changing market place in order to not only survive but also thrive as a business. The need for companies to adapt to the current market is not a new phenomenon. It has always been a challenge to adapt to market changes, but adapting to a radical shift in market segmentation can be even more difficult.

Background

According to JoAnn Joy, customers have a dominant style of preferred communication. The three distinct styles that she identifies are visual, verbal and touch. Each of these three types of customers prefers differing types of marketing (Joy, 2006). For example, visual communicators prefer direct marketing such as pamphlets, DVDs and other visual materials. In contrast, a touch style prefers models they touch and will generally describe what they do and do not like in terms of feelings such as safe, cozy, or comfortable. Verbal communicators respond to the words of the message. They prefer telephone calls and radio commercials (Joy, 2006). While it seems to reason you can only effectively market to one of these groups, the key to successful marketing is to find a way to reach all three styles with one advertising budget. These are the universal differences in both men and women.

However, research shows us that even in the same styles of customers, differences abound that make marketing to men and women another factor to consider. These differences require that the company define their target market as men, women or both. They must define the market in order to better understand how to communicate effectively with them. The companies need to focus on how the markets differ between men and women. One difference in preferred communication styles is that women who prefer verbal communication are much more responsive to more polite and softer language than men. Men prefer short, direct verbal communication (Heermann, 2010). "According to a study conducted at the University of Wisconsin, women notice and recall 70% more detail in their environments than do men. " This leads to women picking up more contextual and intuitive brand messaging. These perception differences can create unintended differing messages about the company or the product (Levit, 2012). It is vital that a company consider how each gender will perceive their marketing message. These perceptions determine if the potential customer will even consider the product in a purchasing decision.

Gender Differences

Men and women traditionally approach purchasing decisions very differently. The difference is created because men and women want different things out of a buying decision. Women look to satisfy long term needs and wants while men are shorter sighted and look at satisfying immediate or short term needs and wants (Baker, 2012). Traditionally the purchasing decision is to move from customer awareness to interest in purchasing and finally narrowing of options. Marketers who try and engage customers everywhere they go constantly inundate the modern consumer. For example, on an average drive to work a potential customer is likely to encounter radio ads, billboards, sign spinners, and store signs. These same consumers are likely to have checked a news website and accessed email or Facebook encountering banner ads all before work. This type of marketing overload has caused a shift in the process used to make purchasing decisions. According to a recent survey discussed in the Harvard Business Review blog, only about a third of consumers use the traditional approach to the purchasing decision. Another third use what they refer to as the open-ended path. These are consumers that constantly research differences in products and change their mind about which brand to buy. The final third have abandoned the search process entirely and focus on one brand exclusively (Anderson, 2012).

Women prefer to shop at a relaxed pace when they actually go to a store. They want to examine merchandise, compare items and prices, ask questions, try things on, and then make purchases. There is a pride in the ability to be prudent and get the best products for the best prices (Levit). This is a market that stores like T.J. Maxx have honed in on. They make women feel accomplished for getting the best deal. T.J. Maxx has used the accomplishment and the need to share with women in their latest marketing campaign, Maxx Moments (Moore, 2008).

Narratives and stories such as the Maxx Moments appeal to women's emotions. Women act on emotion in purchasing decisions (Baker, 2012). Companies that help others by supporting a cause also appeal to women. Social responsibility in companies has grown to be an integral part of the marketing strategy, particularly with women. In the age of social media, portraying a company's affiliation is easier than ever. Brands like Yoplait, General Mills, and Campbell's have all done this extremely well. Yoplait's' tops to support breast cancer has been very effective. When done right, "cause marketing" can turn into brand loyalty and increased profits from both genders (Shayon, 2011).

How do men and women form opinions? According to decision-making confidence, "women use other people's opinions to help make their own decision. Men use other people's decisions to help them form their own opinion." They go on to explain that women like to know why other women made the choices they made, while men like to know that other men are happy having made the same decision as them (Baker, 2012).

Generational Differences

Due to the increase of technology and marketing mediums, the buying public has never had more information about the products it purchases. The comfort ability of different generations has created a gap in the way different generations make buying decisions. This gap has always been more evident in women than men. Men have a narrower range of opinions. In a study by Fr. Luntz, it is noted that a "thirty-year-old man is far more likely to share attitudes and opinions with a fifty-year-old man than are two women with the same age spread. (Heermann, 2010)"

All generations and age ranges seem to have one thing in common: They want the decision process to be made simple. According to a study by HBR, there are three questions markets need to ask themselves to determine where their product falls using the “decision simplicity index.” How easy is it to navigate information about the brand? Can they trust that information? How quickly can the options be weighed? Companies that make all three of these questions easy for customers are more likely to be purchased and recommended to others (Anderson, 2012).

Generations tend to have similar purchasing habits based on common experiences. Baby boomers are living much longer than earlier generations. They are an older generation that is still a major part of the buying market, which is a first for many marketers to consider. Currently, baby boomers account for over two trillion dollars of sales each year. They are also a growing market as nearly six thousand men turn fifty every day. Baby boomers want to continue to live longer. However, they are not likely to change their behaviors in a way that produces long lives such as exercise and eating right. According to research by NMI, sixty-one percent of baby boomer men and fifty-three percent of baby boomer women hope to live to be over a hundred. This generation has already lived through a time when power and jobs were readily available for men as young adults. They also remember the fight for women to achieve greater social and economic equality. Accepting the status quo just because older generations said to has always been seen as something to challenge. Marketing to these baby boomers requires a never give up spirit and continuing vitality as they age (Green, 2009).

Women in the baby boomer generation do not like to be separated from younger women. Such a separation makes women feel like they are being categorized as older. However, post-menopausal women are more assertive and demanding as customers. It is important for marketers to recognize them as a group of customers without alienating them by making them feel older. Baby boomer women also tend to avoid aggressive brands. They want to feel cherished, clip coupons, and shop from lists.

Almost everyone in Generation Y is very connected. They process text messages, IMs, Facebook, and watch YouTube almost simultaneously. This type of message inundation has made Generation Y very selective in who they listen to. They listen to each other. No amount of marketing can outweigh a peer recommendation. Therefore, authenticity is the most important marketing tool. Generation Y can pick out something that is fake faster than any generation. Marketers should be honest with them, listen to them, and respect them if they want them to work with their business (Fields, 2012). It is most important not to condescend Generation Y as a group of know-nothing kids. They are still willing to spend despite the recession and the tightening of the job market. Time will tell if Generation Y will tighten the purse strings or embrace living completely in debt (Manning-Schaffel, 2002).

The men of Generation X are the forgotten market more often than not. Generation X is known for strong women, which has left the men of this generation in a weakened position. So what do men of the Generation X generation want? Since Generation X is a very price conscious group, they look for comparisons and are very savvy shoppers. Generation X is not a brand loyal group. They were raised to not talk to strangers making them distrust marketing attempts. Generation X is the first generation to love multitasking and convenience (Schertzer et. al, 2008).

Each of the generations is characteristically distinct. Those distinctions are enough for marketers to contend with, but that is really just the first level. Each generation should also be broken into subsets of the distinctly unique types of women and men within them. According to the American Psychological Association, women of Generation Y and Generation X have higher stress levels than older generations. Millennial women are delaying marriage and the number of unmarried women in their thirties is at a sixty year high. Thirty-six percent of millennial women have earned a Bachelor’s degree. Eight-one percent of the women who graduated consider their degree “very useful” in their given field. Many of these women have gone back to school for advanced degrees during the recession. Educated Millennial women graduate with an average of twenty-five thousand dollars in student loan debt. Despite the debt, they are great at saving. According to an Australian study, millennial women save twenty percent of their monthly income. They believe they can have it all and expect a successful partner as well (Nelson, 2006). Women of the millennial generation want to believe in the power of the future. Marketing to them in a way that shows high-energy, happy situations they can relate to is the most effective (Greenberg, 2012).

Humor on the other hand is the best way to reach millennial men. They are particularly partial to offbeat relatable humor of “normal guys.” It is generally more effective to reach them on a medium other than TV. Millennial men tend to spend more time streaming things like UFC fights than watching traditional television (Greenberg, 2012).

Family Dynamic Changes

A change that is due more to a change in societal attitude than based on external circumstances is changes in the typical family dynamic. There are no longer the same 1950s picture perfect families. Therefore, it is important that a company does not stereotype all women as mothers, who stay at home, cook, clean, and take care of the family. For example, housewives in the 1950’s were content to be viewed only as someone who focused on the family and put their children’s and husband’s needs above their own. In fact, traditionally it was believed that men made the buying decisions and women just went out and brought them back. However, the modern housewife is very different, beginning with the fact that they prefer to be called “stay at home moms.” They do not view themselves simply as a mom but a woman who happens to be a mom. In a Frank About Women survey, they discovered that only about two percent of women had been to a soccer game in the last six months. Such a study shows marketing that the image of the soccer mom is outdated (Moore, 2008).

McDonald’s discovered this when they began to realize women were taking their kids elsewhere after a 2002 drop in sales. McDonald’s discovered that purely marketing to kids with Happy Meals was not enough. They have successfully reinvented their image and began a campaign to “find the woman inside the mom.” This led to the launch of healthier Happy Meals, remodeling PlayPlaces to include Wi-Fi and comfortable seating and Premium Salads (Heermann, 2010).

Marketers need to look at the changing demographics of men and women. More men have remained single longer. Some have never married or have divorced and are living alone. These men are autonomous and make most shopping decisions. They are an untapped marketing opportunity. Another forgotten segment is the metrosexual man. The metrosexual man is characterized by his independence from women. He is able to buy his own clothes and take care of himself. He is not looking for a woman to mother him but rather can stop at a hardware store and the mall by himself (Green, 2009).

The role of men in families has changed drastically over the last three generations. According to the U.S. Census, the number of “stay-at-home dads” has doubled over the last ten years. Also, nine out of ten dads say they are spending more time than their fathers actively engaging with their children (Smith, 2012). For the first time in history, men between the ages of eighteen and sixty-four identify themselves as the household primary grocery shopper. However, most experts will tell you that men overstate their participation. That is not to say that the trend is not still an increase in men shopping. There are several factors that contribute to this new increase in shopping including the trend to wait longer to get married presumably fending for themselves longer. Also, more millennial men say they “love to cook and...enjoy cooking” which is a change from previous generations who are likely to say “I don’t mind cooking, it’s just one of those things I do.” (Hanna, 2012)

Marketing trends have started to take note of these habit changes. One example is Jif and their new marketing strategy to include dad has done a few commercials using an updated version of their slogan “choosy moms choose Jif” to say “choosy moms and dads choose Jif.” There are even blogs that watch for changes in marketing such as Nathan Greenberg’s blog Proactive Dads. Greenburg has a tag line on his page of “Improving the opinion of fatherhood through media and society, one blog at a time.” He uses his blog to actively track when these changes in marketing messages occur (Greenberg, 2009).

Relevant Marketing Strategies for Women

Family status and employment status are the most important factors when trying to appeal to women. For example, women who are “stay at home moms” are more likely to act similarly than career women, regardless of age. Men are exactly the opposite. The most important factors to men are age, income and education. The difference in what each gender makes an important factor is explained by the types of purchasing decisions men and women make. A majority of decisions made by men are for themselves while a majority of decisions for women are about others. A woman typically makes financial decisions for herself, her significant other, her children, and even her parents. Women are more often in charge of family finances than in previous generations (Heermann, 2010).

As mentioned before, women make eighty-five percent of buying decisions. This is a fairly recent discovery despite the fact that women have been associated with shopping, as long the concept has existed. Even now many marketing groups take the wrong approach in marketing to women. Companies often believe that they need to market to women so differently that they try to create an entirely separate brand in order to reach women. This often back fires on the company and further alienates women from the brand, as they tend to water down the message and the product. It can also alienate men as they feminize the product. Marketing to women when done correctly is a smart all around marketing strategy. Effective marketing to women is about setting high standards and consistently delivering on your promises (Holland, 2012). As discussed before, research has shown that women are generally better at reading body language and facial expressions than men. This perceptive nature makes women more receptive to contextual brand messaging (Levit). Women are also excellent at detecting inconsistencies in the marketing message. If your product performance and retail experience do not match your message you have lost her trust and she will find another place to spend her money (Holland, 2012). However, if women trust your product and find it to be a quality product they are willing to pay a premium for the product.

Three examples of companies that have it right with women are Apple, Volvo, and Whole Foods. All three show women they can trust the products are worth the price and are able to command a market premium. Apple is consistently delivering on their market promise of easy to use, high quality, and a passionate lifestyle. Volvo has taken women's input and developed key elements important to women such as color-coding fluid lids and easy to load trunks. They have also focused on safety and dependability in their marketing message and delivered on that promise. Alternatively, Whole Foods has put a focus on delivering a pleasant shopping atmosphere with friendly sales staff, high quality healthy foods, and hard-to find products (Heermann, 2010). Each of these companies have determined what is important to the women they wish to serve and focused in on providing superior results in those areas. These companies do not just talk a good marketing game but back up their promises and continue to build relationships with women. A woman can walk into any of these stores or visit any of their websites and find a list of features in an easily navigated fashion.

Relevant Marketing Strategies for Men

Marketing to men is often more stereotypical. Marketers try to appeal to men with funny marketing or bad-boy images. Sullivan, Higdon & Sink, SHS, is known for their marketing campaigns to men. SHS has identified five universal truths about men to help in marketing. Those five truths are "men seek enlightenment, they seek experience, they seek success on their own terms, men happily define themselves as principle-driven and men identify themselves as family-centric (Moore, 2008)." Yet men often make impulsive purchases (Levit, 2012). Men judge a shopping experience in utilitarian terms. They judge things such as the availability of parking, length of checkout lines, and the stock of the items they came to buy. It is also important to market to real men, the kind of men who are "normal" are those that do more than go out, drink, and look for hot girls (Daulatram, 2008).

Marketing has lost touch with marketing to men. In recent years, there are fewer websites aimed directly at men due to the pressure to be gender neutral. Sites such as Popular Mechanics and others have seen criticism due to their dominantly male publications. However, similar sites for women have not seen any criticisms. Are men becoming the forgotten market? It seems as though part of the problem is men themselves. Popular marketing techniques such as social networking sites have noticed a trend that men are far less likely to engage in marketing on these sites. Changing trends in popular marketing and public opinion have made focusing on the male market more difficult (Roggio, 2012).

Changes in view of men and their role both at home and in society have played a big role in changing the types of products that can effectively be marketed to men. For example, there has been a rise in the number of men who participate in elective plastic surgeries and skin care regimes over the last few years (Smith, 2012). According to Frank Westerbeke of Skin Inc., men enjoy taking care of their personal appearance. Guys want to feel good about their appearance but in a sort of undercover way that does not feel like he is giving up on being one of the guys (Westerbeke, 2008). It is also important to note that the significant female influences in their lives are often the ones to start men on the path of beauty purchases. Companies have discovered that marketing to the female in their life is often more effective. This type of marketing is often more effective because a man's first spa experience typically occurs from a need to clean up eyebrows or body hair and a need to update a hairstyle (Westerbeke, 2008).

Implications

Online marketing has become much more important as women begin to take over the majority of online shopping. According to MsMoney.com, women comprise sixty-three percent of all online shoppers (Levit, 2012). Women use social media, shopping and gaming sites more than men. Women drive seventy-one percent of fan activity on Facebook. Sixty-five percent of textbook rentals on Chegg are women. Women also comprise seventy-seven percent of Groupon customers. Women have taken over social gaming from men as Zynga now has sixty percent women on the website. A study by PopCap shows that the average gamer is a 43-year-old woman (Lee, 2012).

The main reason a store will lose a woman's business is due to a lack of help when they are at the store. However, the most likely reason to lose a man's business is being out of stock of what they came to buy. Women want to feel important and valued. They are most upset by employees who "acted like you were intruding on their time or their own conversations." Men were most upset by employees "who were lazy, i.e., would not check for additional stock or take you to the item you were looking for" (Sam et. al, 2010).

For men, it is best to segment into three distinct age groups. These are twelve to twenty-four, twenty-five to forty-four, and forty-five to sixty-four. Separating into these three groups is key because of how each group likes to spend their recreational hours. For example, twelve to twenty-four year olds say that video games are their number one leisure activity followed by sports. Billboards in video games and online ads are the best mediums for this audience. Twenty-five to forty-four year olds say the Internet is their number one activity followed by watching television. However, activities that keep the interest of the twenty-five to forty-four year old age group are much broader and there is a less distinct favorite activity. Marketing to this mid range group requires a mix of techniques. Traditional television and print ads mixed with online advertising to reinforce the message is the best way to reach them. Television is the main activity for men ages forty-five to sixty-four. However, the older demographic is becoming increasingly tech-savvy. Advertising to men of all ages has become increasingly demanding and complex. Companies must decide on a marketing strategy across an ever-increasing number of mediums. There is no longer a one-size fits all marketing medium for men and a diverse marketing strategy is necessary (Koeppel, 2012).

Age demographics are less important when marketing to women. Women do not like to be reminded of their age or excluded based on their age. It is best to treat women as equals and avoid stereotypes. Hoover had relied on marketing based on images of women as housewives. This image was not well received and Hoover lost market share due to its lack of understanding of their target markets behavior. Women prefer to be a part of a group rather than singled out and should be looked at in the collective group to effectively market to them. "91% of women say that advertisers don't understand them," according to Ekaterina Walter in her article "The Top 30 Stats You Need to Know When Marketing to Women." Other stats on Ekaterina's list include "55% of active (daily) social media moms said they made their purchase because of a recommendation from a personal review blog," "78% of women in the US use the Internet for product information before making a purchase," "58% would toss a TV if they had to get rid of one digital device," and "92% pass along information about deals or finds to others (Walter, 2012)." What all of these statistics tell us is the traditional approach of marketing to women through daytime television is no longer effective. The best marketing approach for women is word of mouth.

The best part of this type of marketing strategy is that it is cheap; the worst part is that it is difficult to use effectively. Modern women do their research online and look to other women for their opinions. Keeping happy customers is key for marketing success with women. A bad review can be far reaching. As discussed earlier, women are the largest users of social media. Having an updated, easy to navigate website, and taking advantage of social media outlets to advertise are the best strategies for marketing to women. This allows women to feel like they are part of the advertising and connect with other women who have similar interest and purchasing habits. Traditional marketing mediums such as television and radio can help to get name recognition but need to be supplemented with online marketing to be effective with the modern women.

When marketing to men and women it is important to both understand the differences in them and embrace those differences. Everyone wants to feel like they are part of the group and still respected as an individual. People as a whole want to know that marketers get them and understand what they are all about. They want to feel like marketing cares about them and is talking directly to them. The goal of marketing needs to be building relationships with customers. Great relationships create customer loyalty.

Every generation and gender has had their own unique set of circumstances and obstacles that make them who they are. Like any relationship, you must put in the effort if you wish to get an effort from them. Take the time to get to know your market. You might just find you like them more than you ever imagined and you have more in common than you ever thought possible.

References

- Anderson, K. (2012). Consumers Want Simplicity. Retrieved September 8, 2012, from Building Gender Balanced Businesses: <http://www.20-first.com/1601-0-consumers-want-simplicity.html>
- Baker, A. (2012). Gender Differences In Decision Making. Retrieved September 9, 2012, from <http://www.decision-making-confidence.com/gender-differences-in-decision-making.html>
- Daulatram, B. L. (2008). Gender differences in ethics judgment of marketing professionals in the United States. *Journal of Business Ethics*, 77(4), 501-515
- Fearnow, B. (2012). Study: Majority Of Women Becoming Primary Breadwinners. Retrieved September 17, 2012, from CBS: <http://washington.cbslocal.com/2012/07/16/study-majority-of-women-becoming-primary-breadwinners/>
- Fields, B. (2012). Marketing to Gen Y: What you can't afford not to know. Retrieved September 12, 2012, from Startup Nation: <http://www.startupnation.com/business-articles/9011/1/marketing-GenY.htm>
- Green, B. (2009). The Mission, The Man, The Money: Marketing to Baby Boomer Men... Retrieved August 29, 2012, from Advertising & Marketing Review: http://www.ad-mkt-review.com/public_html/docs/fs175.html
- Greenberg, K. (2012). Millennial Men, Women Respond Differently to Ads. Retrieved September 29, 2012, from Marketing Daily: <http://www.mediapost.com/publications/article/183040/millennial-men-women-respond-differently-to-ads.html>
- Hanna, B. (2012). CPG Marketing Trends: Millennial Males Play an Influential Role in Shopping. Retrieved September 17, 2012, from CPG Marketing Trends: <http://www.cpgtrends.com/2012/05/cpg-marketing-trends-millennial-males-play-an-influential-role-in-shopping/>
- Heermann, T. (2010). 4 Gender Differences in Marketing Approach. Retrieved September 9, 2012, from Market it Write: <http://marketitwrite.com/blog/2010/02/4-gender-differences-in-marketing-approach/>
- Holland, T. A. (2012). 7 Powerful Insights for Marketing to Women. Retrieved August 29, 2012, from startupnation: http://www.startupnation.com/business-articles/1220/1/AT_Powerful-Insights-Marketing-Women.asp
- Joy, J. (2006). Customer Communication Styles. Retrieved September 3, 2012, from Ezine Articles: <http://ezinearticles.com/?3-Customer-Communication-Styles&id=239888>
- Keeter, S., & Taylor, P. (2009). The Millennials. Retrieved September 7, 2012, from Pew Research Center Publications: <http://pewresearch.org/pubs/1437/millennials-profile>
- Koeppl, P. (2012). Use Your Advertising Dollars to Reach the Male Demographic. Retrieved September 29, 2012, from National Mail Order Association: <http://www.nmoa.org/articles/dmnews/ReachingMales208.htm>
- Lee, A. (2012). Why Women Rule the Internet. Retrieved September 9, 2012, from Building Gender Balance Businesses: <http://www.20-first.com/1479-0-why-women-rule-the-internet.html>
- Levit, M. (2012). The Difference Between Men and Women. Retrieved September 10, 2012, from <http://www.evancarmichael.com/Branding/69/The-Difference-Between-Men-and-Women.html>
- Manning-Schaffel, V. (2002). Has Gen X fallen through the cracks? Retrieved September 20, 2012, from Brand Channel: http://www.brandchannel.com/features_effect.asp?pf_id=136
- Moore, R. J. (2008). He Said, She Said: Marketing to the Sexes. Retrieved September 3, 2012, from Dynamic Graphics & Create Magazine: <http://dynamicgraphics.com/dgm/Article/28851/index.html>
- Nelson, O. N. (2006). Effect of gender on customer loyalty: A relationship marketing approach. *Marketing Intelligence & Planning*, 24(1), 48-61.
- Roggio, A. (2012). Observations on Marketing to Men. Retrieved September 29, 2012, from Practical Ecommerce : <http://www.practicalecommerce.com/articles/3687-Observations-on-Marketing-to-Men>
- Sam, C. O., Anthony, C. K., & Bashar, S. G. (2010). Gender differences in perceptions of the marketing stimuli of family owned businesses (FOBs). *International Journal of Marketing Studies*, 2(1), 3-12.
- Shayon, S. (2011). Cause Marketing Does Affect Brand Purchase. Retrieved September 22, 2012, from Brand Channel: <http://brandchannel.com/home/post/Cause-Marketing-Does-Affect-Brand-Purchase.aspx>
- Schertzer, S.B., Laufer, D., Silvera, D., and McBride, J. (2008). A cross-cultural validation of a gender role identity scale in marketing. *International Marketing Review* 25(3), 312-323.
- Smith, S. (2012). What Men Really Want. Retrieved September 9, 2012, from Engage: Men: <http://www.mediapost.com/publications/article/177735/what-men-really-want.html>
- Walter, E. (2012). The top 30 stats you need to know when marketing to women. Retrieved September 7, 2012, from TNW: <http://thenextweb.com/socialmedia/2012/01/24/the-top-30-stats-you-need-to-know-when-marketing-to-women/>
- Westerbeke, F. (2008). Maximizing the Male Market. Retrieved September 29, 2012, from Skin Inc.: <http://www.skininc.com/spabusinesstrends/15998307.html>