



# UNBOXING MASCULINE MARKETING:

## How Masculinity Can Be Used When Marketing Female Products

Master Thesis  
MSc International Marketing And Brand Management  
Lund University  
School of Economics and Management  
May 2013

---

Authors	Linnea Nyberg Nelleke Ost
Supervisor	Jon Bertilsson Marcus Klasson
Examinator	Jens Hultman



# Abstract

- Title:** Unboxing masculine marketing – how masculinity can be used in the marketing of cosmetic products
- Program:** MSc International Marketing and Brand Management
- Course:** BUSN39 Master thesis
- Authors:** Linnea Nyberg and Nelleke Ost
- Supervisor:** Jon Bertilsson & Marcus Klasson
- Keywords:** Gender marketing, masculinity, metrosexuality, male cosmetics, social media, doing gender, marketing strategy
- Purpose:** The purpose of this research is to investigate the relationships between masculinity and marketing, especially regarding cosmetic products, a typically female industry. The aim is to provide knowledge gained from the managerial perspective on how masculinity can be used in marketing
- Methodology:** Social constructionist approach with a case study including in-depth interviews and virtual observation
- Theoretical perspectives:** The study is based on theory regarding gender research, in particular masculinity, doing gender, online behaviour as well as masculinity in relation to cosmetics and advertising

Empirical foundation: Data gathered from interviews, observation and documentation

Conclusion: One of the main findings of this study is the fact that marketing has to be different for men, especially concerning cosmetic products. The degree of adaptation highly depends on the culture of the men. Furthermore the study detected that often the women targeted for male cosmetic products due to several reasons. A lack of knowledge about gender marketing among companies can be noticed. By utilizing the gender differences, a company could develop a beneficial marketing strategy. This thesis provides knowledge about gender marketing and how this information can optimize the marketing strategies. A model is developed that facilitates the role of masculinity in marketing. More precisely, a tool for using masculinity when marketing typically female products, such as cosmetics, is provided

## **Acknowledgements**

We would like to thank our great supervisors Jon Bertilsson and Marcus Klasson, for their commitment, inspiration and valuable support during the whole process of writing. Furthermore, a big thank you to our diligent proof-readers Joris and Tina as well as to our family and friends for the input and mental support. And a special thank you to Linn Rane, Louise Broberg and Filip Karlander for the time and effort. Without their valuable information this thesis would not have been completed the way it is now. We hope they can make good use of the outcome.

Lund, May 23 2013

Nelleke Ost & Linnea Nyberg

# TABLE OF CONTENTS

<b>1 INTRODUCTION</b> .....	<b>1</b>
<b>1.1 BACKGROUND</b> .....	<b>1</b>
<b>1.2 PROBLEM FORMULATION</b> .....	<b>4</b>
<b>1.3 LITERATURE REVIEW</b> .....	<b>5</b>
1.3.1 Masculinity and consumption.....	5
1.3.2 Masculinity and cosmetics.....	7
1.3.3 Gender differences online .....	8
1.3.4 Summary .....	10
<b>1.4 PURPOSE</b> .....	<b>11</b>
1.4.1 Managerial contribution.....	11
1.4.2 Theoretical contribution.....	12
<b>1.5 DELIMITATIONS</b> .....	<b>12</b>
<b>1.6 GLOSSARY</b> .....	<b>13</b>
<b>1.7 THESIS DISPOSITION</b> .....	<b>14</b>
<b>2 THEORETICAL FRAMEWORK</b> .....	<b>15</b>
<b>2.1 GENDER</b> .....	<b>15</b>
2.1.1 History.....	16
<b>2.2 MASCULINITY</b> .....	<b>19</b>
2.2.1 Hegemonic masculinity .....	19
2.2.2 Masculinity in crisis.....	20
2.2.3 The change of masculinity.....	21
2.2.4 Modern masculinity .....	21
2.2.5 Metrosexuality.....	23
<b>2.3 GENDER MARKETING</b> .....	<b>24</b>
<b>2.4 GENDER AND ADVERTISEMENTS</b> .....	<b>25</b>
<b>2.5 WORD OF MOUTH</b> .....	<b>27</b>
<b>2.6 MEN AND COSMETICS</b> .....	<b>29</b>
2.6.1 Cosmetics .....	29
2.6.2 Men's cosmetics .....	29
2.6.3 Cosmetic advertisements .....	32
<b>3 METHODOLOGY</b> .....	<b>34</b>
<b>3.1 RESEARCH PHILOSOPHY</b> .....	<b>34</b>
<b>3.2 RESEARCH DESIGN</b> .....	<b>36</b>
<b>3.3 DATA COLLECTION</b> .....	<b>42</b>
<b>3.4 SAMPLING METHOD AND PARTICIPATION SELECTION</b> .....	<b>44</b>
<b>3.5 TRUSTWORTHINESS</b> .....	<b>45</b>
<b>3.6 DATA ANALYSIS</b> .....	<b>46</b>
<b>4 THE CASE COMPANY</b> .....	<b>49</b>
<b>4.1 BEAUTY BOXES</b> .....	<b>49</b>
<b>4.2 GLOSSYBOX</b> .....	<b>50</b>
<b>5 ANALYSIS</b> .....	<b>52</b>
<b>5.1 TARGET GROUP</b> .....	<b>52</b>
5.1.1 Targeting females .....	52
5.1.2 The male customers.....	54
5.1.3 Education of the male customers .....	55
5.1.4 Future targeting.....	56
<b>5.2 THE MARKETING STRATEGY</b> .....	<b>57</b>
5.2.1 Celebrity endorsement.....	58
5.2.2 Social Media .....	59

---

5.2.3 Word of mouth .....	62
<b>5.3 MARKETING MASCULINITY .....</b>	<b>63</b>
<b>5.4 METROSEXUALITY.....</b>	<b>68</b>
5.4.1 Metrosexuality in marketing.....	68
<b>5.5 SUMMARY .....</b>	<b>71</b>
<b>6 DISCUSSION .....</b>	<b>73</b>
6.1 THE AMAZON.....	75
6.2 THE TROJAN HORSE .....	76
6.3 THE METROPOLITAN .....	77
6.4 THE LION .....	78
6.5 CHOOSING THE RIGHT STRATEGY .....	78
<b>7 CONCLUSION .....</b>	<b>80</b>
7.1 CONTRIBUTION .....	83
7.2 IMPLICATIONS FOR FUTURE RESEARCH.....	86
7.3 MANAGERIAL IMPLICATIONS.....	86
7.4 LIMITATIONS.....	87

**TABLE OF FIGURES**

Figure 1.1: Disconnections literature review.....	11
Figure 1.2: Glossary.....	13
Figure 2.1: Theoretical Framework.....	33
Figure 3.1: The interviewees.....	43
Figure 3.2: Structure Analysis.....	48
Figure 6.1: Cosmetic Marketing Strategy Model.....	75
Figure 6.2: Details of marketing strategies.....	76

# 1 INTRODUCTION

---

This chapter provides the reader with the background for the topic of this study and formulates the problematization together with the aim of this study. Furthermore, a review of the previous studies that deal with this specific topic is presented. Concluding from this, the resulting disconnection of the previous studies is presented and therefore the estimation of relevance of the thesis and the contribution are being illustrated, but also the delimitations. The chapter will be concluded with a general overview of the following chapters.

---

## 1.1 BACKGROUND

From as far back as Aristotle, men and women are seen as different and since then, they have been researched from this perspective (York, 2004). The difference plays a role in various parts of life, thus also when it comes to purchasing (Fisher & Arnold, 1994; Campbell, 1997; Seock & Bailey, 2008). Research has indicated that gender influences the frequency (Wells & Chen, 1999), perceptions and attitude towards purchasing (Rodgers & Harris, 2003), especially when it comes to online shopping (Slyke, Comunale & Belanger, 2002; Garbarino & Strahilevitz, 2004; Chiu, Lin & Tang, 2005). Consequently, gender is a fundamental index for market segmentation (Seock & Bailey, 2008; Cramphorn, 2011), which supports companies in satisfying the needs of their customers (Chen-Yu & Hong, 2002; Chen-Yu & Seock, 2002). The German gender researchers Knörzner and Rennhack (2010) even argue that gender is the largest segmentation tool possible, hence its importance. By understanding the motives and characteristics of male and female customers, companies can gain valuable knowledge and reach their customers therefore more effectively (Seock & Bailey, 2008; Aljukhadar & Senecal, 2011), by developing unique selling propositions (Jaffè, 2005). Because of these different perceptions and preferences that men and women have, they purchase differently, and thus the marketing targeting them needs to be different (Lembke, 2007). In 1979, Erving Goffman published *Gender*



Advertisements, a groundbreaking work about gender roles in advertisements that had great impact on future research. However, it took until the 1990s until the term gender marketing became renowned, and is being used in numerous companies since then (Knörzer & Rennhack, 2010). Goffman (1979) introduced the term gender displays, which concerns how an individual interprets the signals of how to act according to its gender. Other researchers explain Goffman's concept of gender marketing as a concept that "deals with the gender-specific differences that have an influence on the needs and behaviour of consumers and their implications for marketing" (translated from Knörzer & Rennhack, 2010, p.1). This interactive approach to gender was the foundation of the concept of "doing gender" (West & Zimmerman, 1987), which will be explained further in chapter 2. The topic of gender marketing has been interesting for marketers for a long time (Cho & Jialin, 2008) and has been discussed by numerous researchers (e.g. Kreienkamp, 2007; Borkowski, 2007; Jaffé & Riedel, 2011). The concept of gender marketing and particularly masculinity will be the main topic of this study, especially when it comes to the cosmetic industry.

When it comes to advertisements, several studies have revealed the existence of striking gender differences in beliefs and attitudes concerning advertising (Darley & Smith, 1995; Shavitt, Lowrey & Haefner, 1998; Wolin & Korgaonkar, 2005). Knowing the different gender patterns regarding advertising enables marketers to invest in marketing in a more targeted manner and thus produce *gender-specific* advertisements (Wolin & Korgaonkar, 2005). Direct targeting is of great importance for the success of a company (Aljukhadar & Senecal, 2011) and according to a study by Cramphorn (2011), it is more effective to create advertisements for a specific gender, than if it targets both genders. However, even though the genders' dissimilar perceptions and attitudes of marketing are secured, as much as 80% of today's advertisement is targeted to both genders (Cramphorn, 2011). According to Cramphorn (2011), of the remaining advertisements, 15% are directed towards women and 5% towards men. The author criticizes that only

few companies customize their advertisements, making it more suitable for the female and male consumers' different opinions.

In the 1980s, researchers like Alreck, Settle and Belch (1982) started using the term *gendered ads* for advertisements that were based on the segmentation of gender (Mahmoud, 2012). However, most of the research has been limited to women as a target group (Johnson & Learned, 2004; Jaffé, 2005; Barletta, 2006). This, Fischer (2005) argues, is due to the fact that in the 1950s, men were the decision makers in companies, and thus influenced which products were developed. This one-sided view of marketing was influenced by two major changes in the market: the more powerful and demanding consumer (Knörzer & Rennhack, 2008) and the societal change of women, who nowadays earn their own money and consume goods that used to be a male domain, such as cars and technical goods (Jaffé, 2005).

However, even though male consumers are not the main focus of gender marketing literature, the above-mentioned changes also impacted them. This can be seen for instance when it comes to cosmetics and hair products (Knörzer & Rennhack, 2010). As cosmetics are a traditionally female industry (Dodson, 2006), companies have to consider different strategies to meet the needs of the new male target group. Here, companies try to appeal to the female side of men, like the company Glossybox, which offers a box with cosmetics to men as well, just like they do to their female clients (Glossybox, 2013). A description of male and female cosmetics is given in the glossary at the end of this chapter.

A significant influence on gender marketing can be argued to be the modern channels of communication. The new Internet era and the rise of web 2.0 (O'Reilly, 2005) have changed the conditions not just for private persons, but also for companies (IBM, 2007; Qualman, 2011). Consumers are spending more time online than ever before (Jones, 2009; Nassar, 2012), which resulted in the fact that companies increasingly entered the new media and adapted their marketing activities, in order to reach these consumers (Falkow, 2009; Yan, 2011). There are several aspects that differentiate Social Media

from traditional media, and make it therefore special (Winer, 2009; Singh & Sonnenburg, 2012). Males and females value different aspects of Social Media, thus a connection to gender can be seen (Garbarino & Strahilevitz, 2001; Shirgwin, 2013). These aspects have to be acknowledged by companies as they influence their online marketing. Investigating distinctions between the online patterns of men and women can not only offer useful information to a company, but can even be crucial for its success in online marketing (McMahon, 2012). This research will investigate masculine marketing in the channel of Social Media due to its increased usage and importance.

## **1.2 PROBLEM FORMULATION**

As introduced in the background, the main topic of this study is the connection of masculinity, marketing and cosmetics. Therefore, these topics and their interrelations to each other are being examined. It is intended to research whether and how masculinity plays a significant role when it comes to marketing in the traditionally female industry of cosmetics. Therefore the following problem statement was developed:

**How is the concept of masculinity involved in the marketing strategy of male cosmetic products?**

In order to solve this problem statement, the research will be oriented around the following more in depth research questions:

RQ1: What is important to males when it comes to marketing cosmetic products and how can that be used in practice?

This question regards what men react to in marketing of cosmetic products, what repulses them and how they can be reached.

RQ2: Are there strategies for marketing male cosmetic products?

As the background indicated, there are differences in the perception of males and females when it comes to marketing. Therefore the question arises, whether strategies exist that specifically incorporate these differences.

RQ3: Who is targeted when marketing male cosmetics: males or females?

The person who makes the purchase decision and buys a product plays a crucial role for marketers. Therefore this question investigates who actually buys the male products and who is targeted in the marketing.

### **1.3 LITERATURE REVIEW**

The aim of a literature review is to explain what is already known within the research area (Bryman & Bell, 2011). Therefore, this chapter will explore relevant theories and concepts and acknowledge previous studies regarding gender marketing, masculinity and cosmetic products for men. The different perspectives on these topics will be reviewed regarding what previous researchers found and what has been neglected, which will result in the purpose and contribution of this research.

As discussed in the background, the existing differences between the genders are assured facts. For many years, researchers have developed theories regarding gender segmentation and gender adapted marketing strategies (Seock & Bailey, 2008; Cramphorn, 2011). Further, many articles are discussing how marketing should be conducted regarding cosmetic products (Liu, Lin, Lee & Deng, 2012; Hall, Gough & Seymour-Smith, 2012) and also in the context of Social Media (Singh & Sonnenburg, 2012; Doong and Wang, 2010). Relevant previous theories and studies will therefore regard the keywords marketing, gender, cosmetics and Social Media.

#### **1.3.1 Masculinity and consumption**

Many researchers conclude that throughout time, existing ideologies about manhood have been conflicted (Holt & Thompson, 2004; Patterson & Elliott,

2002; Schroeder & Zwick, 2004). Men have been trying to resolve these conflicts through consumption. Therefore, men's everyday consumption is subconsciously affected by the learned role of what masculinity is (Holt & Thompson, 2004). In the article "Mirrors of Masculinity in Advertising Images", Schroeder and Zwick (2004) investigate how masculine identities interact with consumption. They conclude that most of today's advertisements use stereotyped icons of femininity and masculinity. The authors also argue that advertisements shape the perception of the world and influence individuals' identities, which explains why and how masculinity and femininity are constructed within marketing imagery (Schroeder & Zwick, 2004). The above-presented literature shows that consumption is a tool in order for individuals to create an identity according to the expectations of the gender.

Patterson and Elliott (2002) explain that the male gender identity is derived from a process of negotiation and facilitates to position themselves in relation to other people. The authors emphasize the important role marketing plays in the construction of gender identities and how this affects consumption. Here, masculine consumption can contribute to creating male identities (Patterson and Elliott, 2002). This research is further strengthening the perception of that identities are created via consumption in order to express gender specific characteristics.

Patterson and Elliott (2002) further argue that consumption was not seen as a masculine activity prior to the 1980s. Due to the feminisation of males "men are encouraged to partake in the carnival of consumption, to become concerned about their appearance, to get in touch with their emotions, and as male bodies become objects for display subject to the male gaze" (Patterson & Elliott, 2002, p. 241). This is manifested through the many advertisements showing male bodies instead of the earlier standard female models. These advertisements do not only aid consumers to show their personality through consumption of the products but also create and reinforce gender identities. These visualisations provide males with templates for identity (Patterson & Elliott, 2002). These findings are emphasising the increased interest for males

in appearance. Moreover, the researchers are presenting a changed role of the male, where activities earlier seen as female become accepted. These changed expectations of the male consumer indicate that the researchers interpret gender roles as something that actually can be changed over time in a culture. This can further be assumed due to the researchers' believe that the gender is developed and expressed by consumption.

To summarise the literature review regarding the relationships between masculinity and consumption, the researchers argue that consumption facilitates a man's creation of his masculine identity. However, the examples of consumption that are described in the research are typically male or neutral. In other words, the research is investigating how the gender roles can be enhanced through consumption. Here, the questions arise if and how the concept of masculinity will be affected in the case of consumption of a typically female product. One interpretation of the presented literature could argue that the male consumer's masculine identity would be harmed. Hence, a disconnection can be found regarding how the masculine identity is affected when marketing a typically female product. By having the opposite starting point, this research will therefore investigate how the consumption of typically female products could affect the masculine identity. Moreover, the research conducted in this area indicates how and why masculinity structures consumption. However, these studies have been emphasising the consumer aspects without implications for businesses. Therefore, this study will originate from these findings in order to later suggest managerial' implications for businesses.

### **1.3.2 Masculinity and cosmetics**

As mentioned above, Patterson and Elliott (2002) explain that a 'new man' was developed in the 1980s and is described as more in touch with his feminine side. In line with the rise of the new male, Harrison (2008) found that metrosexuality has become more accepted and common. This less traditional man did not loose any masculinity, even though more emphasis was put on

his emotional side, according to Patterson and Elliott (2002). The same researchers explain that in this era, a greater care for physical appearance and health became socially acceptable. Consequently, the market for male grooming products exploded, it was tripled between 2002 and 2006 and is still not saturated (Hall et al., 2012). However, even though the acceptance of male cosmetics is growing, this is still a delicate subject (Silverman & Peräkylä, 2008), which is often related to femininity, homosexuality and metrosexuality (Harrison, 2008).

Another interesting finding in the area of masculinity and cosmetics regards the decision making process. Here, McNeill and Douglas (2011) found that females have a great impact on men in the purchase process for male cosmetics. The researchers explain this by the fact that females are seen as experts in the area of cosmetics. In many cases, it is even the female partner that makes the actual purchase (Knörzer & Rennhack, 2010).

By interpreting the research in the area, the findings imply that masculinity and the perception of cosmetics are constantly evolving. As metrosexuality becomes more and more accepted, a reasonable consequence is that cosmetics are moving in the same direction, which will be further discussed later on. Moreover, the review of the literature reveals an absence in relating the findings to a managerial marketing perspective.

### **1.3.3 Gender differences online**

This study will regard the usage of masculinity in marketing, more specifically, how the marketing is communicated online in Social Media. Therefore, literature regarding gender differences online will be presented in order to create an understanding for the special conditions in this channel.

There are many researchers who assert the existence of different online behaviour for females and males (Garbarino & Strahilevitz, 2004; Kehoe, Pitkow & Morton, 1997; Richard, Chebat, Yang & Putrevu, 2009). According to previous studies, men are more positive towards online shopping than women

are (Rodgers & Harris, 2003; Hasan, 2010). Many coexisting factors seem to explain this: women spend less time online (Hasan, 2010; Kehoe et.al. 1997), women perceive online shopping with more risks than men do (Garbarino & Strahilevitz, 2004; Byrnes, Miller & Schafer, 1999), female Internet users often experience more computer anxiety than men do (Hasan, 2010; Gefen & Straub, 1997), and lastly females perceive traditional shopping as more satisfying than men do (Hasan, 2010). Because of the universality in gender segmentation and the dissimilar preferences for female and male consumers, it can be argued that this type of information is crucial for an organization conducting its business online.

Moreover, Liu et al. (2012) researched the area of gender and cosmetics in an online context and delivered a table regarding the preferences of males' online shopping with several dimensions, derived from a quantitative survey. Moreover, the findings by Liu et.al. (2012) have the starting point in discovering the uniqueness of female customers. Here, the male is seen as a reference to which the females' statement can be compared. In the results of the research, Liu et.al. (2012) derived findings such as "in comparison to male respondents, as female respondents attached a higher level of importance to 'security of online transactions', online vendors should therefore offer more secure transaction methods for female consumers" (p.15). As seen in this example, the result of the study can be argued to consist of practical implications rather than gender adapted strategies. Hence, their study can be assumed to hold a positivistic approach to gender, where the masculinity and femininity are set and stable characteristics that not are likely to change. Therefore, the disconnection regarding the research about gendered online behaviour concerns the perception of masculinity. As mentioned above, the study by Liu et.al. has been conducted with a quantitative survey. Therefore, the researchers are examining the preferences of males in absolute terms. Hence, what masculinity is and how this can be used is not developed upon. This study will therefore use a social constructionist approach to change the disconnection.



### 1.3.4 Summary

To sum up the literature review, the disconnections that were found and that will be elaborated on in the research will be presented here shortly.

The first disconnection regards how masculinity is affected by consuming feminine products. The literature on the subject deals with the way males can enhance their masculinity by consuming typically masculine products. However, there are no findings about how typically female products, such as cosmetics, would affect the masculinity.

Regarding the research conducted about masculine cosmetics, the disconnection can be found in terms of marketing strategies. According to relevant studies, metrosexuality is becoming increasingly accepted. However, how this evolution should be emphasised in the development of marketing strategies is not discussed.

The third disconnection that will be taken into account regards the genders different behavior and preferences in an online context. Several studies have been conducted in the area, however, these can be argued to pose a positivistic perception of gender. Therefore, the disconnection lies within whether and how the changed role of the male affects these preferences. Another disconnection in this area lies within the fact that no implications are made on how to act upon these presented preferences. In other words, there are no suggested strategies of how a company could benefit from this information, hence no managerial perspective.

For a clearer understanding, these disconnections, represented by the question marks, are displayed in figure 1.1.

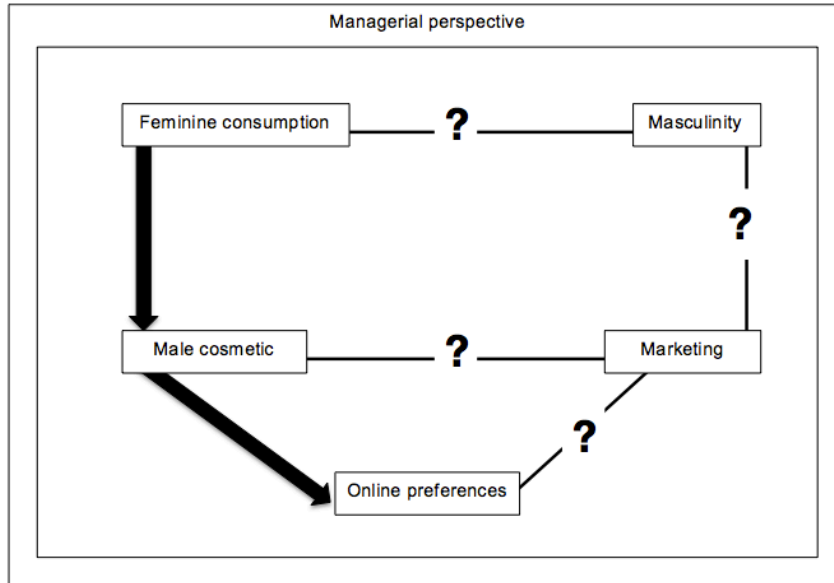


Figure 1.1: Disconnections literature review

## 1.4 PURPOSE

With the problem statement formulated in section 1.2, this thesis aims at contributing to the previously identified disconnections in the field of study of gender marketing. This will be done by focusing on how the consumption of typically female products could affect the masculine identity and by offering practical implications to the recent studies, interpreted with a social constructionist perspective. Moreover, strategies for marketing of male cosmetics are non-existent, hence a contribution will be made here as well.

The objective of the thesis is to provide more insight into masculinity in marketing, especially when it comes to cosmetics, which is seen as a traditionally female industry. Furthermore, the study is characterized by focusing on one specific channel of communication, the Social Media channel. Therefore, the study will provide a managerial but also theoretical contribution, as described below.

### 1.4.1 Managerial contribution

This study aims at providing practical insights on marketing strategies using masculinity. Whether it is beneficial or not to use the concept of masculinity in

marketing will be explored. The aim is to illustrate how the concept of masculinity works and how companies can use it in practice. The research will develop strategies that companies can use in order to arrange their marketing activities. Using the outcomes of this study, marketers have the opportunity to optimize their marketing strategy by focusing on the gender specifics of masculinity. More precise, the managerial contribution will also provide the reader with suggestions of how masculinity can be used in Social Media when marketing cosmetic products.

#### **1.4.2 Theoretical contribution**

This study aims at contributing to the existing knowledge of gender marketing and masculinity in particular. The managerial perspective will contribute to the theory, together with a strategy model developed from the outcome of the analysis. Furthermore, a social constructionist view of the topic will be applied. Additionally, the study provides new insights and aspects into the phenomenon of masculine marketing and hence offers a greater understanding of what gender marketing really is. By combining different researchers' conclusions regarding the subjects of interest, new conclusions can be derived in the specific area of masculine marketing for cosmetics. Lastly, the methodological contribution of conducting a case study will also provide a new theoretical angle to gender marketing.

#### **1.5 DELIMITATIONS**

The study focuses on marketing activities in the countries Sweden and Germany. This narrows down the scope but at the same time offers the possibility to compare two markets. The two countries were chosen due to their similar culture and geographical closeness in Northern Europe. As Ian Davis, the Director of the British American Security Information Council (2012) argues, Germany and Sweden have enough in common, and a geographical closeness, making an accurate and interesting comparison (Davis, 2002). However, possible cultural differences will be elaborated on later on.

Regarding customer and managerial perspective, this study will exclusively focus on the latter due to restraints in time and scope. Additionally the study is concentrated on the tool of Social Media, hence omitting traditional media. This is motivated by the need to narrow down the study's objectives and avoid it being too general. Furthermore, Social Media offers different conditions, which makes the outcome clearer when it is explored solely.

## 1.6 GLOSSARY

Due to potential differences in the perception of words and concepts, table 1.2 offers definitions of the key words for this study.

Social Media	“Web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system” (Boyd & Ellison, 2007, p.211).
Facebook	One of the largest social media networks, with over 800 million registered users. (Marche, 2012) It is used by private persons as well as companies.
YouTube	One of the largest video-sharing sites created in 2005 that provides free video streaming. Users can create an account and upload own videos (adapted from Keelan, Pavri-Garcia, Tomlinson & Wilson, 2007).
Instagram	Location-based social photo sharing network launched in 2010. It has 5 million users who already uploaded 400 million pictures. Users can share their pictures with their friends and connections (adapted from Hochmann & Schwartz, 2012)
Cosmetics industry	A worldwide industry, consisting of skin care, hair care, makeup, fragrance and personal hygiene (Lepir, 2002).
Cosmetics for women	Personal care products specifically adapted to the female body.
Cosmetics for men	Also called grooming products, cosmetics that are specifically adapted to the needs of the male body. Developed from female cosmetics. Brands are either female brands for men, or specific male-only brands.
Glossymag	The magazine created by Glossybox that accompanies the Glossybox (see Appendix 1).

Figure 1.2: Glossary

## 1.7 THESIS DISPOSITION

This chapter offered an overall background and an understanding of the topic and research aim. The next chapter, **Chapter 2**, will present the most important theoretical concepts of this thesis, which are gender, masculinity, marketing and advertising and cosmetics, and how these are interrelated. **Chapter 3** provides the methodology and description of the research design. Here the reader will be showed how the research was conducted and how this is justified. **Chapter 4** presents the case company and gives a background on the industry it is operating in. Following, **Chapter 5** presents the results of the research, in an analysis and discussion of the interview outcomes, the observation and the theory. On the base of the analysis, in **Chapter 6** a strategy model will be developed, which can be used by companies for their marketing activities. The final chapter, **Chapter 7**, provides a conclusion and answers the problem statement. Furthermore it shows the contribution, limitations, implications for further reseach and offers managerial implications for the industry.

## **2 THEORETICAL FRAMEWORK**

---

This chapter will provide the reader with a theoretical background, aiming to facilitate the understanding of relevant concepts. By starting with describing the origin of gender and masculinity, the chapter will later explain how this concept relates to the relevant areas of the research, such as marketing, advertisement and the cosmetic industry. The findings in this chapter will be the foundation for the later analysis and discussion.

---

### **2.1 GENDER**

As mentioned in the background, the differences between the genders have been acknowledged ever since Aristotle (York, 2004), realizing that males and females act differently. Throughout research about genders, there have been researchers suggesting different explanations. Some argue that gender is related to the sex and therefore biological (e.g. Baron-Cohen, 2003), offering biological determinist theories. Other researchers argue that gender is socially constructed through the society and the surroundings (e.g. O'Barr, 2006). Baron-Cohen (2003) found that the differences between females and males are deeply rooted as they reflect the individual's personality, general approach and reaction to certain situations. He argues that these differences already exist before birth and therefore are biological. Richard et.al (2009) describe reasons including both the existing biological difference of the male and female brain but also acknowledge sociological reasons including differences in methods of processing information. On the other hand, the author O'Barr (2006) describes gender as "the internalized attitudes and behavioural expectations about maleness and femaleness" (p. 1). Put differently, gender is, unlike sex, not biological but socially constructed and learnt from a very young age (O'Barr, 2006). In this research, the social constructive approach to gender will be applied, where gender can be defined as "a pervasive filter through which individuals experience their social world, consumption activities are fundamentally gendered" (Bristor & Fischer 1993, p.519). In order to facilitate the understanding of gender, a historical perspective of relevant findings is reviewed below.

### 2.1.1 History

In the middle of the 19<sup>th</sup> century, Karl Marx grounded new theories that later became the foundation for further philosophers' perceptions of gender issues. By analysing Marx's works, H. Brown (2012) concludes that Marx perceives gender as a category to understand society. Marx argued in different work that the existence of different classes in society explain the sexist discrimination of women in working life by highlighting the domination of the male class in the area. Therefore, the ground for the inequality of the genders is based on the subordination of women, especially in working life. Marx acknowledges the need for social equality, where especially women's rights in working life are stressed. Consequently, Marx argues for women being equal to men in a way that had not been seen earlier (H. Brown, 2012). Together with Marx, the philosopher Engels published the work 'The Origin of the Family, Private Property and the State' in 1884. The book develops theories regarding women's' oppression, which had vital influence on future philosophers (Smith, 1997). This is argued to be one of the first works that challenged the perception of women's inferior status being grounded in biological reasons. Engels, together with Marx, instead argued for the existing class differences, where the two genders were seen as different classes, in society being changeable. Smith (1997) further suggests that the acknowledgment of the oppression of women also contributed to the ending of this oppression.

In the early decades of the 20<sup>th</sup> century, the Italian philosopher Antonio Gramsci further developed Marx's theories. Slaughter (2011) describes Gramsci's ideas as "provocative and useful tools for understanding gender relationships, and masculinity and femininity in social and cultural contexts" (p. 264). Gramsci's explanation of classes in society and the importance of gender as a determinant factor have contributed to his important role in modern debates. For example, Gramsci's theories are still used by feminists explaining the historical subordinate position of women in socio-economic, cultural and politic terms (Slaughter, 2011). One special Marxist theory that Gramsci developed further is hegemony. This concept refers to one social

class being dominant over another and is accepted by the subordinated class due to the perception of it being normal. Gramsci argues, as Marx, that one division of these classes is by gender, which explains subordination of women in society. However, in contradiction to other philosophers and researchers in the field, Gramsci argues that what is being normal and common sense is constantly evolving, stressing the struggle of the subordinated class against the dominating (Chandler, 2010).

Another important philosopher influenced by Marx was Althusser. This French philosopher was active in the mid 20<sup>th</sup> century, inspired by Marxism from which he derived theories that had a great impact on today's perception of gender. Althusser argues that pre-defined ideas about gender, created by ideological agencies, are constructing people's identities (Lewis, 2009). This affects peoples' creation of identity unconsciously and thereby results in loss of their individuality. In other words, the ideologies construct identities and people join these established groups, such as gender, and live by these rules (Lewis, 2009). Further, the concept of interpellation is explained by Althusser as the process when people adopt these values of the culture. Gender is perceived here as a social process (McGee, 2013). These three above described philosophers were ground breaking in gender issues, from where many of today's feminist theories are developed. Hence, the foundation of a feminist movement was set.

In the same period of time, the mid of the 20<sup>th</sup> century, the author and philosopher Simone de Beauvoir published work that later became a vital part of the rise of femininity in the 1980s, and which is important even today. One of Simone de Beauvoir's most famous publishing is named 'The Second Sex' (1949) and describes the injustice in the situation of women as the other sex. In the book, de Beauvoir (1949) acknowledges the inequality of the female gender in politics, literary and society by explaining the superior masculine ideology and also by arguing for equality of women. De Beauvoir explains these inequalities using Marxist terms, hence she is often called an optimistic Marxist feminist (Bergoffen, 2010). De Beauvoir is another example of the



growth of importance of gender issues in the society of the 20<sup>th</sup> century, which led to vital changes a couple of decades later.

One crucial concept regarding gender is called 'Doing gender' and was introduced by West and Zimmerman in the 1980s. The concept develops theories around the existing sex roles in society and emphasises the independence between sex and gender. West and Zimmerman (2009) agree with the earlier mentioned O'Barr (2006), stating that sex is the clinical and genetic definition a new-born baby is given, whilst gender refers to the cultural conceptions of women and men (West and Zimmerman, 2009). In the article *Doing Gender*, West & Zimmermann (1987) explain that gender is not a part of an individual's characteristics, but rather "an emergent feature of social situations" (p 126). Therefore, the gender is a "doing" rather than a "being" (West & Zimmerman, 2009, p. 114). The understanding of the importance of the doing is facilitated through the example of Agnes, a transsexual female in a male body. Even though she had a biological male body (e.g. male sex), her identity was as a female (e.g. female gender) (West and Zimmerman, 1987). In other words, the researchers suggest that gender is related to the social interactions in an individual's relationships, where it creates categories for individuals to put themselves in. The concept of "doing gender" will constitute for the definition of gender in this research.

The philosopher Judith Butler reasoned further on the "doing gender" concept, her thoughts have been important for contemporary feminists. In the book "Undoing gender", Judith Butler (2004) defines gender as the "practice of improvisation within a scene of constraint" (p 1). Thus, Butler (2004) agrees with gender being socially constructed but emphasizes that this is not an automatic process. Further, she explains how and why gender is developed from social norms. These norms are both producing but also normalizing masculinity and femininity. Butler (2004) argues that these norms are necessary but also in need to be exceeded in the future. The development of these norms is exemplified through the transsexual movement, creating a new gender category. Butler (2004) further theorizes about what makes gender

concerning aspects such as recognition and desire. It is when we are being recognized that we become social beings, which we desire. Thus, the main point of the book is to emphasise the undoing of the social norms of what is expected from the genders, something that has been liberating for the gay and transsexual communities (Butler, 2004).

To summarise, a common understanding of the research conducted is that gender poses consequences for peoples' everyday life. Some researchers argue for the biological factors, however this study will agree with the scientists explaining gender differences with a social constructivist approach. Hence, gender can both be done and undone, posing consequences for the individuals but also in the society. The following parts of the theoretical chapter will describe the implications that gender has on the areas of marketing, advertisement and cosmetics. Before that, the concept of masculinity will be further investigated.

## **2.2 MASCULINITY**

Masculinity refers to the characteristics that are acknowledged as traits of male persons. Hence, the opposite is femininity, which are the female characteristics. Further, M.T. Brown (2012) adapted Connells definition of masculinity as "the traits, behaviors, images, values, and interests associated with being a man within a given culture" (p. 2). However, it is not an outcome of male biology, but "a set of socially constructed practices" (M.T. Brown, 2012, p.2), as known from the gender section. Below, relevant aspects of masculinity will be explored in order to facilitate an understanding of the later chapters.

### **2.2.1 Hegemonic masculinity**

The concept of hegemonic masculinity is ascribed to R.W. Connell, and from the year 1987 on, it has been a highly influential theory (Connell and Messerschmidt, 2005). Park (2007) describes hegemonic masculinity as the

desirable masculinity, the way a man should be and act in daily life. The main characteristics according to him are strong, energetic and leading. Connell (1987) suggests that multiple concepts of masculinity exist in a society, with some being more dominant over others. Contrasting to this are other masculinities that are associated with femininity or gay men, also called non-hegemonic masculinities (Connell, 1987; Park, 2007). However, Connell (1987) also states, that hegemonic masculinity can change throughout time even in the sense that it adopts characteristics of subordinate masculinities.

Several feminist researchers state that masculinity and femininity are natural opposites who are defined against each other, for example with “hard-soft, culture-nature, rational-emotional, mind-body, strong-weak, public-private, active-passive, subject-object, and independent-dependent” (M.T. Brown, 2012, p.2). This is in line with Harrison (2008), who suggests that traditional masculinity entails “self-sufficiency, activity, mastery, courage, toughness, autonomy, rationality, competitiveness, technological skill, stoicism and emotional detachment” (p. 56). According to Scott (1986) using gender is a main way of implying power relationships.

### **2.2.2 Masculinity in crisis**

According to M.T. Brown (2012) as well as Holt and Thompson (2004), the American men were in a crisis of ‘what is a man’ in the 1970s, they did no longer know for sure about their roles and status. This applied in particular to the working-class men. Reasons for this, M.T. Brown (2012) sees among others in the growing movement of women and the decreasing number of well-paid manufacturing jobs. Gilder (1973) claimed, that women taking over typical male roles could be a threat to the whole society. Others argued however, that men should leave the old characteristics of masculinity behind as these just damage men and society through the resulting violence and war (Fasteau, 1975). In 1987, Kimmel (1996) put it in a nutshell, stating that “men today are confused about what it means to be a ‘real man’ – that masculinity is in ‘crisis’- has become a cultural commonplace, staring down at us from

every magazine rack and television talk show in the country” (p.121). However, this is nothing new, masculinity has been repeatedly in crisis (Kimmel, 1996). Every time the masculinity was threatened, it was connected to times when large-scale transformations in political, economic and social life took place (Kimmel, 1996). One of the largest crises of masculinity was according to Kimmel (1996) at the end of the nineteenth century, which is also referred to as the ‘fin de siècle crisis’. Here many factors such as the industrialization, the growing number of immigrants and the rise of the women in public sphere impacted the concept of masculinity. Men were once again uncertain and left some traditional characteristics behind.

### **2.2.3 The change of masculinity**

According to Connell (1998), a new hegemonic masculinity developed in the global corporate economy, which he called ‘transnational business masculinity’. He defines it as being “involved in exercising and legitimizing collective power, institutional power, and personal authority in the workplace” (p.28). However, it also includes advocacy of gender equity and a “self-conscious modernity in relation to nationality, sexuality and gender” (Connell & Wood, 2005, p.359). In addition to that, the uncertainty about jobs affects this kind of masculinity, making men treat their life and body as entities that have to be managed (M.T. Brown, 2012).

### **2.2.4 Modern masculinity**

Nowadays, the growing importance of outer appearance has changed the concept of masculinity. The image and the look are becoming more important than traditional masculine qualities (McNeil & Douglas, 2011). Harrison (2008) is even talking about a significant social change. According to her, “many men re-evaluate their appearance, re-position themselves as consumers of fashion and style products, and ultimately re-construct their idea of what is to be male.” (p.56). A shift is visible as men are stimulated to seeing their social value regarding their looks rather than what they contribute to society (Patterson & Elliot, 2002; Bakewell, Mitchell & Rothwell, 2006). According to

Gill, Henwood and McLean (2005) men “may increasingly be defining themselves through their bodies” (p.39).

The male body is especially a visual sign for masculinity. With the changes in masculinity and women taking over numerous male roles, the male body is thought to be one of the only surviving features of masculinity (Randall, Hall & Rogers, 1992; Faludi, 1999; Kimmel, 1996; Pope, Phillips & Olivardia, 2000). According to Connell (1995) a muscular body “has become an aesthetic norm for straights as well as gays” (p.185). Particularly in advertisement it is used frequently to express the ‘masculinity’ of the product. An example for that are the underwear advertisements from Calvin Klein, where the muscular male models show their half naked body. According to Patterson and England (2000) the male bodies that are used are very muscular, strong and hard, so hyper-masculine attributes. This could be the case because these advertisements shall show the men that this is a real male product.

The use of the male body in advertisements increased sharply in the 1980s (Pope, Olivardia, Borowiecki & Cohane, 2001; Elliott & Elliott, 2005), especially undressed male bodies. Pope et al. (2001) agree with the above mentioned researchers Randall et al. (1992); Faludi (1999); Kimmel (1996) and Pope et al. (2000), that the value of the male body has risen, probably due to the rise of femininity, especially in advertisements. Due to this increasing value, men are more concerned about their body (Pope et al., 2001). This led to aspects like the establishment of fitness centres (Pope et al., 2000) or the growing interest in building muscles and using steroids (Brower, Blow & Hill, 1994).

Miller (2006) suggests, that the trend of being concerned about the body and consuming cosmetic products was triggered by a political-economic shift in the work market, where the male body is being commodified by the employers. Hall, Gough and Seymour-Smith (2013) agree, they see the reason for this modernization of the contemporary masculinities as well in changes of lifestyle and work practices, where the corporate image and self-

respect are being stressed. However, Coad (2008) believes that popular sports celebrities like Ian Thorpe and David Beckham play the important role by inspiring men to “engage in practices stereotypically associated with femininity and homosexuality” (p.73).

### **2.2.5 Metrosexuality**

The term metrosexuality emerged in the early 1990s, formulated by the British columnist Mark Simpson, but only really started to be used in 2002 when he gave specific examples of metrosexual men, like David Beckham and Brad Pitt. According to Simpson (2002) metrosexuality is a “new, narcissistic, media-saturated, self-conscious kind of masculinity” (p.2). However, Mort (1988) states that already in the 1980s a change in men could be recognized, when men used hair and clothes for aesthetics instead of functionality. Dodd, Linaker & Grigg (2005) add, that a new man was born, more in touch with his feminine side. So the metrosexual man is, as Salzman, Matathia and O’Reilly (2005) put it, confident enough in his masculinity that he can go beyond stereotypes and live his feminine side.

Carniel (2009) stressed one important aspect about the new man: “while metrosexuality re-socializes men as consumers, it does not necessarily alter other fundamental characteristics of hegemonic masculinity” (p.81). This is, because traditional characteristics of masculinity like strength, violence and risk taking are still being used.

According to Harrison (2008) 30-35% of young American men show metrosexual characteristics, like consuming skin-care products and fragrances, but also waxing non-leg body hair. MSN Money UK calls it the “rise of the metrosexual economy” (Simpson, 2007), which includes the development of beauty salons and spas solely for men and the increasing availability of men’s cosmetic products.

After the metrosexual, the 'new lad' emerged (Salzman et al., 2005), a man who is closer to the traditional masculinity but is still consuming cosmetic product. Gray (2004) notices this as well, but calls the new type 'no-nonsense blokes', men who consume cosmetics but do not want to consume anything that is feminine.

Mermelstein and Fielding (2007) see an even further evolution of men, the development to an 'ubersexual man'. They say this is a "more complex, more thoughtful, more culinary and better groomed than macho man, but more traditionally masculine than the metrosexual" (p.6). They state, that women increasingly become the head of the household, which leads to men expressing themselves much more through cosmetics and fashion.

## **2.3 GENDER MARKETING**

In regard to previous presented research, researchers find that the differences between genders are an important aspect to acknowledge for a company when it comes to marketing strategies (Darley & Smith, 1995; Aljukhadar & Senecal, 2011). Jaffé and Riedel (2011) define this as gender marketing, "a holistic marketing approach, which is primarily based on the similarities and differences between male and female consumers and where internal as well as external marketing- and organisational processes are phased consistently" (p. 11, translated). Here, the differences in needs, wants and behaviour of the consumers play the key role.

The senses of males and females, for instance, are very different, which has an impact on how marketing activities are being perceived (Goffman, 1979; Knörzer & Rennhack, 2010). Knörzer & Rennhack (2010) provide concrete examples by explaining that women experience the senses more powerfully than men tend to do. Therefore, they suggest that when targeting women, a company should emphasize senses such as enabling feeling and smelling the product. Moreover, the same researchers conclude that in regard to the

communication with the company, women prefer having a dialogue while men favor facts, numbers and data (Knörzer & Rennhack, 2010).

## **2.4 GENDER AND ADVERTISEMENTS**

In order to create an understanding of the role of gender in advertisements, this section will start by explaining what advertisement is about. Corrigan (1997) describes advertisement as the process that aims to make the consumer feel a lack of something in relation to others, a problem that the product being advertised can solve. The social aspects of this are essential since the individual desires to be perceived as a successful social being, which explains the importance of the individual's perceived lack compared to other people. Therefore, advertisement is both the creation of an individual's desires but also regards the individual's relations with other people and how these other people interpret the individual. Moreover, gender is an effective and popular way for companies to segment their customers (Darley & Smith, 1995; Aljukhadar & Senecal, 2011). Therefore, Darley and Smith (1995) stress the importance of gender aspects regarding a company's advertising, since this is the major way for a company to communicate with its target groups.

Ostberg (2010) explains that gender has influenced preferences regarding products, brands and advertising for a long time. O'Barr (2006) agrees and further adds that there are different perceptions of what masculinity and femininity are in different cultures. This is explained by the fact that gender is mostly learned and not inborn, which further emphasizes the importance of the culture. By analysing a great amount of contemporary advertisements, O'Barr (2006) finds that gender roles can be detected not only in advertisements for adults but also in kids' commercials, which contributes to the creation of the gender norms at an early age.



Advertising is, according to O'Barr (2006), telling and teaching the consumers about what is expected from the categories of masculinity and femininity. Therefore, advertising is important since it is an everyday source of gender expectations, which constructs peoples' perception about the genders. Ostberg (2010) concludes that research in the field of marketing has been "infused with a taken-for-granted male logic privileging certain ways of understanding, typically described as masculine" (p. 50). This can be related to the male dominance in society.

Several researchers have been investigating in which ways the different genders perceive advertisement (Wolin & Korgaonkar, 2005; Darley & Smith, 1995). These investigations provide many specific findings and are often conducted through questionnaires. In order to facilitate an understanding about the previously conducted investigations, a selection of the findings are presented below. Darley and Smith (1995) found that females and males process information from advertisements in different ways. In particular, research shows that men in particular are more concerned about strong brand awareness (Liu et.al, 2012) and prefer visual descriptions (Rodgers & Harris, 2003).

The researchers Holt and Thompson (2004) investigate in the article 'Man of action heroes' the connection between masculinity and advertisements. The article describes a conflict of how masculinity is perceived due to cultural changes in society. There is a gap between the image of the man as a free-spirited cowboy, the modern breadwinner and the action hero, which males try to solve through consumption. In other words, this compensatory consumption is affected by the cultural view of how a male person should act and consume. Holt and Thompson (2004) conclude that the social categories and the norms in the society affect the image of what masculinity is, and by this also affect the consumption patterns of males.

In the era of Web 2.0, possibilities for companies displaying advertisement have expanded. According to Wolin and Korgaonkar (2005), the web

advertisement sector will be the most important forum in the coming years and is said to be at least as effective as traditional advertisements. Therefore, the researchers acknowledge the need for knowledge about how the perception about web advertisement differs from traditional advertisement. Wolin and Korgaonkar (2005), also find that males experience an overall more positive perception of online advertisement in relation to females. Moreover, according to Kim, Mattila and Baloglu (2011), the Internet era has created more forums and platforms for customers to integrate, both with the company but also with each other. In other words, the Web 2.0 climate has increased the level of information sharing in society. This will be evolved further in the next coming paragraph.

## **2.5 WORD OF MOUTH**

Word of mouth is an important aspect of marketing nowadays, thus plays a role in gender marketing as well. Many researchers agree upon the fact that a consumer's most trustable information source regarding a product or a service is other consumers (Armelli & Villanueva, 2011; Hanna, Rohm & Crittenden, 2011; Kim et.al. 2011). Taken into a gender perspective, previous studies reveal that word of mouth is more important to females than males. According to Garbarino and Strahilevitz (2004), word of mouth reduces the perceived risk of online purchases, as especially women feel more secure to buy a product online with a recommendation. Therefore this risk reduction of word of mouth increases the likelihood of online shopping (Garbarino & Strahilevitz, 2004).

In the era of Web 2.0, the word of mouth function has been adopted to the online world. Many researchers suggest that in the online context, the role of word of mouth has gained even more importance (Singh & Sonnenburg, 2012; Chrisodoulides, 2009; Kim et.al. 2011). A consumer's information gathering process has been facilitated through Internet and especially Social Media. In this new channel, consumers often evaluate and discuss products, brands and services. This information will affect other consumers' perception, and thereby

gives consumers a more than ever active role in the process of branding and storytelling (Singh & Sonnenburg, 2012). Doong and Wang (2010) agree and come to the conclusion that women are more likely to consider the recommendations received through online word of mouth before purchase than men are (Doong & Wang 2010). Further, there are articles not only agreeing with the above, but that also try to explain this phenomenon. The article 'Effects of Gender and Expertise on Consumers' by Kim et.al (2011) concludes that there are significant gender differences regarding online word of mouth, eWOM. They state that female consumers tend to read reviews online because of factors such as convenience, quality and reduction of risks. For males however, the usage depends on the perceived level of expertise of the review (Kim et.al. 2011). Tania Shirgwin, director of the Australian Social Media agency BizEez and Social Media expert (2013), explains the basis for the different usage of eWOM in the company's blog. Shirgwin (2013) concludes that female consumers value connection, and beliefs in people that they feel like "having something in common with" (Shirgwin, 2013). Doong and Wang (2010) suggest companies to acknowledge the customer's gender and use this information in order to create offers and eWOM that are attractive based on the preferences of the gender. Onwards, Shirgwin (2013) agrees with Kim et al. (2011) regarding females needing more trust and risk reduction, and stresses the suitable channel of Social Media for a company targeting females since communication and trust can be achieved through connecting in a real-time context, for example on Facebook. She also agrees, that on the other hand, male consumers value authority and listen to people with perceived expertise. Word of mouth is thus as important for men as for women (Shirgwin, 2013). Although, in order to be trusted by the male consumers a company must be seen as an expert of the area. In order to do so, Shirgwin (2013) recommends Social Media forums such as LinkedIn and blogs rather than Facebook explained by the fact that "if a male subscriber believes you are an authority or expert on a particular subject, they are more likely to listen." (Shirgwin, 2013).

## **2.6 MEN AND COSMETICS**

“The public gaze has turned on men, and men’s gaze has turned toward the mirror” (Coupland, 2007, p.42)

### **2.6.1 Cosmetics**

The image and outer appearance is becoming increasingly important in modern society (Kacen, 2000; Salzman et al., 2005). It is becoming especially important at a younger age, with a greater importance than for former generations (McNeill & Douglas, 2011). Here, particularly the media plays an important part, as it shapes the society’s expectations of males, putting pressure on men (Patterson & Elliott, 2002; Gray, 2004; Holt & Thompson, 2004; McNeill & Douglas, 2011).

Marketing illustrates the body as a project, which constantly has room for self-improvement (Grogan, 2010). For this, cosmetics can be used. The face plays an especially important role due to its imperative role in social interaction (Hall et al., 2013). Coupland (2007) found, that for more attractiveness and success, the face should ideally be healthy, young and beautiful. Also here the cosmetics help achieving that. However this is mostly connected with femininity in the mind. This is especially the case, when talking about beautification (Woodruffe-Burton, 1998; Kacen, 2000; Edwards, 2003; Clarkson, 2005; Souiden & Diagne, 2009).

### **2.6.2 Men’s cosmetics**

Men’s cosmetics or grooming products appears to be a growing industry. In fact, the sales of grooming products for men have increased twice as much as products for women (L’Oreal UK, 2010). According to Superdrug (2010), Britain’s second-largest beauty and health retailer, the market of men’s cosmetics is “worth an estimated £1.2 billion a year in the UK” (p. 1). Nevertheless it is still only “a fraction of the size of the women’s cosmetics market” (L’Oreal UK, 2010, p.3). Moreover, it was found that men spend

around 83 minutes daily on personal grooming, which is four minutes longer than a woman in average (Superdrug, 2010).

According to cosmetic-business.com (as mentioned in Knörzer & Rennhack, 2010, p.36), the trend of men using cosmetic products is predicted to continue. Even though the trend is growing, men using cosmetics is still considered antithetical (Edwards, 2003) and a culturally sensitive topic (Silverman & Peräkylä, 2008), as this is normally correlated with women or gay men. Furthermore, using cosmetics is associated with metrosexuality (Harrison, 2008), as discussed in the chapter about masculinity. In fact, using cosmetics is the strongest characteristic of metrosexual men (Harrison, 2008). The emergence of the metrosexual man and the growing men's cosmetics industry can therefore be seen as interrelated. As metrosexuality is becoming more socially accepted (Hall et al., 2012), men feel more confident about using cosmetics without appearing gay or feminine. However, this does not necessarily mean that men who use cosmetics are metrosexual. Men also feel more confident using cosmetics without considering themselves metrosexual either.

According to Knörzer and Rennhack (2010) men changed as consumers, just like women have. They have discovered new product categories, especially in the fast moving consumer goods industry. When looking at cosmetics and hair care as well as houseware, the number of male consumers is constantly growing. And most importantly, they have different demands than female customers. (Knörzer & Rennhack, 2010).

The outer appearance is becoming more and more important to men, which means they use moisturizers and hair colouring to a greater extent too, just like their partners. This implies, that one can observe a gradual shift in the usage of products (Knörzer & Rennhack, 2010).

So the question arises: Why have men started to care more about their outer appearance and use cosmetics? L'Oreal UK (2010) suggests as a reason the

increasing want of working against the effects of ageing. However, Mintel Oxygen (2011) state that the reason for this is professional achievements. Men want to enhance their success with their job search or promotion, by working on their outer appearance. Other researchers see the reason in the general growing focus on appearance in society and increasing social pressure (Sturrock and Pioch, 1998), the increase in cosmetic products for men (Thompson, 2006; Alexander, 2006), more and more style magazines for men (Byrnes, 2006) or the general trend of being healthy and looking after oneself (Thompson & Hirschman, 1995).

Females have an important influence on men using cosmetics, if the mother or girlfriend recommend a product, males consume it more likely than because of marketing influence (McNeill & Douglas, 2011). Further, females influence the male cosmetic consumption by purchasing the products for the men, and thus introduce them to these cosmetics (McNeill & Douglas, 2011). Moreover, every third man uses the products of his female partner because the equivalent male products are missing on the market. This happens rather often (Knörzer & Rennhack, 2010) and companies start reacting to that. For instance, L'Oreal Men started targeting those women with the testimonial Patrick Dempsey, which was very popular amongst females. Two third of male consumers claim to buy their beauty products themselves, for the rest it is the partner, mother or sister (Knörzer & Rennhack, 2010). For those men who buy the product themselves, a different kind of testimonial is preferred, since they react more to men whom they can identify themselves with, so celebrities that are popular amongst men (Knörzer & Rennhack, 2010).

However, the problem with appearing too feminine still exists, and is a significant factor for these men. In order to keep up their masculinity, men who use cosmetics must at the same time show that they do not have an inappropriately large interest in their appearance (Hall et al., 2013), and therefore showing that beautification is not the reason for their use. Men stress several facts in order to distinguish them from females using cosmetics. Generally, they say that they have a need, which has to be satisfied, so again,

beautification is not the reason (Hall et al., 2013). Moreover, men try to distinct themselves by saying that they do not use the products daily (Hall et al., 2013) or extensively, meaning the number of products is important. Owning too many products at the same time is considered as being feminine (McNeill & Douglas, 2011). Furthermore Hall et al. (2013) found, that men emphasize the fact that the cosmetics are being used in order to improve the social standing. Another very important aspect is that the products are health related is being stressed, which implies that they are not used for beauty purposes (Hall et al., 2013). Especially this, and emphasizing the functionality as a justification are very significant (Schouten, 1991; Cox & Dittmar, 1995; Gill et al., 2005; Bakewell et al., 2006; McNeill & Douglas, 2011). Additionally, when buying cosmetics, men are very precise on the criteria. They prefer male-only brands (McNeill & Douglas, 2011), as these distinct them the most from female users. Moreover it must be clear that the product is for men, like the products from Nivea, that make the target group clear though the name 'for men', the colors and the design (Knörzer & Rennhack, 2010). Further, the products must be very easy to use and discrete, so that others preferably do not notice it (Hall et al., 2013; Harrison, 2008). This means that firms must keep these aspects in mind when developing the marketing for man cosmetics.

### **2.6.3 Cosmetic advertisements**

Hall et al. (2013) researched the advertising for male customers, and state that most of the advertisement for men cosmetics can be found online. The packaging mostly uses the colors silver, gray, black and white, and is being associated with typical masculine topics, such as evolution, sex and nature (Hall et al., 2013). As for marketing practices, especially celebrity testimonials are a common way of marketing (Hall et al., 2013). In addition to that, McNeill and Douglas (2011) found, that women play an important role. Even though some products are clearly meant for men, they are advertised in a way and in media that shall appeal to women, because they are likely to buy them for their partners. Moreover, Harrison (2008) identified the advertising of men's

cosmetics as having a 'push-pull' effect. Men are being pushed to be more critical about their bodies but at the same time the pull of traditional male values is being taken into account.

When looking at advertisements online, Harrison (2008) found the practice of next to selling the products online, men appreciate it, when companies provide advisory content on grooming for men. Harrison (2008) gives the example of the website of cosmetics firm studio5ive who do not only sell their products to men only, but also give tips and advice. Furthermore using masculine traits, such as technological skill and rational thinking, for the website is common (Harrison, 2008). Also pictures of ordinary men who are confidently wearing the cosmetics are used in order to show the customers, that the usage makes them happy and satisfied.

Summarised from the above, the following theoretical framework was developed (see figure 2.1) to illustrate the main themes and their connections.

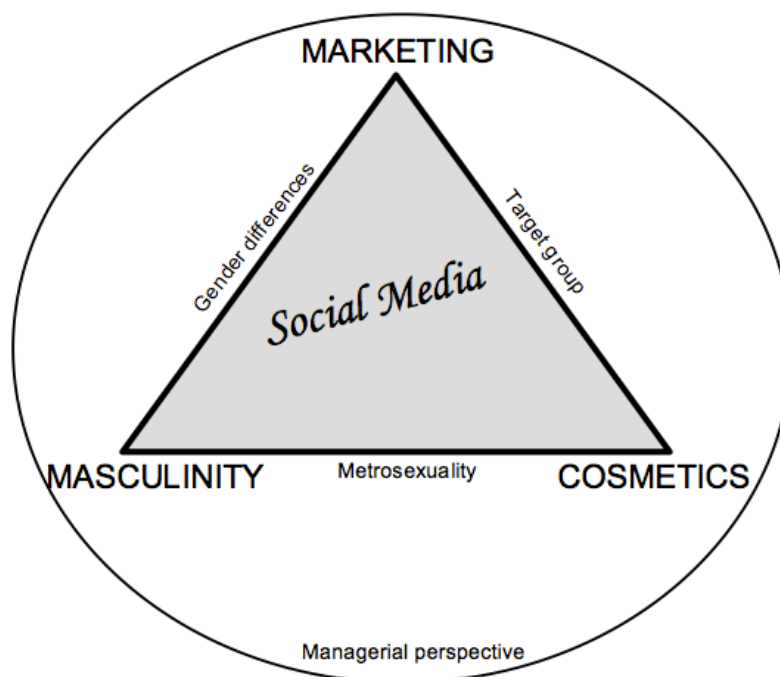


Figure 2.1: Theoretical Framework

As indicated in chapter 1, the themes are being investigated from a managerial perspective. This figure will serve as a base for the analysis.



### **3 METHODOLOGY**

---

In this chapter, the chosen method of the research will be presented. Firstly, the ontological and epistemological standpoints will be explained from the perspective of the research - to investigate how masculinity can affect marketing online for cosmetic products. Later, the choice of a qualitative case study conducting in-depth interviews and virtual observation will be explained and justified. Further, the chapter will present the standpoints regarding sampling and trustworthiness. Moreover, the collection and analysis of data will be discussed. The chapter aims to provide the reader with an understanding of how and why the research was conducted in the specific matter.

---

#### **3.1 RESEARCH PHILOSOPHY**

It is important for the researchers to understand the philosophical background of their research since it facilitates the understanding of the research problem. This helps the researchers to understand which methods are suitable in the context of the research area (Easterby-Smith, Thorpe & Jackson, 2008).

There are two central philosophical perspectives of understanding research, called ontology and epistemology. Ontology concerns the nature of existence and reality, so what is concrete and what is created, and epistemology regards questions about how and to which extent that knowledge can be acquired (Easterby-Smith et al., 2008). Bryman & Bell (2011) further explain epistemological issues as what is regarded as appropriate or acceptable knowledge of the social world. Ontology deals with the question whether social entities should be considered as objective or as social constructions that are built from actions and perceptions of social actors (Bryman & Bell, 2011).

This study has an ontological constructionist approach, which suits well when the goal is to understand complex structures and relationships (Easterby-

Smith et al., 2008). Bryman & Bell (2011) also stress the importance of interactions between individuals, which creates social properties. Further, this perspective aims to facilitate the understanding of the environment. Since the aim of this research is to create an understanding of masculinity and marketing of cosmetics in an online context, an understanding for relationships and the environment is crucial. Easterby-Smith et al. (2008) suggest that the constructionist ontological approach aims to create an understanding for conversations and language between entities, which in our case refers to the communication of online cosmetic products to the male market. Further, the constructional view emphasises that the social order always is changing. Since the male cosmetic market just recently has been acknowledged, the changeable social order is of great importance.

The aim of the research is to converge studies of gender, especially masculinity, regarding marketing in an online context using Social Media as a tool. The development of the research area was started with questions, which according to Easterby-Smith et al. (2008) supports the choice of a constructionist approach. The initial questions of this paper regarded how masculinity is used when marketing a typical female product. Unlike the positivistic approach that strives for objective measurement methods, the social-constructionists perceive the reality as socially constructed. In this view, people are making sense of the world by sharing experiences with each other (Easterby-Smith et al., 2008), which is the essence of our research. This further justifies the choice of method and case company, since Easterby-Smith et al. (2008) recommend constructivist researchers to use a small number of cases chosen for specific reasons (Easterby-Smith et al. 2008). Therefore, this study will use a case study to illustrate the topic. By this, it is aimed to create theories of how companies can use masculinity when marketing cosmetics online.

However, the ontological and epistemological lines are not separated, but accept each other (Alvesson, 2003; Easterby-Smith et al., 2008; Bryman & Bell, 2011). To create accurate information, the research will involve both

lines, therefore, an epistemological line will be used as well. The goal is to understand the social world by the participants' interpretation of this world (Bryman & Bell, 2011). Therefore, the interpretive manner of epistemological line will be used. The interpretative approach emphasises the understanding of what the people within an organization's experiences (Bryman & Bell, 2011). This is further justified by the fact that many of the previous studies regarding gender roles and masculinity have been conducted with an interpretive approach since the cultural context is important to interpret (McNeill & Douglas, 2011).

### **3.2 RESEARCH DESIGN**

In line with the chosen philosophy of the research, constructionism as ontological orientation and interpretivism as epistemological orientation, a qualitative research strategy was chosen in order to gain knowledge about how masculinity can be used in marketing within the cosmetics industry.

In order to develop insights about the phenomenon being researched, an exploratory research strategy was needed. By developing these insights, this study aims to fill the existing disconnection in the literature as explained in Chapter 1. Due to the disconnection, this research aims to provide a detailed analysis by using a case study. This strategy suits the purpose well due to the complex nature (Bryman & Bell, 2011). Yin (1981) argues that the choice of case study as a research strategy is suitable when a "contemporary phenomenon in its real-life context" (p.59) is being examined. Further, Yin (1981) states that since the research aims to answer questions of *how* a present phenomenon works, in this case how masculinity works in cosmetic marketing, the method of a case study is relevant. In other words, this study aims to create an understanding of the complex interactions of masculinity and marketing of the typical feminine product cosmetics. Masculine marketing of cosmetic products is a currently developing phenomenon, as proven in the theory chapter. Moreover, the channel of Social Media is rather unexplored regarding these marketing aspects, which enhances the relevance of the

research. In other words, the contemporary phenomenon of masculine marketing is being investigated in the real-life context of Social Media.

There are two different types of case studies; the single case study and the multiple case study. This research will be conducted with a single case study. This is motivated by Yin (2009) since the case company of this research can be argued to be a revelatory case. The current situation of the case company has not been accessible for research earlier due to a market expansion in April 2013. Therefore, a single case study focused on examining this current situation. Due to the recent launch of the male box in the Swedish market, no studies have been conducted so far in this specific area. Yin (2009) further suggests that a single case study can be the starting point for a multiple case study, which will be recommended for future research in Chapter 7. Yin (2009) explains a disadvantage of the single case study in relation to multiple studies as that the latter is often believed to be more robust and accurate. However, as Yin (2009) further states, the researchers must consider limitations in time, which motivated a single case as being the best choice for this study.

Case studies can be conducted with quantitative or qualitative data, or even a mixture of these two evidences (Yin, 2009). This research was solely conducted with qualitative data. The quantitative method was rejected due to several reasons. Firstly, it focuses on the collection of numerical data, often from a positivistic and deductive manner (Bryman & Bell, 2011). Further, quantitative research is often conducted with fixed-choice answers, which would not benefit the research relevant for this thesis of finding true perceptions of the interviewees (Bryman & Bell, 2011). Hence, the quantitative data collection was excluded since the study will neither involve a positivistic approach, nor demanding fixed-choice answers. Nevertheless, Bryman and Bell (2011) also criticise the qualitative approach. Their main argument is that the findings of case studies are difficult to generalize. However, the goal of this study is not the generalization of the topic, but to give an example of how masculinity can be used in marketing in practice.

Yin (2009) argues that one of the greatest challenges regarding case studies is the development of a research design. Here, a major concern regards the choice of case. In order to succeed, the researchers need access to sufficient data, for example from interviews, observation or documents. Of the companies that can provide enough data, the one that illuminates the research question the most should be chosen. Yin (2009) further stresses the fact that if relevant data cannot be accessed, the research questions should be revised. In this research, the case company was chosen from these aspects. The choice was based on the ensured access to data in combination with the relevance of the company.

Moreover, there are six common sources of evidence when conducting a case study; documentation, archival records, interviews, direct observation, participant observation and physical artefacts. In line with the opinion of Yin (2009), this study will use more than one of these sources. Below, the chosen sources will be explained and justified.

*Documentation* is a universal source, argued to be stable, exact and covering. The documentation often has the role to confirm information gathered from other sources. Yin (2009) further explains that because of their overall value, the documentation should be given great attention, but without trusting this source too much (Yin, 2009). Therefore, the documentation used in this study will be critically reviewed and put in perspective to findings of other sources. Also, the risk of biased searches and interpretation of documents will be acknowledged and critically evaluated in order to decrease the risk of incorrect data. The relevant documents in this research regard the case company in general, but also more specific documents regarding the release of the manbox, and were abstracted both from the contacts at the company but also online. For example, the case company provided Excel files with information about key customers for Social Media campaigns. The online documents regarded for example policies extracted from the web page of the company.

*Interviews* are, according to Yin (2009), one of the most important information sources for case studies. Further, Yin (2009) suggests that the interview should be perceived as a conversation rather than a set of structured questions. Therefore, the researchers must manage to ask the set of questions but also to ask conversational questions. This study will use in-depth interviews, asking the respondents about both facts and opinions. The questions regarded company specific information but also personal interpretations. Further, the interviewee often recommends other persons relevant to interview (Yin, 2009), which is coherent with this study where one interviewee recommended other possible participants. Due to the usage of in-depth interviews, the study will refer to the interviewees as informants and participants rather than respondents. Further, the risks of using interviews relates to biases – both from the researchers perspective, by asking directive or poorly formulated questions, but also from the interviewee’s perspective, by answering in line with what she/he thinks is the “right” answer (Yin, 2009). To overcome this, the interviews were carefully planned and recorded in order to make a proper evaluation afterwards.

The other part of the research is observation. The method used is a simple virtual observation. According to Webb, Campbell, Schwartz and Sechrest (1966), the researcher is unobtrusive and it is not known that he or she is observing. This is a form of non-participant observation, as the name indicates, the researchers did not participate in the happenings of the social setting (Bryman & Bell, 2011). Furthermore, the observation can be classified as structured, since a scheme, in this case a guideline, was used. Moreover, this observation is executed online. Internet becomes more and more important for our lives (Bryman & Bell, 2011) and thus also for companies who want to reach their clients. Marketing activities are therefore shifted to online platforms (Falkow, 2009; Yan, 2011). Consequently, the aspects that are being observed are the marketing activities of the company. It will be observed in which way the case company is executing their marketing strategy for the manbox. Especially interesting is the role that masculinity is playing in these activities. The observation was conducted on Social Media

platforms in order to put the findings from the interviews into practice. Due to the fact that the participants and their behaviour are not observed, the researchers refrain from using the term netnography, but instead use the term *virtual observation*.

By combining interviews with an observation, this study aims to create a rich description of the current situation of masculine marketing of cosmetics. Moreover, this research aims to generate theories within the investigated area. According to Bryman and Bell (2011), this calls for an inductive research approach since the observation and findings strive to develop a theory. Moreover, Bryman and Bell (2011) explain that the inductive approach is mostly associated with a qualitative approach since they often use grounded analysis, such as interviews, to develop a theoretical understanding. Therefore, this research is influenced by the inductive approach in the question about the relationship between theory and research. Putting it differently, in the case of this research, the role of theory is an outcome of the research. The deductive approach is excluded since the aim does not concern testing an existing theory (Bryman & Bell, 2011). However, one could argue for this research similarly having an abductive approach, which is derived from the inductive approach and therefore also closely related to it. This is emphasised by Douven (2011) at Stanford University as follows “both are *ampliative*, meaning that the conclusion goes beyond what is (logically) contained in the premises (which is why they are non-necessary inferences), but in abduction there is an implicit or explicit appeal to explanatory considerations, whereas in induction there is not; in induction, there is *only* an appeal to observed frequencies or statistics” (Douven, 2011, p1). Further, abductive reasoning is frequently used in our everyday life and is also called inference to the best explanation. The abduction starts, as induction, with empirical findings (Douven, 2011). In other words, the abductive approach is relevant since this study will collect empirical findings that are analysed and evaluated in relation to already existing theories. This will facilitate a greater understanding of the area of masculine marketing of cosmetic products. For this research, the abductive approach created a process that started in

creating a deep understanding of the relevant theories. The understandings of the theories were used in order to interpret the findings from the interviews and the observation.

In order to narrow down the research, the observation of this study has solely taken part in the channel of Social Media. Many researchers have investigated the phenomenon of Social Media and agree that this new channel has changed the conditions for companies, since the number of active users on Social Media has rapidly increased vastly (Armellini & Villanueva, 2011), and the benefits these channels can give have been acknowledged in many studies (Jones, 2009; Nassar, 2012; Falkow, 2009; Yan, 2011; Aggarwal, 2009). The increased importance and attention of Social Media demands more studies to be conducted. By using Social Media channels as tools, knowledge on how to create strategies for the online presence can be gained. Another important aspect of the increased interest in Social Media is the facilitation of word of mouth, which leaves the customers with more power than earlier (Chrisodoulides, 2009). Moreover, it has been proven that word of mouth has different effects on male and females (Garbarino & Strahilevitz, 2001). Another gender difference regarding Social Media is the different usage patterns of Internet (Garbarino & Strahilevitz, 2004; Kehoe et al., 1997). Hence, prior studies have examined the connection between gender and Internet usage. However, in this research, the Social Media will have the role as a tool to facilitate the practical research. Neither masculinity nor cosmetics are new phenomena, but when examining the concepts in the context of Social Media, the subject becomes both interesting and new. Hence, the limitation to investigate only Social Media is justified by the increasing importance of this marketing channel, both in terms of numerical growth, but also as a useful and important marketing tool for companies. From the conducted literature presented earlier, it can be concluded that Social Media is an unexplored research area when it comes to masculine marketing of cosmetics. Moreover, there is a disconnection in the literature about gender marketing for cosmetics in the Social Media channel. By searching for literature using keywords such as masculinity, gender,



marketing and cosmetics together with Social Media, only a few occasional studies could be found.

### 3.3 DATA COLLECTION

The data collection was executed from an ontological perspective. Solely the managerial perspective was investigated; hence no consumers are being surveyed. The data was collected through in-depth interviews, documentations and virtual observation.

The in-depth interviews were conducted with Glossybox, a company in the cosmetic industry. The company and its specific market will be introduced further in Chapter 4. Moreover, the interviews were conducted online via Skype, due to time restrictions. They were semi-structured interviews, as proposed by Bryman and Bell (2011). An interview guide with a list of 30 questions was developed (see Appendix 2), but the option to add questions and react to the interviewee contributed to spontaneous follow-up questions. Further, both researchers were present during the interviews, as this is preferable according to Bryman and Bell (2011). In total, three interviews were conducted with three employees. After translation and transcription, the material collected from the interviews was in total 24 pages. The people interviewed are shown in the figure 3.1 below. Even though the interviewees gave permission to use the data in this study, they will be kept anonymous due to ethical reasons.

Name	Position	Country	Date for interview	Length
Participant A	Business Developer	Sweden	2013-05-03	60 minutes
Participant B	Marketing Manager	Sweden	2013-05-03	50 minutes
Participant C	Business Developer	Sweden	2013-05-07	45 minutes

Figure 3.1: The interviewees

Having solely three interviews could be argued as not creating rich enough material, and can therefore weaken the research. More interviews were planned, but due to company policy reasons, interviews were cancelled and thus more than three interviews could not be conducted. However, all of the interviewees had deep knowledge in the relevant subject, the marketing process of the manbox, and were therefore selected as key persons. Hence, emphasis is put on the rich content instead of the lower number of participants.

Moreover, the interviews were conducted in the interviewees' native language, Swedish, in order to decrease the risk of incomplete or inaccurate information caused by a possible interviewees' lack of expression in English. Interviewing non-native English speakers in English can cause a decreased level of understanding and nuance (SSI, 2012). While transcribing the answers, the interview was translated into English.

The virtual observation took place in the Social Media channels of the two selected representations of the company. The most popular channels of Facebook, Instagram and YouTube were selected for this. It was observed how the marketing is done in practice on the Social Media sites, and how the users respond to it. As the literature suggests, the data collection from the observation was not undertaken until the research questions were formulated and the literature review was committed (Bryman & Bell, 2011). Therefore, a steady knowledge base of what to look for during the observation was given. In order to increase the systematic interpretation of the observation, a guideline with 18 questions was set up (see Appendix 3). The observation of the Swedish as well as the German platforms was based on these questions, which made the results comparable. This later became the base for the interpretations. Even though the interviews only took place in the Swedish market, the observation of the German Social Media channels was still conducted due to their advancement in experience regarding the manbox.

### **3.4 SAMPLING METHOD AND PARTICIPATION SELECTION**

The sampling was conducted through two methods: convenience sampling and the snowball method. In the initial phase of the research, convenience sampling was conducted. As explained earlier, the company Glossybox was chosen firstly because of its relevance in the investigated area, but also due to the availability. Bryman & Bell (2011) explain the risk and danger of limited generalization from convenience sampling. However, the relevance to the subject of masculine marketing justified the choice of Glossybox. The first step in selection of case company was therefore conducted due to relevance of the investigation. At the moment of the start of the research, Glossybox was experiencing an extension of its target group, from only targeting women to offering a man box as well. After an initial contact with one employer at Glossybox Sweden, more interviewees were found through the snowball method. The snowball method is common for qualitative studies (Bryman & Bell, 2011). As suggested by Bryman and Bell (2011) for the snowball procedure, the researchers had initial contact with one employer at Glossybox in Sweden, who created contacts to other employees within the company. The choice of expanding the study to Germany was made through the snowball method, since the Swedish interviewees all suggested this specific country as a comparison. Firstly, Germany is the country where Glossybox was founded. Secondly and even more relevant, this was the first country to implement the manbox, and hence has more experiences to share than Glossybox in Sweden. The initial agreement involved interviews with employees in Germany as well, but due to business principles, these interviews could not be conducted. This could have an influence on the strength of the research, which will be further discussed in limitations in Chapter 7.

One common problem with snowball sampling is the lack of the sample representing the population, but in this case, this method suited very well in order to get in touch with relevant people. The challenge of this sampling method is according to Bryman & Bell (2011) the lack of representativeness. However, as mentioned above, this case study does not aim to be representative but to investigate this special phenomenon in this complicated

context. Therefore, we could benefit from receiving suggestions for relevant expansions and interviewees by the snowball method.

### 3.5 TRUSTWORTHINESS

In order to estimate the quality of the empirical findings of the study, Yin (2009) identifies four tests suiting for the case study design, which were applied for this study.

The *construct validity* is often challenged in case studies since they often are criticised for being subjective and biased by the researchers' beliefs. Yin (2009) suggests that by using multiple sources and establishing a chain of evidence, this shortage can be somewhat overcome. By defining concepts and measures clearly and using multiple sources, this research increased the level of construct validity, which contributes to a trustworthy study.

*Internal validity* has been perceived in the past as the most important test of quality. Since this study is explanatory, the internal validity is important and can be increased in the analysis of the data by conducting pattern matching, addressing rival explanations and being aware of the researchers' interference (Yin, 2009). In order to enhance as high degree of internal validity as possible, the findings from the interviews and the observation were matched, compared and evaluated with each other, but also with existing relevant theories. When concluding the findings, different alternative explanations were thought of, in order to decrease the risk of missing out on possible alternative explanations.

*The external validity* regards the generalizability of the research. As Yin (2009) argues, one of the greatest critics for case studies is the lack of generalizability. However, a case study can possess analytical generalizability, which means that some specific results are generalized to a theory. The process of external validity is facilitated though the usage of theory in a single case study and by replication in multiple case studies (Yin, 2009).

The *reliability* regards the ability to repeat previous studies (Yin, 2009). In this study, the documentation of the findings will be done thoroughly, which increases the reliability. Being two researchers conducting the study can be argued as reliability enhancing due to peer control.

By analysing the usage of the four tests, this study can be argued to possess a high level of trustworthiness.

Another aspect regarding the trustworthiness regards the references. In most cases this study relies on well-known researchers, providing accepted theories. However, in some cases, the secondary information consisted of blog posts and company web sites. However, these sources of information were chosen due to their strong arguments but at the same time lack in more profound sources.

### **3.6 DATA ANALYSIS**

For the two chosen methods, interviews and virtual observation, a valid interpretation was crucial. This section will explain how the data was analysed, starting with the interviews.

The recordings from the interviews were translated and transcribed. After this, the responses was clustered and connected with each other. In order to claim the interviews as authentic, the translation was exact, which can be seen in Chapter 5.

The observation was conducted after the literature examination and the interviews, which provided a stable knowledge base. Hence, the virtual observation was focusing on the factors relevant for the research; how masculinity was used, in which language the company communicated to its customers and how the product was exposed. More specifically, the questions of the guideline related to who was targeted, how this was communicated and the visual content. Moreover, by having the reference country of Germany, Glossybox's Social Media strategy in Sweden was provided with a valid

source of reference. If the virtual observation had been solely conducted in Sweden, it would have been difficult to draw conclusions.

When analysing the empirical findings, it was important to create a system in order to not confuse the reader. First, the findings from the interviews were presented, interpreted and then related to relevant theories. This was then afterwards classified as either confirming or contradictive to the results from the observation.

The combination of interviews and observation can therefore be argued to strengthen the research since two different contexts were investigated; both the company's own opinions, but also how this was applied in practice.

Moreover, the process of combining different research methods can be argued to increase the accuracy of the research. As Stake (1995) argues, "with multiple approaches within the single case study, we are likely to illuminate or nullify some extraneous influences" (p.114). Hence, the combination of interviews and observation most likely enhanced the chance of developing assessment that reflects the reality. The triangulation provided the research with a procedure to enable comparison of the gathered data. This can be argued to decrease the risk of making incorrect interpretations.

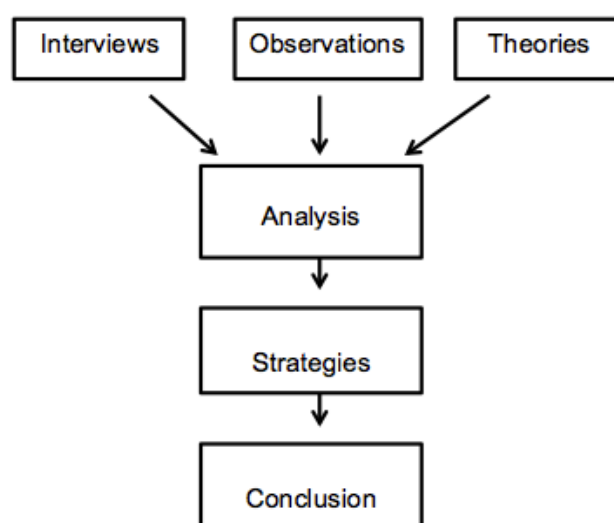


Figure 3.2: Structure Analysis

Figure 3.2 visualises the process how theory and empirical findings were developed into strategies and then to conclusions.

To summarise the chapter of methodology, the choice of using a case company was based on the preference to explore a complex case, where relevant literature could be applied. Glossybox was a suitable choice due to the company's recent expansion to products for male customers. Within the company, three key persons could be interviewed in-depth, in order to gain insight about how the process was conducted and why. By conducting a virtual observation, the findings from the interviews could be applied and tested. The marketing activities on the Social Media platforms of Glossybox Sweden were compared to the more mature market of Germany. The combination of interviews and virtual observation facilitated the connection to existing literature in the relevant areas.

## **4 THE CASE COMPANY**

---

In this chapter, relevant information about the case company, Glossybox, will be provided. This information will support the understanding of the next coming chapters, especially the empirical findings from the observation and interviews. In order to develop a comprehension of the specific business area, a brief description of the beauty box industry will introduce the chapter.

---

### **4.1 BEAUTY BOXES**

Ever since the first beauty box was launched in the United States in the year 2010, the market has been rapidly growing and is now booming according to McMahon (2012). The author explains the business model as a win-win situation for all parties involved. The box provider receives the samples for free from the cosmetic companies. The cosmetic companies receive knowledge from the provider's member register of who their customers are and what they like in return. Moreover, the company's products also gain the awareness of the customers. Lastly, the customers receive a box, full of new luxurious products to try out straight into their mailbox. McMahon (2012) does however acknowledge that there is more to it for the customers than just the products. The fun experience and the surprise factor are argued to be as equally important as the products themselves. Aditya Shah, the co-founder of the beauty subscription company Loose Button states “/.../if you create the experience, people will subscribe to the experience more than to the product itself” (McMahon, 2012, p.1).

In the same article, McMahon (2012) explains that there are certain marketing forums that are argued to be extra relevant for beauty boxes. The author acknowledges the importance of Social Media for the boxes since word of mouth spreads news about the boxes on blogs and YouTube etc. Further, McMahon (2012) explains the trend of celebrity endorsement within the beauty box market. It is common for the companies both to let celebrities design a box but also to simply endorse the service (McMahon, 2012).



Regarding the relatively new service of male beauty boxes, McMahon (2012) expresses himself as follows: “the fastest growing subscription boxes are for men's grooming products, which tap into the fragilities of the male ego by allowing guys to sample luxury shaving and anti-aging products without having to be seen in public trying products traditionally marketed to women” (p.1). With this product information in mind, the next paragraph will present the case company of the research.

## **4.2 GLOSSYBOX**

Glossybox is a company providing its customers with subscriptions of beauty boxes (Glossybox, 2013). The boxes contain samples of products from well-known producers, related to the five product categories; face, body, hair, scent and makeup (Participant B). Glossybox was founded in Germany in February 2011 and is today present in 16 countries (Glossybox, 2013). The company constitutes of the business model of franchise, but is very independently run according to participant B, the marketing manager of Glossybox Sweden.

Except from the box targeting women, the company has projects including customer segments of mothers, young girls and men (Glossybox Germany, 2013). In Germany, the manbox was launched just a couple of months after the Glossybox was implemented (Glossybox for men Facebook, 2013). However, Glossybox in Sweden provided the first box in December 2011, but has solely been targeting women until April 2013, when the first man box was launched (participant B). In the planning process, participant C describes a great interest from the suppliers and assumes this interest can be derived from the “great potential of the market of male beauty and cosmetic industry” (participant C).

Many of the suppliers of the manbox have already been conducting business with Glossybox earlier, for example Maria Nila and SB12. The manbox provides the male customers with beauty products within the categories of face, body, hair, scent and lifestyle (Participant C). Appendix 1 shows a picture of the Glossybox and the manbox.

---

## 5 ANALYSIS

---

In this chapter, the empirical findings will be presented. The results from the interviews and the observation will be connected with relevant theories. These findings will develop into a new strategy model presented in the next chapter. The analysis will start with describing the structure of the chapter order to facilitate an understanding of the findings.

---

The analysis will combine three aspects; empirical data from the interviews, results from the conducted virtual observation and relevant theoretical concepts. The aspects will be compared in order to understand if and how they interact with each other. Further, it will be investigated whether or not the employers at Glossybox have a common understanding regarding the manbox. The analysis is divided into four different sections in accordance with the main themes in order to facilitate the understanding of the structure. The sections are the target group of the manbox, the marketing strategy, marketing masculinity and the concept of metrosexuality. Resulting from the analysis, four strategies for marketing cosmetics to men will be developed in a model, which will be presented in Chapter 5.

### 5.1 TARGET GROUP

The strategies regarding a company's target customer are very important. The following section will discuss the target group of the manbox.

#### 5.1.1 Targeting females

From the interviews, it can be concluded that the ideal female customer of the Glossybox is very clearly defined. As participant A and B pointed out during the interviews:

Participant A:

"The target picture is extremely clear. She is 32 years old and lives in a big city. She has studied at university, has a great job and makes good money. She is the kind of

girl that attends after works on Kåken [popular bar in Stockholm, authors' edit] on Fridays. Further, she is interested in beauty products, likes to try new things and thinks Glossybox is a smart idea”

Participant B:

“She is very digital. She is used to Internet and online shopping. She also reads blogs. She doesn't have a need to shop in the city anymore but might as well shop online on like Asos or Nelly”

However, the target customer for the manbox is not as clear as for the Glossybox. The female customer is also prevalent for the manbox where females are purchasing for the male. Both participant A and B described the male target customer as “simply her boyfriend” and “the boyfriend of the Glossybox subscriber”. Further participant C pointed out that “it was absolutely part of the marketing strategy to attract female customers for the manbox”. Even though the manbox is directed towards male usage, participant B perceived targeting females as a natural strategy, where the females are expected to purchase the manbox for their boyfriends, brothers or friends to use. This insight explains why the marketing of the manbox solely was conducted through existing Glossybox channels, as participant C stated below.

Participant C:

“The only marketing we did in the beginning was targeting women since we used the existing channels, for example Facebook or Glossymag”

Concurring to the paragraph above, the findings from the observation agree that female customers are targeted for the manbox. In the process of launching the manbox, there were three posts on the Swedish Facebook page of Glossybox encouraging the female followers to order the manbox. Moreover, the existing female Facebook followers were given a chance to pre-book the manbox before it was released to the public. Another testimony of Glossybox Sweden promoting the male box to the female customers is the

emails that were sent to existing female customers informing them about how and when the manbox could be purchased.

As the observation displayed, the strategy of targeting females was conducted in the already existing Social Media channels. This is consistent with the theory by McNeill and Douglas (2011), suggesting that women play an important role for marketing directed to males. Even though the products are clearly meant for male usage, they are advertised to women. Moreover, the same researchers found that the influence from females recommending a product actually increases the likelihood of males using the product (McNeill & Douglas, 2011). The observation of the Swedish Facebook page witnessed the phenomenon of this female influence. Here, Glossybox suggested its female customers to “tell the men in your life about the coming launch of the manbox” (Glossybox Facebook Sweden, 2013). There were 69 comments of this post, which often included tagging a name of a male, suggesting him to sign up. In several cases, the male person responded, stating that he had signed up for a subscription.

Moreover, females do not solely recommend cosmetic products to males, but are also likely to purchase the products for their partners (McNeill & Douglas, 2011). This can be observed at the Swedish Facebook page where females shared their stories of purchasing the box for their husbands and siblings. Additionally, this can be recognised in other Social Media platforms as well. As an example, the female blogger Herbertsson (2013) wrote that she is a subscriber of the Glossybox, and has already set her boyfriend up to a subscription of the man box.

### **5.1.2 The male customers**

Even though the female customers are dominating the purchases of the manbox, participant C explained that the number of male customers is larger in Sweden compared to other markets and used the example of Spain. Participant A stated that there is no exact number, but estimated about 60%

of the customers being male, judging by the names of the customers signing up online. However, this information can be interpreted as that the female customers use the name of the male partner when signing him up. This interpretation can be reinforced by participant B's thoughts of the relationship factor. In 90% of the cases, the male customers are boyfriends of a female Glossybox subscriber, according to participant B. Moreover, this information is corresponding with the findings by Knörzer and Rennhack (2010), arguing that only two third of male consumers buy their beauty products themselves. For the other males, the partner, mother or sister is the purchaser (Knörzer & Rennhack, 2010). Hence, it is likely that the estimated share of 60 % male customer actually is considerably lower. Further, the fact that 90 % of the male customers are estimated to be in a relationship with an already existing customer is further strengthening the above presented findings of the female influence on male consumption.

### **5.1.3 Education of the male customers**

The empirical findings show that there is an interaction between male and female customers, and that this is based on education:

Participant B:

“The guy is interested in beauty and grooming products but doesn't know where to find them. He doesn't really prioritise that. Therefore, we hope that the Glossybox girlfriend will be the gateway to the manbox”

This statement is consistent with the theory suggesting that females are the triggering factor for males regarding the usage of cosmetics, which is explained by the fact that the females are purchasing the products and are introducing them to the males (McNeill & Douglas, 2011). Further, participant A emphasised the usualness of males borrowing cosmetics from their female partners, which is strengthened by Knörzer and Rennhack (2010) arguing that every third man is using products belonging to his female partner. The same phenomenon could be found in the observation, where the Swedish Facebook page of Glossybox often included comments such as “Now my husband

doesn't have to use my products anymore" (2013). Participant B believed that this could be explained by the fact that male consumers do not possess knowledge about "what to shop or where to do it". Participant A explained that Glossybox "want(s) to help them to help themselves regarding this" and also that "many males use the same product by habit. We want men to break these patterns and educate them". One example of this could be seen in the leaflet in the manbox, which is further developed later in the section regarding masculinity.

#### **5.1.4 Future targeting**

Regarding the future, the goal for the manbox is to become independent from the Glossybox. Participant C and A acknowledge this as follows:

Participant C

"That guys will talk about the manbox with their friends, without the females. That this becomes a legitimate thing"

Participant A:

"In all other countries the male box is still targeted to females, buying it for their boyfriends and so on. In Sweden, we try to make this a product that males buy for themselves. Of course females will still buy it, that always happens, but the goal is to make it socially acceptable for males to purchase and subscribe to a manbox"

The statements by the interviewees above exhibit the ambition of the manbox becoming deattached from the female Glossybox. This indicates a wish for the males to demand the box themselves, where they purchase the box without female influence. In this climate, the culture of males caring about their appearance would be perceived as normal and accepted by the society. Therefore, a development of the role of the male has to occur. From a philosophical angle, one could argue that Glossybox is part of this development since the company is struggling for enhanced acceptance of the usage of male cosmetics.

To summarise the findings regarding the target group, it can be argued that it is easier to target women since they already know about Glossybox. Moreover, it is common that females buy cosmetic products for their men, which Glossybox benefits from. Nevertheless, as understood by the findings from the interviews, Glossybox's aim is to target the men in the future. This indicates that Glossybox does not perceive the strategy of targeting the women as a long-term choice, but instead as a door opener to reach the male customer.

## **5.2 THE MARKETING STRATEGY**

According to Participant A, Glossybox did not conduct any specific marketing activities directed towards males when launching the manbox. Instead, the already existing channels of the company have been used, such as Facebook, newsletters and the Glossymag. However, after the manbox was launched, the company sent out a press release that was acknowledged by several magazines, such as King, a Swedish male magazine (Participant A). Moreover, a free manbox was sent to 60 carefully selected males. Participant A explained that for the Glossybox, the company sent boxes to female bloggers, but that for males Instagram is a more popular platform than blogs.

The criteria for selecting the males that were given the free manbox were "people that seemed cool judging by their Instagram photos and whom also had a lot of followers" (Participant A). By examining the document containing the list of receivers of the free manbox, many famous persons such as Daniel Lindström (fashion editor at Café), Patrik Ekvall (sports journalist) and Magnus Hedman (former soccer player) could be found. Participant A clarified that the males receiving the box should be "people that are perceived as important and that are invited to different VIP events" and described the method of finding the right males with an example:

Participant A:

"For example, I searched the attendance list of the ELLE-gala and checked their Instagram accounts. I have really been stalking people on Instagram, haha"



Participant A evaluated this campaign as a success. The results from the observation regarding the campaign of free boxes verify that the manbox was acknowledged in the males' blog posts and Instagram pictures. For example, the photographer Bingo Rimér posted a picture on Instagram expressing his gratitude and appreciation. Participant C agreed with the campaign being successful and revealed that there will be more free mailings of manboxes in the future. A great amount of these will be given to popular male bloggers. This is in line with participant B's comment about the ambition for the future, to reach males directly through male blogs. Participant B stated that the male grooming blogs are respected by their audience, but the amount of blogs is still not high.

Participant B:

"The female bloggers have 100,000 of readers, but the largest male blog has about 10,000"

However, as participant C put it, "If you can attract some percentage of the male blog readers, that would be good news for us", Therefore it can be concluded that even though the male bloggers do not have as large numbers of followers as the female bloggers, it still makes a difference.

### **5.2.1 Celebrity endorsement**

Regarding the strategy of using celebrities in marketing, both participant B and C emphasized the issue of whom this actually attracts, males or females.

Participant B:

"I think that for example Leonardo DiCaprio is making an ad for a watch, it feels that it is targeting the women more than the men. Maybe that is done consciously, expecting the women to tell their husbands to buy this specific watch or buy it for them"

Participant C:

"You can either choose persons that attract both genders, since females are an important segment for the manbox as well. You can also choose persons that attract males because they are cool and have a fashionable style"

When looking at the literature, Knörzer and Rennhack (2010) state that male consumers prefer a celebrity that they can identify themselves with rather than a person to look up to. In the case of Glossybox, the strategy of sending boxes to famous people can be argued to fit into the description of the celebrity endorsement phenomenon. As mentioned above, many of the boxes were sent to famous Swedish males, whom in many cases shared this experience in Social Media. However, this strategy seems to be more common and effective for the female box than for the male box.

### **5.2.2 Social Media**

Social Media is one of the most important channels for the marketing of Glossybox (Glossybox, 2013). Regarding the marketing strategy for these platforms, Participant A concluded that on the Swedish market, this is done differently for the manbox compared to the female Glossybox. One example of the difference in choice of platform is that there will not be a separate Facebook page for the manbox.

Participant A:

“Males do not require the same sort of forums where you can discuss beauty products. Females are writing on our Facebook page daily to discuss different products but males are not exposing their interest for beauty products in that sense”

In the German market however, a Facebook page only for the male box was established in October 2011, shortly after the launch of the manbox. In the description of the page, it is stated that the content contains discussions of male topics and news on grooming trends, together with votings and price draws (Glossybox for Men, 2013). When observing this site, it could be seen that even though the content is rather male, the users are both male and female. Moreover, many of the comments were posted by female users writing on behalf of their boyfriends.

For the female followers on Facebook in Sweden, Glossybox offers different competitions and polls, where the customers can win an extra box or special products. However, for the manbox, Facebook will not be used in the same practice, due to the following:

Participant C:

“For me [as a male, authors’ edit], I would never take part in a contest in that sense”

However, the German Facebook page of the male box conducts polls and price draws, as showed above. In fact, when observing the participants and their comments, the number of male users is very large. Hence, this divergence shows how perceptions of males from different cultures can vary.

Another area where Facebook has an important function for the female Glossybox is the customer service. As participant B stated, many of the customers contacting Glossybox on Facebook have questions regarding topics such as where the product is or how to make a refund. Participant B continued and said “I don’t think that men use Social Media in the same way”. Participant B perceived that using Social Media to communicate with the company as “typically feminine” and did not expect the same reaction from the males. Therefore, a separate Swedish Facebook page for the manbox will most likely not be set up, participant B concluded. These understandings by participant B are corresponding with the theory by Shirgwin (2013) who realises that females are in need of more trust and risk reduction compared to males. Shirgwin (2013) further concludes that Facebook is a vital platform for a company to communicate and build trust in real-time with its female context. By observing the Swedish Facebook page of Glossybox, this became highly visible since the customer’s questions were answered quickly and effectively. As one of the customers wrote “I tried to contact you via email, but I’m gonna ask here too so I can get the answer quicker” (Glossybox Facebook Sweden, 2013). This example implies a connection between Glossybox’s strategy and the theory, arguing for females having more use for a Facebook channel of communication.

However, the statement of participant B regarding men not using Social Media this way cannot be validated completely. The observation of the German Facebook page of the Glossybox for men showed that both female and male users commented about delivery details of the box and their satisfaction with the products in the box. This shows again possible cultural differences among the men.

Instead of having a Swedish Facebook page for the male customers, Glossybox launched an Instagram account called 'themanbox', but has not developed an exact strategy for the usage of this platform (Participant A). Even though this account has not existed for long, the observation showed that there were already numerous reactions by users commenting on the first manbox. What stood out mostly was the fact that these users were all male, so the strategy of targeting the men seems to have worked well here. Moreover, during the observation conducted on the Instagram account of the manbox, many prominent male followers could be found, such as Alexander Skarsgård (actor), Adam Tensta (musician) and Anton Hysén (soccer player) (Instagram, 2013).

Moreover, the existing Social Media channels for the female Glossybox, such as Youtube and Twitter will not be used in the same way for the manbox:

Participant A:

“For girls, we post tutorials of makeup and hair. At this moment, we don't have any plans of doing this for the manbox because then we would get too close to the boarder of what is enough metrosexual. We want an average guy to be able to subscribe to the man box without it being seen as too metrosexual. The males shouldn't have to be extremely interested in beauty in order to be attracted to the box. By having tutorials, we are getting too extreme and might scare away the average guy”

This statement also refers to the delicate topic of metrosexuality, which is explained further in the last section.

This section can be connected to the literature, where McMahon (2012) stresses the importance of Social Media when marketing beauty boxes. By choosing the right platforms and handling them properly, Social Media can facilitate word of mouth effects about the boxes (McMahon, 2012). As evaluated above, Glossybox has separate areas of usage of the Social Media platforms. This was done consciously by the company, although no overall strategy could be detected.

### 5.2.3 Word of mouth

All three interviewees agree that for Glossybox, word of mouth is a crucial source for acknowledgment. However, participant B stated that there is a great difference in the way males and females are using this, and explained that females are more likely to share information with each other, but males “don't have the instinct to tell other people these kind of things”. Participant A agreed and believed that it is more difficult to achieve effects of word of mouth when dealing with male customers.

Participant A:

“We offer the same product to males and females, but males don't talk about beauty with friends in the same way. They don't call each other to discuss the products in the box with their friends. They don't talk as much about the products but keep it more to themselves”

And exemplified this with the following:

Participant A:

“For example, in 50 % of the cases the customers that have instagrammed a picture of the male box after receiving it are the girlfriends of the male receiving the box. There are many thousand people that put pictures on Glossybox each month writing comments such as ‘look, so nice, this is my Glossybox’. We haven't sent out that many man boxes yet, but there are not that many males putting out pictures like this compared to females”

Participant C introduced another interesting aspect of word of mouth for male customers, the functional emphasis:

Participant C:

“For example, if a guy shaves and gets pimples, there is an active search for a solution. This is something that guys can talk about”

This relates to the functionality of the product, which will be expanded further in the next section regarding marketing masculinity.

To sum up, this section showed that the marketing strategy of the female Glossybox differs in most of the cases from the marketing for the manbox. Especially the choice of channels differs depending on the different needs of the genders. Moreover, it was highlighted that the marketing has to differ from one country or culture to another, due to varying preferences. This can be assumed to origin from cultural differences.

### **5.3 MARKETING MASCULINITY**

In two of the three interviews the fact that Glossybox cannot and does not use the gender differences in the marketing activities was emphasized. Participant A perceived the main gender difference as the fact that men talk less about and use less cosmetic products. Participant B agreed and stated that Glossybox wants to educate the males “to think outside the box” and develop a beauty routine. However, there were in fact several aspects that showed an adaption to the differences in gender. These will be discussed below.

Participant A stated that when developing the manbox, they wanted to create a brand separated from the female Glossybox. In line with this, it was important to launch the manbox without using the actual name Glossybox due to the following reason:

Participant A:

“Glossybox sounds so girly”

This can be explained by the importance of distancing the male products from the female (McNeill & Douglas, 2011). As cosmetics can easily be associated with femininity or homosexuality, a different name makes it more clear to the customers that the male box does not have any relation to the female box. Here, the Swedish Glossybox makes use of the male preference of male-only brands (McNeill & Douglas, 2011), as these help men distincting themselves from female users. However, the observation showed that the German market does this differently. Here, the male Glossybox is not called manbox like on the Swedish market, but 'Glossybox for men'. That way, they use the male preference of having products that are clearly for men through the addition 'for men'. This can therefore be compared to brands like 'Nivea for men' that make the target group clear through the name 'for men', (Knörzer & Rennhack, 2010). For this, also the colors and the design play an important role.

Moreover, the manbox and the Glossybox for men differ from the female Glossybox in design, since they are in grey, brown or anthrazit colours. This can be seen in Appendix 6. However, participant B stated not to know whether this could be explained by the preferences of the customers or by the company's strategy. The observation regarding the colours correlates with the theoretical findings. Hall et al. (2013) found that the male cosmetic packaging in most cases are coloured in black, grey and white, which are associated with masculinity. This can also be explained by the importance of distancing the male products from the female (McNeill & Douglas, 2011). Moreover, the conducted observation showed that the colour does seem to appeal to the men that are making the German unboxing videos on YouTube. One of these men even stated that he likes this box better than the pink box that the girls receive. Moreover, various girls stated they find the colour manly. This could also be observed on the Facebook page for the German manbox. The colouring scheme of this page consisted mainly of black, white and grey.

Furthermore, the boxes are different in other aspects as well. Glossybox is using the male preference for functionality for the manbox. Participant B explained that for the female customers of Glossybox, the purpose is to allow women to try new products, something that they seem to enjoy. Moreover, the

surprise of receiving exciting products each month is an incentive to subscribe for the females, according to participant B. However:

Participant B:

“For guys, it is more functional”

Therefore, the reason to subscribe for males is the functional aspects of trying new products, which, according to participant B “involves less feelings than compared to what the Glossybox does for women”. Furthermore, participant B acknowledged that male cosmetic products emphasize the technical benefit of the product to a greater extent than for female products. This is exemplified as follows by participant B and C:

Participant B:

“I think it is more about the ‘caffeine that wakes up your hair’ instead of becoming pretty”

Participant C:

“We are showing the males that there are products to solve their problems, for example darkness under the eyes”

The emphasis on the functional aspects of male products is also acknowledged by several researchers (Schouten, 1991; Cox & Dittmar, 1995; Gill et al., 2005; Bakewell et al., 2006; McNeill & Douglas, 2011). They found that men put great importance on the function of a grooming product, instead of on beautification, which is associated with being female or gay. Men who use cosmetics must at the same time show that they do not have an inappropriately large interest in their appearance in order to keep up their masculinity, and therefore showing that beautification is not the reason for them to use cosmetics (Hall et al., 2013). Therefore, the functions of satisfying a need, solving a problem or being health related are being emphasized when marketing male cosmetics (Hall et al., 2013). The observation showed that this was common in the YouTube videos of male users. When they were unboxing the products, they talked about the function of the products and how



that would help solving their problems. Furthermore, on the Facebook page of the German Glossybox, it is stated:

“Time intense consultation talks and exhausting trying out in the perfume or department store are not everyone’s favourite activity. Glossybox men simplifies this search of suitable grooming products for all men” (n.d.)

Another evidence of the emphasis put on functionality could be found in the leaflet that is inside the manbox. In the introduction the following text is stated:

“This box will let you try the best products on the market, and when you find a favorite, you can confidently walk into the beauty compartment and buy it” (2013)

This confirms the statement of participant B about the functional aspect of the box. It also implies that men do not want to be seen trying out the products, which is in line with McMahon (2012), who says that beauty boxes allow men to try out samples without having to be seen trying them in public, as they were traditionally marketed to women.

Another aspect of gender differences is the language in which the consumers of the manbox are addressed. This was visible in the leaflet that goes with the box (Appendix 4). According to participant A more humour and a relaxed way of writing are used when writing to the males. When communicating with the female customers, a cute language is used, such as “Hi Glossies”, stated Participant A. Furthermore, the men receive more instructions. According to participant A, girls already know how to use the products, but men do not. Therefore they receive instructions on how to use the product. This was observed in the leaflet, as can be seen in Appendix 5. The leaflet is structured in categories such as ‘what’, ‘who’, ‘how’, ‘why’ and ‘place of purchase’. This clear structure facilitates the functional aspects for the male users, but at the same time also communicates with the males in an easygoing tone. This is in accordance with the statement of participant A as well as with the literature. Harrison (2008) found, that the male customers appreciate the advisory content on grooming products.

As the literature described, the male body is used in marketing to express the masculinity of a certain product (Patterson & England, 2000). Participant B found, that pictures of male models are not being used, only of products. According to participant B this is because it could be harmful to focus on a specific kind of man. However, the observation of the leaflet showed that several men were displayed, together with the products. This was also the case at the German Facebook page. There numerous pictures of males are being used, but mostly dressed and not showing a muscular naked body. Therefore it can be concluded that using the male body does have an importance in the marketing, even though not everyone might be aware of it.

Stereotypes are another aspect that is frequently used in advertising. For masculinity, these would be for instance strong, independent and hard, as suggested by Brown (2012). However, the interviewees disagreed whether these were used in the marketing of the manbox. Participant A stated that the stereotypes were used to a little extent. However, participants C and B stated that they were not used at all. In fact, participant B emphasized this specifically:

Participant B:

“If you are a company you shouldn't do something to enhance the gender roles or different ideals. You should be as neutral as possible”

Herewith participant B expressed a dislike concerning the usage of gender roles, even though the analysis beforehand showed that regarding certain aspects, this is nevertheless done by Glossybox.

The above showed that even though Glossybox does not think that they are using gender differences as suggested by the researchers, they actually are. The characteristics of the box are adapted to the needs of the male customers. The marketers in charge of the products, in this case the suppliers

and the person at Glossybox who decided to include this product in the box, thought about what men want and emphasized this in the marketing.

## **5.4 METROSEXUALITY**

As metrosexuality is closely related to using cosmetic products (Harrison, 2008), it also plays an important role for Glossybox. However, the perception of metrosexuality differs from one country to another. According to participant A, it is more accepted for men in Sweden to care about their looks, whereas in Germany it is seen as gay, since the males there “are too macho”. In France, according to participant A, it appears to be the same or even more, as the manbox does not work successfully there. Participant A thinks that due to the more metrosexual males in Sweden, the business market is modern enough for the concept of male cosmetics and thus the manbox will be more successful. This implies a link between metrosexuality and the manbox. Moreover, this shows that the culture has a significant influence on the perception of masculinity and metrosexuality, which has to be considered whether it can be used in marketing the products.

### **5.4.1 Metrosexuality in marketing**

The topic of metrosexuality in relation to Glossybox seems to be rather delicate. This is implied by analysing the following statement:

Participant B:

“You do want to say that metrosexuality is not related to the box but on the other hand you know it is connected”

However, despite the fact that metrosexuality is related to the manbox, Glossybox does not use this in the marketing because of the delicateness of the topic. This is an active choice motivated by following argument:

Participant A:

“We want to sell the box to a broad segment. Therefore, we want to lay low in the beginning regarding the metrosexuality”

An interesting point in this statement regards the time perspective. The fact that participant A emphasised that the metrosexuality should be modest in the beginning, could imply another ambition for later. This could further be connected to the social constructive perspective, where gender roles are done and undone. Hence, the role of the male might in the future be characterized by metrosexuality, which in turn would suggest Glossybox to consider adding makeup into the box, something that will be discussed later. As for the company today, it is important that the products are understood by and attract all kinds of men, stated participant C. Otherwise, participant C thought, some men could be scared off when the products appear too gay. Participant B explained that numerous heterosexual men are frightened to be perceived as being homosexual, and saw the following as one of the main challenges:

Participant C:

“How to attract everybody without excluding anyone”.

Participant B explained further that by targeting one segment, such as metrosexual or gay men, Glossybox could risk loosing other customers. Furthermore, participant B was sure that if the box was perceived as too female, despite the changed design and communication, the manbox would loose customers. Therefore, the solution was to decrease the femininity and therewith attracting both hetero and homosexual men, explained Participant B.

The delicate topic of being metrosexual, as the interviewees saw it, connects with the theory. The usage of cosmetics is the strongest characteristic of metrosexuality, as Harrison (2008) found, and therefore this is related to the manbox. However, using cosmetics is seen as antithetical for men, as Edwards (2003) stated, and a culturally sensitive topic (Silverman & Peräkylä, 2008). So with the first statement, participant B put this difficulty exactly in a nutshell. Furthermore Silverman and Peräkylä (2008) emphasize the fact that

the usage of cosmetics is a culturally sensitive topic, because this is traditionally related to femininity or homosexuality. This explains what all participants stated about the problem of the association with femininity and homosexuality, and therefore minimizing it. This dilemma could be observed in the Social Media channels too, especially on the Facebook page of the German market. As using cosmetics is associated with being female or gay, the focus is not on the products themselves, but on more general topics, such as sports, fashion trends as well as food and health. This is also in accordance with the literature. As Hall et al. (2013) state, stressing the fact that products are health related is important to men, when it comes to grooming products, in order to not associate them with beautification. Together with the functionality, the health factor is the most significant justification of using cosmetics (Schouten, 1991; Cox & Dittmar, 1995; Gill et al., 2005; Bakewell et al., 2006; McNeill & Douglas, 2011), which could be observed specifically on the German Facebook page.

Another sensitive subject closely tied to metrosexuality regards makeup. Participant C stated that if makeup were in the box, it would definitely be more metrosexual. Therefore Glossybox decided to not include makeup in the manbox, even though numerous men use it in form of concealer or foundation, according to participant A. The reason, according to participant A, is again the fact that metrosexuality should not be emphasized too much in order to reach a broad segment. However, participant C considered the possibility to add makeup to the box later, when men have become more used more to the manbox and more advanced in using cosmetics. Participant C further suggested that in order to not scare away certain types of men, customers could be able to answer the question 'are you interested in trying makeup products?' in the registration process.

Another reason for not using metrosexuality in the marketing of the manbox is the age. According to participant A, there is a great variety in age when it comes to metrosexuality: younger males are more open to using cosmetics and even makeup, but this is not the case for older men. Even though changes of acceptance might come, participant A thought that these older

men will still not use makeup, no matter how accepted it is among younger men. This is confirmed by the literature, McNeill & Douglas (2011) found as well, that image and appearance is becoming increasingly important for younger generations, much more than for older people.

This section showed that Glossybox is targeting both hetero- and homosexual men, therefore they do not make their marketing too metrosexual. The literature suggests that metrosexuality is related to men being more in touch with their feminine side (Dodd, Linaker & Grigg, 2005). However, as femininity is a delicate subject, Glossybox is trying to keep it rather low in the marketing practices. Therefore, Glossybox has taken many actions in order to decrease the risk of being seen as feminine. Examples of that are the name change, the design and the exclusion of makeup. What was found in the interviews and observation indicates that metrosexuality is still not fully accepted, that this is something the men are doing behind closed doors. This was especially visible through the fact that several interviewees talked about homosexual men when it came to the topic metrosexuality.

## **5.5 SUMMARY**

The summary paragraph aims at drawing conclusions from the findings in the analysis to the earlier presented theories in a more abstract manner.

In line with the social constructive perspective of this research, the norms of what the gender roles contain and thereby what is expected from the genders, in this case the males, are created by the society. By perceiving the development of gender roles from a historical perspective, this becomes visible through the changed role of the man. Researchers such as Connell and Butler have researched the cultural implications of gender. It can be argued that Glossybox is proceeding to influence the change of the male role in the Swedish culture.

Another interesting finding from the interviews is the participants' ambition to educate the male customers in using cosmetic products. This can be observed in the leaflet that is included in the manbox, where clear instructions are provided in order to teach the males the use of the products. Here, Glossybox is trying to change the behaviour of the males regarding their grooming procedures. Moreover, the reasons for this education are clearly to influence the males in having cosmetic products in their everyday life. This would, from Glossybox's perspective, lead to a broad customer segment of males. To put this more clearly, by creating the habit of grooming for the man, the company would gain subscribers for the box. This could be argued as being in line with the literature about doing gender since the company is aiming at changing the existing gender roles to a climate where male vanity and interest in beauty are accepted, and therefore create business for the company.

## 6 DISCUSSION

---

Based on the findings in the analysis, this chapter will present a strategy model that can be implemented by companies to facilitate their marketing activities. The developed model will be introduced and the strategies will be described in depth. This will include details regarding how the marketing can be conducted in a beneficial manner. The chapter will finish by comparing the different strategies in order to create an understanding of how and when they should be used.

---

As the analysis in the previous chapter implied, men are very different from women, especially when it comes to accepting typically female products, such as cosmetics. Therefore, several barriers have to be overcome regarding the marketing of these products. The analysis indicated differences in ways how to approach males, however, these approaches were not conducted according to a specific strategy. By developing a clear strategy of how males should be approached, the implementation of a male customer segment could be facilitated. The strategy must be adapted to the culture in the society and to the type of male that is targeted; otherwise the company can fail in attracting the right customer or even appeal parts of the desired target group. Therefore, four strategies were developed for companies providing men's cosmetics to apply individually to their target group. These strategies do not have to be used singularly, but can easily be combined throughout time. In the following section, the four strategies are introduced and described. In order to enhance the understanding of these strategies, they are visualised in a model with the keywords, as shown below in figure 6.1. Moreover, the marketing details of the strategies will be visualised in a table, providing the reader with more detailed information.



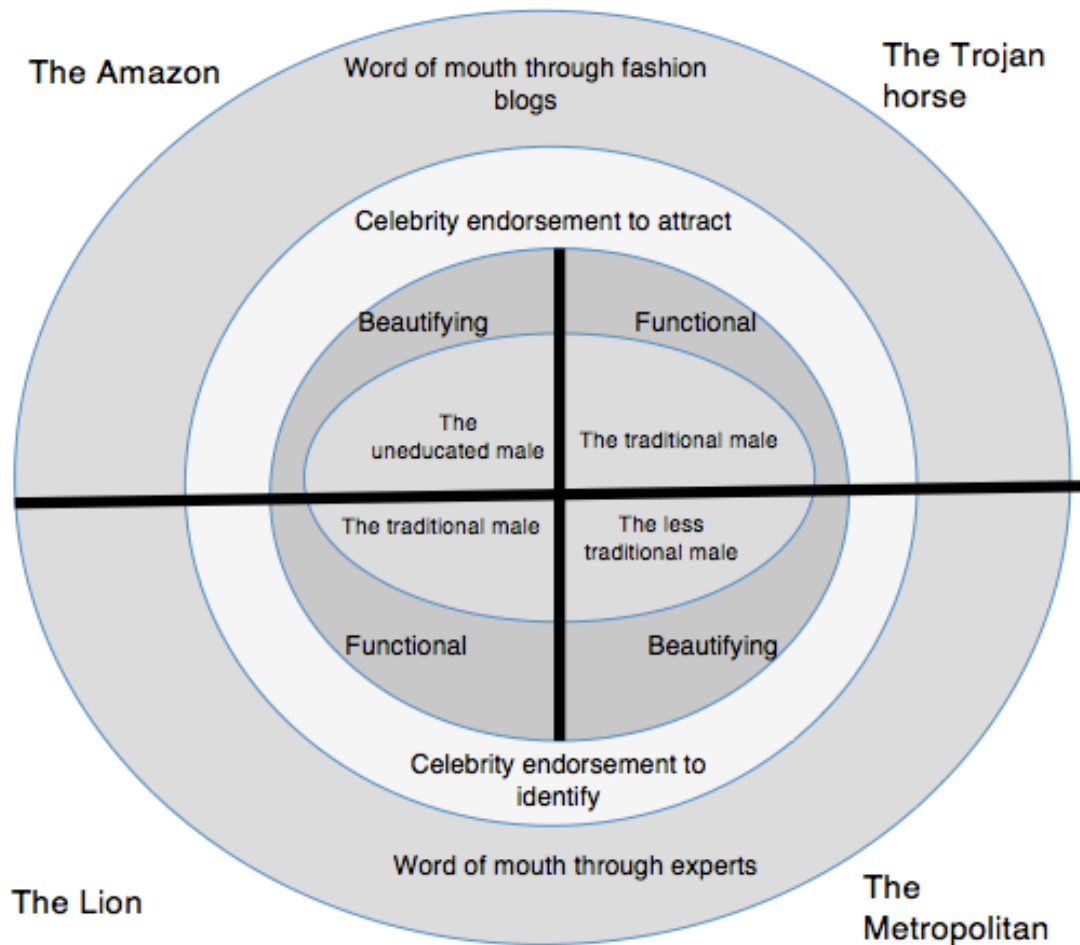


Figure 6.1: Cosmetic Marketing Strategy Model

The four different strategies are: The Amazon, The Trojan Horse, The Metropolitan and The Lion. As the model shows (figure 6.1), the four strategies have their similarities and differences. The two top strategies are more alike, and the same with the two below, due to the person that is targeted. The key words in the inner circles refer to the most important categories for marketing male products, which were identified in the analysis. As an overview, figure 6.2 displays these major aspects.

	<b>The Amazon</b>	<b>The Trojan Horse</b>	<b>The Metropolitan</b>	<b>The Lion</b>
Word of mouth	Fashion blogs	Fashion blogs	Expert	Expert
Celebrity endorsement	Attract	Attract	Identify	Identify
The product	Attract females	Attract females and males	Attract males but in a more female way	Only attract males
Purpose	Beautifying	Functional	Beautifying	Functional
Language	Cute and emotional	Fun and instructive	Fun	Fun and functional
Aspects of masculinity	The man is uneducated	The traditional male	The less traditional	The traditional male

Figure 6.2: Details of marketing strategies

Each strategy is described below together with details of the recommended marketing activities belonging to the strategies presented in figure 6.2.

### 6.1 THE AMAZON

The first strategy is centred around the women. As the Analysis showed, men often do not know where to purchase cosmetics and what to get. Furthermore, females were identified as significant influencers and often even the buyers of the products. These aspects provide the base for the first strategy, called ‘The Amazon’. Here, the female purchases the cosmetics for her male partner, thus she has the role of both the influencer and purchaser together. The male person solely has the role of the consumer. Furthermore, the male is uneducated concerning cosmetics, and is therefore in need of help in order to enhance his beauty. The female is familiar with cosmetics and is already a customer of the company.

In this strategy, the product should attract females since the woman both purchases the product and influences the man to use it. Therefore, the marketing should be targeted at the female, mainly using the existing channels for the female products. These channels will most likely include Facebook and fashion blogs as the primary source of communication, since these platforms have shown to be attractive for females, especially regarding

word of mouth. Furthermore, celebrity endorsement is likely to be an effective marketing tool. The celebrity should attract the female and pose an ideal image of how the boyfriend should be like. As the research has shown, the main purpose when attracting females is beautification, which should be emphasized. The company should therefore focus on aspects like how to improve the female partner's appearance. Moreover, the language of the male marketing should not differ immensely from the language of the female marketing. In other words, the language can be rather cute and emotional. The level of masculinity can be rather low, as the male is uneducated and does not purchase the product himself.

## **6.2 THE TROJAN HORSE**

Also in the second strategy, the female plays an important role. However, here she is solely influencing the male to purchase the cosmetics. The females will work as a Trojan horse for the company in order to get close to the male customers. Thus female partner will create an awareness of the product and of the company in the male consumer's mind. As the analysis showed, women often influence males, which supports this strategy. Particularly the fact that the female recommendation of a product increases the likelihood of males using the product, serves as the basis of this strategy. Moreover, the fact that two third of male consumers actually buy the products themselves further supports this strategy.

The marketing should therefore be targeted at the women, as for example in the advertisement using Leonardo DiCaprio mentioned in the analysis. At the same time, it is crucial that the advertisement is not perceived as too feminine so that men do not associate the product with homosexuality or femininity. The emphasis of the marketing should be on functionality and the traditional values of masculinity. Therefore, the language should not be too emotional but more fun and instructive. This will facilitate the male to learn to use and appreciate the product by himself. Regarding word of mouth, also here blogs can be used, as the women have to be attracted. However, the goal of this

strategy is to get the males to purchase the product by themselves after having it introduced by a woman, therefore the male aspects of the marketing are important. In comparison with 'The Amazon' the importance of masculinity is the most vital difference. Here, the company has to balance attracting females with having a truly masculine product and communicating this clearly.

### **6.3 THE METROPOLITAN**

The third strategy targets the metrosexual man. The strategy will include attracting the male by creating an image of fun and beauty. The aspects of masculinity that will be used are less traditional than for the other strategies. Moreover, another vital difference from the other strategies is that the culture in the society is accepting males to use makeup on a regular basis. This has implications for the whole beauty industry, by enlarging the product categories and adding makeup products. As recognised from the theory chapter, the term non-hegemonic perception of masculinity is applicable here. This is the case since a male person can be associated with femininity and metrosexuality without being perceived in a negative way.

Regarding the marketing in this strategy, the way of using Social Media will differ from the earlier presented strategies. Since the usage of cosmetics and makeup are widely accepted, there will be opportunities of exposure on YouTube. Firstly, the companies can create tutorials showing the audience special tricks to optimize the usage and herewith act like an expert. Moreover, the customers will have their own channels, trying out and evaluating products. Hence, this is also a vital source of word of mouth. When using celebrity endorsement, the metrosexual should be able to identify himself with the person in the advertisement. As it is a man who is targeted, the aspects of the marketing should be masculine, but can however be less traditional and perhaps even include topics such as makeup. The product should attract the male, for instance through adaption of the design and emphasis of functionality, but it should at the same time also include female aspects such as beautification.

## **6.4 THE LION**

For the fourth strategy, the theory of the 'übersexual man' can successfully be applied. The males in this world are masculine, but still have an interest in their appearance. They are "more complex, more thoughtful, more culinary and better groomed than macho man, but more traditionally masculine than the metrosexual" (Mermelstein & Fielding, 2007, p.6).

Here, the key words of the marketing will include traditional masculinity, fun and functionality. In this strategy, stereotypes can beneficially be used. The colour and design of cosmetics should be very manly, since this is an important aspect of the men's image. Furthermore, in contrast to the other strategies, the name is an important aspect and should be different here. In order to keep products attractive to the 'übersexual man', the name has to differ completely from the female name. Hence, the appearance and the name of the product should to be distinctly male, even though there is no shame of being feminine in the society. Furthermore the word of mouth marketing regards relying on experts, as the target group respects these. When it comes to celebrity endorsement, the chosen person has to be traditionally male, so that the target group can identify with him. Hence, 'The Lion' strategy is emphasising the functionality and the manliness of the product.

## **6.5 CHOOSING THE RIGHT STRATEGY**

The indicators for which strategy to implement depend on the culture of the country or the society that is targeted by a company. One important aspect here is the perception of masculinity and herewith the acceptance of metrosexuality, which has an important influence on the marketing. As mentioned in the introduction of this chapter, the strategies can be combined with each other. For instance, 'The Trojan Horse' could be used as a door opener when a product is introduced to the market. When the product is established in the market, the strategy could change to 'The Lion', only targeting the men. Another important aspect for the company to consider is

how flexible it is in product adaptation. If the company has limited resources to adapt the packaging and the communication of the product, this should be a factor of determent in the decision process.

---

## 7 CONCLUSION

---

The seventh chapter will summarise the conducted research. Here, the findings of the analysis will be developed further in order to facilitate the understanding of the contribution of the research. The chapter will start by concluding the main findings of the study, followed by managerial implications. In order to facilitate future research in the area, the chapter will also regard theoretical implications and the limitations of this study.

---

Both the literature and the empirical findings recognise the existing differences between males and females regarding preferences of products and their marketing. This study shows that marketing has to be performed differently according to the genders.

However, prior research found that most of today's marketing is gender neutral. This is also acknowledged in this research, where Participant B expressed the dislike of using gender roles in marketing. These two findings revealed a lack of knowledge of how gender can be capitalised upon in marketing. This lack of knowledge indicated a need for strategies regarding how this could be conducted. Based on prior research and the findings in the interviews, it could be assumed that companies do not seem to possess knowledge about how, why and when gender should be considered in marketing. This study shows that companies must acknowledge the importance of the different preferences of the genders. This can be argued to be extra important for a company dealing with gender adapted products, such as Glossybox. By utilizing the gender differences, a company could develop a beneficial marketing strategy. In order to facilitate these decisions for a company, this thesis developed four strategies for this purpose.

This study focuses on the male beauty industry. Here, grooming products for men had to be adapted in multiple ways, such as design, name and communication, in order to be accepted by and attract the men. If the males perceive the product as too closely associated with femininity and homosexuality, the company risks repulsing them. Moreover, this study finds

that men can be reached through different Social Media channels than women.

Another major finding of this study is that the type of marketing that would be most beneficial for a company depends highly on the culture of the target group. Therefore, a strategy model was developed that can be applied to different cultures and societies. By combining the degree of acceptance of metrosexuality in the community with different approaches to Social Media, four different strategies were presented on how to attract male customers.

Moreover, the literature suggested a changed role for the male. He is now more concerned about looks and beauty than he was in the past. This can also be observed in the example of Glossybox. Glossybox was an early adapter to the new market of male beauty boxes. As the role of the male has changed and therewith created a new demand for male grooming products, the male cosmetic market can be assumed to grow further since more companies will discover the market opportunities. Therefore, the developed strategies in the analysis chapter are relevant for the area of research, but also useful from a managerial perspective. The strategies can facilitate a company's understanding of the cultural effects of masculinity in order to come up with a favourable marketing strategy.

By interpreting the findings from the analysis and discussion chapter, the posed research questions can be answered.

RQ1: What is important to males when it comes to marketing cosmetic products and how can that be used in practice?

By analysing the results from the study, it can be suggested that in order to attract males, different Social Media channels should be used compared to females. Moreover, consistency could be found regarding the opinion that the male products have to be distinctly different from their female counterpart. The examples given in this study included among others an adaption of the design, name and communication. However, the answer of this research question depends on the type of man the company is targeting. Therefore, in



order to facilitate an understanding for this question and to provide a practical suggestion of how this could be implemented, the strategy model was provided as a tool for the analysis. By introducing four different strategies on how a company can perceive and use masculinity in practice, the process of structuring the company's marketing activities can be facilitated.

RQ2: Are there strategies for marketing male cosmetic products?

By interpreting the findings of the research, no specific strategies regarding marketing of male cosmetics could be detected, neither with the case company, nor in the theory reviewed. However, as the Analysis shows, the case company uses several aspects in the marketing that distinguished the marketing activities of cosmetic products targeted to female and male. These marketing activities could now be incorporated to any strategy, hence the need for this was realised. Therefore, this study developed the model presented in the analysis, so that companies can follow a specific strategy for the marketing.

RQ3: Who is targeted when marketing male cosmetics, males or females?

The findings from the research reveal that surprisingly often the women are targeted for male cosmetic products. In the situation where a company is launching a male variant of an already existing female product, the logic is perspicuous since the female is already aware of the company and its products. Also supporting this argument are the findings about females being important influencers regarding male beauty products. The strategy model enables an understanding for the type of customer to be targeted. The target customer depends highly on the culture of the targeted society and its degree of acceptance of metrosexuality.

**Problem statement: How is the concept of masculinity involved in the marketing strategy of male cosmetic products?**

In Chapter 1, the problem formulation was presented. After conducting the research, and finding specific answers to the research questions, this issue will hereby be discussed.

As suggested in the discussion chapter, the role of masculinity is dependent on the type of male that is targeted. As the strategy model showed, the target customer can be completely different from the actual user of the product, which increases the importance of having a clearly formulated target. The results from the study imply that the metrosexual aspects of masculinity have to be used carefully and deliberately. As found in the interviews, there is a fear of appalling other men by targeting a specific male, in this case the metrosexual man. Moreover, the importance of masculinity varies in the four strategies. In the strategy focusing on targeting female purchasers, 'The Amazon', the masculinity plays a different, and possibly less important role than for example for the lion strategy.

However, the case study implied that masculinity plays a less important role in the marketing communication than expected. Glossybox was still targeting mostly females and was not convinced about whom the male target customer was. An important note here is that even though females are targeted, masculinity could and should still be used in the marketing.

Summarised it can be said, that masculinity can, and should, be involved in different ways, depending on who the target customer is. The marketing has to be adapted to these characteristics.

## **7.1 CONTRIBUTION**

This study contributes in numerous ways, both theoretically and practically. In the literature, Seock and Bailey (2008) and Aljukhadar and Senecal (2011) discussed the fact that companies could derive essential knowledge about their customers, if they understood the differences between male and female preferences. This study supports this and further contributes with specific knowledge about how to adapt the marketing to males in particular.

Moreover, the importance of direct targeting was discussed by researchers such as Aljukhadar and Senecal (2011). Cramphorn (2011) even found that

targeting solely one specific gender in advertisements is more effective than targeting both genders. This study found that this is an important issue. Furthermore, this was concretised with suggestions on how to target the males. More specifically, this study suggests that direct targeting is even more important when the product is gender specific, as in the case of masculine cosmetic products. With this, the research conducted has developed the area of research regarding direct targeting from a gender perspective.

Masculinity is one of the topics that were discussed in previous studies. A disconnection was found regarding its relevance when marketing a typically female product. This research found that masculinity is an important factor indeed. However, how masculinity should be applied in the situation of marketing male cosmetics was found to be dependent on who the target is. If the product is perceived as feminine, hence not adapted enough to meet the needs and wants of the men, their masculine identity could be harmed. Nonetheless, there is no defined level of femininity that is accepted by the males since this depends on their relationship to metrosexuality. In order to bring clarity in this complex question, this study indicates in which contexts that it is beneficial to use masculinity, as showed in the four different strategies.

Another disconnection that was found in previous studies regards masculinity and consumption, which previously solely had been investigated from a consumer perspective. Therefore, this study contributes to these studies by offering a managerial perspective and a practical strategy model for companies to use when marketing to males. Even more interesting here was that no studies could be found regarding if and how masculinity is affected by feminine consumption. The former research has developed theories regarding the importance of gender differentiation and how this affects consumption. However, these studies have emphasised the situation of where a male consumes masculine products in order to strengthen his role as a man. This research contributed by suggesting implications of how masculinity should be handled when the product is perceived as feminine. The study concludes that

there are different approaches to this complex situation, which are presented in the strategy model.

The concept of metrosexuality was enriched in this study through showing how metrosexuality is related to marketing of cosmetics. It was found that metrosexuality is a sensitive topic. Even the employees at Glossybox, a company providing male cosmetics, perceive metrosexuality as a complicated issue that should rather be left aside than utilized. The research reveals that metrosexuality should not be directed to certain types of males as that would be perceived as too feminine. However, the history of the evolution of the genders implies that the gender roles, and especially masculinity in this case, have developed at a fast pace. Therefore, it can be assumed that the acceptance of metrosexuality will continue to develop fast as well.

Moreover, this study also contributes with additional aspects to the previous literature. As indicated in the literature, females often have a high influence on the males' purchasing decisions. This study found that females are an important channel to reach the male customers. Furthermore, females do not only have a high influence and existing knowledge of cosmetics, but also often purchase the cosmetics for their men. However, this research concludes that a company should be cautious about targeting females for male cosmetics, since this could detract the male purchasers. Moreover, this study contributed with the finding that the marketing of cosmetics depends significantly on the culture of the consumer that is targeted. This is a vital understanding for companies. Additionally, as there were no existing strategies suggesting how this could be conducted, this research contributed by developing a model. This model provides companies with a tool for their marketing strategy.

Lastly, as the literature review displayed, specific strategies regarding the marketing of traditionally female products to men were missing. This study therefore contributes to this with the development of the strategy model

## **7.2 IMPLICATIONS FOR FUTURE RESEARCH**

This study offers several implications for further research. First of all, this research was solely conducted in Sweden and Germany. Therefore, it would be advisable to analyse the topic in other countries with different cultures. This way the results could be compared to each other and the strategy model could be applied. Moreover, future studies could investigate other cosmetic companies and compare whether the research results coincide. Here, a multiple case study would be an interesting research design for future studies. In addition, the phenomenon of using females as a target group for male cosmetics could be researched more in depth. As this study showed, research from a managerial perspective is valuable and should be conducted more frequently in gender marketing.

## **7.3 MANAGERIAL IMPLICATIONS**

The developed model is most applicable to companies that are providing female cosmetic products and that want to launch male products as well, or solely want to optimize their marketing strategy for male cosmetics. However, also companies offering another product that is traditionally female, can make use of this model. A company that is working the other way around, so targeting women for a traditionally male product, can use the model as well, after adapting the male specifics to the females.

With the presented strategy model, this study provides companies with the opportunity to enhance and structure their marketing activities. The model facilitates effective targeting of the right customers, knowing when to use masculinity and which channels to be present in. When applying the model, companies must consider the culture of their target group as this has shown to pose a significant influence on which strategy to use. In a country with high acceptance of metrosexuality, it is easier to approach the men without focusing on the women. On the other hand, in a country with exceeding

masculine culture, 'The Trojan Horse' and 'The Lion' strategy could be beneficial.

Furthermore, the product and the target group must be profoundly analysed in order to decide whether and how the marketing should be adapted to the males. This study showed that cosmetic products could be a sensitive subject for males, as they face the risk of being considered as too feminine or homosexual. Therefore, it would be advisable for a company to adapt the products and marketing activities as described in the analysis and discussion chapters, in order to avoid the harmful association with female products.

#### **7.4 LIMITATIONS**

There are certain limitations of this study. Firstly, this study had a focus on the countries Sweden and Germany; therefore the results may not reflect the operations of other countries. The extent to which products have to be adapted, how accepted metrosexuality is and which Social Media channels to use are likely to vary from one country to another. However, the model is aimed for a universal usage in order for companies from many countries to apply it. Another limitation of the study is that solely Social Media channels were observed and analysed. The results could be different in traditional media. Furthermore, due to time restrictions, this study only offers a managerial perspective. Thus, the perception of the consumer is not researched. This, however, could be investigated in further research, as mentioned above. Another limitation could be the fact, that the literature does not specifically focus on Swedish and German theory but discusses worldwide theory, which could interfere with the results. Another limitation that has to be acknowledged is the fact that solely three interviews were conducted, due to problems of accessing interviewees. However, since the three participants were important key persons offering in depth knowledge and the study included comparative virtual observation, this is argued to be compensated.

## 8 REFERENCE LIST

- Aggarwal, A. (2009). Social Media Strategies for Hotels, Milestone Internet Marketing. Available Online: <http://blog.milestoneinternet.com/web-2/social-media-strategies-for-hotels/> [Accessed 15 April 2013]
- Alexander, A. (2006). Behind today's men's grooming trend there is a demanding woman. *Drug Store News*, vol.28, no.8, p.143
- Aljukhadar, M. & Senecal, S. (2011). Segmenting the online consumer market, *Marketing Intelligence & Planning*, vol.29, no.4, pp.421-435
- Alreck, P.L., Settle, R.B., & Belch, M.A. (1982). Who Responds to "Gendered" Ads, and How?, *Journal of Advertising Research*, vol.22, no.2, pp.25-32
- Alvesson, M. (2003). Beyond Neopositivists, Romantics, and Localists: A Reflexive Approach to Interviews in Organizational Research, *Academy of Management Review*, vol.28, no.1, pp.13-33
- Armellini, G. & Villanueva, J. (2011). Adding social media to the marketing mix, *IESE insight Magazine*, vol.3, no.4, pp.29-36
- Bakewell, C., Mitchell, V., Rothwell, M. (2006). UK generation Y male fashion consciousness, *Journal of Fashion Marketing and Management*, vol.10, no2, pp.169-180
- Barletta, M. (2006). Marketing to women – How to increase your share of the world's largest market, Kaplan Financial Series, Chicago: Dearborn Trade Publishing
- Baron-Cohen, S. (2003). The Truth about the Male and Female Brain, New York: Basic Books
- Bergoffen, D. (2010). Stanford Encyclopedia of Philosophy, Available Online: <http://plato.stanford.edu/entries/beauvoir/> [Accessed 20 April 2013]
- Borkowski, U. (2007). Gender Marketing – Geschlechtsspezifische Unterschied und Implikationen für die zielgruppenadäquate Marktbearbeitung, Munich: GRIN Verlag
- Boyd, D.M. & Ellison, N.B. (2007). Social Network Sites: Definition, History and Scholarship, *Journal of Computer-Mediated Communication*, vol.13, no.1, pp.210–230
- Bristor, J.M. & Fischer, E. (1993). Feminist Thought: Implications for Consumer Research, *Journal of Consumer Research*, vol.19, no.4, pp.518-536.

Brower, K.J., Blow, A.J. & Hill, E.M. (1994). Risk factors for anabolic-androgenic steroid use in men, *Journal of Psychiatric Research*, vol.28, no.4, pp.369-380

Bryman, A. & Bell, E. (2011). *Business Research Methods*, 3d edn, Oxford: Oxford University Press

Brown, M.T. (2012). *Enlisting Masculinity: The Construction of Gender in US Military Recruiting Advertising during the All-Volunteer Force*, New York: Oxford University Press

Brown, H. (2012). *Marx on Gender and the Family: A Critical Study*, Leiden: Koninklijke Brill NV

Butler, J. (2004). *Undoing Gender*, London : Routledge

Byrnes, J.P., Miller D.C. & Schafer W.D. (1999). Gender differences in risk taking: a meta analysis, *Psychological Bulletin*, vol.125, no.3, pp.367–83

Byrnes, N. (2006). Secrets of the male shopper, *Business Week*, pp.44–54.

Campbell, C. (1997). Shopping, pleasure, and the sex war. In Falk, P. & Campbell, C. (1997). *The Shopping Experience*, pp. 166–175, London: Sage

Carniel, J. (2009). Sheilas, wogs and metrosexuals: Masculinity, ethnicity and Australian soccer. *Soccer & Society*, vol.10, no.1, pp.73-83

Chandler, D. (2010). Gramsci and hegemony. Available Online: <http://www.aber.ac.uk/media/Documents/marxism/marxism10.html> [Accessed 5 April 2013]

Chen-Yu, J.H. & Hong, K. (2002). Antecedents and consequences of consumer satisfaction/dissatisfaction with the performance of apparel products at purchase and after consumption: a comparison of male and female South Korean consumers, *International Journal of Consumer Studies*, vol.26, no.2, pp.117–127

Chen-Yu, J.H. & Seock, Y. (2002). Adolescents' clothing purchase motivations, information sources, and store selection criteria: a comparison of male/female and impulse/nonimpulse shoppers, *Family and Consumer Sciences Research Journal*, vol.31, no.1, pp.50–77

Cho, H., & Jialin, S. K. (2008). Influence of Gender on Internet Commerce: An Explorative Study in Singapore, *Journal of Internet Commerce*, vol.7, no.1, pp.95-119

Chiu, Y., Lin, C. & Tang, L. (2005). Gender differs: assessing a model of online purchase Intentions in e-tail service, *Journal of Fashion Marketing and Management*, vol.16, no.5, pp.416–435



Chrisodoulides, G. (2009), Branding in the post-internet era, *Marketing Theory*, vol.9, no.1, pp.141-144

Clarkson, J. (2005). Contesting masculinity's makeover: Queer eye, consumer masculinity, and 'straight-acting' gays, *Journal of Communication Inquiry*, vol.29, no.3, pp.235–255

Coad, D. (2008). *The metrosexual: Gender, sexuality, and sport*, New York: State University of New York Press

Connell, R. W. (1987). *Gender and Power: Society, the Person, and Sexual Politics*. Stanford, CA: Stanford University Press.

Connell, R.W. (1995). *Masculinities*. Berkeley: University of California Press

Connell, R.W. (1998). Masculinities and Globalization, *Men and Masculinities* vol.1,no.1, pp.3–23

Connell, R. W., & Messerschmidt, J.W. (2005). Hegemonic Masculinity: Rethinking the Concept, *Gender & Society*, vol.19, no.6, pp.829–859

Connell, R.W. & Wood, J. (2005). Globalization and Business Masculinities, *Men and Masculinities*, vol.7, no.4, pp.347–364

Corrigan, P. (1997). *Sociology of consumption: an introduction*, London: Sage Publications Ltd

Coupland, J. (2007). Gendered discourses on the 'problem' of ageing: consumerized solutions, *Discourse & Communication*, vol.1, no.1, pp.37–61

Cox, J. & Dittmar, H. (1995). The functions of clothes and clothing (dis)satisfaction: a gender analysis among British students, *Journal of Consumer Policy*, vol.18, no.2, pp.237–265

Cramphorn, M.F. (2011). Gender effects in advertising, *International Journal Of Market Research*, vol.53, no.2, pp.147-170

Darley, W., & Smith, R. (1995), Gender Differences in Information Processing Strategies: An Empirical Test of the Selectivity Model in Advertising Response, *Journal Of Advertising*, vol.24, no.1, pp.41-56

Davis, I. (2002). *The Regulation Of Arms And Dual-Use Exports: Germany, Sweden And The UK*, Oxford: Oxford University Press, SIPRI

de Beauvoir, S. (1949). *The Second Sex*, New York: Alfred A. Knopf Inc

Dodd, C.A., Linaker, A.& Grigg, N.P. (2005). He's gotta have it: shopping dependence & the homosexual male clothing consumer, *Journal of Consumer Behaviour*, vol.4, no.5, pp.374–389

Dodson, D. (2006). Bloke's Grooming: Cosmetics and for Men Down Under. Available Online: [/http://www.euromonitor.com/Blokes\\_grooming\\_Cosmetics\\_and\\_toiletries\\_for\\_men\\_DownunderS](http://www.euromonitor.com/Blokes_grooming_Cosmetics_and_toiletries_for_men_DownunderS) [Accessed 19 April 2013]

Doong, H. & Wang, H. (2010). Do males and females differ in how they perceive and elaborate on agent-based recommendations in Internet-based selling?, *Electronic Commerce Research And Applications*, vol.10, no.5, pp.595-604

Douven, I. (2011). Abduction, *The Stanford Encyclopedia of Philosophy*, Available Online: <http://plato.stanford.edu/entries/abduction> [Accessed 19 April 2013]

Easterby-Smith, M., Thorpe, R. & Jackson, P.R. (2008). *Management Research: An Introduction*, 3rd edn, London: Sage

Edwards, T. (2003). Sex, booze and fags: Masculinity, style and men's magazines, In B. Benwell (2003) *Masculinity and men's lifestyle magazines*. Oxford: Blackwell.

Elliott, R & Elliott, C. (2005). Idealized images of the male body in advertising: a reader-response exploration, *Journal of Marketing Communications*, vol.11, no.1, pp.3-19

Falkow, S. (2009). Social media strategy, White paper, Available Online: <http://falkowinc.com/wp-content/uploads/2010/06/Social-Media-Strategy-Module-Whitepaper.pdf> [Accessed 26 March 2013]

Faludi, S. (1999). *Stiffed: The Betrayal of the American Man*. New York: HarperCollins Publishers Inc.

Fasteau, M.F. (1975). *The Male Machine*. New York: Delta

Fischer, G. (2005). *Warum Frauen gesünder leben und Männer jünger sterben*, Wien

Fisher, E. & Arnold, S.J. (1994). Sex, gender identity, gender role attitudes, and consumer behavior, *Psychology and Marketing*, vol.11, no.2, pp.163–182

Garbarino, E. & Strahilevitz, M. (2004). Gender differences in the perceived risk of buying online and the effects of receiving a site recommendation, *Journal Of Business Research*, vol.57, no.7, pp.768-775

Gefen, D. & Straub, D. (1997). Gender Difference in the Perception and Use of E-Mail: An Extension to the Technology Acceptance Model, *MIS Quarterly*, vol.21, no.4, pp.389-400

Gilder, G.F. (1973). *Sexual Suicide*, New York: Quadrangle

Gill, R., Henwood, K. & McLean, C. (2005). Body projects and the regulation of normative masculinity, *Body and Society*, vol.11, no.1, pp.37–62

Glossybox (2013). Om oss, Glossybox Homepage, Available Online: <http://www.glossybox.se/about-us> [Accessed 11 March 2013]

Glossybox Germany (2013). Alle Boxen, Glossybox homepage, Available Online: <http://www.glossybox.de/alle-boxen> [Accessed 4 May 2013]

Glossybox Facebook Sweden (2013). Glossybox, Available Online: <https://www.facebook.com/GlossyBox.se> [Accessed 28 April 2013]

Glossybox for men Facebook (2013). About, Available Online: <https://www.facebook.com/GLOSSYBOX.Men.de/info> [Accessed 12 May 2013]

Goffman, E. (1979). *Gender Advertisements*, London: Macmillan

Gray, R., (2004). The changing faces of man, *Marketing*, vol.28, no.3, pp.28–30

Grogan, S. (2010). Gender and body image: Implications for promoting body satisfaction, *Sex Roles*, vol.63, pp.757–765.

Hall, M., Gough, B., & Seymour-Smith, S. (2012). "I'm METRO, NOT Gay!": A Discursive Analysis of Men's Accounts of Makeup Use on YouTube, *Journal Of Men's Studies*, vol.20, no.3, pp.209-226

Hall, M., Gough, B. & Seymour-Smith, S. (2013). Stake Management in Men's Online Cosmetics Testimonials, *Psychology of Marketing*, vol.30, nr.3, pp.227-235

Hanna, R., Rohm, A. & Crittenden, V. (2011). We're all connected: the power of the social media ecosystem, *Business Horizons*, vol.54, no.3, pp.265-273

Harrison, C. (2008). Real men do wear mascara: advertising discourse and masculine identity, *Critical discourse studies*, vol.5, no.1, pp. 55-73

Hasan, B. (2010). Exploring gender differences in online shopping attitude, *Computers in Human Behavior*, vol.26, no.4 ,pp.597–601

Herbertsson, Linn. (2013). To All You Men Out There: Blog, Available Online: <http://www.tidningskungen.se/blogg/linnherbertsson/2013/3/22/for-alla-man> [Accessed 22 March 2013]

Hochman, N. & Schwartz, R. (2012). Visualizing Instagram: Tracing Cultural Visual Rhythms, *Association for the Advancement of Artificial Intelligence*, Available Online: [http://razschwartz.net/wp-content/uploads/2012/01/Instagram\\_ICWSM12.pdf](http://razschwartz.net/wp-content/uploads/2012/01/Instagram_ICWSM12.pdf) [Accessed 19 April 2013]

Holt, D. & Thompson, C. (2004). Man-of-Action Heroes: The Pursuit of Heroic Masculinity in Everyday Consumption, *Journal Of Consumer Research*, vol.31, no.2, pp.425-440

IBM (2007). Web 2.0 Strategy, Available Online:  
[ftp://public.dhe.ibm.com/pub/lotusweb/web20/10709800\\_Web\\_2.0\\_brochure.pdf](ftp://public.dhe.ibm.com/pub/lotusweb/web20/10709800_Web_2.0_brochure.pdf)  
[Accessed 10 March 2013]

Jaffé, D. (2005). Der Kunde ist weiblich – Was Frauen wünschen und wie sie bekommen was sie wollen, Berlin: Econ-Verlag

Jaffé, D. & Riedel, S. (2011). Werbung für Adam und Eva – Zielgruppengerechte Ansprache durch Gender Marketing Communication, Weinheim: Wiley-VCH Verlag GmbH & Co KGaA

Johnson, L. & Learned, A. (2004). Don't Think Pink, *American Demographics*, vol.26, no.4, p.12

Jones, R. (2009). Social media marketing 101, Part 1, Available Online:  
<http://searchenginewatch.com/3632809> [Accessed 15 February 2013]

Kacen, J. J. (2000). Girrrl power and boyyy nature: the past, present, and paradisaal future of consumer gender identity. *Marketing Intelligence & Planning*, vol.18, no.6-7, pp.345–155

Keelan, J., Pavri-Garcia, V., Tomlinson, G. & Wilson, K. (2007). YouTube as a Source of Information on Immunization: A Content Analysis, *Journal of the American Medical Association*, vol.298, no.21, pp.2481-2484

Kehoe, C., Pitkow, J. & Morton, K. (1997). Eighth WWW user survey, Available Online: [http://www.cc.gatech.edu/gvu/user\\_surveys/survey-1997-04/](http://www.cc.gatech.edu/gvu/user_surveys/survey-1997-04/). [Accessed 15 February 2013]

Kim, E., Mattila, A. & Baloglu, S. (2011). Effects of Gender and Expertise on Consumers' Motivation to Read Online Hotel Reviews, *Cornell Hospitality Quarterly*, vol.52, no.4, pp.399-406

Kimmel, M.S. (1996). Manhood in America: A Cultural History. New York: Free Press.

Knörzer, C. & Rennhack, C. (2010). Gender Marketing, *Reutlinger Diskussionsbeiträge zu Marketing & Management No. 4*, ESB Business School Reutlingen

Kreienkamp, E. (2007). Gender Marketing – Impulse für Marktforschung, Produkte, Werbung und Personalentwicklung, Landsberg am Lech: Mi-Fachverlag, Redline GmbH

Lembke, J. (2007). Der kleine Unterschied, Available Online: <http://www.faz.net/aktuell/wirtschaft/gender-marketing-der-kleine-unterschied-1488309.html> [Accessed 9 March 2013]

Lepir, J. (2002). State of The Industry, *Global Cosmetic Industry*, vol. 170, no.6, p.29

Lewis, W. (2009). Luis Althusser, Stanford Encyclopedia of philosophy, Available Online: <http://plato.stanford.edu/entries/althusser/> [Accessed 20 April 2013]

Liu, W., Lin, C., Lee, Y. & Deng, D. (2012). On gender differences in consumer behavior for online financial transaction of cosmetics, *Mathematical and Computer Modelling*. Available online: <http://www.sciencedirect.com.ludwig.lub.lu.se/science/article/pii/S0895717712002336> [Accessed 15 March 2013]

L'Oréal UK (2010). UK men's grooming report. Available Online: [http://www.loreal.co.uk/\\_en/\\_gb/pdf/LOreal\\_Mens\\_Grooming\\_Report\\_FINAL.pdf](http://www.loreal.co.uk/_en/_gb/pdf/LOreal_Mens_Grooming_Report_FINAL.pdf) [Accessed 5 April 2013]

Mahmoud, A.B. (2012). The Role of Gender in Syian Consumers' Beliefs about and Attitudes towards Online Advertising, *European Journal of Economics, Finance and Administrative Sciences*, vol.47, pp.90-99

Marche, S. (2012). Is Facebook making us lonely? The Atlantic Magazine, Available online: <http://www.elemath.ca/Readings/IsFacebookMakingUsLonely.pdf> [Accessed 20 May 2013]

McMahon, T. (2012). A beautiful plan, *Maclean's*, vol.125, no.19, pp.47-49

McGee, C. (2013). Notes on Interpellation, Longwood University. Available online: <http://www.longwood.edu/staff/mcgeecw/notesoninterpellation.htm> [Accessed 20 April 2013]

McNeill, L.S. & Douglas, K. (2011). Retailing masculinity: Gender expectations and social image of male grooming products in new Zealand, *Journal of Retailing and Consumer Services*, vol.18, no.5, pp. 448-454

Mermelstein, E. & Fielding, M. (2007). The evolution of man...again, *Marketing Management*, vol.16, no.4, p.6

Miller, T. (2006). A metrosexual eye on queer guy, *Lesbian and Gay Studies*, vol.11, no.1, pp.112-117

Mintel Oxygen (2011). Colour cosmetics – UK, Available Online: from [http://academic.mintel.com/sinatra/oxygen\\_academic/my\\_reports/display/id=545519&anchor=atom#atom0](http://academic.mintel.com/sinatra/oxygen_academic/my_reports/display/id=545519&anchor=atom#atom0) [Accessed 10 April 2013]

Mort, F. (1988). Boys own? Masculinity, style and popular culture, in: Bocock, R. (1993), *Consumption*, London: Routledge

Nassar, M. A. (2012). An investigation of Hoteliers' Attitudes toward the Use of Social Media as a Branding tool, *International Journal of Marketing Studies*, vol.4, no.4, pp.93-105

O'Barr, W.M (2006). Representations of Masculinity and Femininity in Advertisements. Available Online:  
[http://muse.jhu.edu/journals/advertising\\_and\\_society\\_review/v007/7.2unit07.html](http://muse.jhu.edu/journals/advertising_and_society_review/v007/7.2unit07.html) [Accessed 22 April 2013]

O'Reilly, T. (2005). What is Web 2.0. Available Online:  
<http://oreilly.com/web2/archive/what-is-web-20.html> [Accessed 15 March 2013]

Ostberg, J.J. (2010). Thou shalt sport a banana in thy pocket: Gendered body size ideals in advertising and popular culture, *Marketing Theory*, vol.10, no.1, pp. 45-73

Park, S. (2007). Dual Dominating Strategies of the Korean Hegemonic Masculinity: Advertisements for men's cosmetics, *Conference Papers -- American Sociological Association*, pp.1-67

Patterson, M. & England, G. (2000). Body work: depicting the male body in men's lifestyle magazines, *Proceedings of the Academy of Marketing Annual Conference*, University of Derby.

Patterson, M. & Elliott, R. (2002). Negotiating Masculinities: Advertising and the Inversion of the Male Gaze, *Consumption Markets And Culture*, vol.5, no.3, pp.231-246

Pope H.G. Jr., Phillips K.A. & Olivardia, R. (2000). *The Adonis Complex: The Secret Crisis of Male Body Obsession*, New York: Free Press

Pope Jr., H.G., Olivardia, R., Borowiecki III, J.J. & Cohane, G.H. (2001). The Growing Commercial Value of the Male Body: A Longitudinal Survey of Advertising in Women's Magazines, *Psychotherapy and Psychosomatics*, vol.70, no.4, pp.189-192

Qualman, E. (2011). *Socialnomics : How Social Media Transforms The Way We Live And Do Business*, Hoboken: Wiley

Randall A.J., Hall S.F.& Rogers, M.F. (1992). Masculinity of stage: Competitive male bodybuilders, *Stud Popular Cult*, vol.14, pp.57-69

Richard, M.O., Chebat, J.C., Yang, Z. & Putrevu, S. (2009). A proposed model of online consumer behavior: Assessing the role of gender, *Journal Of Business Research*, vol.63, no.9-10, pp.926-934

Rodgers, R. & Harris, M. (2003). Gender and E-commerce: An exploratory study, *Journal of Advertising Research*, vol. 43, no.3, pp.322-329

Salzman, M., Matathia, I. & O'Reilly, A. (2005). *The Future of Men*, New York: Palgrave MacMillan

Schouten, J. (1991). Selves in transition: symbolic consumption in personal rites of passage and identity reconstruction, *Journal of Consumer Research* vol.17, no.4, pp.412–425

Schroeder, J. & Zwick, D. (2004). Mirrors of Masculinity: Representation and Identity in Advertising Images, *Consumption, Markets & Culture*, vol.7, no.1, pp.21-52

Scott, J.W. (1986). Gender: A Useful Category of Historical Analysis, *American Historical Review*, vol.91, no.5, pp.1053–1075

Seock, Y. & Bailey, L.R. (2008). The influence of college students' shopping orientations and gender differences on online information searches and purchase behaviours, *International Journal of Consumer Studies*, vol.32, no.2, pp.113-121

Shavitt, S., Lowrey, P. & Haefner, J. (1998). Public attitudes toward advertising: More favorable than you might think, *Journal of Advertising Research*, vol.38, no.4, pp.7-22

Sherrod, D. (1989). The influence of gender on same-sex friendships. *Close relationships*, vol.10, 164-186.

Shirgwin, T. (2013). Differences in gender marketing in social media communication, Available Online: <http://bizzez.com/differences-in-gender-communication-in-social-media-marketing/> [Accessed 3 April 2013]

Silverman, D. & Peräkylä, A. (2008). AIDS counseling: The interactional organisation of talk about 'delicate' issues, *Sociology of Health & Illness*, vol.12, no.2, pp.293–318

Simpson, M. (2002). Meet the metrosexual, Available Online: <http://www.salon.com/2002/07/22/metrosexual/> [Accessed 20 April 2013]

Simpson, M. (2007). The rise of the metrosexual economy: Blog, Available Online: <http://www.marksimpson.com/blog/2007/06/21/the-rise-of-the-metrosexual-economy/> [Accessed 2 May 2013]

Singh, S. & Sonnenburg, S. (2012). Brand Performances in Social Media, *Journal of Interactive Marketing*, vol.26, no.4, pp.189–197

Slaughter, J. (2011). Gramsci's place in women's history, *Journal Of Modern Italian Studies*, vol.16, no.2, pp.256-272

Slyke, C.V., Comunale, C.L. & Belanger, F. (2002) Gender differences in perceptions of web-based shopping, *Communications of the ACM*, vol.45, no.8, pp.82–86

Smith, S. (1997). Engels and the Origin of Women's Oppression, *International Socialist Review*, vol.2, Available Online: [http://www.isreview.org/issues/02/engles\\_family.shtml](http://www.isreview.org/issues/02/engles_family.shtml) [Accessed 9 April 2013]

Souiden, N. & Diagne, M. (2009). Canadian and French men's consumption of cosmetics: A comparison of their attitudes and motivations, *Journal of Consumer Marketing*, vol.26, no.2, pp.97–109

SSI (2012). SSI POV, Available Online: [http://www.surveysampling.com/ssi-media/Corporate/POVs-2012/NativeLanguage\\_POV.image](http://www.surveysampling.com/ssi-media/Corporate/POVs-2012/NativeLanguage_POV.image) [Accessed 10 April 2013]

Stake, R. (1995). *The Art of Case Study Research*, London: Sage Publishers Ltd

Sturrock, F. & Pioch, E. (1998). Making himself attractive: the growing consumption of grooming products, *Marketing Intelligence and Planning*, vol.16, no.5, pp.337–343

Superdrug (2010). Manity Case, Available Online: [http://www.zpr.com/pdf/10-02-09\\_superdrug.pdf](http://www.zpr.com/pdf/10-02-09_superdrug.pdf) [Accessed 9 February 2013]

Thompson, C.J. & Hirschman, E.C. (1995). Understanding the socialized body: a poststructuralist analysis of consumers' self-conceptions, body images, and self-care practices. *Journal of Consumer Research*, vol.22, no.2, pp.139–153

Thompson, J. (2006). Slap on the Face for British Metrosexuals. *The New Zealand Herald*, Available Online: [http://www.nzherald.co.nz/topic/story.cfm?c\\_id=222&objectid=10368158S](http://www.nzherald.co.nz/topic/story.cfm?c_id=222&objectid=10368158S) [Accessed 19 April 2013]

Webb, E.J., Campbell, D.T., Schwartz, R.D. & Sechrest, L. (1966). *Unobtrusive Measures: Non-reactive Measures in the Social Sciences*, Chicago: Rand McNally

Wells, W.D. & Chen, Q. (1999). Surf's up – differences between web surfers and non-surfers: theoretical and practical implications, *Proceedings of the Conference of the American Academy of Advertising*, pp.115–126.

West, C. & Zimmerman, D. (1987). Doing Gender, *Gender And Society*, vol.1, no.2, pp.125-151

West, C. & Zimmerman, D. (2009). Accounting for doing gender, *Gender And Society*, vol.23, no.1, pp.112-122



Winer, R.S. (2009). New Communications Approaches in Marketing: Issues and Research Directions, *Journal of Interactive Marketing*, vol.23, no.2, pp.108-117

Wolin, L. & Korgaonkar, P. (2005). Web Advertising: Gender Differences in Beliefs, Attitudes, and Behavior, *Journal Of Interactive Advertising*, vol.6, no.1, pp.125-136

Woodruffe-Burton, H. (1998). Private desires, public display: Consumption, postmodernism and fashion's new man, *International Journal of Retail & Distribution Management*, vol.26, no.8, pp.301–310

Yan, J. (2011). Social media in branding: Fulfilling a need, *Journal of Brand Management*, vol.18, no.9, pp.688–696

Yin, R.K. (1981). The Case Study Crisis: Some Answers, *Administrative Science Quarterly*, vol.26, no.1, pp.58-65

Yin, R.K. (2009). *Case Study Research: Design And Methods*, London : SAGE

York, F. (2004). Gender differences are real. Available online: <http://www.narh.com/docs/york.html> [Accessed 26 March 2013]

# 9 APPENDICES

## APPENDIX 1

### Pictures Glossybox & manbox





## APPENDIX 2

### Interview questions

#### General facts regarding the manbox:

- What were your reasons to start the manbox?
- How many male/female customers of the manbox are there?
- Which type of man is your ideal customer?
- What kind of man do you think is the consumer of the manbox? What are his characteristics?
- How have you thought about the brands in the man box in relation to the female? For example more strong brands, more fancy etc.
- Where does the male customers live?
- Does the man box have any similarity with the Glossybox regarding looks?
- How do men understand that this is for men and not women?

#### Marketing

- How is the strategy for marketing?
- What is the overall difference in the marketing activities for female/male?
- What have you learnt from the manbox in Germany?
- Did you take into account specific aspects about marketing to men (or differences men/women) when developing your marketing strategy? What they like, what they react to?
- Do you have special activities/promotion events for the men box? How is this different to the Glossybox?
- Do the suppliers have a special marketing strategy and does that affect you any differently than the female ones?
- What is your target group? How do you want to buy the men box?
- In what way can you see that when looking at the marketing?
- How is celebrity endorsement used for the male/female boxes?
- Do you have a site where you give grooming tips as well?

## Social Media

- What is your strategy for Social Media?
- How will Social Media be used for the man box in relation to how it is used for females?
- Do you use different platforms of Social Media for male and female?
- Do you use blogs as well?
- What do you think, how important is word of mouth? Do you use it?
- Do you use the fact that men value authority/experts?
- How have the men been responding to the marketing? Comments, posts etc.
- Is there a different system for building trust for men/women? For example comments, blogs, experts etc.
- Is there any difference in the number of comments in Social Media between female and male?

## Masculinity

- Why do you think men order the manbox? (for the grooming products, for the “unboxing surprise“, for looking better, for expressing themselves)
- How do you perceive metrosexuality? Do you think that Glossybox customers are metrosexual?
- Does the male body play a role in the marketing? (Pictures)
- Do you use stereotypes?
- Do you use masculine attributes in your marketing? (Strong, confident, hard, rational, independent, risk taking)
- There are several aspects that are important to men, do you take them into account?
  - Satisfying a need (not beautification)
  - Health related
  - Improve social standing
  - Must be easy to use and discrete
  - Must be clearly for men

## **APPENDIX 3**

### **Observation guidelines**

#### Target group

- Who is targeted?
- Is the site done in a girly way? (Language, pictures that attract girls/that girls react to)
- How are the reactions? How many? From males or females?

#### Masculinity in marketing:

- Are there pictures of the male body?
- What are the colours?
- What is emphasized: function or beautification?
- What is the content?
- How is language?
- Are any male features displayed?
- Is metrosexuality mentioned somewhere?
- Is makeup mentioned?

#### Other activities:

- Is celebrity endorsement used?
- Are tutorials used?

## APPENDIX 4

### Pictures of the leaflet



# APPENDIX 5

## Pictures of the leaflet instructions

# L'ORÉAL PARIS MEN EXPERT

## hydra energetic anti-tiredness moisturiser

### VAD?

**RENGÖRINGSPRODUKT: Hydra Energetic Cleansing Gel**  
Glöm tvålen som torkar ut huden i ansiktet och ger en stramande känsla! Denna rengör på djupet och fräschar upp huden utan att torka ut. Avlägsnar orenheter och rester av föroreningar, samt lämnar huden ren och uppriskad. Den stärker hudens naturliga motståndskraft och verkar lugnande med det så kallade Active Defense System.

**ÅTERFUKTANDE PRODUKT NR 1: Hydra Energetic moisturising lotion, 24h anti-tiredness (den mest sålda manliga produkten på svenska marknaden!).** Denna kräm finns i boxen. Låt inte tröttheten synas i ditt ansikte! Väx din hud varje morgon med denna fräscha lotion som friskar upp huden och ger dig ett fräscht utseende. Formularen med magnesium och C-vitamin tillför huden fukt i 24 timmar. Den bidrar till att bekämpa 5 tecken på trött hud: uppkomst av mörka ringar, hud som känns stram, matt hudton, slapp hud och torr hud.

**ÅTERFUKTANDE PRODUKT NR 2: Hydra Energetic Quenching Gel**  
Den unika patenterade formularen kombinerar havskällvattnen som är rikt på mineraler och ingredienser som absorberar olja och svett, för en återfuktad hud utan glansighet hela dagen! En ultra-fuktgivande gel utan glansighet.

**THE FINAL TOUCH-PRODUKT: Hydra Energetic Eye-roll-on**  
Ser dina ögon trötta och glämgiga ut? Denna roll-on minskar påsar under ögonen med en kylande effekt från metallkulan. Minskar mörka ringar under ögonen med en kombination av Peptido-Complex samt C- och provitamin B5.

### VARFÖR?

Varför ska du använda rengöring?  
 • För att ta bort orenheter och smuts  
 • För att avlägsna överflödigt sebum (hudens eget fett) och döda hudceller  
 • För att friska upp huden  
 • För att förbereda huden för hudvårdsprodukter

Varför ska du återfukta huden?  
 • För att tillföra huden fukt och för att stärka hudens motståndskraft  
 • För att ge en målinriktad vård baserad på hudtyp och eventuella problem  
 • För att det ger en känsla av välbefinnande

Varför ska du rolla huden med produkt nummer 3?  
 • För att du ibland ser trött ut och har mörka ringar under ögonen

### HUR?

**ANVÄNDNING- STEG 1, RENGÖRING:** Appliceras morgon och kväll på fuktigt ansikte. Massera upp ett lodder och skölj av. Undvik ögonpartiet. Gelen förbereder huden inför rakning.

**ANVÄNDNING, STEG 2, ÅTERFUKTNING:** Använd 24h anti-tiredness för normal hud eller Quenching Gel för fet hud, morgon och/eller kväll på väl rengjord hud. Massera in krämen i ansiktet med cirkelrörelser.

**ANVÄNDNING STEG 3, THE FINAL TOUCH:** Används varje morgon för en pigg och fräsch blick. Rolla ut en liten mängd under ögonen och låt sjunka in.

### KÖPA?

Gillade du ansiktskrämen? Den du fick kostar 125 kr/50 ml och finns i dagligvaruhandeln och fackhandeln. Intresserad av att testa någon av de andra produkterna? Ansiktsvatten är på 150 ml och kostar 89 kr. Hydra Energetic Quenching Gel kostar 125 kr/50 ml och roll-on-produkten kostar 149 kr/50 ml.





**G**illade du den här? Då vill du också ha denna exklusiva utgåva. Denna är den första i serien. Den innehåller alla produkter som du behöver för att se bra ut. Den innehåller också en exklusiv produkt som du inte hittar någon annanstans. Den innehåller också en exklusiv produkt som du inte hittar någon annanstans. Den innehåller också en exklusiv produkt som du inte hittar någon annanstans.

www.themabox.se

## MARIA NILA STOCKHOLM

creator - no 1 ltd edition wax

### VAD?

Creator Limited Edition N° 1 är ett vax med lång hållbarhet och kraftig städga (hold 5%). Den speciella formuleringen är designad för korta håmpet och formar enkelt håret till önskat resultat. Kan appliceras på torrt eller vått hår. Det här är N° 1 i en serie av limiterade Creator vaxer.

### VILKA?

Maria Nila har ett brett utbud av exklusiva hårvård och hårtvättning och hållningsprodukter som är utvecklad i deras svenska produktionsanläggning i Helsingborg utvecklas och framställs varje enskild produkt i Maria Nilas sortiment från ide till färdig produkt. På så vis kan de garantera sunda arbetsvillkor och hög kvalitet på ingredienser och förpackningar.

Creator är en serie från Maria Nila som består av sex olika vaxer. Oavsett om du vill ha en stark eller svag städga eller ett matt eller glansigt resultat finns ett vax som passar.



### HUR?

Applicera i fuktigt eller torrt hår. Massera ut en lagom mängd i handflatan. Fördela vaxen genom håret och styla till önskat resultat.



### KÖPA?

Gillade du vaxet? Det kostar 179 kr/100 ml, samma storlek som du fick i boxen, och finns att köpa på exempelvis [www.bangerhead.se](http://www.bangerhead.se), eller hos frisörer.



## APPENDIX 6

### Pictures of the manbox

