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Beer is yellow, neither blue nor pink

- a study of segmentation strategies

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Abstract

Title: Beer is yellow, neither blue nor pink! - a study of segmentation strategies.

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Key words: Gender segmentation, segmentation strategy, core values, cultural shifts, beer industry.

Purpose: The purpose of this study was to investigate how theories regarding core values and cultural shifts could contribute to the segmentation research field. The aim of this study was further to investigate how to attract an additional segment without losing the original target audience. To exemplify we did a case study regarding whether it is possible for, an existing brand operating in the beer industry; to develop a marketing strategy to attract women, without discouraging men's beer consumption

Methodology: This paper consist of a combined quantitative and qualitative study taking on an a deductive approach. Primary data has been collected through in-depth interviews with a marketing manager in the beer industry, by a survey with 345 respondents and 10 in-depth interviews with consumers.

Empirical foundation: The empirical foundation of this paper consists of theories regarding brands, identity and image, core values, segmentation strategies, cultural shifts, source material and subgroups.

Conclusions: Society core values can act as segmentation variables. The result of such an strategy would generate a better fit with the desired audience than many other segmentation variables. The study further indicates that since society is constantly changing it is important for companies to be aware of cultural shifts and trends that are taking place. In order to being able to adapt segmentation strategies to these shifts companies need to have a more open approach to segmentation and more often re-evaluate the importance of the segments. By identifying core values that are appreciated by two segments that the company wish to merge, it is possible for the company to attract two target groups with only minor moderations in the communication. By identifying values that are shared by both sexes we were able to develop a strategy to direct marketing to both sexes. A strategy that would also generate a better fit with the desired target group. By classifying the core values and using source material in the communication, we were able to develop a strategy of implementing the values. In addition to this several industries, where the knowledge obtained in this study could be useful, were identified and hence the results extended.

Contributions to theory: The study shows how theories regarding core values and cultural shifts can contribute to the field of segmentation research. This thesis further contributes to the fields of core values, cultural shifts, stereotypes in marketing and gender-based segmentation. In addition to these, the study also contributes to the field of marketing research by using a triangulation method by having one quantitative and two qualitative studies.

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1. Introduction

This first chapter presents the background where the reader will be presented to the subject and get a general understanding of how the subject developed to the point where it is now. Later the the research questions this thesis aims to answer will be presented.

1.1. Background

Segmentation can be based on different variables, one of them being gender. Segmentation theories and core value theories are well known research fields. However, the interface between these fields remains largely unexplored.

Most industries have a certain segment where they focus their resources and energy to be as intense as possible (Liu et al, n.d.). After years with the same segment in focus, companies miss to look into the periphery to find new opportunities that might arise in segments that have been disregarded in the past (Day & Schoemaker 2006:11-17). As Mccann (1923:310) says: "For every product there exists a market on some scale, however small. This market is easily reached. Nearly always there is a second or potential market". It is hard, expensive and close to impossible to be strong in all segments; therefore, it is necessary to choose the best way to allocate the resources. However, when an entire industry focuses on the same segment for years, small resources in different segments might achieve better results (Yankelovich, 1964).

The beer industry is a clear example of an industry that has, for a very long time, focused on the same segment: men. As Feschuk (2005:76) writes: "For beer companies, objectifying women as a means of increasing sales is as traditionally American as apple pie, and filing suit against your Mom because you blame her apple pie for your morbid obesity". But this is about to change: cultural shifts are taking place, the differences between women's and men's roles in society are constantly declining (Zosuls et al, 2011). Which, in turn, creates opportunities for industries that normally focus on one of the two genders to expand (see for example "Beer for Women Case Study", 2008).

Women stand for the largest increase in the selling of beer in Sweden (Carlsberg, 2011) but it is still an unconventional segment for marketing beer. The neglected female consumers segment was described by Mark Hunter, Chief Executive of Coors as: "The beer industry made a mistake by neglecting half of the population. We've done something fundamentally wrong here" ("Beer for Women Case Study", 2008). Some attempts have been made in order to change the public perception of beer and the values that beer consumption brings. Molson Coors Brewing Co has made some gender targeting efforts both by line extensions and by trying fundamentally different approaches to commercials (see for example Marketing Week, 2011 and Wells, 1997). Molson tried to launch a new beer directly aimed at women and named it "Animee". In the same study it is stated that this product includes a "feminine crisp rose flavor and is lightly sparkling" (Ibid.). This exact line extension is also discussed in Marketing Week (2012), which states that sales dropped 2.6 percent for the year of 2011 to August 2012 after the launch of the feminine version of beer, Animee. The article acknowledges women as an important target group but that this target group is unlikely to be impressed by the described attempts made by the companies to attract them.

Similar attempts were planned by Carlsberg in 2012. Carlsberg aimed to brew a sweet beer to attract women (Forsberg, 2012). Attempts to introduce female-friendly variants to the market have been made by a number of other brands (“Beer for Women Case Study”, 2008).

So if these attempts of a feminine line extension have failed, how could a company attract a target group consisting of women? According to Rachel Perryman (see Marketing Week, 2012), an analyst at alcohol research firm, the companies supplying beer should focus on premiumisation rather than feminisation in order to attract female consumers (Ibid). The study further states that the female segment is still very attractive even if many attempts have failed, and that the only way to succeed is to create brands that the consumers will want to be connected to and not be ashamed of (Ibid.).

Beer is just one example, but there are many other industries where a similar situation is taking place, opportunities are being missed due to the fear or lack of knowledge of how cultural shifts create new possible segments. Going against norms is challenging, so a decision of going for new and still undeveloped segment has to be carefully analysed in order not to hurt the brand’s image, which can be based on the brand’s core values.

1.2. Purpose

This thesis will investigate if theories regarding core values and theories about cultural shifts can contribute to the segmentation research field, and how such theories are applicable in segmentation strategies. The purpose of this study is to examine whether a company in an industry that has long been focused on a particular segment could include a different target group to its marketing that, to some extent, is in contrast to the original segment, without losing its current customers. This report will focus on how such a strategy could affect the company’s brand and the implications of such a strategy.

By analysing consumer’s opinions and preferences both in a quantitative and in a qualitative way, we intend to identify the vital components that a strategy - used for accomplishing such a mission - should include. Theories will be applied to a case study and later the results will be further discussed in order to come to a conclusion.

In order to achieve this purpose, we conducted a study regarding marketing of beer to women. According to the reports we've found, beer consumption among women has increased over the past years (see for example Carlsberg, 2011). However, our understanding regarding marketing of beer is that it is still primarily aimed for men. Gender based segmentation often views the sexes as opposites - why the case is relevant for the aim of the study. It will be examined whether a beneficial strategy for marketing of beer to women can be developed based on the findings. It will be further analysed how this would affect the already established brand, and how to implement the findings from the study in the company. Finally, it will be examined if the results can be extended to other cases and industries.

Based on the above reasoning, we intend to answer the following questions;

- How can theories regarding core values and theories about cultural shifts contribute to the segmentation research field?
- How can a company direct marketing efforts to an additional segment, which, to some extent, is in contrast with the original target segment?
- Is it possible to market beer towards women without discouraging men from beer consumption?

2. Theory

In order to answer the questions stated above academic theories will be applied to the empirical material. Those theories will be briefly described below and further in the paper they will be applied and complemented. During the development of the study certain theories were necessary in order to explain certain factors, they were added where needed.

2.1. Gender

Since the beginning of human societies, there has been divisions of labor, stronger men went hunting while women stayed and took care of the animals and children (Bolger, 2010). With time, those divisions become norms in society and those norms grew so deep into people's perceptions that they became a part of their identities. Some of these norms and myths are now a study field called Gender. It is defined as the "patterned, socially produced, distinctions between male and female, feminine and masculine" (Acker 1992:250).

There is now a new field, inside gender studies, that focuses more on modernity and how changes in society are affecting the gender roles and stereotypes. Those researchers consider that gender in the modern society is too complex to be seen as heterogeneous (Felski 1995:15). A big part of gender studies is about analyzing the norms and challenging them by finding the reasons behind them and seeing if they still apply (Felski 1995:19).

In the beginning of the consumption society, phenomena like industry, consumerism, modern cities, mass media and technologies, were seen as fundamentally masculine. On the other hand, the assumptions connected to femininity were the more romantic values like intimacy and authenticity, values that were outside of the logics of modern society (Felski 1995:17). When women started going to work and having their own lives and identities in the consumption society, the romantic image of women became more and more obsolete (Levinson 2012:110). With that shift, many of the things that used to be mainly masculine can now also be considered feminine; and the same goes the other way around.

2.2. Image and identity

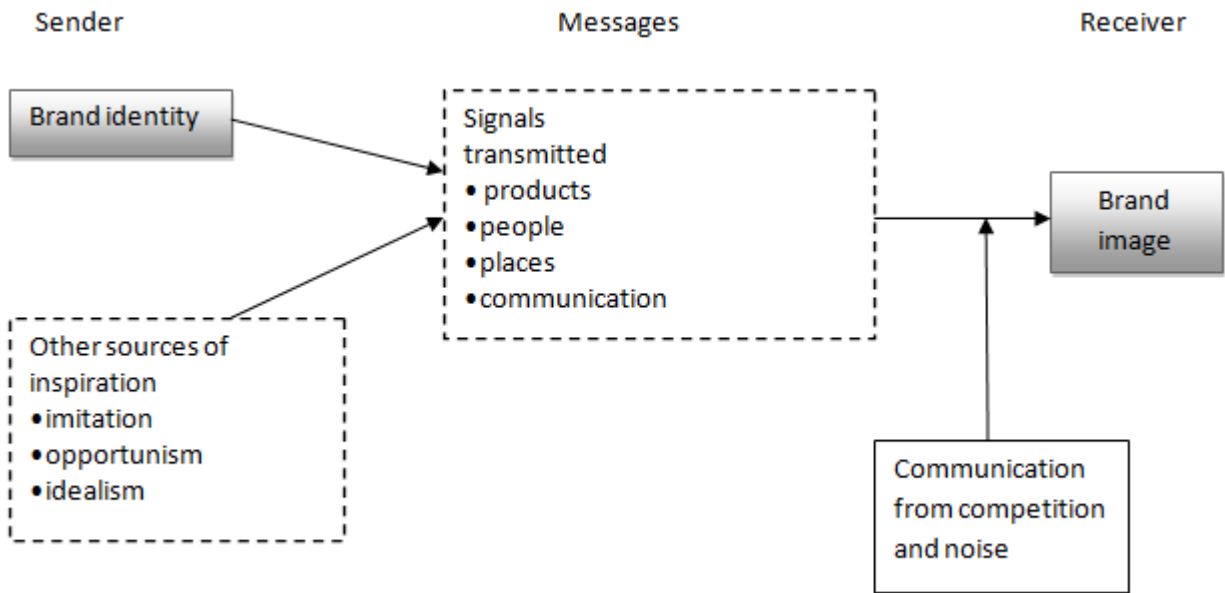
As illustrated in the picture below, the sender (i.e. the company) creates the brand identity which then is communicated to the receiver (i.e. the consumer) and forms the brand image (Kapferer, 2012:151). The brand image is therefore how external stakeholders perceive the message that the company is communicating (see for example Aaker 1996:69).

Kotler and Keller (2009:426) define brand image as:

"The visual or verbal expressions of a brand which leads to the psychological or emotional association that the brand aspires to maintain in the minds of the consumer"

The purpose with the identity is to specify the brand’s meaning, aim and self image and hence the brand image becomes the result and interpretation of the brand identity. It is therefore crucial to know what kind of image the company wants to project and thereby what kind of identity to communicate. Thus the brand identity precedes the brand image. (Kapferer, 2012:151).

Figure 2.2. Identity and Image



Creation of Identity and Image by Kapferer (2012:152).

2.3. Core Values

Core values are crucial components in creating the brand identity (Urde, 2009).

Urde (2003:1035) states that “[...] core values can be defined as all-embracing terms that sum up the identity of the brand as well as being the guiding principles for all internal and external brand building processes.”

Urde (2003) further describes a process where the communication undertaken by the corporation can be centred around on the core values. If the core values are used as common denominators in communication, the brand can acquire meaning that correspond with the brand identity created by those values. Therefore Urde (2003) encourages corporations to express and translate the core values into messages that appeals to the consumers.

According to Urde (2009), core values can be divided into true, aspirational, potential, and hollow. A true core value is internally rooted in the organization and perceived and appreciated by customers over time. The customers find these values to be credible and defining for the corporation and its brand. Aspirational values are rooted in the organization and have an internal

value but are not yet perceived and/or appreciated by the customers. Those values are part of the value foundation of the brand but for different reasons not yet valued by the customers. Potential core values are somewhat the opposite of aspirational values. Potential core values are values that are perceived and/or appreciated by the customers but not internally rooted in the organization or/nor understood by the company. A hollow core value is neither appreciated by the customers nor internally rooted or valued by the organization. Urde (2009) has termed these values as hollow since they have no real substance, and could be harmful for the organization. He further states that they put the corporation's credibility and authenticity at risk and could potentially weaken the internal commitment of the organization.

Figuring out which values associated with beer that are true, aspirational, potential and hollow could be one way to solve a problem that many companies seems to have failed to do. Maybe some values are perceived and appreciated in a similar way by both sexes and hence a corporation could leverage them in order to both attract a female clientele and keep the existing consumers. If a company is able to uncover core values that are either true, aspirational or potential and appreciated by both sexes, successful communication of those values could be crucial in the yearning of keeping the core customers while attracting an additional target group. Urde (2009:633) writes that: "For a company, introducing a new core value is a demanding task, but may be necessary in a changing market environment or competitive situation".

In addition to this, Smolicz (1981) discusses the relation between core values and cultural identity. He states that core values are one of the fundamental aspects that distinguishes a group's culture and represents the ideological system. Based on these statements, one important aspect linked to the discussions of core values is the cultural context in which the consumers operate. Core values become even more important in saturated markets, like the beer market; since using emotional benefits, like core values; is the best differentiation strategy (Barrena & Sánchez, 2009).

Urde (2003) argues that even though a core value should be seen as lasting factor, it must also be dynamic and continually adapted and developed. Therefore, a combination of working with core values, cultural shifts and trends in today's society seems highly relevant. In alignment with this statement, the next section will examine theories regarding cultural share and cultural strategies.

2.4. Cultural Share

Holt and Cameron describe in their book "Cultural Strategy" from 2010, a cultural strategy which, according to the authors, would lead to building breakthrough brands by using innovative ideologies. The scholars discuss how a company can avoid red oceans by breaking out of the cultural orthodoxy. It defines red oceans as "spaces where there is a great deal of overlapping functionality across current offerings and, therefore, little opportunity to innovate" (Holt & Cameron, 2010:183). They further define cultural orthodoxy as "the taken-for-granted cultural expressions that are widely imitated" (Holt & Cameron, 2010:183). One can see that attempts to break out of the red ocean that surrounds the beer industry have been made (see section 1.1 and 2.10). However, these attempts do not seem to have been very successful. Theories regarding

how to break out of the cultural orthodoxy can perhaps aid the analysis regarding how this can be done.

Holt and Cameron (2010:185-186) present a theory, named Social Disruptions, which produces ideological opportunities. They mean that social disruptions occur when social structure shifts, and when one or more of these shifts are disruptive. These disruptive shifts will challenge the cultural orthodoxy and, therefore, create a demand for new cultural expressions. When those demands occur, so do ideological opportunities, since the cultural orthodoxy no longer delivers the cultural expressions that the consumers demand. This ideological opportunity provides a prospect of creating a cultural innovation (Holt & Cameron, 2010:186-187). A cultural innovation repurposes what the authors have named as Source Material. This source material consists of media myths, subcultures and brand assets. Cultural innovations adapt alternative ideologies, myths and cultural codes that exist in subcultures. The subcultures then provide extensive credibility for brand expressions, since they prove that the ideology exists and have value for its participants (Holt & Cameron, 2010:186-187). By borrowing ideological elements from a subculture, one can promulgate new cultural expression and create what the authors term media myths.

Borna et al (2007) also discuss the meaning and definition of subcultures, and provides numerous examples of definitions of subcultures such as "A subculture is a segment of a larger culture whose members share distinguishing values and patterns of behaviour" (Hawkins et al 2007 see Borna et al 2007:37). In addition to the above, Holt and Cameron (2010:187-188) state that it is common that mass media is quicker than most to borrow elements of cultural expressions from subcultures, which leads to cultural innovations being often inspired by the media's treatment of the subculture. Brand assets are the third building block that is introduced by the scholars. Holt and Camron (2010:188) claim that corporations often have cultural assets that can be leveraged, and that these assets include the corporation's business practices that have cultural potential as well as the brand's historic cultural expressions. When a company succeeds in repurposing source material, the company may find a cultural blue ocean and create a cultural innovation.

2.5. The brand

From the reasoning in 2.3, it is possible to conclude that core values could be an important aspect when looking at the question how to attract a larger audience without using line extensions. However, to discuss the core values of a brand, one must also discuss the brand itself.

Since many breweries carry more than one brand, it is helpful to define what a brand is, and the distinction between the corporate brand and the product brand. The most known definition of a brand is probably the one provided by the American Marketing Association: (n.d.) "A name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of that seller."

Kapferer (2012:7) states that marketing scholars, to a large extent, argue in which way to define a brand: some scholars focus on the relationship the customers have with the brand, while others

try to produce measurements in monetary terms. An example of the customer based approach is the definition made by Keller (1998), (see Kapferer 2012:7); *“a brand is a set of mental associations, held by the consumer, which add to the perceived value of a product or service”*. Kapferer (2012:8) tries to integrate the two perspectives by stating that brands are intangible assets, which may be posted in the balance sheet. However, they are also conditional assets, since in order to deliver their financial values, they need to work in conjunction with other material assets. Kapferer (2012:8) integrates the perspectives by defining the brand as: *“a name that influences buyers”*. Kapferer (2012:12) also provides a more detailed definition of a brand as *“a name that symbolizes a long-term engagement, crusade or commitment to a unique set of values, embedded into product services and behaviours, which make the organization, person or product stand apart or stand out”* (Kapferer 2012:12).

2.5.1. The corporate brand

Saraniemi and Ahonen (2008) state that a corporate brand often is misleadingly defined by the AMA definition of a brand that is presented above. However, a corporate brand often constitutes more than what the definition provides, due to the fact that it has meaning for all stakeholders, both internal and external. Saraniemi and Ahonen (2008) further argue that literature regarding corporate branding often emphasizes the importance of values. In addition to this, Aaker (2004) states that the corporate brand defines the organization that will deliver and stand behind the offering. Hence the corporate brand is primarily defined by organizational associations. He further states that a corporate brand will potentially have a rich heritage, assets, people, values, and so on. Balmer and Gray (2003:991) further define corporate brand as being the *“face of the organization”*.

2.6. Gender Segmentation as Strategy

Segmentation is a marketing strategy that is based on finding the most suitable or profitable group - which then becomes the target group - for a product or service, and creating a strategy to better reach those possible customers. There are two ways to use target groups in regards to products: the first way is to develop a product and later analyse which consumer group that would best suit the product; and the other is to develop a product that will best suit a specific consumer group (Dickson & Ginter, 1987). A market can be segmented in different ways: geographically, demographically, psychologically, psychographically, or based on behaviour (Tynan & Drayton, 1987). By having specified which groups are most interesting, a company can focus their resources to those groups, and design marketing campaigns that will attract those interesting segments. This increases the effectiveness of the campaigns (Yankelovich, 1964).

Markets have been segmented from the beginning of the trade competition (Dickson & Ginter, 1987), and some of those segmentations ended up becoming norms. Entire industries focus on the same segments and fight for attention, needing constantly to put in more resources to differentiate themselves from the competitors (Kim & Mauborgne 2008:59). *“The belief underlying this segmentation strategy is that the benefits which people are seeking in consuming a given product are the basic reasons for the existence of true market segments.”* (Harley, 1968). If people with things in common have the same needs, it is logical that they will need the same kind of products, but just because two share common age, gender or live in the same place, it does

not mean that they will like the same things. The same holds true to the fact that people that do not have any of the mentioned characteristics can still share the same tastes.

“Several other studies suggest gender role stereotyping does exist but seems to be decreasing over time” (Wolin, 2003).

Gender segmentation is one of the most common ways of segmenting markets (Tifferent & Herstein, 2012), since it is easy to identify the target group, and, in many ways, there are characteristics considered to be gender-based. After years of strong segmentation, certain products become a norm for one of the genders, for example, beer and football for men. By focusing on the same target groups as the competitors, companies have to either increase investments on brand identity, or decrease prices, in order to differentiate themselves (Kim & Mauborgne 2008:59-60). “[...] *females seem to prefer feminine brands but are accepting of masculine brands. Males highlight the distinction in gender symbols, prefer masculine brands, and do not readily accept feminine brands. Hence, examining market potential for a gendered brand becomes a crucial early step when introducing a product*” (Wolin, 2003).

Women consume masculine brands, but there is a great potential for masculine brands to also address women without becoming feminine, and, with that, develop brand loyalty in both segments. There is nothing that prevents a brand from having more than one target group: the main gain that the brand can have from segmenting the market is to have the knowledge to develop strategies specific for a certain group, so that the marketing campaigns will be more effective. Another fact that is important to take into consideration when analysing gender based segmentation is the fact that there is a clear cultural change of gender equality where gender roles are disappearing (Inglehart & Norris 2003:153).

2.7. Beer

Beer started as a way to keep malt during winter without going bad, and as a way to have a more clean beverage since the carbonic acid and the alcohol sterilized it (Schiefenhövel & Macbeth 2011:1). It was not about enjoying or about getting drunk, it was about basic human needs of nutrition and hydration. In modern society beer is something that is drunk as a way of enjoying both the taste as well as the feeling of relaxation that it gives. It is a product that does not have more purposes than the enjoyment; it is a commodity and no longer a necessity product. In order to differentiate their product from the competitors, most companies invest in creating a connection between the consumer and the brand, and turning the value proposition from the product itself to the feelings associated with the brand (Schiefenhövel & Macbeth 2011:1-2).

Beer commercials have, for years, been asserting a strong presence in radio, television, magazines and events sponsoring (Messner 2002:127). With that, they have managed to create, even in boys that cannot legally drink, a myth around the consumption of beer where “*the consumption of beer confirms one’s individual sense of masculinity, solidifies one’s membership in a community of men, and positions men as consumers of sexy women*” (Messner 2002:127). When such a strong myth and norm is created around a product, and which type of consumer should use it, it affects the entire industry. Nowadays, when many of societal norms and specially

gender roles are shifting, it is no longer only men that consume drink beer. Women's share of beer consumption is growing, but there is still not much focus on them as a consumer segment.

According to "Beer for Women Case Study" (2008), Datamonitor found that women accounted for one third of all on-trade spending, and that this figure was slowly rising. The report further states that the importance of women to the on-trade is growing, and while some breweries are trying to retain their current customers, many marketers are trying to figure out how to attract female consumers. Carlsberg (2011) sent out a press release in which they claimed that women are becoming increasingly interested in beer. According to a survey conducted by SIFO on behalf of Carlsberg, every third women agreed that the interest in beer has increased over the past year. Furthermore, the study showed that 63% of the women liked to try new beers, and 8 out of 10 would consider ordering beer in combination with fine dining. In the study it was also suggested that one third of the female respondents would order beer during a couple's dinner. According to the survey, the increase in interest was most attributable to drinking in combination with food. In the study, 1060 persons in the ages between 20 and 79 from all different parts of Sweden participated (Carlsberg, 2011).

2.8. Definitions

Different backgrounds make people understand certain words in different ways. Therefore the terms that have not yet been defined will be described below to avoid any possible misunderstandings.

Stereotype

Stereotype is an oversimplified and pre-determined image or idea of a certain type of person or thing (Aronson 2007:142-143). In this paper this word will have the same meaning to refer to certain previously developed ideas that generalize someone or something.

Norm

Norm is a word of many meanings, in this paper it will be used the social significance of the word that can be defined as the socially developed expectations of behavior (Hoyer & Macinnis 2008:399). Social norms effect is called normative influence, which can be defined as the "social pressure designed to encourage conformity to the expectations of others (Ibid.).

Source Material

In this paper, source material means subcultures, media myths and brand assets. By repurposing these components, companies may create cultural blue oceans (Holt & Cameron 2010:186).

Media myths

The way that mass media borrow from subculture to promulgate new cultural expressions. Media myths can be packaged in many types of popular culture products such as; films, music, books and magazines. (Holt & Cameron 2010:187)

Subculture

“[...] groups or places that cohere around and ideology that is antithetic to the category’s cultural orthodoxy” (Holt & Cameron 2010:187).

Brand assets

In this paper, brand assets are defined as cultural assets such as; the company’s business practices and the brand’s historic cultural expressions that people stills remember (Holt & Cameron 2010:188).

2.9. Previous attempts

Beer is the world’s third most common beverage (Lyon, 2010), and the industry has a big presence in all sorts of advertising channels, all from TV commercials to event sponsoring. Taken this into account, it is not unexpected that many studies have been made about this interesting and powerful beverage. For example, Bardby (2011) wrote a paper about the semantics and symbols around beer, and Lindström’s and Söderström’s (2001) thesis about the alcohol consumption culture discussed much about beer.

Besides beer, this paper also uses popular theories that have been themselves object of researches. An example of that is Andersson and Johansson’s Master Degree Project about Core Values (2011). They discuss how to use the model, and apply it to different contexts. Another theory that has also been studied in other contexts is the cultural shifts and how they influence and change the situation for companies, an example of a thesis that studies this a bit closer is Bergling and Fridh’s (2012) paper about active consumerism and how companies should react to that.

Due to facts already mentioned above, the perspective regarding beer and gender is something that is changing at this moment. There is, therefore, a gap of knowledge in this area and that is what this paper focuses on, both in regards to applying theories to empirical material, as well as gathering data to get deeper understandings.

2.10. Limitations

There are two ways of getting a new segment for an industry or product category: by creating a product that is specifically developed for that segment, or by creating a market strategy that will focus on that specific group. Many attempts have already been made to launch a new beer that would appeal to women, such as light beer, or fruit flavoured beer. However, the efficiency and profitability of those brand extensions have been questioned (see for example Atkinson & Eggerton, 2009 and Marketing Week, 2011). This paper will focus on how to attract the female consumers with the original beer brands without losing popularity among the male consumers; taking into consideration the possibilities to create a specific product targeting women.

3. Method

The method used is chosen in order to achieve the goal of getting a deeper understanding, and identifying how to develop a strategy that would allow an additional segment to one's marketing which, to some extent, is in contrast with the usual segment. The design of the study will further allow an illustration of how core values and cultural shifts can contribute to the segmentation research field. This study will start with the gathering of theories and already analyzed empirical material that is available in different sources. After this a survey will be distributed to around 300 respondents, a manager in the industry will be interviewed and ten consumers will be selected for in-depth interviews to get a better understanding of how people reason around this subject.

3.1. Conceptual framework

An academic thesis is a link between theory and research (Bryman & Bell 2003:7). In order to fulfil both parts, it is necessary to not only have relevant theory and an interesting data, but create a structure that allows the analysis to use them to arrive at an objective conclusion.

Gender segmentation and beer have, for many people, had an established relation where beer is seen as a product for men. Many changes are happening in society, which created a space for this study. Since the thesis aims to find whether these changes in gender roles are creating an opportunity for a new segmentation strategy, and if that exists, gather deeper understanding on how it is happening; a more deductive theoretical approach will be used (Bryman & Bell 2003:10). That is due to the fact that the study was structured in a way that it could have very open questions in the beginning, gather a lot of data, and finally analyse the most relevant findings and, based on those, answer the questions.

When doing a qualitative study, researchers can get a wrong understanding of the general picture due to the small group analysed. On the other hand, while doing a quantitative study, researchers do not get a deeper understanding of the reasoning behind the answers. Therefore, to get the best understanding of both, the general opinion on the subject and of the motives that people have to have those opinions, this study builds both a quantitative part with the surveys, followed by a qualitative part in the deep interviews.

The choice of studying the phenomenon with an exemplifying case study is explained by the fact that there are many theories in the subjects of segmenting markets, finding new opportunities inside mature markets, defining core values and branding. Therefore it is necessary to apply the theories in order to have a better understanding of them, how they relate to each other and, in a certain way, test them. We chose the case of beer and women since gender issues are up-to-date: society is starting to question many of the gender roles that had been defined for many years. Beer is an industry that is very advertisement oriented, and it has, for a long time, been focused on the male target group. However, as mentioned before, new studies show that women's beer consumption is growing. These kinds of shifts in society and consumer behaviour

create great opportunities for those who can see the trends and act on them in the correct way. Therefore, we believe that this is a good case study to apply the theories mentioned above.

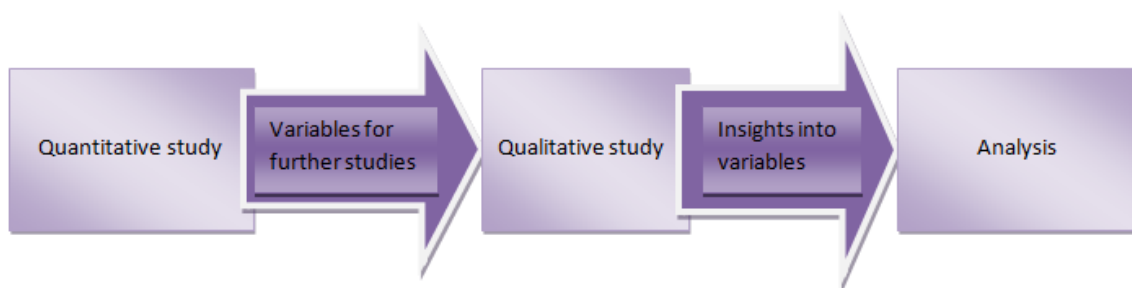
3.1.1. The combination of qualitative and quantitative research

“It is a sound principle of marketing research to view qualitative and quantitative research as complementary, rather than in competition with each other” (Malhotra 2010:171).

Based on the above, the research is therefore inspired by a technical version and standpoint towards the combination of qualitative and quantitative research. The technical version gives prominence to the data collection and techniques associated with both quantitative and qualitative research, and see these as being able to be fused (Bell & Bryman, 2003:481). The combination of qualitative and quantitative research can provide rich insights, which can aid a corporation in formulating successful marketing strategies (Malhotra 2010:171).

The research was conducted in three steps. First, a survey was sent to consumers, then an in-depth interview was conducted with a marketing manager, and finally, several deep interviews with consumers were carried out. The reason for conducting a survey and an in-depth interview before the consumer interviews was to provide a solid base and knowledge regarding beer consumption before conducting the interviews. In that way, the formulation of questions and the focus of the interviews were more effective and gave better results. The consumers then provided deeper insights, underlying motivations and beliefs into the variables examined through quantitative research. Bell & Bryman (2003:485-491) state that quantitative research can facilitate qualitative research in a number of ways. For example, qualitative research can help facilitate the interpretation of the relationship between variables. In addition to this, the combination of qualitative research and quantitative research is one way to study different aspects of a phenomenon (Bell & Bryman 2003:487-491).

Figure 3.1.1. Combination of qualitative and quantitative research



A combination of qualitative and quantitative research methods.

3.1.2. Quantitative research

The purpose of the quantitative study was to get an overview of the market and collect insights into variables that can be used for the in-depth interviews. Therefore the tests were distributed online to get as many respondents as possible at a very short time. The results, summarized using descriptive methods, will provide valuable insights for the qualitative research analyzed by

descriptive methods. The sample is not a representative selection but simply a collection of respondents due to the case study approach.

The survey (Appendix 1) was developed with help from theories both from Jan Trost (2007) about questionnaires in social studies, Alan Bryman & Emma Bell (2003) about questionnaires in business related studies and Naresh Malhotra (2010) about questionnaire design. The questions and statements were developed based on the information gaps in the secondary data in order to find answers to this thesis main questions. The survey can be divided into four areas: basic demographics about the respondent; information about the respondent's beer consumption; information about brand preferences; and finally statements where the respondent shows his or her position on different situations. This structure has been chosen in order to first get an understanding of who the respondent is, later their consumption habits and finally try to get an understanding on what norms and understandings influence their choices.

The basic demographics questions in the survey were: age, gender and nationality. The nationality were divided first into Swedish or not, that is due to the fact that the study was carried out in Sweden, and in order to balance the extra Swedish answers it was important to know how many there were. Second came questions about the consumers' beer consumption. By getting information about how often a respondent consumes beer, it is possible to check for the correlation between consumption and other variables. Later there were questions about consumers' beer preferences regarding types, brands and reasoning about the motives for the preferences. Based on those answers, it is possible to get a better understanding on how consumers choose beer. Last, several statements were made about different situations where the respondents could agree or disagree with certain norms in society. By analysing how people react to those we will have an accurate overview of how those norms are in modern society and how people react on the possibility of breaking those.

The material was converted into Excel and later evaluated in SPSS. To examine whether the mean values among different categories of respondents differed, the average values were compared and a difference index was created in order to evaluate the difference in responses, based on gender (see picture 4.2.1.). Furthermore, the frequencies of the distribution in the question "how often do you drink beer" were examined. The frequencies were found to be evenly distributed between the different response options. This variable then served as a reference variable for correlation studies with other research variables. This allowed us to summarize the strength of association between two variables (Malhotra 2010:562). The respondents that had answered with "I do not know" or "I do not have an opinion" had generated a zero as value for the question. In order not to skew the results those zeroes were reassigned as missing values. Furthermore, cross-tables based on mean values were created regarding certain questions based on gender and age (see Appendix 5, pictures 5.1.1-5.2.3) in order to see the differences between the answers of different genders and age groups.

3.1.3. Qualitative research

The objective of qualitative research is *“to gain a qualitative understanding of the underlying reasons and motivations”* (Malhotra 2010:171).

The result of qualitative research often provides insights and understanding of the problem setting (Malhotra 2010:171). Malhotra (2010:169) further states that researchers undertake qualitative research in order to define the problem or to develop an approach to the problem. We aimed to undertake qualitative research in order to do both. With the interview with the Marketing Manager regarding numerous beer brands, we aimed to develop an approach to the problem. Malhotra (2010:169) states that in developing an approach to the problem qualitative research can be used in order to identify variables that should be included in the research. Our hope was to, in the interview with the manager; identify such variables that can be used in the later stages of our research and base our depth interviews with consumers on those variables.

There are many reasons for using qualitative research. The most relevant in this case is the fact that, in quantitative research alone, people may not provide accurate answers to questions that tap their subconscious since values, emotional drives found at subconscious levels may be disguised from the outer world (Malhotra 2010:172). While discussing a subject, people are more open. Based on what people say, it is possible to get a deeper understanding of what they actually think and how they act.

Due to ethical reasons, a direct approach that is non-disguised was used (Malhotra 2010:199-201). To obtain the qualitative data, in-depth interviews were conducted both with a marketing manager and with ten consumers. An in-depth interview is a research method to obtain information from a single respondent with the purpose of uncovering underlying motivations, beliefs, attitudes and feelings regarding a topic (Malhotra 2010:185). Malhotra (2010:189) further states that in-depth interviews are appropriate when interviewing professionals, which support the decision to conduct such an interview with the marketing manager.

Regarding the interviews with consumers, the decision to conduct in-depth interviews instead of using another direct approach, such as focus groups, is based on the fact that in situations where strong social norms exist the respondents can be greatly influenced by group responses (Malhotra, 2010:188). As explained in several of the previous chapters the perception of beer consumption is greatly influenced by historical development of norms and gender perspectives. Due to this, conducting research through focus groups would not be appropriate. These in-depth interviews were inspired by a semi-structured approach and the direction of the interview was determined by the respondent's initial reply. Our aim was to obtain meaningful answers and insights into the problem at hand (Malhotra 2010:185-186).

Since quantitative research already had been carried out, a fairly clear focus of the topic was established which also supported the decision of using a semi-structured approach (Bryman & Bell, 2003:346). Furthermore, Bryman & Bell (2003:346) state that when more than one person

are to carry out the fieldwork, a semi-structured approach is suitable. In addition to this, the semi-structured approach is in compliance with the technical version described above, since it ensures some cross-case comparability (Bryman & Bell, 2003:346).

Regarding the quantitative research, statements such as “modern women drink beer”, “I would enjoy a beer tasting night” and “I am interested in food” received higher levels of agreement in the younger age categories (see Appendix 5, pictures 5.2.1, 5.2.2 and 5.2.3). Since those variables were of importance to the qualitative research the in-depth, interviews were conducted with people from those age categories.

3.2. Gathering of empirical material

In order to get the most objective results possible, four forms of gathering empirical research were carried out: secondary data from previous researches, interview with a decision maker from the industry to get insights, surveys with possible consumers and, finally, in-depth interviews with beer consumers. Those methods have been selected in order to make the best use of the available information, and later, to get the information that best reflects reality.

3.2.1. Secondary Data

Gathering of secondary data is considered by many researchers as a necessary step before designing a research, since it can be a great asset for a study. That is because it has already been gathered and analysed and can, therefore, be a base for the development of a new study (Malhotra 2010:133). It can be used not only as a base for the design of the study, but also to answer certain research questions and give more insights to the interpretation of the primary data (Malhotra 2010:133). However, it is important to take into consideration that the already existing studies might not have the same aims as the current study and, therefore, the results earlier gathered might give an information that is not very accurate or relevant (Malhotra 2010:133). In that sense it is good to use different studies, so that the information can be more complete and, by adding different perspectives, it may also give a more accurate result.

There are also online tools where it is possible to extract different kinds of information, one of those tools was used in this research, called Google Trends. It is a program that makes it possible to extract the evolution in the number of searches made on a certain word or combination of words in a timeframe. Since nowadays it is so common to research things online, looking at how often certain words were researched, may provide an understanding about the interest in a certain subject over time.

The secondary data was also needed as basis for developing the quantitative research. By finding relevant trends it was possible to develop a relevant study for the knowledge gap.

3.2.2. Survey

The survey (see Appendix 1) were distributed in different online forums in order to get mixed answers from different countries, age groups and genders; in a limited time span. The survey was available online to anyone during 72 hours, from the 23rd to the 26th of February 2013. After the

closing of the survey, the answers were downloaded to Excel and converted into SPSS, a statistical software. Hence, making it possible to make different comparisons and, by using descriptive statistics, obtain approximate percentages and correlations.

187 women and 158 men participated in the study. Out of those 87 % claimed to drink beer. Furthermore 79 % by the women claimed to drink beer, while 97 % on the man's side. The results of the survey are further described in section 4.2. Survey.

3.2.3. Interview with Manager

Since the in-depth interview with the marketing executive was mainly a tool for extracting information that provided a basis for the in-depth interviews with the consumers, a semi-structured approach was adopted. That means that the researcher has a list of questions on fairly specific subjects that is used as an interview guide (see Appendix 2), but the interviewee has freedom to give more depth to the subjects that he or she finds most interesting (Bryman & Bell 2003:343). Since the sole purpose of the interview was not to only reveal underlying motives, but also to gather information for cross-referencing with consumers motives, beliefs and opinions, such an approach was preferable.

The in-depth interview with the manager had the aim to get an insider point of view and understanding of the beer industry. Besides the industry, it also gathered information about four of the brands that he manages, later on those brands were used to apply theories in the analysis.

The interview was carried out at Spendrups head office outside of Stockholm. It was in an undisturbed meeting room, and the entire interview was recorded and later on transcribed. Prior to the interview, the main subjects that would be addressed in the interview were sent to the Manager so that he could prepare. During the interview, there were a series of questions within each subject for him to answer. The manager got the chance to read the quotes and information taken from the interview and approve them before the publication of this paper.

3.2.4. In-depth interviews with consumers

After the secondary data, the surveys and the interview with the manager were all gathered and briefly analysed. Questions for a more in-depth interview with selected consumers were developed and these questions were based on the information already collected, and the areas where there were information gaps or a lack of motives to explain certain behaviours. These interviews were made separately with 10 different consumers, 5 men and 5 women, and they were about 30 to 45 minutes long. All the interviews were held in neutral environment where the interviewed person felt comfortable and coffee, tea, water and some sort of cake were offered.

A semi-structured interview guide (see Appendix 3) was used in order to be able to compare the answers in a more objective way. Due to the time and resource constraints of the study, the interviews were conducted with people living in the Øresunds region. In order to get answers that could be applied for a more international perspective, one of the requirements for the choice of interviewees was that they had lived abroad. Taking into consideration the results of the quantitative study, the fact that younger consumers are more open to beer not being a mainly

masculine beverage, and the fact that they are the main target for most commercial campaigns for beer, the interviewees were all from ages between 20 and 25 years old. All the interviews were recorded and later on transcribed. The interviewees will remain anonymous, the names referred in the study are false, so that they would feel comfortable to answer truthfully about their drinking habits, which is a subject that many consider sensitive.

3.3. Validity and reliability by triangulation

As described above, the design of the study was carefully planned in accordance with theories regarding both quantitative and qualitative methods. All decisions were motivated in order to ensure a valid and reliable study.

Regarding the quantitative study, the sample was not a representative selection but simply a collection of respondents. Nothing, based on the quantitative study will be said to be statistically secured. The data is mainly used for identifying variables for further qualitative studies, to compare with other results and for indications regarding trends. However, some measures were taken in order to generate the best results possible. The distribution of answers in different categories were measured before checking for correlations and missing values were handled in order not to skew the results. An experienced statistician controlled the data in order to ensure an accurate way of processing it.

Regarding the qualitative studies; respondent validation was controlled by encouraging the marketing manager to read the transcript of the interview to correct any possible mistakes (Bryman & Bell 2011:396). In addition to this, all interviews were recorded and transcribed so that no information would be lost. The internal reliability was controlled by ensuring the researchers agreed about what they saw (Bryman & Bell 2011:395).

By combining two qualitative studies with a quantitative study we were able to use triangulation to ensure the validity and reliability of the study. When using triangulation the researcher uses more than one method or data source in the study (Bryman & Bell 2011:397). Kanter (1977:337 see Bryman & Bell 2011:397) provides further support to the theory by suggesting that with *"a combination of methods [...] emerges as the most valid and reliable way to develop understanding of such a complex social reality [...]"*. Therefore a triangulation method was used in this study to arrive at a valid and reliable result.

Figure 3.3. Validity and reliability by triangulation

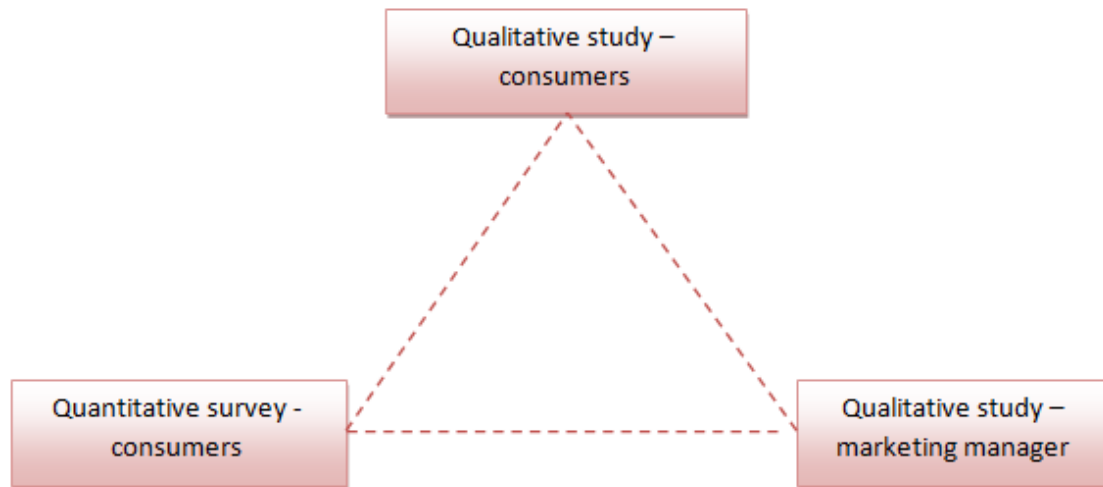


Illustration of validity and reliability by triangulation method.

3.4. Method Criticism

No study is perfect but to be aware of the possible weaknesses of one's study and taking those into account during the execution of the study helps to get a more objective result. Method books often address the possible issues that can happen during the execution of a study. It is also common to discuss the possible solutions for them or how to take those in consideration during the analysis.

There are scholars that do not agree with the usage of both quantitative and qualitative research methods (Bryman & Bell 2003:492-493). They have four main arguments: it complicates the design of the study, it sometimes collects irrelevant data, it dilutes the research efforts and many researchers do not have the necessary skills to perform such an advanced method. Those opinions were taken into consideration when performing the study. To solve some of those problems each one of the authors specialized in one of the methods and a lot of attention was given to the study's structure. Since the time frame for this study is rather short, the gathering of data had certain limitations in order to gather all the information necessary. For example, the survey was only distributed in online forums, which means that the opinions of those who do not use Internet were not a part of the study. That will be taken into consideration but, since it is not likely that the internet usage and beer consumption are connected, we believe that this will not prejudice the final result.

Insider perspective is something that adds to the study, but it also challenges the objectivity since the authors are a part of the studied target group. It is an advantage since it gives a better understanding of the group and an easier access to interviewees. On the other hand, already established opinions can affect the analysis; to avoid this a double method was used, so that the analysis was based on both qualitative and quantitative research. The quantitative was used as a

ground for the creation and examination of hypotheses, while the qualitative was used to explain the motives behind certain behaviours. Also, the interviews had a structured form so that the interviewers own experiences and opinions could not affect the interviewees reasoning. By never using the authors own opinions and thoughts, the study should not be affected by former beliefs.

It is also important to clarify that both the interview with the manager and the interviews with consumers were conducted in Swedish. That was in order to make the interviewees more comfortable and make their reasoning be about the subject and not about the language. The transcription was directly translated to English, so that the analysis would not lose anything due to the language shift.

4. Empirical material

No study can ever be better than the empirical material it is based on. We have chosen to gather empirical material from different sources and use different methods to have objective and broad data to analyse. As explained above, the already available data on the subject was gathered and later, after identifying the knowledge gaps, primary data was collected.

4.1. Secondary data

Beer is the world's third most consumed beverage, losing only for water and tea (Lyon, 2010), so it is not unexpected that many studies involving this ancient beverage have already been made. Both Sophia Mind (2010) and Carlsberg (2011) have conducted surveys about women's interest in beer and beer in combination with food. According to Sophia Mind (2010), a number of women would consider drinking beer in combination with food, and Carlsberg (2011) attributed the increase in interest in beer mainly to the combination of food and beer. These findings also correspond with the previous statement of Rachel Perryman that beer companies should focus on premiumisation rather than feminisation, in order to attract a female clientele.

Sophia Mind (2010) conducted a survey consisting of interviews with a sampling of female Brazilian Internet users via an online questionnaire. The survey was conducted on 2.815 women in the ages between 25 -50 with a university-level education. The objective of the survey was to identify whether or not a market exists for a beer created specifically for women, and the difference between this beer and those existing on the market. According to the survey, 88% of the women who consumed some form of alcohol also drank beer. Furthermore, Sophia Mind (2010) found that 63% of women choose the beer brand that they will buy, and that this is the husband or boyfriend's role in only 22% of the cases. Even though many of the women in the survey were open to try a beer designed especially for women, 90% of the respondents stated that they were satisfied with the products existing on the market. Statement "modern women drink beer" had high levels of agreement, while statements "drinking beer is unfeminine" and "women would drink more if there was a beer designed specifically for them" had low levels of agreement.

According to Cameron and Holt (2010), a company can leverage media myths and subcultures to gain competitive advantages by cultural innovations. By combining the statement regarding premiumisation and the findings that attributes the increased interest in beer to increase interest in food, one can examine the culture surrounding food. At present (2013-02-18), there are 8694 blogs registered at <http://blogtoppen.se> under the category food and beverages. In the TV tableaus, one can identify numerous shows connected to cooking and the love of food. The number of searches all over the world made on "beer food pairings" at Google has increased significantly over the past few years (see Appendix 4, picture 1). Similar results can be found for the search word "food which beer" (see Appendix 4, picture 2). Furthermore, it seems like Sweden is following this trend and shows a similar pattern for the search words "öl mat" (see Appendix 4 pic 3). In addition to this, one can see a significant rise of the search word "matblogg",

in the search word food blog” and as well in “beer food blog” (Appendix 4, picture 4, 5 and 6). Finally, numerous people who describe beer as “the new wine” can be found (see for example Rufus (2013), Finkell (2011) and Croyle (2012)).

4.2. Survey

345 people completed the survey, of those there were 187 women and 158 men. Explained by the fact that the study was performed in Sweden, 41 % of the respondents were Swedish. As can be seen in Appendix 1, many different aspects around beer consumption and gender were discussed in the survey. However, not all of them will be used in the analysis. A selection will be made based on the results from the qualitative research, and only the relevant data for the analysis will be presented. Some of the basic percentage statements that will be used in the analysis chapter are that 78 % of women say that they consume beer, of those 19 % state that they think beer is unfeminine. Another interesting fact is that 98 % of men state that they consume beer.

Based on the survey, a difference index was developed to measure the difference in mean values divided by sexes. This index was developed based on the mean values calculated in SPSS (see Appendix 5, Section 1).

Picture 4.2.1. Difference index

Index	Gender	Men	Women	Difference
Beer		2,23	3,16	0,93
Spirits		3,33	3,10	-0,23
Cider		3,39	3,14	-0,25
Wine		2,81	2,28	-0,53
Cocktails		3,11	2,49	-0,62

1 = most preferred

Index	Gender	Men	Women	Difference
Recommendations		3,34	3,55	0,21
Taste		4,79	4,83	0,04
Price		3,40	3,70	0,30
Advertising		2,18	2,35	0,17
Brand		2,88	2,86	-0,02
Design of container		2,45	2,54	0,09
The percentage of alcohol		2,83	2,83	0,00
The number of calories		1,61	2,15	0,54
What my friends drink		2,21	2,53	0,32
Which events they sponsor		1,70	1,75	0,05

5 = strongly agree
1 = strongly disagree

Index	Gender	Men	Women	Difference
I drink beer when I want to relax		3,65	2,94	-0,71
I prefer drinking beer in when in company of others		4,33	4,4	0,07
I would enjoy a beer tasting night		3,94	3,64	-0,30
I prefer drinking beer in combination with food		3,40	3,20	-0,20
Activities like watching soccer games fit well with drinking beer		3,96	3,40	-0,56

5 = strongly agree
1 = strongly disagree

Index	Gender	Men	Women	Difference
I am interested in food		4,14	4,40	0,26
Drinking beer is unfeminine		2,63	2,38	-0,25
Modern women drink beer		3,54	3,76	0,22
Beer advertisements are mainly targeting men		4,00	4,00	0,00
I do not drink beer because I think it is a drink for men		1,79	1,64	-0,15
I do not drink beer because it's associations with sports		1,84	1,57	-0,27
I like beer advertisements		3,02	3,18	0,16
I do not drink beer since I care about my weight		2,09	2,29	0,20
Men drink beer in order to get drunk		3,05	2,90	-0,15
Women drink beer in order to get drunk		3,02	2,87	-0,15
Beer companies should start sponsoring eurovision song contest or similar events		2,27	2,45	0,18
Beer companies should start sponsoring fashion week or similar events		3,34	2,56	-0,78

5 = strongly agree
1 = strongly disagree

Index created based on the difference in mean values divided by gender.

From the index, one can conclude that, regarding many statements, the difference in opinions differs little between the sexes, even though differences could be found. Statements that received high levels of agreement among both sexes were “I am interested in food”, “Modern women drink beer”, “Recommendations are important when I buy beer”, “I prefer drinking beer when in company of others”, “The taste is important when I choose what beer to buy”, “Beer advertisements are mainly targeting men”, “I would enjoy a beer tasting night” and “Activities like watching soccer games fit well with drinking beer”. Of those variables all, except “activities like watching soccer games fit well with drinking beer”, scored 0.30 or less in the difference index. This indicates that those statements are important, or valued in a similar way, by both sexes.

As shown in the index, one of the biggest differences is found in the preference the different sexes show for beer appreciation, where men seem to prefer beer more. However, if one excludes those people that claim not to drink beer (both males and females), one can see that the difference in preference for beer is only 0.71. This means that beer drinking females in average scored 2.92 (where 1 is the most preferred), and beer drinking males in average scored 2.20. Even though women claimed that the number of calories was not an important factor when they chose beer (only scored 2.15 in average), this was one of the most detectable differences between the sexes. The same thing could be said when looking at the variable “I would drink more beer if beer was considered more feminine” were women in average only scored 2.24 (see printout Appendix 5, picture 5.1.4). However, the statement still ranked as the eight variable that detected the biggest difference between men and women. The statements that men ranked noticeably higher than women were; “Beer companies should start sponsoring fashion week”, “I drink beer when I want to relax”, and “Activities like watching soccer fit well with drinking beer”.

The correlation between all the variables and the question “how often do you drink beer” was examined to see which variables that could have an impact on beer consumption. An index with the variables with the highest impact was created based on the printouts in Appendix 5, Section 3 and 4.

Picture 4.2.2. Correlation index

	Correlation with: "How often do you drink beer?"
All respondents	
Q14 Calories	-0,216
Q14 What my friends drink is important	-0,165
Q15 I drink beer when I want to relax	0,414
Q15 I would enjoy a beer tasting night	0,393
Q15 Activities like watching soccer fits well with drinking beer	0,293
Q16 I would drink more beer if it was considered more feminine	-0,219
Q17 I do not drink beer since I care about my weight	-0,232
Q17 Modern women drink beer	0,117

	Correlation with: "How often do you drink beer?"
Female respondents	
Q14 Calories	-0,166
Q14 What my friends drink is important	-0,178
Q16 I would drink more beer if it was considered more feminine	-0,188
Q15 I drink beer when I want to relax	0,429
Q15 I would enjoy a beer tasting night	0,436
Q15 Activities like watching soccer fits well with drinking beer	0,341
Q17 Drinking beer is unfeminine	-0,243
Q17 Modern women drink beer	0,314
Q17 I do not drink beer since I care about my weight	-0,168

Negative correlation → if you agree with that statement you are inclined to consume less beer

Positive correlation → if you agree with that statement you are inclined to consume more beer

Correlation index with the variable with the most impact on beer consumption.

Regarding which variables that could have an effect on how often the respondents consume beer, the analysis indicates that, if they agreed with variables such as “you care about the number of calories”, “I would drink more beer if it was considered more feminine”, “I do not drink beer because I care about my weight”, or if you “think it is important what your friends drink”, the respondents were inclined to drink less beer. The analysis hence shows that those variables are negatively correlated with the variable “how often do you drink beer”. Furthermore, the respondents were inclined to consume more beer if they agreed with the statements “I drink beer when I want to relax”, “I would enjoy a beer tasting night”, “modern women drink beer” and “activities like soccer fit well with drinking beer”. Hence those variables were positively correlated with the variable “how often do you drink beer”.

If only looking at the consumption of the women in the study, the statements that made women inclined to drink more beer were; “I would enjoy a beer tasting night”, “I drink beer when I want to relax”, “modern women drink beer”, and “activities like soccer fit well with drinking beer”. Those statements which made women less inclined to drink beer were; “drinking beer is unfeminine”, “what my friends drink is important when I choose to buy beer”, “I would drink more beer if it was considered more feminine”, “I do not drink beer because I care about my weight” and “the number of calories are important when I chose which beer to buy”. Hence, these variables were negatively correlated with “how often do you drink beer” and those women who scored high on these variables tended to drink less beer.

4.3. Interview with Marketing Manager, Henrik Åström, Spendrups

Spendrups AB is one of Sweden’s largest beverage companies. They have different product categories and their main category is beer. They carry a number of beer brands in their portfolio. The brands chosen for discussion with Henrik Åström were Heineken, Mariestad, Melleruds and Norrlandsguld.

When asked if Spendrups has a strategy to direct their marketing to women, Henrik stated that they do not have it at the moment. However, throughout the interview it was discussed how Spendrups aim to move away from the somewhat outdated version of manliness, towards a more modern version, where both genders are equally in focus. Henrik supports our hypothesis that many breweries dream is to find the solution of an approach that would tempt female drinkers, but that previous attempts often have been misguided, and have had an inappropriate focus. He continues the reasoning with stating that beer commercials, traditionally, have focused on a mannish expression and hence women, most likely, have felt excluded. Therefore he agrees: one can say that the product probably would appeal to women as well, just that it has been positioned in a way that does not tempt female drinkers.

The opinion of Henrik Åström is that of the brands they carry, Heineken is the brand that is most likely to attract female consumers. It is, however, important to point out that this assessment is based on his own experiences and not on hard-core facts. Henrik explains the difficulties to research and measure these kinds of hypotheses. The breweries have few opportunities to conduct analysis on purchase statistics of consumers since the products are sold through a third party, and this party is submitted to various regulations. However, Heineken is one brand that

female consumers often claim to prefer in different surveys. When asked to speculate why Heineken could be preferred over other brands by women, Henrik shares theories that women are attracted to the international flare, stylishness and premium that are conveyed by the brand. He further provides a theory that international brands in general appeal to women to a large extent since well-known brands minimize the risk of being perceived to do something wrong. Furthermore, he mentions that the core values for Heineken are the same in all markets, even though they are expressed differently along the stages of the implementation process. The core values of Heineken are party, urbane and quality.

Since Heineken is positioned as a premium brand, Henrik was asked regarding his opinion whether or not premium beer is more appealing to a female clientele. His response was that he definitely thinks so, and, specially, due to the packaging. A stylishly designed bottle is more likely to attract females both because of the design and due to the fact that females in general consume less alcohol, of any kind, than males. A bottle most often contains less volume than a 50 cl can.

In practice, one can see that it is fairly easy to change the perception of a brand. When Spendrups used a woman in a commercial for Mariestads, they got immediate results regarding women's perceptions of the brand. The commercials for Mariestad focus on an achievement of a person that awards herself, a beer after fulfilling one achievement. Through the commercials, they communicate an image of successful bon vivants. Spendrups introduced Titiyo, a famous singer, as their spokesperson, and showcased her having a beer in her lounge after a gig. The response among women was immediate and measurable. The core values of Mariestads are fun, local, craftsmanship, pleasure and quality.

In addition to this, Henrik was asked which brand that is less likely to attract female buyers. Even though he had no facts regarding this, his opinion was that brands that are distinctly marked as masculine, and communicate an outdated picture of masculinity, are less likely to attract women. However, he points out to the fact that the communication of masculinity is important to beer brands, but states that it can be expressed in different ways, and to different degrees. If he was to pick one of the brands they carried that, according to his own reasoning, was less likely to tempt females, he would contemplate Norrlandsguld. The environment surrounding the brand, traditionally, has alluded to the traditional version of manliness. In the past, the core values for Norrlandsguld have been fun and unconstrained manly fellowship, but recently the core values have been revised, and are now only fun and unconstrained fellowship. Norrlandsguld will never be an unmanly beer, but Spendrups is working on repurposing the existing image to a more modern concept of manliness.

In development of new products, such as Melleruds, Spendrups is not working with the traditional established version of manliness. Henrik explains that the reason behind this is that this manly identity is not something that works in the long run anymore, and, from a commercial perspective, it is obsolete to convey to such an identity. The core values developed for Melleruds are simplicity, robust, security and tasty beer. When asked whether Melleruds could be profiled as a gender neutral beer, Henrik agrees. He further explains how they have used their presence at "chef of the year" (Årets Kock) to launch Melleruds, and describes how Melleruds is developed to

work well with food. If Melleruds were to be launched at “Systembolaget”, it would cost approximately 12.90 SEK.

In addition to the above, Henrik verifies our hypotheses regarding an increased interest: in beer in general, in beer by women and in how to combine beer with food. He describes the renaissance that has surrounded beer, and explains the important role microbreweries have played in developing this new culture. This development has led to that breweries have been forced to change their strategies regarding which beer they supply. Since beer now can be consumed in many more different contexts, breweries must supply more variations regarding taste under the different brand names.

Regarding the increase in interest of beer by women Henrik stated that, according to his personal experiences, he has also detected such an increase in interest. At fairs, one can see a genuine interest in beer by women, especially in those parts of the beer industry that concern craftsmanship and different taste experiences. When consumers contact Spendrups, a reasonable amount of these consumers are women, which further supports the statement of an increasing interest for beer among women.

Henrik was further asked if he had any speculation regarding which core values that could attract female drinkers. Even though he could not name any specific values, his opinion was that the offerings need to have a modern touch to tempt women. He further stated that, in order to attract both genders, but especially women, the offerings need to be updated and convey a feeling of freshness. However, it is not his opinion that the main factor for segmenting the market should be gender. To develop an offering that only targets women, instead of one that only targets men, is probably not the best way to go. Not only does it exclude men, but at the same time it is hard to find one offering that attracts the whole female clientele. Spendrups has received proposals for designing pink bottles or incorporate lace in the design, which, in Henrik’s opinion, does not feel relevant for the entire female clientele. Such an approach, that both excludes male drinkers and only tempts a small part of females, would therefore not be beneficial. However, one can see that, historically, it has been possible to attract the other sex to a product that traditionally has targeted the opposite sex. L’Oréal was for a long term a brand that directed their marketing efforts to women, but now most modern men can feel addressed by the brand. Henrik describes how the beer industry has been somewhat of the “last male domain”, but that, due to recent events, is about to change.

Henrik’s opinion is that consumers, to a large extent, neither know nor value which brewery that produces the different beer brands. However, some customers are very loyal to a brand, but not to the corporation that stands behind it. He further verifies that marketing directed to consumers mainly focuses on the product brands, while marketing to restaurants focuses on the corporate brand.

Regarding price sensitivity, Henrik’s opinion is that the hypothesis that people are less price-sensitive regarding premium beer is valid. He comments that for a brand like Heineken, for example, there are some people that buy it regularly and are not price sensitive; and others that buy different brands every time, who tend to be more price sensitive.

Spendrups is aware of the nutrition trend that is popular at the moment. They have even created a beer that has fewer carbohydrates, Bright. Henrik explains that, in his opinion, the reason behind why so many “healthy” beers fail is due to the fact that they have a lower quality and loose in taste when compared to normal beers, and not due to the lack of interest from the consumers. When developing Bright, they focused on an offer that would have the same taste as normal beer and that can be seen as the explanation to why it is sold in large quantities. He also comments that he believes that the nutrition trend has gone from a trend to an established lifestyle. He describes the expectations from consumers: “People want low calorie offers that are both artisanal and premium at the same time; it is a combination from hell.”

“There are many aspects regarding female consumption that we do not have studies about. But we believe that if we have quality products, women will like them. However, we do not plan on developing products specific for females, but more focus on products that are well suited for both genders. Segmentation might be done based on subgroups, for example, our beer called Pistonhead that is not targeting any gender, but focuses on the Rockabilly culture. That is the kind of targeting that we plan on continuing investing on in the future.”

4.4. Deep interviews with consumers

As explained in the method, the interviews with the consumers were around half an hour long and they were all transcribed to facilitate the analysis. The most interesting facts from each interview are described below, but it is important to note that these are just summaries with the main opinions that are relevant for the study and not a complete transcribing. The facts shown here will later be used in the analysis.

4.4.1. Per

Per drinks beer once per week, on average, when he is out partying with friends. In those situations, he normally drinks around 10 beer bottles. The motives for his consumption are both to get drunk but also the nice taste. He considers that beer has traditionally been a more masculine beverage, but that many things that used to be considered masculine are now becoming more neutral and being consumed by both genders, like for example beer and snus.

When asked how he would feel if his favorite beer would have a marketing campaign targeting women, he said that it would not change his opinion of the brand and that he would still buy their beer. He would actually appreciate it and think it was a nice way of breaking the patterns and doing a campaign that is not just a slightly different from what already exists in the market. Doing a twist by changing the target group would not only make the commercial more interesting but also more memorable. Regarding whether or not the number of calories affects his purchase behavior Per claims that it does not. He has however tried a healthier choice, namely Spendrups Bright, and found it similar to regular beers, and hence enjoyed the experience. However, the purchase decision was based solely on the intention to compare such a product to other alternatives and not the number of calories. When asked about his opinions of a product directed only at women, such as a beer bottled in a pink bottle, Per states that the idea seems ridiculous

and claim that “it feels like moving back 70 years in time, everybody should be able to drink the same beer, beer is beer so to speak”.

4.4.2. Carl

Carl drinks beer at least once a week when he is out with friends or when he is watching soccer games; he associates beer with fun but also with hangovers. He considers beer a masculine beverage due to the fact that historically men drink more alcohol, and it goes well with “watching soccer and hanging with the guys”.

He states that he would not mind if one of his favorite beer brands would have a marketing campaign targeting women and that it would not change his consumption or opinion of the brand. On the other hand he would not consume a beer that was developed especially for women since for him beer fits with manliness. Therefore it would feel weird to purchase a product that has more feminine aspects. When questioned about calories in beer and if they affect his consumption he answered: “Since I mostly drink beer to get drunk, calories are not that important. But if I would start drinking more beer with food then I might start caring about that, even if it feels like a girly thing to do.” He does not feel affected by beer commercials in general but might purchase a beer if he sees a commercial about its launch. He also says that he would be interested in learning more about how to combine beer and food, even to fine-dining, and that it would increase his beer consumption.

4.4.3. Urban

Urban is very interested in beer in general; he drinks beer 4 times per week on average. Once per week in a party environment where he drinks from 10 to 12 beer bottles and the other times he takes one or two bottles at home to relax. He considers that it is more common for guys to drink beer than girls due to the fact that people are often raised with the belief that guys should drink beer.

When asked how his perception of a brand would change if the brand directed their marketing efforts to women, Urban states that it would influence his perception in a positive way since most beer commercials are sexist and somewhat degrading for women. He regards beer as a gender neutral beverage for “the same reason that vodka is a gender neutral beverage”. His opinion is that the taste of beer is often something you need to get used to and the reason to why more men drink beer is that there is more pressure on them to drink beer in their younger years. In contrast to many others, he would try a fruit flavored beer and state that they already exist but probably are profiled in the wrong way.

4.4.4. Judit

Judit drinks beer twice per week and in average 4 bottles per occasion. She drinks both with food and when partying but always in social situations. She prefers to drink beer rather than other alcoholic beverages because she likes the taste, especially the fact that it is not so sweet. She thinks that many women prefer to drink wine rather than beer because they want to be fancier and since wine is, many times, considered a more elegant alternative, so they choose that.

She considers the development of a “girly beer” ridiculous and meaningless, “if the taste and the feeling are changed, it will no longer be beer”. For her a commercial for beer, targeting women would feel fake and cynical. A better option would be a gender neutral commercial that does not focus neither on women nor men. A marketing campaign would not change her consumption of her favorite beer as long as there were no other options that tasted as good. In her opinion, many beer commercials also impact women even when targeting men since women sometimes prefer to have a more masculine image. She does not mind that beer commercials do not have her as a target group. She does drink beer to fine-dining and she would do it even more if she had more knowledge about matching food and beer.

4.4.5. Mathilda

Mathilda drinks beer once per week in average. Each time she drinks, she normally consumes around 4 bottles of beer. She mostly drinks in social contexts during weekends. For her, beer is a good tasting quencher and it is better than wine for combining with food. She connects beer to feelings of relaxation, enjoyment and summer; which can be explained by the fact that during hot days she feels more like drinking beer.

She told us about her experience of often getting shocked reactions when she, as a woman, prefers beer to any other alcoholic beverage, therefore she still sees beer as a masculine product even if, for her, it feels completely neutral. For her, if a company would launch a beer sort that had women as a target group, it would be fun since they would be taking interest in women. However, it would not be a product that she would consume. The same goes for a marketing campaign targeting women, she would like it but it would not affect her consumption, not even if her favorite brand did it. At the same time, she considers it to be a pity that almost all commercials focus on the same target group, men in 20-35 years. The two factors that influence her purchase is the taste, which she knows of, either from trying it herself or from recommendations, and the packaging when looking for new beers.

4.4.6. Ewa

Ewa drinks beer a couple of times per month in parties, with friends or to dinner when she is visiting her parents. For her, beer fits with hot summer nights, time with friends and while barbecuing. She thinks that beer is a masculine product even if she does not feel masculine while drinking it. She explains that with the fact that many women do not drink beer but that it is very unusual for guys not to drink beer.

She would not be attracted of a special beer taste developed for women but she would probably buy a beer that had a more “girly” package, as long as it looked cool and not immature. Hence, she would not buy a pink bottle covered in lace. A marketing campaign targeting women would influence her but that it should not be in an absurdly obvious way. She exemplified with Mariestads commercial where the main character was a woman. She does not care about calories when choosing a beer. She prefers beers in bottles, besides that she does not think so much about the packaging, unless it is a beer that she is not familiar with, is that the case, she uses the package to judge which beer to buy. For her, the fact that marketing campaigns for beer

focus on young men does not have an impact, but she believes that brands have a lot to gain if they would focus more on women.

4.4.7. Lisa

Lisa drinks beer twice per week and each time she drinks around three bottles of beer. She only drinks beer in parties and when hanging out with friends, never while eating food. She connects beer to a sense of happiness and she thinks that it is because she gets a bit tipsy. She thinks that it is more normal for girls to drink wine and for guys to drink beer since it is what she is used to see among her friends. Her favorite beer is Norrlandsguld and she justifies that with the fact that it is from the place where she grew up, so it reminds her of her hometown and family.

For Lisa a girly version of beer would make normal beer lose its image and it would feel completely wrong, she would never buy it, not even to try it. On the other hand if a company had a marketing campaign targeting women she would like it and it would improve her image of the company behind the campaign. For her the fact that most commercials target men increases the stereotype that beer is a masculine beverage. However, she believes that even when targeting men they still influence women since many females choose to consume beer to get a tougher image. She would like to drink beer to fine-dining and learn more about how to combine food and beer but at the moment she does not do it since she does not think she has enough knowledge about how to do it.

4.4.8. Erwin

Erwin drinks beer one to two times per week and each time he drinks around 4 bottles. He consumes beer in parties or during dinner, but never when alone at home. He connects beer to positive feelings, happiness and Germany. He motivates that with the fact that he associates the happy feelings with beer since his consumption is always while having fun with friends and Germany since, it is where most beers come from.

For him beer is a masculine product, but he recognises that companies are starting to launch beers with flavors that target more women. A beer with fewer carbohydrates and the same taste, or a beer with an even better taste, would probably increase his consumption. For him, if a brewery would start marketing efforts directed to women, it would improve his opinion about the brand. But he considers that it is smart that brands focus their marketing on younger men, if they are the ones that consume most beer.

4.4.9. Caroline

Caroline drinks beer in social contexts like parties or dinners with friends, she drinks around three beers once per week, not more, because she feels too full. She connects beer consumption with happy feelings, friends and good taste, but she admits being influenced by what others are drinking when she decides what to drink herself.

She considers that it is more normal for guys to drink beer and girls to drink wine. She motivates that opinion with the fact that in society, men grow up with the image that beer is the appropriate beverage, while women are expected to drink fancier drinks like wine. For her, beer is a

masculine drink since it is mostly expected for men to consume it, but she thinks that it should be neutral and she does not feel masculine while drinking it. There are many things that could increase her consumption: nicer packaging, new tastes, a new pitch or even a cool commercial. She would like if a company would start marketing beer to women since it would be different than what everyone is doing now. However, she would prefer if the commercial was gender neutral. She thinks that during summer beer commercials influence her to consume more beer but not specifically of the brand in the commercial.

4.4.10. Lasse

Lasse drinks beer in average two to three times per week and a bit more often during summer. Each time he drinks beer, he drinks around 4 to 5 pints if it is in a social situation or one or two if it is with food or while watching a soccer game at home. He associates beer with happiness, friends and relaxation; “beer can be consumed in different contexts, but while watching a football game, it is the norm”. “When you drink beer it has a lot to do with the way it is perceived in society, but also the effect of alcohol which gets you relaxed and diffuses the social awkwardness”. He considers beer to be a masculine beverage and explains that with the fact that he is a man himself and the way that beer is branded.

Besides situations where he would be more social, one of the facts that could increase his beer consumption most would be if his girlfriend started to enjoy drinking beer. When asked about his opinions about a beer brand that started targeting women, he said that if the brand has always been targeting men would suddenly change target group it would feel weird in the beginning, but if the brand does not have a very formulated target group, it would be fine for them to target women. He has tried beer with less calories but he noticed a difference in the taste and since he does not care about the calories in the beer, he did not repeat the purchase. He considers himself very interested in the combination between beer and food, and states that increasing his knowledge about it would increase his consumption of beer, especially for fine-dining.

4.4.11. Summary and patterns

Ten interviews cannot be used to get a complete picture of reality, but the repetition of certain facts can give an understanding or certain patterns and opinions that exist in society. All interviewees prefer to drink beer from bottles instead of cans, even if some recognize the advantages of cans when the beverage had to be transported. When asked to choose between a Heineken, a Norrlandsguld, a Mariestads, a Melleruds, a Corona, a Staropramen and a beer from a small microbrewery, eight out of ten would chose the microbrewery because it feels more differentiated, more selective, time limited or exciting due to its uniqueness. Most of the respondents showcased a pattern of being curious and excited to try new things. They especially valued things like craftsmanship, limited editions, locally produced products and products that, in one way or another; conveyed a sense of exclusivity. Another interesting phenomenon that was observed was that men in general seemed to be more positive towards directing a marketing campaign towards women than the females in the study. While females, in general, thought that such an attempt would be too obvious, the men’s impression in general were that it would make the commercial more memorable, giving it an interesting twist and improving the brand’s image. Most of the women in the study would prefer a gender-neutral marketing campaign to a campaign that was aimed only at women. Further, some of the females stated that some women probably

enjoy the image that beer brings them due to its connections to masculinity. However, all participants did not share this opinion. In addition to this a number of respondents shared thoughts about the fact that women preferred wine since it brought them a fancier image, however they did not want this image themselves. More females also claimed to be influenced by what others consume when they chose what to drink. This seems to be in correspondence with the quote from Marketing Week (2012), which states that:

“The commercial attraction of the female market remains strong, despite the number of failed attempts to date. Creating brands that consumers will not be judged by their peers for drinking will be key to driving sustainable growth”.

None of the respondents stated that calories were an important factor when they choose which beer to buy. None of the respondents claimed that they cared what brewery that produces the brand and that this does not influence their purchase decision. All respondents claimed that taste was the most important factor. Next to this, most respondents claimed that the curiosity of trying something new and exclusive often influence their purchase decisions. From the qualitative study several core values were identified as appreciated by both sexes.

Figure 4.4.11. Core values appreciated by both sexes

Core values appreciated by both sexes
Quality
Tasty
Fellowship
Party
Fun
Pleasure
Relaxation
Community
Craftsmanship
Exclusivity
Curiosity
Individuality
Love of food
Connoisseurship
Authenticity

Core values derived from the in-depth interviews with the consumers.

5. Analysis

This research took into consideration different aspects of a complex situation, the reasoning behind decision making of which beverage to consume. Those were analyzed based on preferences due to brand, product quality, society norms, etc. Therefore, in order to facilitate the understanding of the different subjects the analysis will be divided into different areas and further on, there will be a discussion where all those facts are put together with the aim of understanding the phenomena as a whole and considering which significance it can have. The analysis will illustrate how theories core values and cultural shifts can be used in order to identify segments and direct communication efforts to those segments.

5.1. Trends

It is common knowledge that the world is constantly changing and it can be seen through history that what is in focus in society is also constantly changing. Trend is defined as “a general direction in which something is developing or changing” (Oxford Dictionary, n.d.). When trying to understand what changes have happened and are happening, a good way is to analyze which trends there are in that certain area. Since this study is investigating which changes have happened in regards to gender and consumption, is it interesting not to only see what the situation is now but also to get an understanding about in which direction things are moving.

Many of the trends and facts that were identified in the literature, in the interviews and in the survey are reflections of media myths and subgroups. Those trends can be identified and analyzed in correspondence with the reasonings of Holt and Cameron (2010) that can be found in section 2.4. The most relevant findings that correspond with the reasoning of Holt and Cameron (2010), will be discussed in further parts of the analysis. It is important to note that only certain trends were analyzed in order not to lose the paper’s focus.

5.1.1. Beer and Food

When investigating the interest in the combination of food and beer in the secondary data taken from Google Trends and Blogg rankings, it was possible to see a clear and significant increase in interest of beer in combination with food. People are researching more and writing more about it, to share their experiences. Based on that secondary data, one of the questions in the survey was for people to classify how much they agreed with the following statement: “I would drink more beer if: I had more knowledge regarding how to combine beer with food”. To that question 37 % answer that they agree or strongly agree with the statement. When questioned about his understanding about the trends of food and beer, Spendrups Marketing Manager, also agreed that it is a strong trend that can be easily seen and that they are already reacting on it by reviving the Melleruds brand and marketing it with connection to the “Chef of the year” contest. Finally, during the in-depth interview with consumers, many of them showed an interest in receiving more information about how to combine food and beer and many of them even stated that more knowledge would probably increase their beer consumption.

Taking into account all the information mentioned above, a trend of an increased interest in combining food and beer, can be found. That can be explained by the increased interest in food in

general and how that is now affecting the beverage consumption since people want to buy the beverage that will best suit the food. This trend can be used by many brands that want to differentiate themselves by showing that their beer goes well with food and even communicating how to best combine food and beer. By using trends in the development of strategies, brands can move ahead of the competitors and even gain, to a certain level, a first mover advantage.

Another trend that can be easily spotted in regards to foods and beverages is the growing interest in products that have been locally produced and produced by smaller producers. That can be explained both by the increased worry about environment but also for the general wish to help smaller actors. Exclusivity and craftsmanship are often connected to smaller producers and are nowadays highly valued by society.

5.1.2. Craftsmanship and quality

Interest in quality and exclusivity is nothing new; people with means have been spending money on expensive products since the beginning of modern society. Nowadays, society is considered by many to be a consumption society, where people use products to define themselves. That can be seen as one explanation for the increased interest in quality and exclusivity, especially in regards to food and beverages. To show knowledge and interest in something, it is common to consume more unique products. An important differentiator is the fact that something is not “mass market”, that it has some sort of finitude.

In the interviews, a big interest in craftsmanship and quality could be found when the interviewees were questioned about their preferences in regards to brands, sorts of beer and even packaging. Eight out of ten said that they would prefer to try a beer from a microbrewery than to choose some of the more common brands. Most explained that choice with the fact that a microbrewery will take more time to develop the beer and there will be more craftsmanship and quality since it is a more exclusive product. That can be seen as a new trend since for many years people’s preferences were more based on how well known the brand was.

5.1.3. Marketing

Another trend that could be seen in the deep interviews with consumers was the fact that most consumers appreciate the humor in commercials but feel that commercials tend to be alike in many aspects. There are different channels for marketing and companies, especially in a competitive and brand-based industry like the beer industry; use many of the traditional channels to try to get the consumers attention. One of the most common channels still is TV commercials, but since there are so many companies advertising, in order for the consumer to remember the commercial and the brand, it is necessary to differentiate it from others. Brand identities are created both by the products in the portfolio and by commercials. Therefore if the product is pretty much alike, the competitors the best way to differentiate a brand is with marketing.

What was clear in the interviews is that the beer commercials that are on air are appreciated. But since they have many things in common, many of the interviewees could not differentiate which brand was behind which commercial. A clear confusion was found between Carlsberg and Heineken. They both have the same colors and communicate with the same style; therefore, it was more common for consumers to confuse them. Something that was seen in all interviews is

an interest for brands to create more unique commercials. People are open to what the commercial should be about or whom it should target. "To target women in beer commercials would be an interesting twist" (interview with Per as described in the empirical material 4.4.1.). The general feeling is a positive reaction to a change in the existing commercials, even if the opinions about them, in general, are positive. Both the interviews and the survey indicate that men, in some ways, would be more positive to a marketing effort directed to females than women themselves. In the qualitative study the response was that women would prefer a more gender neutral approach.

As mentioned in the background, beer has for a long time been connected to sponsorship of events, especially sports events. In the survey, 68 % of the respondents stated that they agree or strongly agree with the statement that "Activities like watching soccer games fit well with drinking beer". That shows clearly how this has created a norm around the consumption of beer and watching soccer games. It is a trend that brands sponsor different events in order to be connected to the values represented by the event and in order to create a stronger bonding with the subgroups that participate in those events. That creates certain expectations from the consumer side towards the brands and that can both create opportunities and problems for the brands when they are going for new strategies.

Packaging is a marketing tool that represents the product at all times. Most people state that they are only influenced by the package when choosing among products that they do not have knowledge about. The fact is that all interviewees said that they preferred bottles instead of cans. That was explained mostly due to taste or because "it is better to drink from a bottle". When questioned further about the reasons, many said that they feel that beer cans feels cheap and therefore they do not want to be connected to that. There is a clear trend in society that what people chose to consume defines their identity, therefore brands identities and image are becoming all the more important. Things as simple as the package can influence the way people see the brand and based on that, people decide if they want or if they do not want to be connected to the brand. The connections are often done by purchases and consumption.

5.1.4. Gender Equality

As explained by different sources and shown in the interviews; the gender roles in society are changing. Women no longer spend their days at home cooking and men are no longer the only ones responsible for caring for the financials of the family. Those are just an example of changes that have occurred to gender roles in the past decades. When taking into consideration that this was the starting point of many norms that we have in today's society, it is expected that many are no longer relevant.

There are not many things that cannot be done by both genders, more and more jobs and activities are now seen as gender neutral. It can even be seen as a trend since the decrease in the differences between genders is happening and will probably continue happening. It is important to notice that some countries like Sweden, England and the United States (Inglehart & Norris 2003:9) are more advanced in gender equality than other countries, like for example muslim countries (Inglehart & Norris 2003:10). But it is agreed that gender equality is a trend all

over the world, even if some countries are reacting faster than others (Inglehart & Norris 2003:10).

It can be said that since the trend is that the differences between men and women's roles in society are decreasing, it is also normal that the cultural differences between the genders are decreasing. An example of that are sports. 2012 was the first Olympics where all the countries had women in their delegations and the competitions are getting equal attention as the male (Brown, 2012). Sports that have been male dominated are now becoming neutral, Women's Football World Cup is getting more and more attention in the media. There is now space for beer brands to sponsor those events and with that reach a new target group.

5.2. Validity of segmentation strategies according to gender

Almost all products launched have a target group and in order to create a target group, companies need to segment the market. As explained in the theory chapter, by selecting a target group the companies can find the best channels to reach those consumers and the most effective way to communicate in order to get their attention and influence them (Dickson & Ginter, 1987). It is pretty much impossible for a company to reach the entire population and to find a way to successfully communicate with everyone. Therefore, companies decide which the most relevant groups are to invest on, those groups that a campaign will probably lead to the largest sales or that will somehow influence an increase in sales. On the other hand, by choosing a target group and developing campaigns to best suit them, companies exclude many possible customers.

There are many ways to define a target group, as discussed in the theory chapter. A very common segmentation strategy is gender (Tynan & Drayton, 1987). That is seen as an easy strategy since the approaches to influence the target groups can be based on stereotypes, and the general understanding that certain things are typical for one of the genders (Aronson 2007:320-322). For many products that is a successful strategy, especially regarding products that are actually developed for one of the genders (Wolin, 2003), like for example sanitary pads for women or facial shaving equipment for men. In cases where the product is developed and can, mostly, only be used by one of the genders, it is good to focus on stereotypical things for that gender. Nevertheless, for products that could be used by both genders, it can be a risky strategy to strongly focus on one of the genders. In addition to this the quantitative study indicates that neither males nor females would drink more beer if it was considered more feminine. Wherefore an attempt to segment the market according to gender and direct marketing efforts solely to a female target audience would probably fail. As can be seen in Appendix 5 (picture 5.4.1 and 5.3.3) and the correlation index the variable "I would drink more beer if it was considered more feminine" is negatively correlated with beer consumption both when looking at all respondents and when looking at only the female respondents. Hence, it indicates that both men and women would consume less beer if the beverage were to be considered feminine. This seems to be in alignment with the further insights collected from the quantitative study.

Strong brands have identities, they have personalities and based on that, people decide if they want to consume the brand and connect some of those characteristics to themselves, or if they do not agree or approve, avoid the brand (Hoyer & Macinnis 2008:199-200). The identity is normally

created to fit well the values that the target groups think are important so that those consumers will have some sort of bonding with the brand (Hoyer & Macinnis 2008:2001-202). The selection of the target group is something that will follow the brand for a long time and the brand's personality is something that requires more engagement in order to change. An example is the beer brand Norrlandsguld, for a long time they had one of their core values "unconstrained male fellowship" and even if today they have changed it to "unconstrained fellowship" people still see the brand as a more masculine brand. That identity was created in a time when beer was considered mostly manly and the characteristics were developed in order to attract male consumers. Nowadays, the company is aware that women are a big part of the beer consumption and therefore they took off the gender characteristic, but it is still seen by the consumers as a masculine beer. This example shows that the target group can be an influencing factor even after it is no longer the focus. It is important to keep in mind the possible consumers that can be lost due to a restricted target group.

Based on the above reasoning, the validity of segmentation strategies, according to gender in the beer industry when it comes to attract female followers, seems obsolete. The analysis will further investigate in which other ways this can be done.

5.3. Cognitions and Cultural Shifts

The human brain creates shortcuts due to the fact that it would be impossible to deeply analyze every decision that has to be made. Those shortcuts can spread throughout society and become stereotypes or norms (Aronson 2007:143-144). An example of one of those shortcuts is how beer is considered to be mainly a masculine beverage even if there are many women who also consume beer. That can be seen in the results presented above, in the empirical data session, where 78 % of women say that they consume beer, where 19 % state that they think beer is unfeminine. Another interesting fact is that 98 % of men state that they consume beer. The stereotype of beer being a manly beverage is changing in people's minds and it is no longer relevant in people's actions, but it is still very clear in beer commercials how the marketing efforts still has men in focus.

It is interesting to see how cognitions reflect on people's perceptions and how, even when they have proof that their stereotypes are not a true reflection of reality, they still keep the image. When interviewing female beer consumers, all of them considered beer to be a masculine drink and that the most usual scenario for a couple in a party (when asked to choose between the guy drinking beer and the girl drinking wine; both drinking beer; or girl drinking beer and the guy drinking wine) would be that the guy drinks beer and the girl wine, even when they prefer beer rather than wine. Two of them even explained that for them beer is gender neutral since they do not feel manly while drinking it, but that the product still is manly. It is a very contradictory statement that shows how cultural shifts that are happening can be confusing to relate to (Day & Schoemaker 2006:74). In addition to this, some of the female interviewees claimed that their decision to purchase other beverages than beer often is affected by what their friends drink. These statements were examined since the quantitative study indicates that respondents are inclined to drink less beer if they "care about what their friends drink". Hence this statement was negatively correlated with "how often do you drink beer" (see Appendix 5, picture 5.3.1). This

illustrates and supports the above reasoning about stereotypes but also the influence of others and the eagerness to align with norms.

Gender roles are decreasing in today's society (see for example Inglehart & Norris 2003:153). Many of the tasks that used to be only for men or solely for women are now open to both genders, although cultural shifts are a long process. For example, nurse is a job that traditionally was only done by women, but nowadays there are many male nurses. Even if it is no longer a mainly female profession, many people still consider it feminine. It takes time to change perceptions, but it can be seen in each generation how the perceptions are changing. In the survey, it could be seen how the older respondents, agreed less with the statement "Modern women drink beer" (see Appendix 5, picture 5.3.1). That shows how opinions are changing and how people are becoming more and more accepting of women's beer consumption but it also shows how it is harder to change opinions of people that have had the same perspective for years. That can be seen as one of the reasons to why (as all the deep interviews agreed on) the target group in beer commercials is men in the ages of 20-40. Younger men are more open to changes and that includes possible changes of favorite beer brand. It is also interesting to note that the variable "modern women drink beer" is positively correlated with "how often do you drink beer". This correlation can be found both in the material of all respondents but also when examining just the female respondents (see Appendix 5, picture 5.3.4 and 5.4.4). Therefore it is possible to conclude that the study indicates that high levels of agreements with that statement make the respondents inclined to drink larger quantities of beer. The combination of an open mind-set and the inclination of increased beer consumption further support the above statement.

As discussed above, women are a growing part of beer consumers (Carlsberg, 2011), especially now when the norms and gender roles are losing power. Therefore an opportunity is now available for beer brands to take advantage of this growing group that at the moment remains out of the spotlight in commercials and marketing strategies. An important factor that influences women's beer consumption seems to be if one cares about what one's friends drink. Both the quantitative and qualitative study shows that women care about what other people drink. The quantitative study indicates that if you do that, you are inclined to drink less beer as a woman; which could be explained by the fact that in groups, beer can still be seen as mainly a masculine beverage. Social occasions were for all interviewees the most common situation to consume beer and therefore the social shift is having and will continue to have a great impact in the consumption of beer by female drinkers.

5.4. Women and beer

For many years beer was considered a masculine beverage but this is changing, not only due to the fact that the stereotypical difference in gender behavior is decreasing but also due to the changes in beer's image. Both those facts make beer and women not such an unusual combination anymore. Certain brands have tried to create special beer for women but that, as shown in the literature section and as discussed in the interview with Spendrups Marketing Manager, has not been successful. That can be motivated with the reasons presented to us in the consumer interviews when women said that it would be ridiculous and irrelevant with such a beer. For many female consumers, the fact that beer is not girly is seen as a positive aspect but almost

all agree, both men and women that beer does not have to be manly, that it can be gender neutral and address both genders in the commercials. This corresponds well with the quantitative study and the “Molson Brewery Case” which indicates that both all respondents and females’ consumption of beer would decline if beer was considered more feminine.

By having a traditional segment that the entire industry follows, many other opportunities are missed just because people sometimes do not even think about it. Beer is a traditional industry where traditionally the target has been men, but now women’s share of the consumption is growing and they are becoming a more interesting group to address in different marketing communications. This fact can be explained by changes in society that make gender roles less heterogeneous and products or actions that used to be mainly for one of the groups are now relevant for both groups. This trend is something that is happening and beer companies do not have the power to influence it. What they should do is to use this opportunity to their advantage to get a new market share.

The beer industry is facing a change in society that, as mentioned above, is creating a new field of opportunities. Managers in the industry seem to be aware of this change to a certain degree but they have not yet managed to find a way to take advantage of this new group of potential customers. Brands have tried to create special product that focus on what they believe is valued by the female consumer but, as this study showed, women do not want a different beer. The key for succeeding in this new segment is to find which characteristics are valued by the female consumers, as well as the male consumers, and then create strategies to connect the brand to those values.

5.5. Brands and core-values

Brands are created by adding values and impressions that in the end give the consumer a feeling of almost friendship with the brand, the brands develop a personality (Klein 2005:5-7). After a while those values become the essence of the brand and that is a differentiating factor for that brand’s products in comparison to other brands (Cialdini 2009:99). The image is created by commercials and the way the company communicates, as well as by which events and famous people they are connected to. Choosing those things is a strategic choice that should take into consideration who the target is for each brand and which characteristics and associations they will value the most; those should then be transformed into the brands core-values.

As discussed in the theory and in the interview with Henrik Åström, brands have core-values; those are the main aspects of the brands identity. On the other hand, in the interviews with consumers many of them did not mention the core values of Heineken, Norrlandsguld or Mariestad when asked what they associate with the brand.

Norrlandsguld changed one of their core values from “unconstrained manly fellowship” to “unconstrained fellowship”. Even if they changed one of the core values, it was clear in the in-depth interviews with consumers that the image is still clearly masculine. That might be explained by the gap that there is between the internal and external values. A brand is dependent on its image and it is not easy to change it, people still think about them with the image they used to

have and even when they see new advertising they still hold on to the old impressions deep inside. It will take a strong campaign or a very long period of time in order to change an image that many people grew up with. On the other hand, a brand has a lot to win from having an harmony between the internally and externally perceived values.

From the qualitative and quantitative study, it is possible to derive a number of core values that seems to be appreciated in a similar way by both sexes. The patterns found while analysing the material indicates that the following core values would attract both sexes.

Figure 5.5. Core values and the analyzed brands

Core values appreciated by both sexes	Analyzed brands with those values
Quality	Heineken, Mariestads
Tasty	Melleruds
Fellowship	Norrandsguld
Party	Heineken
Fun	Norrandsguld, Mariestads
Pleasure	Mariestads
Relaxation	
Community	
Craftsmanship	Mariestads
Exclusivity	
Curiosity	
Individuality	
Love of food	
Connoisseurship	
Authenticity	

Core values from the in-depth interviews and the analyzed brands.

Looking at the results from the qualitative study it seems that the brands that have managed to create an awareness of the core values of the brand are Heineken (party) and Norrandsguld (but mostly regarding manly fellowship not simply fellowship). Important to note is that Melleruds has not been launched at Systembolaget and the comparison can not be made to the same extent.

5.5.1. True Core Values

As explained in the literature section a true core value is both internally rooted and externally perceived and appreciated (Urde, 2009). Based on the reasoning above we classify party and fellowship as true core values.

5.5.2. Aspirational Core Values

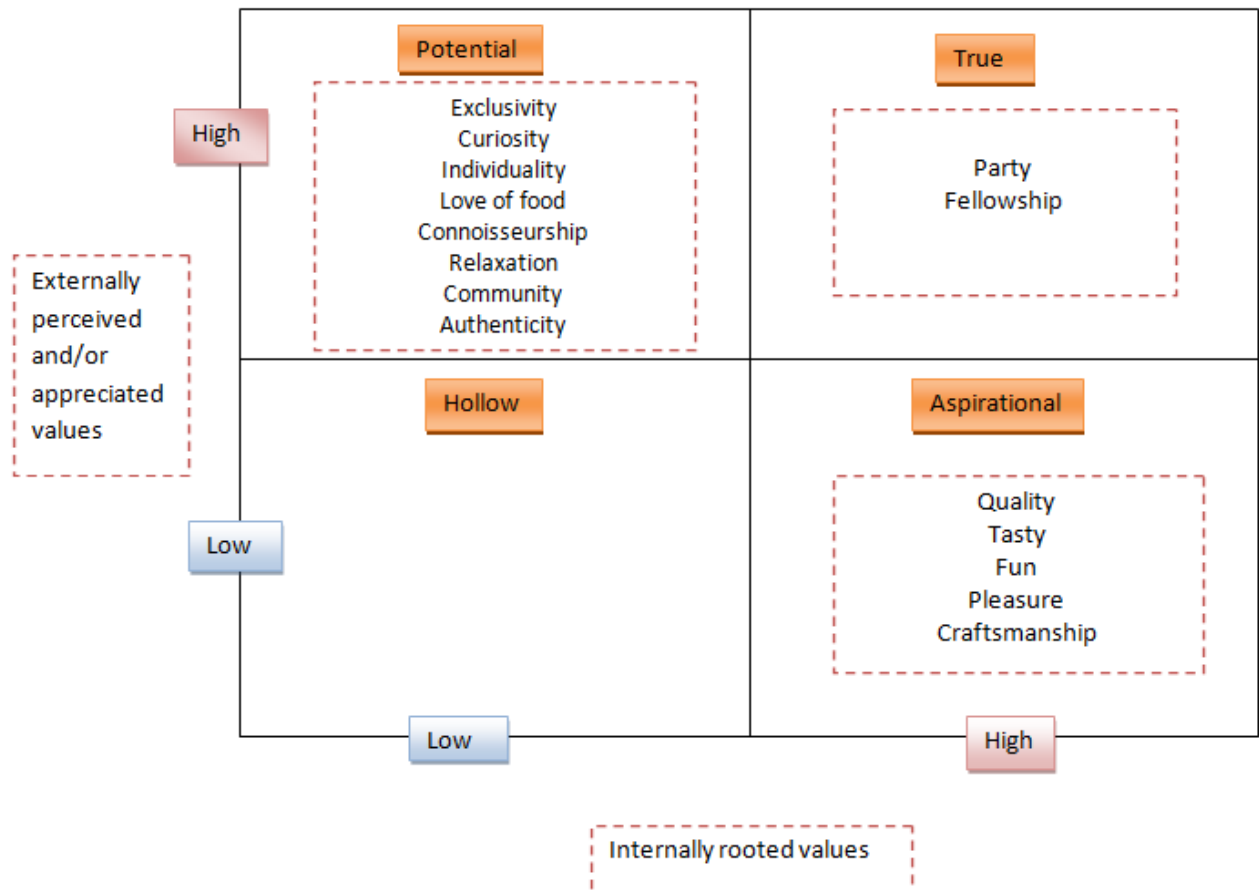
Aspirational values are core values that are internally rooted in the organization but for some reason are not perceived and/or appreciated by consumers (Urde, 2009). Even though some of

the brands that we examined in the qualitative study have core values that are appreciated by the consumers in the study, the consumers, to a great extent, do not associate the brand with those values. Therefore those values are classified as aspirational values since they are internally rooted in the organization but not yet perceived by the consumers even though the consumers appreciate such values. For the brands analyzed: quality, tasty, fun pleasure and craftsmanship is classified as aspirational core values.

5.5.3. Potential Core Values

Potential values are core values that are externally perceived and/or appreciated by consumers but not internally rooted in the organization (Urde, 2009). According to the empirical material a number of potential core values connected to beer can be uncovered. Potential core values that are identified in the studies are; exclusivity, curiosity, individuality, love of food, connoisseurship, relaxation and community.

Figure 5.5.3. Categorized core values



Categorized Core Values (Based on Urde 2009).

The values most important to the companies, to attract the participants in the study, pose different challenges based on how you categorize them. If a value is categorized as an aspirational value

the value is already internally rooted in the organization. If the consumers claim to appreciate that value, it is mainly the communication of that value that is insufficient in some way. In this case, the challenge for the company is to evaluate how the communication can be done in order to make the consumer perceive it as a part of the brand's identity. If they are successful, it can become a part of the brand's image and thereby be classified as a true core value. If a value on the other hand is categorized as a potential core value, the challenge for the organization is to incorporate it internally as well as communicating it. This is a completely different challenge and requires another approach.

The above statements indicate that two different solutions are needed based on how you categorize the core values. Therefore two different change processes will be examined and analyzed. The first one will focus on the potential values and the processes of implementing values in the organization. The second will focus on the aspirational values and the external communication of them.

5.6. Internal implementation

Urde (2003) states that in the internal brand building process core values are the link between mission, vision and organizational values. Urde (2009) further states that for a potential core value the task for management is to communicate the new value internally and then follow up with external communication.

One thing is certain: there are endless changes in society, trends are constantly influencing people's opinions, and culture should be seen as a movement and as something that cannot be completely defined due to its fluctuation. For anyone to be in harmony with the changes that are happening they would have to constantly look for trends and reanalyze understandings. This is especially important for companies since those changes can make products obsolete or create new opportunities. Scanning the Periphery is a form of strategy that should be practiced by all companies in order for them to make the correct investments. By being good at finding trends, companies can also see changes faster and consequently, take advantage of the opportunities that are created to differentiate themselves from the consumers and find new blue oceans.

According to Kim and Mauborgne (2008:162), identification of changes is often hindered by cognitive perceptions. They further argue that the most demanding task in these cases is to enlighten people about the need for a new strategy. In addition to this a reasoning regarding that people react most efficiently to things they have seen and experiences is presented. Studies within neuroscience and cognitive psychology indicate that when "one has seen, one knows" (Kim & Mauborgne, 2008:162). Furthermore, positive stimulus enhances a behavior while negative stimulus changes attitudes and behaviour. Kim and Mauborgne (2008:162-163) therefore advocate a leadership to change employees mindset by insights that is derived from employees own internal thought processes. It will be essential to let the employees experience firsthand why change is needed in order to be able to implement the new core values.

People have different habits and that make them come in contact with different kinds of information. Since finding trends is about gathering knowledge from different sources and based

on that information find patterns, a company that wants to have good business intelligence should use the knowledge that already exists. The knowledge exists but it has to be gathered, interpreted and it has to arrive to the decision makers in order for it to actually make a difference. Companies that want to be ahead of the competition by being proactive, by finding trends and reacting to them before the competitors, need to find a way to effectively gather data. This is not something that should be done only by a small group of people that spend their days researching or just during a few months per year. It should be something that is integrated in the company's daily tasks and is continuously being interpreted (Day & Schoemaker 2006:146-157). Companies that manage to do that will be able to find the trends and react to them before the competitors, and with that, get a first mover advantage.

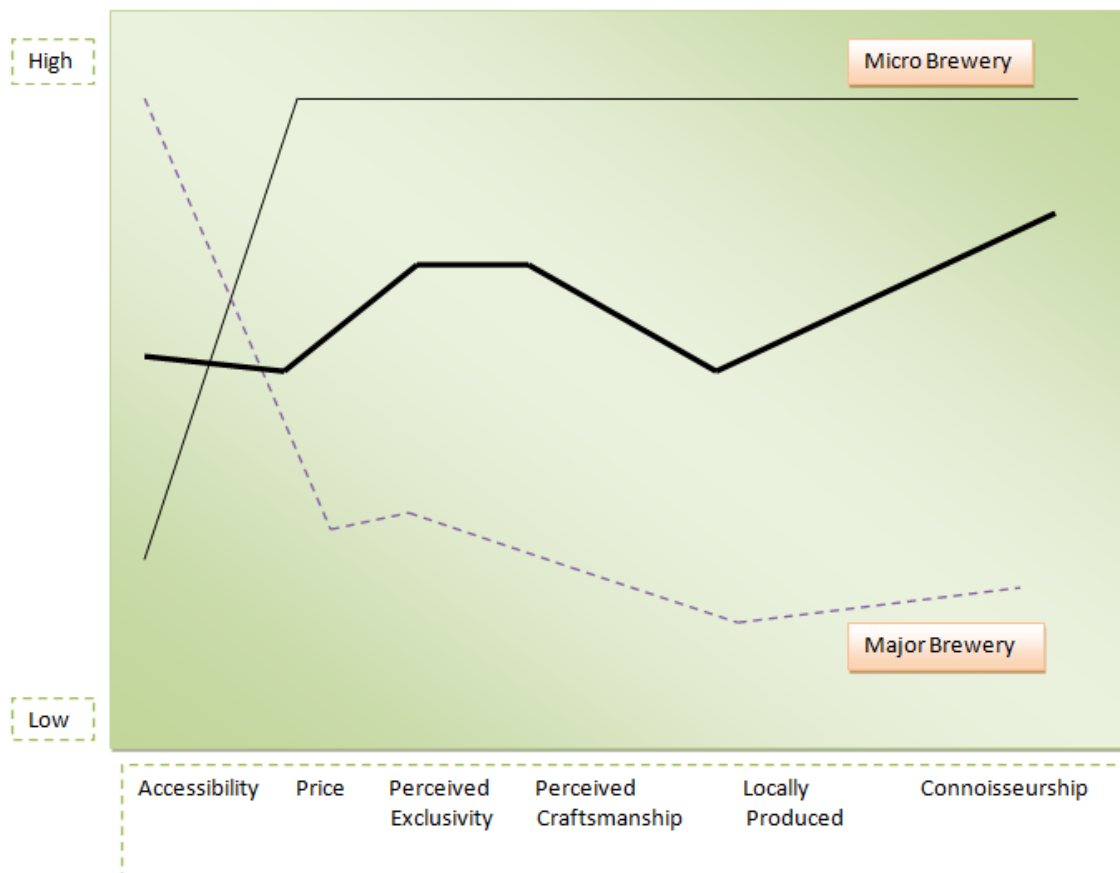
5.7. External communication

Even though this section mostly focus on the problematization regarding how to communicate the core values that is classified as aspirational (i.e internally rooted but not externally perceived) the analysis will not be constricted to only those values. Potential values also have to be communicated and developed in a successful way. Urde (2009) states that if a value is categorised as a potential value *and* appreciated by consumers, this constitutes an opportunity for communication and therefore a more prominent utility for the value.

Urde (2003) states that if core values are to fulfill their role, they must reflect the feel of communication. He exemplifies it with a statement from Björn Jutendahl, head of market communication for Volvo Car, who argues that quality (which is a core value for Volvo) not only relates to the product but also is conveyed in all communications. The interpretation of core values, when expressed in communication, forms the image of a brand and therefore, the impression that the communication creates must be in alignment with the core values. A main area of concern when developing communication is to translate core values into messages that interest and appeals to the customers (Urde, 2001).

By creating a schedule based on the reasoning of Kim and Mauborgne (2005), a company can be aided in how to differentiate their communication and their image from existing actors. Note that study does not aim to use Blue Ocean Strategy in a traditional way but rather illustrates the differences in perception of images and appreciation of values found in the study. The image below illustrates the perceptions derived from the qualitative study. From the image, conclusions can be drawn that there is room for creating a new identity (the bold black line). A successful communication of the core values derived earlier could create an image that differentiates the brand from existing brands on the market. Of course, other aspects could be incorporated in the schedule and the schedule should only be viewed as a way to illustrate that potential ways exist to differentiate a brand.

Figure 5.7. Communication schedule



Differentiated communication based on Kim and Mauborgne (2010).

This study has uncovered aspirational core values that for some reason are not perceived by consumers. Therefore it is possible to identify an opportunity to leverage those values by communicating them in a way that makes customers perceive them. A possible approach for companies to communicate can be to repurpose source material, such as subgroups, media myths and brand assets, in order to leverage social shifts (Holt & Cameron 2010:186). This section will examine how the identified core values can be translated into, and communicated, through source material.

5.7.1 The differentiated image

Most people claim that they do not buy beer due to advertising and in the quantitative survey only 29 % claimed to have purchased beer due to its advertisements. In the qualitative study some said that they might be inclined to try a new beer due to advertising. However, all of them used the word “may” which does not indicate any certainty. Both the qualitative and quantitative research instead indicates that recommendations are important when the consumers chose which

beer to buy. The feeling of exclusivity and the curiosity are two factors that seem important to consumers. Therefore, a strategy for marketing beer to both sexes may not be through traditional channels but rather by new ways, in order to adapt to the changes that are occurring in the society. This study indicates that to solve the questions asked in the problem formulation marketers need to think outside the traditional communications channels in the beer industry, such as tv-commercials and print ads (for examples of traditional channels in the beer industry see Messner 2002:127). Hence, a different communication strategy will be analyzed in the following sections.

In addition to the above, this study indicates and illustrates that today's society is changing, the gender barriers are decreasing (see for example Inglehart & Norris 2003:153) and there is a potential gap to fill. The study further indicates that if the core values are communicated in accordance with what is described above the image created would appeal to, and interest, the consumers. A potential way for external communication is to leverage source material in the communication and increase the likelihood that the aspirational core values will be perceived by customers. Since it is already established (both through the qualitative and quantitative study) that those core values would be appreciated by both sexes such an communication would appeal to males and females in a similar way. Furthermore, the identity conveyed will be in alignment with the trends and social shifts that this study has detected. Hopefully, such a strategy would lead to the identity conforming to an image that, in the consumers' minds, differentiates the brand from other brands.

Figure 5.7.1. The differentiated image

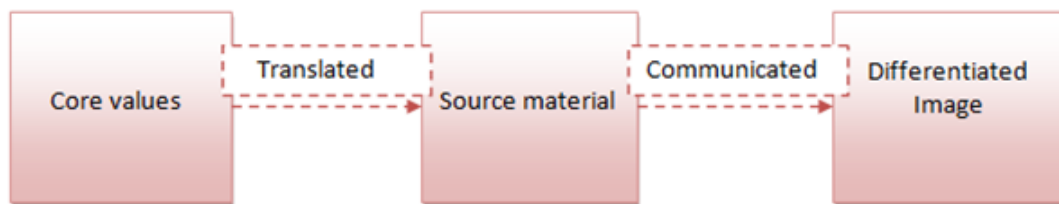


Illustration of how to create a differentiated image by using Core Values and Source Material.

The next section will explore the source material, and other aspects, that could be used to create the differentiated image. Based on the analyzed trends and shifts found in primary and secondary data, a strategy for communication and marketing of beer to both sexes will be discussed.

5.8. A strategy for marketing beer to both sexes

As mentioned before, having the knowledge is not enough, it is important to interpret it and react to it. The empirical material that was gathered in this study and later analysed will in this chapter be transformed into a strategy formulation to find a beneficial strategy for beer, and a way of marketing beer towards women, as well as men, without discouraging men from beer

consumption. This section will provide a more detailed view on the different subgroups, media myths and communication channels that can be used for the above described purposes.

5.8.1. Subgroups

This study indicates that the marketing should convey values such as craftsmanship, quality and the other values that are appreciated by the consumers, as mentioned above. Consequently, there is no need to segment the market based on gender and in order to focus the marketing, segmentation should be made to better reach the groups that are attracted to the identified core values. As shown by the analysis, core values can provide basis for finding segments and common denominators appreciated by those segments. According to the empirical material, a potential strategy for segmentation in the beer industry, instead of gender, is by subgroup. For example, Judith mentioned that she would love to see a product that was aimed directly at her, however she would not be attracted by a pink lace covered bottle but more something that suited her interest and personality. When a product is developed to a specific subgroup, it can dominate a niche and it gives the brand a very positive image, not only inside the niche but sometimes even outside.

As discussed in the section “5.5.1. Trends”, one growing interest, which was found in the empirical material, was the interest for food. Google Trends indicates a significant rise in the number of searches made on food and the combination of food and beer. The statement “I am interested in food” is one of the statements that scored the highest level of agreement in the quantitative study. In the qualitative study all respondents claimed to be interested in food. This statement was also one of the statements that showed least dissimilarity in the index that indicates differences between sexes. The qualitative study also indicated that respondents claimed to be interested in how to combine food with beer or eager to learn more of how this was done.

Hence, a potential segment, that corresponds well with core values such as, “love of food”, “curiosity”, “craftsmanship”, “tasty”, “pleasure” “quality” and “connoisseurship”, is subgroups that surrounds food. A brand that already has leveraged this opportunity is Melleruds that was marketed at the “chef of the year” event. There are many ways to reach subgroups but some of the most effective ways are in communication platforms used by the subgroups, for example, subject specific magazines, events or even clubs where members of this subgroup get together. Of course, this subgroup can be divided into smaller groups within the subgroup but, most times, it is not necessary to focus on such a small segment, just reaching the consumers with relevant information can already give great results. If a company is successful at aiming their marketing efforts to people with such interest, by conveying the described core values, they are likely to attract many followers and create an identity based on those values. The group of culinary interested people, is growing, as discussed in the Trends chapter (5.5.1.), and is admired by many people. That means that if a brand manages to create a strong bond with food and the core values mentioned above, they will differentiate themselves from the rest of the brands.

To catch this subgroup’s interest and the consumers’ curiosity, a buzz around the products could be created. This buzz can be created in a number of ways for example by connecting beer with the typical foods of the season, by having tastings (58 % of the survey respondents would like to

participate in a beer tasting) or any other ways where people would be inclined to think about the product. Strategies may be developed to market the beer at food events or similar activities. By doing that, people will most likely discuss with their friends about it and information coming from friends has a much greater impact in peoples actions than traditional marketing channels (supported by both the qualitative and quantitative study). Since recommendations were found to be an important factor regarding the beer purchasing decision, this strategy would also be in alignment with the qualitative study. Nowadays, many restaurants and specialized stores have tasting nights not only for wine but also for beer and other beverages. Another way to see the growing interest on tastings is present cards like “Smart Box” and “Live It” that have several options of tastings.

5.8.2. Media Myths

Holt and Cameron (2010:187-188) write that media myths come in different forms, such as: film, television programs, music, books magazines, newspapers and so on. They further argues that in addition to direct allocation of subcultures one may draw inspiration from the media’s mythic treatments of these subcultures. As earlier mentioned in the empirical section one

can see a vast number of television shows centered around cooking. Such TV-shows have exalted chefs to celebrity status. Examples of this are Jamie Oliver, Gordon Ramsey and Nigella Lawsson. In these shows, the importance of homemade food, quality commodities and love of food is promoted and portrayed. Furthermore, newspapers are devoting sections to cooking and several magazines devoted solely to cooking exist. These examples illustrate how the media treat the emerging subcultures.



To leverage such media myths, having spokespersons that represent and stand for some of the values that are in the core of the brand’s identity can be a good way to communicate and strengthen those values. Also, sponsoring events, or having the spokesperson attend the events can be a good way to show the brands support for the causes and also connect the brand to the events. By doing that, it is possible to create a certain bond between the brand and the attending public or subgroup; without necessarily excluding the other customers. As long as the brand does not contradict their own identity by participating in events that do not fit with their image, as Lasse said in his interview (Empirical Material 4.4.10), there are numerous opportunities for a brand. A very clear example of a spokesperson is Steve Jobs for Apple; he did not only start the company but he was a strong marketing tool for them in the last years, he stood for values such



as creativity, boldness, user friendliness and so on. Another example can be the different athletes that sportswear brands sponsor to use their products and appear in their commercials. Sponsoring of events can also be a good way to communicate the brand's core values, for example how Red Bull sponsors extreme sports events in order to show how their products are supposed to give people more energy.

If one could leverage those media myths to foster and encourage use of beer in cooking and encourage beer and food pairings this would correspond well with core values such as quality, tasty, craftsmanship and connoisseurship.

An example could be to market beer in food and beverage magazines or in relation to different craftsmanship subgroups. By doing this, the brand will only strengthen those values in its identity without excluding possible customers. However it is important to still convey a sense of simplicity at the same time. Since the quantitative study indicates that "I drink beer when I want to relax" is positively correlated with beer consumption (see Appendix 5, picture 5.3.2) it must come across that it is not complicated to enjoy and consume the beverage.

5.8.3. Brand Assets

Holt and Cameron (2010) state that corporations often have cultural assets that can be leveraged. It is possible to make a connection to brand heritage that is discussed by Urde et al (2007). Urde et al (2007:4) defines brand heritage as:

"A dimension of a brand's identity found in its track record, longevity, core values, use of symbols and particularly in an organisational belief that its history is important".

Urde et al (2007) discuss that a company's past can be expressed in communication via the use of symbols. Symbols that not only identify the brand, but also signal what it stands for. If the corporation were to incorporate its roots and heritage in their communication this would correspond well with values such as authenticity, exclusivity, curiosity and craftsmanship. To share the story about how the brewery started, the original design, founders etc. would communicate those core values. The aspects can be incorporated in a lot of ways for example in advertising, label design and websites. A bottle that is sold with its original label is one way to leverage the brand assets and communicate the core values identified by this study.

Other ways to leverage brand assets and brand heritage is in the design of the web page and in the content on the web page. By providing information about previous ways of conducting business, the founders, the production site and so on, a brewery have an additional way to communicate the core values. The above reasoning illustrates the importance of coherence in order to successfully communicate the core values. By aligning the communication efforts conducted through the use of subgroups, media myths and brand assets the core values are more likely to be perceived by the consumers.

5.8.4. Convey the core values and trends in the packaging

The packaging of the product should be a stylish glass bottle, both because most respondents prefer a glass bottle rather than a can, but also since it is in compliance with an exclusive product. No clear pattern could be found in the respondents' choice regarding favorite packaging just that they preferred glass bottles rather than cans. However, based on the other factors, it is important that the packaging evokes the customers' curiosity since this is one of the things that is valued according to this study. The bottle should also incorporate aspects such as craftsmanship and authenticity. If a corporation manages to include some of the discussed core values in the design of the bottle this is another way to communicate those values to the consumers.

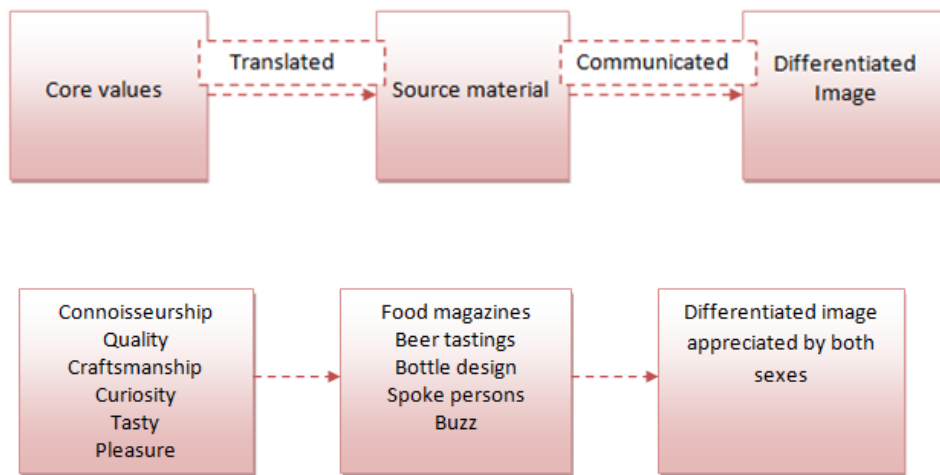
5.8.5. Implications of the strategy

As written in the literature section, by specifying which groups that are the most interesting, a company can focus their resources to those groups and design marketing campaigns that will attract those interesting segments. This increases the effectiveness of the campaigns (Yankelovich, 1964). Furthermore, the beer industry is a mature industry and when all the companies of one industry focus on the same segment for years, small resources in different segments might achieve better results (Yankelovich, 1964). Using core values to identify subgroups as basis for segmentation is not only a way to market beer to both women and men, but would also yield a better fit with the desired audience. Instead of assuming that marketing efforts are appreciated in a similar way by people that share the same sex, a better assumption is to assume that people that share the same interests would be influenced by marketing associated with their interests. Hence this would increase the effectiveness of the marketing campaigns. The strategy to use subgroups as basis for segmentation is supported both by the interview with Henrik Åström and the quotes and opinions retrieved from the consumers.

The described strategy would leverage the shifts in society, and convey the discovered core values. By communicating the core values through source material this study indicates that a gender-neutral image can be created. The aim of the strategy is not to create a beer that solely directs its marketing efforts to women since this study have found that such a strategy would not be appreciated by women. The strategy illustrates how the combination of theories regarding core values and source material can aid the process of discovering new segments, merge two segments and in a way to communicate a desired identity to consumers. If successfully done, this identity hopefully will become the image of the brand. This strategy provides a way of marketing beer towards women, as well as men, without discouraging men from purchasing that brand.

The above sections illustrate how core values and cultural shifts can contribute to the segmentation field and how core values may be used in other contexts.

Figure 5.8.4. The differentiated image for beer in practice



Examples of how to create the differentiated image in practice.

5.9 Risk, opportunities and limitations

“Never make changes in a team that is winning” is a known sentence and also something that can seem logical for many managers. On the other hand, as the discussions above showed, there are many arising opportunities due to the cultural shifts and it is possible for companies to take advantage of those without losing their already established clientele. There are certain things that should be taken into account when developing new strategies in order not to harm the current identity of the brand. Those will be discussed below.

5.9.1. The risk for spillovers on the corporate brand

According to marketing manager, Henrik Åström, breweries most commonly use their corporate brand when marketing their products towards restaurants. Since this essay, however, investigates consumers’ perception regarding brands, this section will investigate if the corporate brand would be affected by a new strategy. According to the qualitative study, none of the respondents claimed to put much weight regarding which brewery that produces which brand. Hence, they neither know nor cared which corporate brand that managed the product brand. This was also the opinion of marketing manager, Henrik Åström. According to the studies, it seemed like consumers viewed the product brand as the corporate brand instead. Therefore, this study indicates no great risks to the corporate brand (the breweries) when changing the strategy for the product brand regarding consumers’ perceptions. However, a major part of the breweries turnover, is composed of the sales to restaurants. A changed perception of a brand in this case may also change the perception of the supply the brewery provides. The risk for spillovers is much greater in this area of market. It is still important, however, to keep in mind that spillovers not only pose risks to the brand but also opportunities. If a company is able to implement the values internally and communicate them externally it is likely that these spillovers will make the company competitive in this market area as well.

5.9.2. The connection to sports

As can be seen in the quantitative research “activities like watching soccer games fits well with drinking beer” is positively correlated with “how much beer do you drink” (see Appendix 5, picture 5.3.2). Therefore the respondents are inclined to drink larger quantities of beers if they agree with that statement. Due to this, this thesis does not indicate that brand’s that have a history at directing marketing efforts through channels that are related to sports would benefit from the strategy described above. In this case the image of the brand is set in the consumers’ minds and furthermore positively influences their beer consumption. The presented strategy is better suited for brands that do not have a history connected to and mental association with sports. This is further supported by the above reasoning in section 4.4.10 regarding the interview with Lasse.

6. Discussion

This section will be a deeper analysis of the results from the former section by formulating around which possible meanings they can have. It will also investigate how to extend the results of the case study to other industries.

It is not always easy to understand what is and what is not true. Many times people get stuck with what they believe is true and therefore miss what actually is happening around them. That can be explained by the fact that it is much harder to change an already formed opinion than it is to create a completely new one (Day & Schoemaker 2006:74). Especially when analyzing what to focus on, people will normally focus on what they have been focusing on earlier since they have more knowledge about it and the risks are smaller.

"The truth may be puzzling. It may be counterintuitive. It may contradict deeply held prejudices. It may not be consistent with what we desperately want to be true. But our preferences do not determine what's true." - Carl Sagan

Segmentation strategies are developed based on what is seen as reality at that moment, which groups are considered the most relevant for the marketing of a brand or product. With time, changes can happen in society that would make the former segmentation strategy no longer optimal. Even if this might seem logical, it is not common for companies to reanalyze the target group to see if it still is the optimal segment to invest on. Calling certain products masculine or feminine can exclude many possible consumers. As discussed above, the differences between gender roles are decreasing and therefore many opportunities are arising due to cultural shifts. This reasoning is possible to apply to other industries that have had a fix target group for a long time, but now, due to changes in society, have the possibility to enter new markets or segments. Companies that succeed to disconnect themselves from already formed opinions and stereotypes and manage to objectively analyze what is happening in the world, will be able to find blue oceans in markets that are seen by many as mature.

Beer can be considered a rather obvious example of a product that has had a gender segmented marketing strategy. With a stereotype that is so spread and established, it becomes easier to research the motives behind certain behaviors. The findings can also be applied to other cases of segmentation and fixed target audiences. If the stereotype of the other target audiences is not as prominent as in the "beer and women case", it will be even easier to find cultural blue oceans and develop new strategies for already existing products.

There are many stories of companies and even industries that managed to change their target audiences and consequently, almost doubled their customer base. An example of a company is Marlboro that managed to go from a feminine cigarettes brand that had as differentiation factor that their filter was red so that the mark of the lipstick would not show, to nowadays have the masculine image of the cowboy (Krishnamurthy, 2007). An example of an entire industry that used to be very gender segmented but is recently more mixed, is cosmetics. A couple of decades ago, no men would think about facial creams and other cosmetics, and today, it is the fastest

growing segment in the cosmetics industry (Li, 2012). These are just two examples but there are many others where gender segmentation used to be considered a successful strategy since the stereotypes of both men and women used to be very spread. But now, when those differences are decreasing, this strategy no longer is the best option in many cases. That can be explained by the fact that segmentation, based on gender, can make companies lose half of the potential customers.

The gender barriers are constantly decreasing in regards to products, like cars or fashion, jobs like nurses and engineers, and hobbies like football or cooking. In addition to this, it is hard to develop an offering that appeals to an entire group just because they share the same gender. In many cases, to segment the market according to sex feels outdated, as mentioned by Caroline, Judith, Lisa and Per: they all comment that a beer created only targeting women and using, for example, pink to achieve that, feels stupid in today's society. This study has found that many industries would benefit from segmenting the market according to subgroups instead of gender, as discussed in section 5.8.1. In addition to this the findings suggests that a beneficial strategy is to identify core values that are appreciated to the same extent by both sexes. A successful communication of such core values would not eliminate the original target group nor exclude other possible consumers. This study indicates that, in many cases, segmenting the market according to gender is no longer such a beneficial strategy as it once was. This illustrates that the gender roles in marketing in today's society is not the important factor as it once was and that the expressions connected to the different sexes may be altered in order to get ahead of other companies.

6.1. How can this be applied to other industries?

As mentioned before, beer is a good example of a product that has for long had a fixed target audience. Beer is not only connected to men, but also to football and other activities that are seen as more male dominated and many young men use beer to define their manhood (Wenner & Jackson 2009:121). There are many products and industries that are seen as only relevant for one of the genders, but as discussed above there are, in most cases, possibilities to attract the other gender. This study focuses on beer that is a very traditional industry and therefore the results obtained can be applied to other industries and still be relevant.

As stated in the literature section; for product brands it is common to create a certain identity to the products. Identity is later used in order to differentiate the product from other products that have the same qualities. Segmentation strategies are more common, when the target group has been defined. Once the segment is defined, it is easier to find the best channels to reach them and the most effective messages. What this paper has shown is that by choosing a specific segment, companies create a disadvantage in regards to the rest of the population. Taking this into consideration it is relevant to analyze the actual need for a segmentation strategy and how the company should handle it, the clearer it is for the consumers who are in focus, the harder it becomes to attract people that are not included in the group. As it has been mentioned many times throughout this paper, gender, in many cases; is no longer is the optimal segmentation factor.

6.1.1. Which industries?

As mentioned above, gender roles are becoming less and less defined, and opportunities are arising for the companies that manage to find the trends and react to them ahead of the competitors. This thesis focuses on the beer industry, but there are other examples of industries where liberation of the gender segmentation and other fixed target audiences would imply a huge increase in the customer base. The results can be applied to industries that have been focused on men but can now get female consumers, but also to industries where the focus has been women and now men could be the next differentiating factor. However, the results may also be extended to industries that have had a specific segmentation strategy for a long time, not necessarily based on gender, where cultural shifts are occurring and the suggested strategy could be used to get ahead of competitors. An example of such a fixed segmentation variable could be age.

Another example that can be found closely related to the beer industry is companies conducting business by selling whiskey and other kinds of hard liquor such as rum. It is fairly easy to extend the findings to this industry since the products and the situation in which they are consumed are similar. Whiskey, rum and some other forms of hard liquor, are, just like beer, also considered a beverage that is closely related to men rather than to women. The reason behind it is the stereotype that men like hard liquor and the smokey taste better, but there is no reason for why women would not be just as interested as men. In the interviews, when asked why they thought that beer commercials focus more on men, many interviewees said that it could be because men consume more alcohol than women. Even if that is true, women are still an interesting clientele that has been ignored in the marketing for strong liquor and therefore the first company that reacts upon this opportunity will have an advantage when compared to other brands. Both the quantitative and the qualitative study showed, that peoples' consumption choices are influenced by what their friends consume. If women start consuming a specific brand, the sales will not increase only based on the women's purchase but also due to the men that will be influenced. Therefore such an industry like whiskey, rum and other hard liquors would benefit from the described strategy if they wished to aim marketing efforts to women.

A trend that was mentioned by Spendrups marketing manager and could be seen both in the survey and in the interviews, was the growth of interest in health and nutrition. He even said that this has become more than just a trend. It is now a part of modern society's culture. Nowadays people care about their bodies, not only because of their health but also because the body is used as a way to define and express one's identity. Still, words like dieting, light products and weight-loss are a sort of taboo for men. Due to the trend and the constant struggle that many people have to lose weight, there are many commercials of different weight-loss companies, for example, "Weight Watchers", "Allévo" and "ModiFast". Even if the products do not have any gender specifications, women dominate all the commercials. The care for calories is seen as something more feminine. In the interview, Carl even stated: "if I started drinking beer when I eat, I would probably become more conscious about the calories, even if it feels very girly to do so". The image that dieting is something that only women do has impacted the entire industry, even Coca-Cola invented a new product, Cola Zero, in order to sell sugar free cola to men, but in order to succeed they had to create a very stereotype-manly and hard-core image of the brand and never mention calories in connection to the product. Weight-loss companies could get a huge

clientele if they managed to disconnect their brand from the feminine image and just have a more gender neutral marketing strategy.

Besides gender there are other kinds of segmentation strategies that could also present more of a barrier than an effective marketing strategy. Young adults in society are developing habits that used to be considered only normal for adults and that creates an opportunity for companies that used to focus on adults to now also market their products to people in their early twenties since in many aspects they behave as 30 year olds would a couple of decades ago. A clear example of that is the makeup industry, younger girls are using more and more makeup but most brands still have more mature women on their marketing campaigns. That does not make the more mature consumers buy more of the brand but it can create a barrier in regards to the younger girls that are still developing their brand preferences. The reason behind the segmentation of makeup marketing to more mature consumers can be explained by a stereotype, that just like in the beer example, is losing relevance. That tends to happen since society is constantly changing, therefore a marketing strategy that is more based on subgroups but does not exclude other possible consumers, would be more effective.

There are many industries that use segmentation strategies based on stereotypes, and the more society changes, the stereotypes become less valid and more opportunities will arise. Even if there are many different sorts of segmentation that are no longer optimal, gender segmentation is the one that is losing most relevance, due to the fact that gender roles are, in many cases, disappearing. These theories about segmentation are more relevant for consumer goods industries, but even in those industries there are some limitations. For example it will never be relevant to market tampons to men or facial shaving cream to women. But there are many industries where a disconnection from the stereotypical gender segments would have a positive impact. Besides the ones mentioned above, other industries that could gain from the knowledge acquired in this study and this new perspective on segmentation are: power tools, construction material stores, more high tech industries like surround systems, fashion stores, hunting and fishing equipment, sports and many others. The key to use this perspective is to analyze if the motivation of the gender segmentation is the true function of the product that has only value to one of the genders or if it is based on a gender stereotype. If it is the later, then there are probably opportunities of breaking free from the barriers created by society and increase the customer base. One way to do so is by finding core values that are appreciated in a similar way by a group of people and by using expressions of such values in the communication attract a new target audience. Not only would such a strategy lead to a leap in the value proposition but also generate a better fit with the desired audience.

6.1.2. The International aspect

As written in the literature section, when women started going to work and having their own lives and identities in the consumption society, the romantic image of women became more and more obsolete (Levinson 2012:110). However, the speed of this development is not the same all over the world. There are still countries where it is uncommon for women to work. As stated in section 5.1.4, some countries like Sweden, the United Kingdom and the United States (Inglehart & Norris 2003:9) are more advanced in gender equality than other countries, like for example predominantly muslim countries (Inglehart & Norris 2003:10). However, it is likely that these

markets will be following the same pattern regarding gender equality as countries that are more developed in these questions. The knowledge collected in the study can be especially valuable to companies that operate in international markets where gender barriers have been profound for a long time but are starting to decrease, or will do so in the future. In these markets, women may find themselves with options the previous generation of women did not have. To continue to segment the market according to gender would therefore pose a great risk for losing these women as potential buyers. If looking at the problem from this perspective, even more industries can be found where the suggested strategy may generate beneficial results. Industries that may have been seen as gender neutral in western countries for years but still is aimed primarily to one gender in other parts of the world. A company that operates in these parts of the world would not only generate a better fit with the desired audience in their communication strategies but also get ahead of competitors. In these markets, the described strategy would create a truly different image and differentiate the brand from others. Examples of such industries that differ in different parts of the world can be industries working with products that demand a higher investment, such as for example the car industry. According to common knowledge men have traditionally provided the income for the family and therefore been responsible for those purchases. When women are starting to earn their own money they will also have the ability to have such purchasing power. Global companies should therefore investigate cultural shifts in the countries they operate in and where they can find significant decreases in gender barriers they should evaluate whether it would not be more beneficial to segment the market according to subgroup rather than gender.

6.1.3. Employer branding

Another area of marketing and branding that can benefit from the suggested strategy is employer branding. Even though the products produced in certain industries may be viewed as gender neutral, the atmosphere in certain industries is traditional, and in some cases, still very manly. Companies seeking to work with diversity within the organization but still attracting certain target audience with certain preferences and interests, may also benefit from the results in this study. Rather than trying to attract more women to the company by portraying the “female” aspects of the job they should seek to identify values that will attract males and females in a similar way to generate the best fit with the profile they seek to hire.

The above reasoning illustrates that even though the study is conducted in a certain industry it is also generalizable to companies working in a similar industry and even to other kinds of industries and areas of marketing. It is possible to conclude that the results of this study are most applicable in situations when change is occurring. Since the study is based on assumptions about cultural shifts, such shifts must be identifiable in order for the strategy to be beneficial.

6.2. How can this knowledge be used by companies?

A corporation, intending to direct marketing efforts based on findings in this study, needs to evaluate the industry they operate in to see if the strategy fits that industry. This study has mainly been conducted with focus on a business to consumer context and corporations working with supplying *products* to consumers. Therefore the limitations described in section 7.3 must be taken into consideration.

The results from this study are developed both from practical examples and theoretical knowledge. We propose a strategy that can be used by other companies operating in a context with similarities to the beer industry. To simplify the strategy can be divided into different phases, as shown in figure 6.2.1.

Figure 6.2.1 Phases

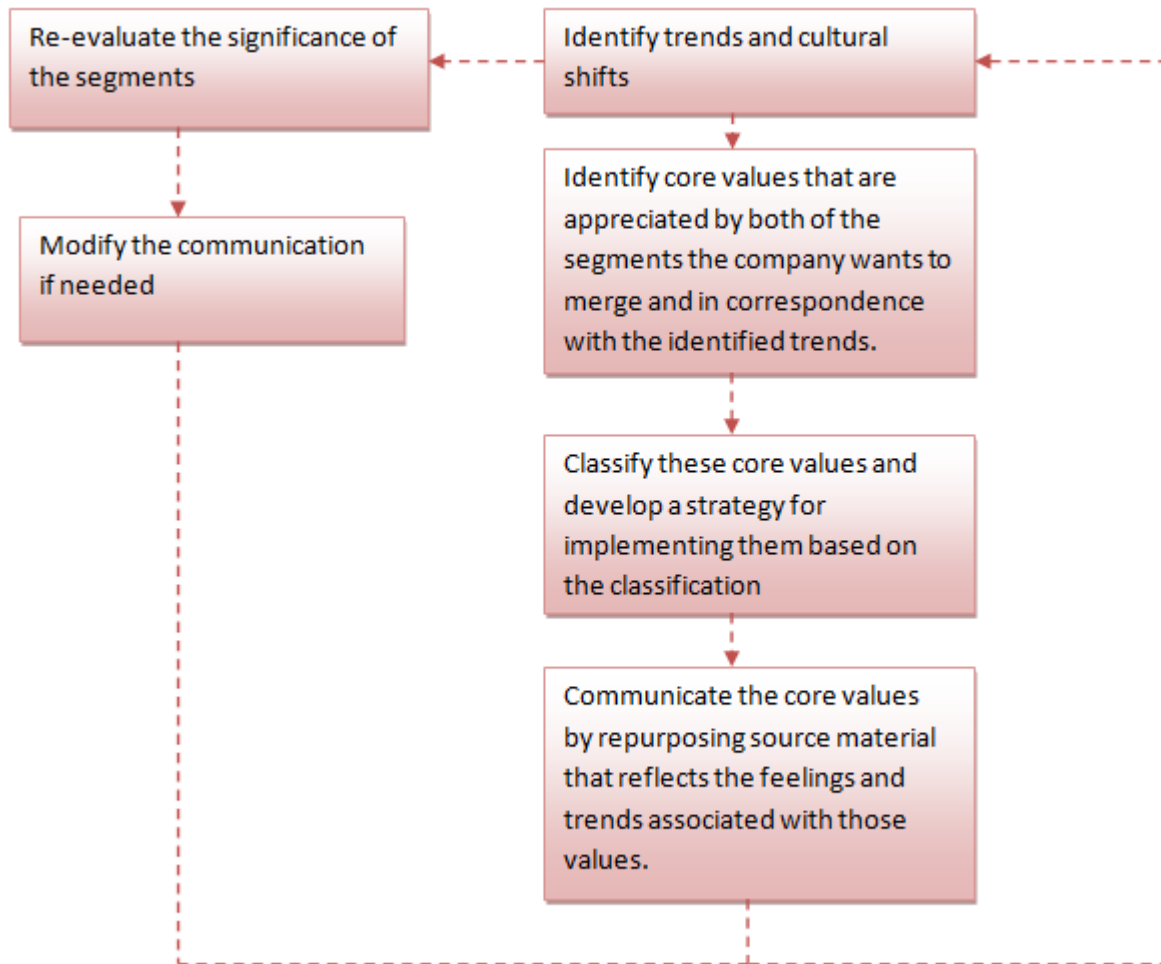


Illustration of the phases in the strategy.

Even though this strategy was developed based on findings in the beer industry, the findings do not indicate that the result may only be applicable to this single case. Trends and cultural shifts are occurring in the entire society and are not only limited to a company or, most of the times, to a single industry. The most prominent trends found in this study are not directly linked to the beer industry but instead to other areas, such as food and craftsmanship. Source material is not something that only a limited number of companies can use in their marketing efforts and the same thing holds true for the discovery and categorization of core values. The above statements

illustrates that the findings in the study can be applied to other companies as long as the limitations of the study is taken into consideration.

This study further indicates that companies need to be aware of cultural shifts in order to be able to get ahead of other companies. If a company manages to uncover core values that correspond well with the cultural shifts and trends that are occurring in the society, and communicates them successfully, gender segmentation strategy becomes somewhat obsolete. Therefore segmentation can be made on the basis of the people attracted to the core values. The offering developed from such an approach would be more likely to appeal to the desired target audience. Compared to developing an offering for a specific sex and assume that most of the members would appreciate that offering in a similar way, the suggested approach is more likely to generate a better fit with the desired audience. If attempting the suggested approach challenges can be found in correctly identifying core values that will attract consumers. Furthermore companies need to be aware of that depending on how they chose to classify the core values. The implementation of the values will pose different challenges. The main difference is whether or not the company must root the value internally.

Since this strategy is based on trends that are occurring in the society it is important to note that this needs to be an ongoing process. Even though a company cannot, nor should, constantly develop and implement new core values, the expressions of these values can be adapted to fit trends and appeal to consumers and even new segments. In many cases, if the values are categorized as aspirational but not perceived by the consumers, it is improvements in communication of the values that is needed. Repurposing source material is one way to accomplish such a mission. By looking at subgroups, media myths and brand assets that are relevant for the context the corporation operates in, beneficial communication strategies can be developed.

This study has combined theories regarding core values and cultural shifts in order to create an integrated approach. Based on Kapferer's theories regarding how an identity becomes an image (see section 2.2), the below picture has been developed in order to illustrate how a company can communicate and create an image that is in alignment with an identity centered around core values.

6.3. How to attract an additional segment without losing the original target audience?

In the section 5.8, it was discussed that the possibilities of marketing a beer brand to both genders was by not using gender as basis for segmentation, but instead using other facts for segmentation such as core values and, by extension; subgroups. In that case, it was also considered that only one segmentation strategy would be chosen, but is it possible to one main strategy for two different sub groups?

As Lasse mentioned in his interview, a brand would lose its image if they started a marketing campaign that goes against the image that they have already established. On the other hand if a brand has a rather unfocused image and they started marketing towards different groups, as long

as it did not contradict the image, it would be a positive thing. For example if a brand that has not been involved in sports would start sponsoring both dance competitions and tennis competitions it would be good but if a brand that has always focused on football would start sponsoring ice skating that would not work.

One of the most relevant advantages of having defined target groups is that the forms of communication can be chosen based on what is considered the most effective way for the certain group. If the company decides to have two different groups it is still possible to find effective communication platforms but it is important to make sure that they will not contradict each other.

When asked about how they would feel if a certain beer brand would start marketing their products towards a new segment but continue with the current campaigns for the already existing target group; 8 out of 10 responded positively to the idea. That shows that consumers of a product normally see it as a positive factor that people that are outside of the current target group would consume the same product. Something else that also strengthens this is the fact that both in the quantitative study and in the qualitative study, consumers stated that their consumption was influenced by what their friends consume and think; also that if their friends started consuming more of a certain product they would probably do the same. Therefore focusing on certain groups can have positive effects for the brand.

An example of a brand that has a clear image but has different target groups is Red Bull. They have the image of a young, active and simple product that has good effects. Their campaigns that are in more broad channels only focus on the product and which results it can have. Later the brand sponsors many different events: from extreme sports to dance shows, from musical academies and nightclubs to student associations. This strategy created a very strong awareness about the brand and a high loyalty from subgroups such as dancers, musicians, students and participants of extreme sports. That is only possible with a multiple segment strategy since focusing on only one of those groups would be a too narrow segmentation but they can still take advantage of being able to communicate in the most effective way to each group.

A similar strategy could be possible for a beer brand since they could have commercials for “everyone” where the focus is on their core values, and more targeted communication platforms for target groups. It is not possible to use this strategy in all industries since there are limitations such as not managing to create a bond with the groups because they do not feel targeted by the brand.

By identifying core values that are valued by both the original and the additional target audience a corporation will be able to attract an additional segment without losing its original target group. It is then possible for the company to communicate these core values in different ways and still have several segments. The important thing is that the communication reflects the same values but not necessarily in the exact same way. Even though the different segments may appreciate the same values the connection made to them can be different based on which segment they are identifying with. Therefore it is possible for the corporations to alter the communication based on target group. However, the alternation of the communication will not eliminate the original target

group since they too appreciate the value. A new expression of the value may however attract a new audience since they have not perceived the value in the previous communication. By centering communication efforts around values that are important to both the original target group, but also the additional segment the company want to reach, the corporation will be able to appeal to both audiences.

7. Conclusion

This section will briefly summarize the results of the study and discuss the implications for managers and the contributions made to theory.

When this study started, we knew that some of the trends that can be seen in society should be affecting the beer market. The survey was a first step to get information about what is going on in people's minds in regards to the relation between beer and masculinity. Thereafter, based on the most interesting findings from the surveys and the information gained in the interview with Spendrups Marketing Manager for Beer, a series of questions were formulated in order to get an understanding of the trends and the motives behind them. Those questions were used in ten in-depth interviews with consumers, where they answered the questions and got the opportunity to reason around the subject. All the data gathered was then analyzed with the aim of finding patterns and explanations to certain behaviors. The results of the analysis were later discussed in order to get an even deeper understanding of what it can mean, how they can be related to society and how the results could be applied to other situations.

This study aimed to answer the following questions:

- How can theories regarding core values and theories about cultural shifts contribute to the segmentation research field?
- How can a company direct marketing efforts to an additional segment which, to some extent, is in contrast with the original target segment?
- Is it possible to market beer towards women without discouraging men from beer consumption?

In the literature section it was discussed whether theories regarding core values, cultural shifts and subgroups would be able to aid the solving of the research questions. By using these theories we were able to discuss and answer the questions in the analysis and in the discussion, hence the hypothesis regarding the impact of such theories in this case seems to be valid. Theories regarding cultural shifts contribute to segmentation research since it provide opportunities for new segmentation strategies. Core values contributes to the segmentation research field since they provide an opportunity to move away from stereotype based segmentation and identify new segments. By identifying core values and later subgroups based on those values, the market can be segmented by subgroup instead of gender. A company would then be able to direct marketing efforts to, for example; both sexes and generate a better fit with the desired audience. By finding common denominators between different subgroups and values that were shared by these subgroups, a company would able to direct marketing efforts to an additional segment. Different communication strategies may be used as long as the communication to different subgroups is not contradictory. This was exemplified with the "red-bull case". By further exemplifying with industries and markets were the results of the study could be used we were able to illustrate how the results could be extended.

7.1. Major findings

This study gathered a lot of information from a lot of different sources, both books and articles that have already been academically recognized, but also information straight from consumers about the way they perceive things. By having so broad empirical material, it was possible to arrive to more than one conclusion.

7.1.1. Segmentation strategies

This study has shown that the use of core values can be a vital part when developing segmentation strategies, since it yields a better fit with the target audience than many other segmentation variables. The entire design and result of the case study illustrates how core values can be used for locating interesting and profitable segments.

Since it is close to impossible to market a brand to everyone, companies are forced to use segmentation strategies in order to find the most interesting groups to focus on. Many companies develop their marketing strategy based on the target group, but by doing so they exclude possible customers that are not a part of the group. Therefore, it is important to keep more open segmentation strategies so that it is possible to focus on other groups if that would become relevant. Looking for cultural shifts is a vital part of this process. An example of that is the Swedish beer brand Norrlandsguld that had for many years the core value of “unconstrained manly fellowship”, and even if they changed to “unconstrained fellowship”, people still recognize their old target group, as it was seen in the interviews. What this study has shown is that traditional segmentation strategies can become irrelevant and turn into barriers for the development of the brand if the situation for the target group changes or other possible groups arise.

7.1.2. Cultural Shifts

Culture is something that can never be completely defined since it is constantly changing, and based on that knowledge this study investigated the new situation for beer marketing that was created due to a cultural shift. This can be explained by the fact that the information used to define the most relevant group can become outdated and irrelevant when society evolves. But unless someone looks specifically for the changes, they can go unnoticed. The reason for that is that people tend to see what strengthens their beliefs and, to a certain point, deny what contradicts them (Day & Schoemaker 2006:74). The beer market is a clear example of that, many women consume beer but the commercials still focus mostly on young men since, for a long time, beer has been considered a manly beverage and even if things have changed, it is not easy for companies to adapt their strategies to this. When creating a brand, it is important to use the best information available at the moment, but what this paper has proven is that in order to continue to be successful companies need to constantly look into what is happening around them and keep the brand values in line with what is appreciated by the consumers.

7.1.3. Core values

The identity of the brand will only exist if people know about it, if the core values are perceived. In order to achieve that, it is necessary to have the correct form of communication, so that the message will arrive at the correct audience in a format that they will accept. Source material can be an effective tool for communicating. A segmentation strategy can take advantage of already established media myths. Other source material that certain companies are already taking advantage of is the subgroup culture. This strategy makes the members of the subgroup become more loyal and other people will find the beer more unique due to its strong subgroup identity. An example of that can be Spendrups beer called Pistonhead that focuses on the Rockabilly subculture. Based on the in-depth interviews with consumers it was clear that this is a strong trend that, when companies take it into consideration, is very appreciated.

7.1.4. Communication

The identity of the brand will only exist if people know about it, if the core values are perceived. In order to achieve that, it is necessary to have the correct form of communication, so that the message will arrive at the correct audience in a format that they will accept. Source material can be an effective tool for communicating. A segmentation strategy can take advantage of already established media myths. Other source material that certain companies are already taking advantage of is the subgroup culture. This strategy makes the members of the subgroup become more loyal and other people will find the beer more unique due to its strong subgroup identity. An example of that can be Spendrups beer called Pistonhead that focuses on the Rockabilly subculture. Based on the in-depth interviews with consumers it was clear that this is a strong trend that, when companies take it into consideration, is very appreciated.

7.2. Implications for managers

“... change is the striking feature of contemporary business. Change is ubiquitous - in every industry, in every geography, in every firm.” (Brown & Eisenhardt 1998:3)

As mentioned throughout this paper, change is the only thing certain in life. People, culture and society are constantly evolving and that means that what is relevant and true today might be completely wrong tomorrow. It is important for companies to constantly scan for trends, gather them, analyze them, find the strongest and the most relevant and, last but not least; react to them. This study is an example of a change that is currently happening in the world, the gender differences are decreasing and that creates an opportunity for certain industries to expand to new target groups. In order to notice such changes it is necessary for companies to constantly analyze what is happening around them.

The changes found in this study can, as mentioned in Discussion, section 6, be applied to other industries as well as the general way of thinking can be applied to many situations and many industries. Managers can use this, either more as a guide on how to unplug the brand from stereotypical segments that lead to the company missing many potential customers, or just as a inspiration on how to evaluate possibilities that are arising due to cultural shifts. In either case, this paper shows not only a method of how to scan the periphery by using a more open perspective by first looking for what is going on in general and only later trying to understand it and find explanations for it, but also how implement the findings from this study.

It has been shown throughout this paper that a core value only exists if the consumers perceive it. Not many of the brands analyzed were connected to the values they represent. Managers need to develop efficient communication strategies to ensure that the public perception of the brand corresponds with the internal perception. Otherwise the core value only fulfill one of its roles: as an internal guide for co-workers.

When developing a segmentation strategy, core values may be used in order to find suitable segments and also to develop communication strategies to reach those segments. This paper illustrates that traditional marketing channels, such as tv commercials and ad prints, may not always be the most effective means for communication. The study indicates that for some managers source material, such as subgroups, may be better suited for communicating certain core values.

Lastly, managers may use the results from this study to merge two segments. However, the findings also indicate that it is possible to direct marketing efforts to different subgroups as long as the communication messages are not contradictory. They key to success in both these cases is to find core values that are appreciated among different groups. If the values are appreciated, to a high extent; in the same way by two groups, the manager is able to merge the segments. If they are appreciated in a somewhat different way, it is possible to direct marketing efforts to both segments with only minor alterations in the communication.

7.3. Contributions to theory

By investigating how core values can contribute to the field of segmentation research, this thesis has further developed theories both regarding core values as well as theories regarding segmentation. The design of this study shows how core values can be used both for finding a segment and for directing communication to that segment. The study is able to show that an interface between core value theories and segmentation theories exists. However, this study has not only managed to answer the question regarding how core values can contribute to the segmentation research field.

The study also contributes to the field of cultural shifts in relation to segmentation strategies and illustrates the importance of such shifts in marketing. Furthermore, the importance of reconnaissance for trends has been highlighted. By looking at segmentation based on stereotypes, this study has managed to illustrate the importance of a more open approach to segmentation strategy in order to be able to adapt to the never ending changes that are occurring in the society. In addition to this the study indicates that segmentation strategies actually can turn into barriers for the development of the brand if the situation for the target group changes or other possible groups arise. It has also been shown that, in many cases, gender segmentation has become somewhat obsolete due to the decreasing gender barriers.

In addition to this, contributions to theory regarding how to implement and communicate core values based on the categorisation of them, have been made. It has further been illustrated how a company, theoretically, can be able to merge two segments. Based on the above, one may say,

that contributions to theories regarding the implementation and usage of core values in different context has been made.

This study has further managed to illustrate the benefits of a combined quantitative and qualitative approach. Hence, this study also provides support for the statement:

“It is a sound principle of marketing research to view qualitative and quantitative research as complementary, rather than in competition with each other” (Malhotra 2010:171).

The method used, also illustrates the benefits of the more uncommon approach, when combining quantitative and qualitative research, that is doing a quantitative study first and later discover the underlying beliefs that may have created the results of the survey using a qualitative approach. This study not only contributes to the field of marketing but also to the field of marketing research.

7.4. Limitations of the study

Brands that forge a deep connection with the culture are the brands that have the potential to become iconic brands. In essence, these brands compete for cultural share. This form of competition is particularly relevant in products related to “lifestyle” categories, such as food, clothing, alcohol, and automobiles. In these categories, the main focus should lie on symbolism. The strategic focus for the management should be what the brand stands for, not how the brand performs. This is the only form of competition that yields icons. (Holt 2003)

This study has focused on consumer goods. This makes the results from this study most applicable in such settings. For products that have a functional use for only one sex the described strategy, of course; would not be beneficial. As mentioned before, tampons are only used by women and hence, this strategy would not be suitable. Furthermore this study is conducted based on consumers perception of a brand were other aspects of course can be taken into consideration.

In the beer industry, the connections between the corporate brand (i.e the breweries) and the product brands are weak in the eyes of the consumers. Therefore the risk for spillovers on the corporate brand is low. This is, however, something that cannot be assumed about other industries. Therefore this risk needs to be carefully analyzed based on the industry and the corporation operates in. If the risk for spillovers on the corporate brand is high since the product brand is highly associated with the corporate brand the suggested strategy may not be the best approach. As mentioned, numerous products exist that are highly associated with one gender and the described strategy challenges those assumptions. Since such a strategy would lead to a somewhat different identity of the product it also becomes more risky in an industry where the product brand and the corporate brand is closely linked.

7.5. Suggestions for future research

Beer is the third most consumed beverage in the world, losing only to water and tea (Lyon, 2010). The beer industry is also dominating in regards to the purchase of space in media channels for marketing. Such a popular product is of course central in many different studies, but there are still many aspects of this interesting beverage that remain unexplored.

Since this study is based on cultural shifts, it would be interesting to conduct the same research, as undertaken in this study, with other countries in focus in order to compare the differences. In correspondence with this statement, it would be interesting to conduct more research regarding section 6.1.2 “The international aspect”. Hence, further investigating the differences in cultural shifts in different parts of the world, and the implication these differences have on marketing. For example, quantitative studies could be conducted in countries with different levels of gender barriers.

In addition to this, there is room for more research on other established stereotypes used for market segmentation. It would also be interesting to see a more thorough analysis of how to implement and communicate core values, and the usage of source material in the communication. Since this study indicates that core values can be used in other research fields, we believe there is room for further research regarding the interface of core values and other marketing related fields of research.

Lastly, it is our hope to see more studies that use the combined approach to quantitative and qualitative research. There are numerous aspects of this study that can be developed into new studies, and hopefully, this will be used as benchmark for further studies.

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Appendix

Appendix 1: Questions for survey

1. Are you?
 - *Male
 - *Female

2. Are you from Sweden?
 - *Yes
 - *No

3. Are you from Europe?
 - *Yes
 - *No

4. If yes, which part of Europe are you from?
 - *Northern
 - *Southern
 - *Western
 - *Eastern

5. What age are you
 - *-17
 - *18-25
 - *26-35
 - *36-49
 - *50-

6. Please rank which alcoholic beverage you best prefer (6=most preferred, 1=less preferred)
 - *Beer
 - *Wine
 - *Cider
 - *Spirits
 - *Cocktails
 - *Shots

7. Do you consume some form of alcoholic beverage
 - *Yes
 - *No

8. Do you ever drink beer
 - *Yes
 - *No (If No proceed to question 16)

9. If yes, how often?

- *Less than once per month
- *1-2 times per month
- *Once a week
- *2-3 times per week
- *More than 3 times per week

10. Have you ever decided to purchase a specific kind of beer due to its advertisement?

- *Yes
- *No

11. What kind of beer do you prefer?

- *Pale Lager
- *Blond Ale
- *Weissbier
- *Dark Lager
- *Stout
- *Other, please specify _____
- *Don't know

12. Which beer brand do you prefer?

- *Sofiero
- *Mariestads
- *Norrlands Guld
- *Falcon
- *Pripps Blå
- *Småland
- *Carlsberg
- *Heineken
- *Staropramen
- *Corona
- *Budweiser
- *Guinness
- *Skol
- *Miller
- *Brahma
- *Other, please specify _____

13. Why do you prefer this brand?

- *The taste
- *The price
- *Their advertisements
- *The design of the container
- *The image it creates when I drink it
- *The percentage of alcohol
- *Other, please specify _____

14. Please rate what you think is most important when you buy beer (1=not important at all, 2=not very important, 3= not important or unimportant, 4=important, 5= very important)

- *Recommendations
- *Taste
- *Price
- *Advertising
- *Brand
- *Design of container
- *The percentage of alcohol
- *The number of calories
- *What my friends drink
- *Which events they sponsor

15. Please state your level of agreement with the following statements (1= strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, 5=strongly agree)

- *I drink beer when I want to relax
- *I prefer drinking beer in when in company of others
- *I would enjoy a beer tasting night
- *I prefer drinking beer in combination with food
- *Activities like watching soccer games fit well with drinking beer

16. What would make you drink more beer (1= strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, 5=strongly agree)

- *Beer was considered more feminine
- *My friends was more accepting of my beer consumption
- *Beer was associated with other things than it currently is
- *I had more knowledge regarding how to combine beer with food
- *I identified myself more with beer commercials
- *Beer companies sponsored events that I am interested in
- *Beer was considered a drink associated with fine dining
- *There was a larger supply of quality beers
- *Other, please specify_____

17. Please state your level of agreement with the following statements (1= strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree, 5=strongly agree)

- *I am interested in food
- *Drinking beer is unfeminine
- *Modern women drink beer
- *Beer advertisements are mainly targeting men
- *I do not drink beer because I think it is a drink for men
- *I do not drink beer because it's associations with sports
- *I like beer advertisements
- *I do not drink beer since I care about my weight
- *Men drink beer in order to get drunk
- *Women drink beer in order to get drunk
- *Beer companies should start sponsoring eurovision song contest or similar events
- *Beer companies should start sponsoring fashion week or similar events

Appendix 2: Djupintervju med företagsledare (outline)

Kvinnor, varumärken och kärnvärden

Vilket märke säljer mest till kvinnor?

Har ni en speciell strategi för detta märke att rikta er till kvinnor?

Varför har ni valt denna strategi?

Vad är detta märkes kärnvärden och hur kommuniceras dessa?

Varför har ni valt att kommunicera på detta sätt?

Varför har ni valt dessa kärnvärden?

Vilket märke säljer minst till kvinnor?

Vad är detta märkes kärnvärden och hur kommuniceras dessa?

Varför har ni valt att kommunicera på detta sätt?

Varför har ni valt dessa kärnvärden?

Har ni överlag någon strategi för att rikta er till kvinnor?

Varför/varför inte?

Kvinnor och premium öl

Säljer era premium öl bättre till kvinnor än öl i de lägre prisklasserna?

Om ja, varför tror du att det är så?

Melleruds

Hur marknadsför ni märket Melleruds? Vilket segment riktar ni er till? Vad innefattar detta märke för kärnvärden?

Varför har ni valt att marknadsföra detta märket till det segmentet?

Varför har ni valt dessa kärnvärden?

Vi har sett att ni har ett announcement om årets kock på er hemsida, är detta ett led i er marknadsföringstrategi och på vilket sätt?

Har ni iakttagit trender för att intresset av kombinationen av öl och mat har ökat de senaste åren?

Om ja, försöker ni utnyttja detta faktum i er marknadsföring?

Varför? Hur?

Kvinnor och öl

Anser ni att intresset för öl bland kvinnor har ökat de senaste åren?

Om ja, varför tror du att det är så?

Om nej, varför tror du inte att kvinnor är intresserade?

Hur arbetar ni med kulturella skift i samhället?

Olika märken och kärnvärden

Heineken, vilka kärnvärden? Hur kommuniceras dessa

Varför har ni valt att kommunicera dem på detta sätt?

Varför har ni valt dessa kärnvärden?

Norrlands guld? Vilka kärnvärden? Hur kommuniceras dessa?

Varför har ni valt att kommunicera dem på detta sätt?

Varför har ni valt dessa kärnvärden?

Företag vs produktmärke

Vilka kärnvärden står Spendrups bryggeri för som varumärke och hur kommuniceras dessa?

Varför har ni valt dessa kärnvärden, varför är de viktiga för era konsumenter?

Kan du berätta något för oss angående hur man resonerade när man valde dessa kärnvärden?

Hur ser er strategi ut för produktmarknadsföring respektive företagsvarumärkesmarknadsföring?

Varför har ni valt att använda denna strategi?

Tror du att det är många som sätter värde på att det är just spendrups bryggeri som producerar

de olika produktmärkena eller köper kunderna mestadels ölet pga av produktmärket?

Har du någon information/uppfattning om hur märkestrogna kunderna är gällande vilket varumärke av öl de väljer?

Varför tror du att det ser ut på det sättet?

Appendix 3: Djupintervju konsumenter (outline)

I vilka sammanhang dricker du öl?

Varför dricker du öl då?

Vad för känslor förknippar du med att dricka öl?

Varför tror du att du förknippar just dessa känslor med öl?

Anser du att öl är en feminin, maskulin eller en könsneutral produkt?

Varför tror du att det är så?

Vilket ölmärke föredrar du?

Varför föredrar du märket?

Varför är de aspekterna viktiga för dig?

Vad skulle få dig att konsumera mer öl?

Varför skulle detta få dig att konsumera mer öl?

Hur skulle du se på ett företag/hur ser du på ett företag som lanserade en öl till kvinnor? (till exempel fruktsmak osv.)

Skulle du köpa denna ölen?

Varför/varför inte?

Jämfört med annan alkohol, undviker du att dricka öl pga att du tror det är mer kalorier i öl än i annan alkoholhaltig dryck?

Anser du att antal kalorier är viktigt när du väljer vilket ölmärke du ska köpa?

Om ja, Väljer du att köpa en lightversion av öl pga av detta?

Visa bilder på olika öl...

vilka utav dessa tycker du har mest tilltalande förpackning?

Varför tycker du så?

Är förpackning något som är viktigt för dig när du väljer vilket märke du ska köpa?

Varför är det de?

Tror du att du konsumerar mer/mindre/lika mycket öl pga av öl annonser?

Till vem anser du att de flesta öl annonser vänder sig till?

Vad tycker du om detta?

Skulle du kunna överväga att dricka öl till "fine-dining"

Varför/varför inte?

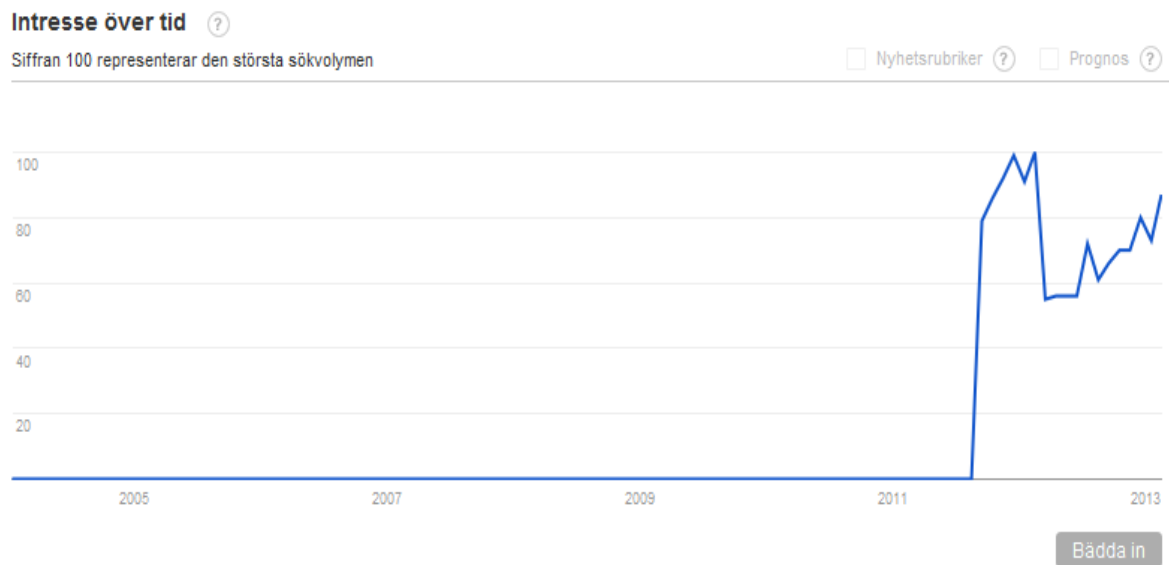
Har du någon uppfattning om vilka bryggerier som står bakom olika produktmärken?

Om ja, påverkar detta ditt beslut gällande vilken öl du väljer?

Om ja, på vilket sätt?

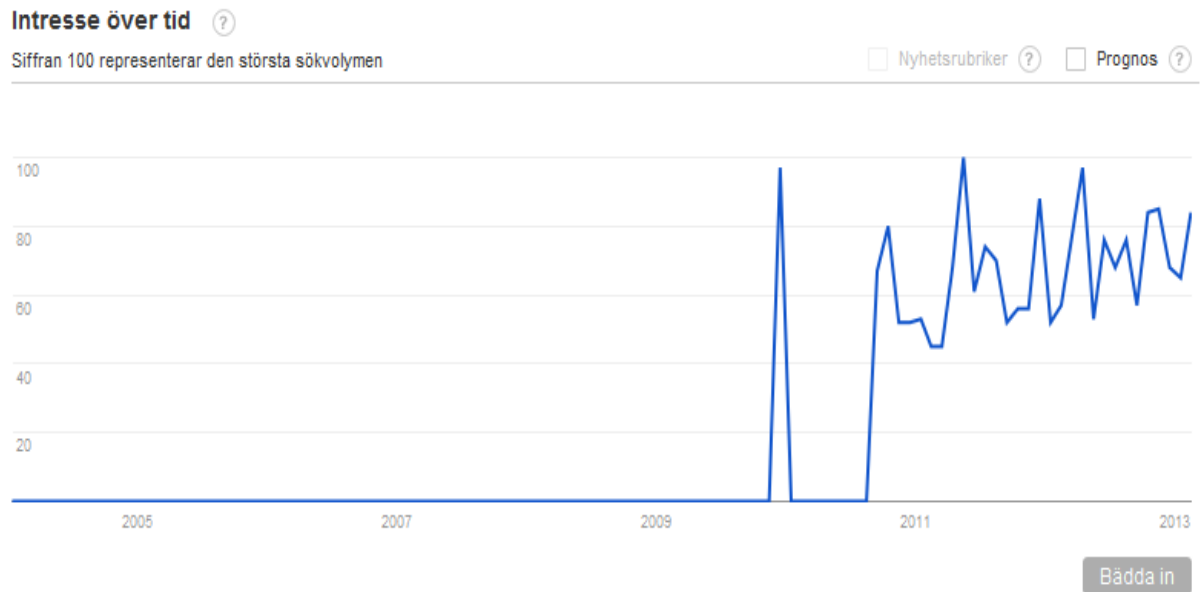
Appendix 4: Google trends

Picture 1: "Beer food pairings"



Google trends (n.d. A)

Picture 2: "food which beer"



Google trends (n.d. B)

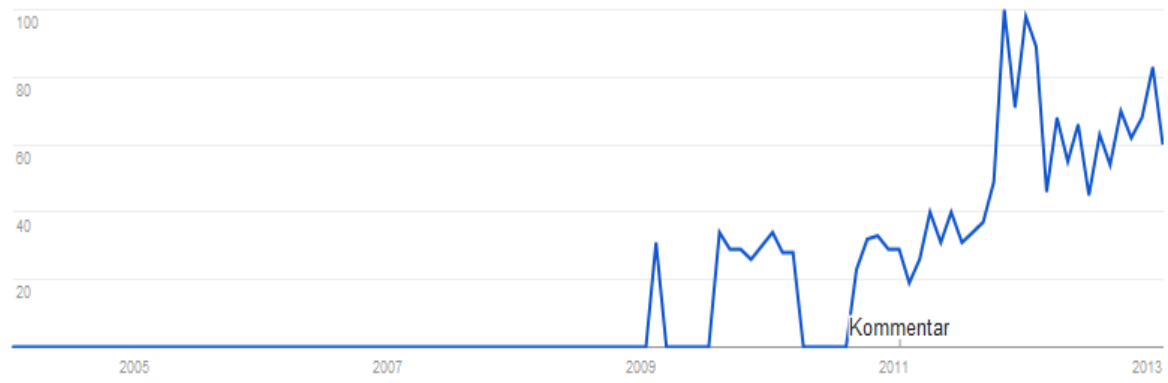
Picture 3: "öl mat"

Intresse över tid ?

Siffran 100 representerar den största sökvolymen

Nyhetsrubriker ?

Prognos ?



Bädda in

Google trends (n.d. C)

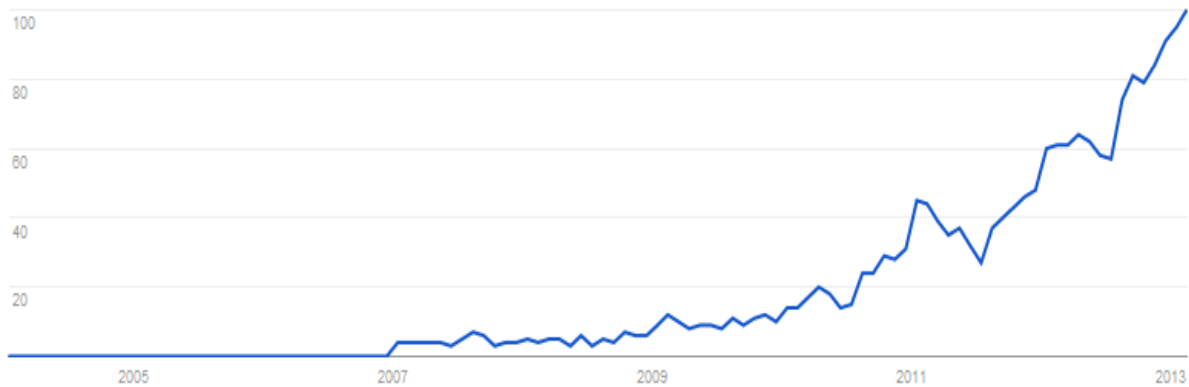
Picture 4: "matblogg"

Intresse över tid ?

Siffran 100 representerar den största sökvolymen

Nyhetsrubriker ?

Prognos ?



Google trends (n.d. D)

Picture 5: "foodblog"

Intresse över tid ?

Siffran 100 representerar den största sökvolymen

Nyhetsrubriker Prognos ?



Bädda in

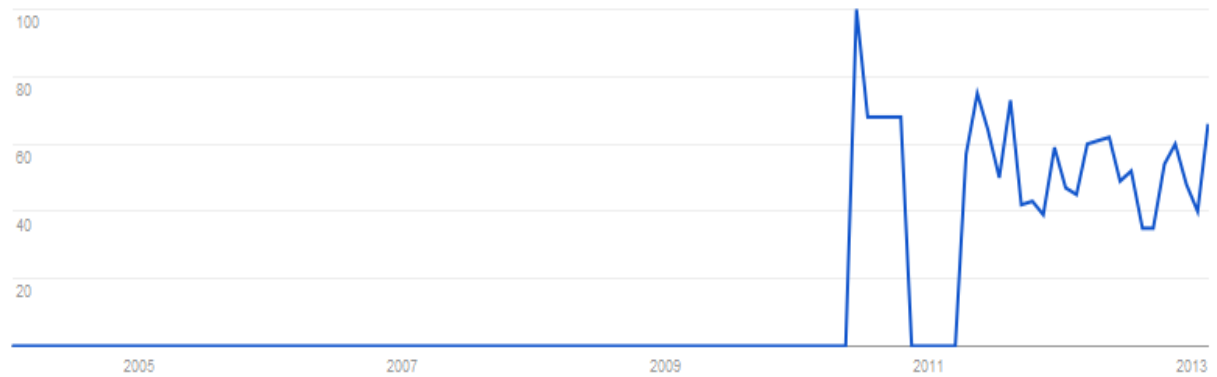
Google trends (n.d. E)

Picture 6: "beer food blog"

Intresse över tid ?

Siffran 100 representerar den största sökvolymen

Nyhetsrubriker ? Prognos ?



Google trends (n.d. F)

Appendix 5: SPSS printouts

5.1. Mean values gender (women=0, men=1)

Picture 5.1.1: Mean values, beverages

Report

Gender		Q7_Beer	Q7_Wine	Q7_Cider	Q7_Spirits	Q7_Cocktails
0	Mean	3,16	2,28	3,14	3,33	2,49
	N	178	181	177	173	178
	Std. Deviation	1,500	1,400	1,267	1,285	1,358
1	Mean	2,23	2,81	3,39	3,10	3,11
	N	154	154	147	153	149
	Std. Deviation	1,475	1,339	1,417	1,351	1,311
Total	Mean	2,73	2,52	3,25	3,22	2,77
	N	332	335	324	326	327
	Std. Deviation	1,558	1,395	1,341	1,320	1,370

Picture 5.1.2: Mean values, question 14.

Report

Gender		Q14_Recom mendations	Q14_Taste	Q14_Price	Q14_Advertisi ng	Q14_Brand	Q14_Design_ container	Q14_percenta ge_alcohol	Q14_calories	Q14_friends_ drink	Q14_Which events they sponsor
0	Mean	3,55	4,83	3,70	2,35	2,86	2,54	2,83	2,15	2,53	1,75
	N	142	144	139	142	140	144	145	145	146	138
	Std. Deviation	1,062	,415	,968	1,059	1,167	1,211	1,112	1,132	1,134	,980
1	Mean	3,34	4,79	3,40	2,18	2,88	2,45	2,83	1,61	2,21	1,70
	N	143	151	146	149	150	148	148	145	148	148
	Std. Deviation	1,034	,581	1,054	,959	1,042	1,052	1,006	,899	1,108	,952
Total	Mean	3,44	4,81	3,55	2,26	2,87	2,49	2,83	1,88	2,37	1,72
	N	285	295	285	291	290	292	293	290	294	286
	Std. Deviation	1,052	,506	1,022	1,011	1,102	1,132	1,058	1,056	1,130	,965

Picture 5.1.3: Mean values, question 15

Report

Gender		Q15_drink_beer_relax	Q15_prefer_beer_company_of_others	Q15_beer_tasting	Q15_prefer_beer_food	Q15_soccer_beer
0	Mean	2,94	4,40	3,64	3,20	3,56
	N	143	145	140	141	135
	Std. Deviation	1,255	,758	1,225	1,077	1,169
1	Mean	3,65	4,33	3,94	3,40	3,96
	N	150	149	148	149	148
	Std. Deviation	1,030	,757	1,018	,992	1,009
Total	Mean	3,31	4,36	3,79	3,30	3,77
	N	293	294	288	290	283
	Std. Deviation	1,197	,757	1,132	1,037	1,105

Picture 5.1.4: Mean values, question 16

Report

Gender		Q16_feminine	Q16_friends_accepting	Q16_associated_with_other_things	Q16_combine_beer_food	Q16_identified_commercials	Q16_sponsored_events_interested_in	Q16_fine_dining	Q16_premium_beer
0	Mean	2,24	1,86	2,27	2,81	2,10	2,07	2,68	2,91
	N	162	155	157	167	163	163	163	162
	Std. Deviation	1,136	,883	1,190	1,256	1,090	1,010	1,265	1,367
1	Mean	1,80	2,01	2,32	2,85	1,88	2,18	2,50	3,19
	N	138	140	141	144	145	147	147	147
	Std. Deviation	,836	,898	,981	1,140	,935	1,102	1,190	1,240
Total	Mean	2,04	1,94	2,29	2,83	1,99	2,12	2,59	3,05
	N	300	295	298	311	308	310	310	309
	Std. Deviation	1,031	,892	1,094	1,202	1,024	1,054	1,232	1,313

Picture 5.1.5: Mean values, question 17(1)

Report

Gender		Q17_food_interest	Q17_beer_unfeminine	Q17_Modern_women_drink_beer	Q17_advertisements_men	Q17_beer_drink_for_men	Q17_not_drink_beer_association_sports	Q17_like_beer_advertisements
0	Mean	4,40	2,38	3,76	4,00	1,64	1,57	3,18
	N	184	180	177	175	180	180	172
	Std. Deviation	,740	1,163	,892	,858	,877	,770	,922
1	Mean	4,14	2,63	3,54	4,00	1,79	1,84	3,02
	N	154	149	147	141	115	136	148
	Std. Deviation	,724	1,074	,830	,854	1,072	1,013	1,103
Total	Mean	4,28	2,49	3,66	4,00	1,70	1,69	3,11
	N	338	329	324	316	295	316	320
	Std. Deviation	,744	1,129	,870	,854	,959	,891	1,012

Picture 5.1.6: Mean values, question 17(2)

Report

Gender		Q17_weight	Q17_Men_drunk	Q17_Women_drunk	Q17_sponsoring_Eurovision_Song_Confest	Q17_sponsoring_fashion_week
0	Mean	2,29	2,90	2,87	2,45	2,56
	N	182	179	180	155	159
	Std. Deviation	1,164	1,157	1,088	1,033	1,088
1	Mean	2,09	3,05	3,02	2,27	2,34
	N	151	151	143	125	128
	Std. Deviation	1,149	1,057	1,058	1,139	1,159
Total	Mean	2,20	2,97	2,94	2,37	2,46
	N	333	330	323	280	287
	Std. Deviation	1,159	1,113	1,076	1,083	1,124

5.2. Mean values age (1=-17, 2=18-25, 3=26-35, 4=36-50, 5=51-)

Picture 5.2.1: "Modern women drink beer"

Report

Q17_Modern_women_drink_beer

Age_group	Mean	N	Std. Deviation
1	4,00	4	,816
2	3,74	234	,805
3	3,53	40	,933
4	3,46	26	1,174
5	3,25	20	,910
Total	3,66	324	,870

Picture 5.2.2: "I am interested in food"

Report

Q17_food_interest

Age_group	Mean	N	Std. Deviation
1	4,75	4	,500
2	4,33	243	,680
3	4,27	41	,775
4	4,04	27	,980
5	3,96	23	,928
Total	4,28	338	,744

Picture 5.2.3: "I would enjoy a beer tasting night"

Report

Q15_beer_tasting

Age group	Mean	N	Std. Deviation
1	2,50	2	2,121
2	3,95	204	1,068
3	3,72	39	1,099
4	3,32	25	1,249
5	2,94	18	1,110
Total	3,79	288	1,132

5.3. Correlations with "how often do you drink beer" (all respondents)

Picture 5.3.1: Correlations, question 14

Correlations

			Q9_how_often	Q14_calories	Q14_friends_drink
Spearman's rho	Q9_how_often	Correlation Coefficient	1,000	-,216**	-,165**
		Sig. (2-tailed)	.	,000	,005
		N	306	289	293
	Q14_calories	Correlation Coefficient	-,216**	1,000	,218**
		Sig. (2-tailed)	,000	.	,000
		N	289	290	289
	Q14_friends_drink	Correlation Coefficient	-,165**	,218**	1,000
		Sig. (2-tailed)	,005	,000	.
		N	293	289	294

Picture 5.3.2: Correlations, question 15

Correlations

			Q9_how_often	Q15_drink_beer_relax	Q15_beer_tasting	Q15_soccer_beer
Spearman's rho	Q9_how_often	Correlation Coefficient	1,000	,414**	,393**	,293**
		Sig. (2-tailed)	.	,000	,000	,000
		N	306	291	287	282
	Q15_drink_beer_relax	Correlation Coefficient	,414**	1,000	,327**	,235**
		Sig. (2-tailed)	,000	.	,000	,000
		N	291	293	285	280
	Q15_beer_tasting	Correlation Coefficient	,393**	,327**	1,000	,363**
		Sig. (2-tailed)	,000	,000	.	,000
		N	287	285	288	276
	Q15_soccer_beer	Correlation Coefficient	,293**	,235**	,363**	1,000
		Sig. (2-tailed)	,000	,000	,000	.
		N	282	280	276	283

Picture 5.3.3: Correlations, question 16

Correlations

			Q9_how_often	Q16_feminine
Spearman's rho	Q9_how_often	Correlation Coefficient	1,000	-,219**
		Sig. (2-tailed)	.	,000
		N	306	276
	Q16_feminine	Correlation Coefficient	-,219**	1,000
		Sig. (2-tailed)	,000	.
		N	276	300

Picture 5.3.4: Correlations, question 17

Correlations

			Q9_how_ofte n	Q17_Modern_ women_drink _beer	Q17_weight
Spearman's rho	Q9_how_ofte	Correlation Coefficient	1,000	,117*	-,232**
		Sig. (2-tailed)	.	,048	,000
		N	306	288	298
	Q17_Modern_women_dri nk_beer	Correlation Coefficient	,117*	1,000	-,097
		Sig. (2-tailed)	,048	.	,083
		N	288	324	320
	Q17_weight	Correlation Coefficient	-,232**	-,097	1,000
		Sig. (2-tailed)	,000	,083	.
		N	298	320	333

5.4. Correlations with "how often do you drink beer" (female respondents)

Picture 5.4.1: Correlation, question 16

Correlations

			Q9_how_ofte n	Q16_feminine
Spearman's rho	Q9_how_ofte	Correlation Coefficient	1,000	-,188*
		Sig. (2-tailed)	.	,026
		N	152	140
	Q16_feminine	Correlation Coefficient	-,188*	1,000
		Sig. (2-tailed)	,026	.
		N	140	162

Picture 5.4.2: Correlation, question 14

Correlations

			Q9_how_ofte n	Q14_calories	Q14_friends_ drink
Spearman's rho	Q9_how_ofte	Correlation Coefficient	1,000	-,166*	-,178*
		Sig. (2-tailed)	.	,047	,032
		N	152	144	145
	Q14_calories	Correlation Coefficient	-,166*	1,000	,236**
		Sig. (2-tailed)	,047	.	,004
		N	144	145	145
	Q14_friends_drink	Correlation Coefficient	-,178*	,236**	1,000
		Sig. (2-tailed)	,032	,004	.
		N	145	145	146

Picture 5.4.3: Correlation, question 9 and question 15

Correlations

			Q9_how_ofte n	Q15_drink_be er_relax	Q15_beer_ta sting	Q15_soccer_ beer
Spearman's rho	Q9_how_ofte	Correlation Coefficient	1,000	,429**	,436**	,341**
		Sig. (2-tailed)	.	,000	,000	,000
		N	152	141	139	134
	Q15_drink_beer_relax	Correlation Coefficient	,429**	1,000	,374**	,227**
		Sig. (2-tailed)	,000	.	,000	,009
		N	141	143	138	132
	Q15_beer_tasting	Correlation Coefficient	,436**	,374**	1,000	,458**
		Sig. (2-tailed)	,000	,000	.	,000
		N	139	138	140	131
	Q15_soccer_beer	Correlation Coefficient	,341**	,227**	,458**	1,000
		Sig. (2-tailed)	,000	,009	,000	.
		N	134	132	131	135

Picture 5.4.4: Correlation, question 9 and question 17

Correlations

			Q9_how_ofte n	Q17_beer_un feminine	Q17_Modern_ women_drink _beer	Q17_weight
Spearman's rho	Q9_how_ofte	Correlation Coefficient	1,000	-,243*	,314**	-,168
		Sig. (2-tailed)	.	,003	,000	,039
		N	152	149	145	151
	Q17_beer_unfeminine	Correlation Coefficient	-,243*	1,000	-,197**	,256**
		Sig. (2-tailed)	,003	.	,009	,001
		N	149	180	174	178
	Q17_Modern_women_drink_beer	Correlation Coefficient	,314**	-,197**	1,000	-,114
		Sig. (2-tailed)	,000	,009	.	,132
		N	145	174	177	175
	Q17_weight	Correlation Coefficient	-,168	,256**	-,114	1,000
		Sig. (2-tailed)	,039	,001	,132	.
		N	151	178	175	182

Appendix 6: Article

Beer is yellow – neither blue nor pink!

Beer is the third most consumed beverage in the world, losing only for water and tea. However, most of the marketing efforts conducted by companies in the beer industry are mainly targeting men. Hence, they are neglecting half of the population.

People have been drinking beer for thousands of years, somehow along the way; it became a more manly activity. In modern society the differences between women's and men's roles are constantly declining, which creates opportunities for industries that normally only focused on one of the two genders to expand to the other. Most industries have a certain segment where they focus their resources and energy to be as present as possible, after years with the same segment in focus, companies miss to look into the periphery to find new opportunities that might arise in segments that have been disregarded in the past. The beer industry is a clear example of an industry that has, for a very long time, focused on the same segment: men.

Some attempts have been made in order to attract the female clientele. None of these attempts has yielded any spending results. Line and brand extensions with lightly sparkling fruit flavored beer are neither appreciated by the general modern woman, nor by men. It is actually possible to see that the sales for

breweries have dropped after such attempts.



Since the beginning of human societies, there has been divisions of labor, stronger men went hunting while women stayed and took care of the animals and children. In the beginning of the consumption society; phenomenon like industry, consumerism, modern cities, mass media and technologies, were seen as fundamentally masculine. On the other hand, the assumptions connected to femininity were the more romantic values like intimacy and authenticity; values that were outside of the logics of modern society. When women started going to work and having their own lives and identities in the consumption society, the romantic image of women became more and more obsolete. With that shift many of the things that used

to be mainly masculine can now also be considered feminine; and the same goes the other way around.

There are numerous examples that gender roles are constantly declining in today's society, however; this fact seems to have gone unnoticed by many marketers. It is not beneficial to try to connect traditional female aspects, such as pink or lace; with a product that has no connection to this whatsoever. Most women have no need to differentiate themselves from males when they consume beer. Therefore, to segment the beer market according to gender, is obsolete. However, it is possible to attract a female clientele without discouraging men's beer consumption.

By not looking at what separates the sexes, but instead at the common denominators; values that attract both women and men can be identified. Both men and women claim that, in the context of beer consumption; they appreciate values such as: quality, tasty, fellowship, party, fun, pleasure, relaxation, exclusivity, individuality, community, craftsmanship, curiosity, love of food, connoisseurship and authenticity. By directing marketing efforts to subgroups associated with these values the beer industry will not only be able to attract both males and females but also generate a better fit with the desired audience. Hence, this would increase the efficiency of the marketing efforts.

The identity of the brand will only exist if people know about it, if the core values are perceived. In order to achieve that it is necessary to have the correct

form of communication, so that the message will arrive at the correct audience in a format that they will accept. A prominent trend observed in today's society, which could be leveraged by the beer industry; is the increased interest in food and organic and authentic products. By being present at events associated with these things, having spokes persons from such industries or articles in specific trade magazines, a gender neutral image connected to the appreciated values may be created. However it is also important to note that change is the only thing certain in life; people, culture and society are constantly evolving and that means that what is relevant and true today might be completely wrong tomorrow. Therefore it is important for companies to constantly: scan for trends, gather them, analyze them, find the strongest and the most relevant and, last but not least; react to them.

Women that drink beer want beer, they are satisfied with the existing beer supply and they do not want a pink, lace covered beer bottle. The beer market should be segmented based on similarities, not dissimilarities. Therefore marketers in the beer industry are encouraged to think of beer as yellow, not blue nor pink!

By: Johanna Aronsson and Marcela Oderich Linke.

For complete references see "Beer is yellow, not blue nor pink – a study of segmentation strategies" (Aronsson & Oderich Linke, 2013)