

### RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM

Marketing hinges on understanding, interacting with, and shaping a multicultural world. To adopt a monocultural perspective, to be blind to issues of gender, race, sexuality, disabilities, and cultural differences, ignores its central mission--to create value for customers, firms, and their collaborators.

Instructors benefit students by including diverse and antiracist content in their curriculum. It raises awareness and recognition of different perspectives through the use of examples and discussions of issues regarding race, gender, sexuality, disabilities, culture, class, wealth, and other differences. Marketing is often taught in an international classroom, and biases may need explicit unpacking and labeling for students from all nations to fully understand themes and issues in the context of a product, campaign, or case. A diverse curriculum teaches students frameworks for discussing and thinking critically about bias and representation, which are necessary for their future careers. Finally, students benefit by learning new ways to think of diverse perspectives, and how they influence and enrich the social mission of the firms they will lead.

This document is a work in progress. If you have material to contribute, comments, or suggestions, please make them here, or email them to Carey Morewedge ([morewedg@bu.edu](mailto:morewedg@bu.edu)).

## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 2

### Contributors

Lalin Anik, University of Virginia  
Alixandra Barasch, New York University  
Amit Bhattacharjee, INSEAD  
Erin Percival Carter, University of Maine  
Noah Castelo, University of Alberta  
Cindy Chan, University of Toronto  
Stephanie Chen, London Business School  
Cynthia Cryder, University of Washington  
at St. Louis  
Margaret Echelbarger, University of Chicago  
Jordan Etkin, Duke University  
David Faro, London Business School  
Stacey Finkelstein, Stony Brook University  
Elizabeth Friedman, Columbia University  
Dafna Goor, London Business School  
Susan Jung Grant, Boston University  
Lauren Grewal, Dartmouth College  
Patricia Hambrick, Boston University  
Hal Hershfield, UCLA  
Aimee Huff, Oregon State University  
Barbara Kahn, University of Pennsylvania  
Heather Barry Kappes, London School of  
Economics  
Anat Keinan, Boston University  
Chang-Yuan Lee, Boston University  
Alicia Lieberman, UCSD  
Chiara Longoni, Boston University  
Nina Mazar, Boston University

Phyllis McGinnis, Boston University  
Carol Meier, Boston University  
Nirajana Mishra, Boston University  
Carey Morewedge, Boston University  
Michael Norton, Harvard Business School  
Beatriz Pereira, Iowa State University  
Nell Putnam-Farr, Rice University  
Spencer Ross, University of Massachusetts  
at Lowell  
Janet Schwartz, Duke University  
Avni Shah, University of Toronto  
Lisa Shu, London Business School  
Stephen Spiller, UCLA  
Raji Srinivasan, University of Texas at Austin  
Shuba Srinivasan, Boston University  
Paul Stillman, Yale University  
Abigail Sussman, University of Chicago  
Elizabeth Tenney, University of Utah  
Olivier Toubia, Columbia University  
Remi Trudel, Boston University  
Claire Tsai, University of Toronto  
Yanping Tu, University of Florida  
Deborah Utter, Boston University  
Adrian Ward, University of Texas at Austin  
Liad Weiss, University of Wisconsin  
Haewon Yoon, Indiana University

## OUTLINE

### 1. RESOURCES FOR DEVELOPING AN INCLUSIVE COURSE

### 2. RESOURCES FOR DISCUSSING RACISM/SEXISM IN THE CLASSROOM

### 3. THEMES AND CONTENT FOR COURSE TOPICS/MODULES

a. MARKETING ETHICS

b. CUSTOMER JOURNEY / PURCHASE FUNNEL

c. JUDGMENT AND DECISION MAKING

d. TARGETING/SEGMENTING/PSYCHOGRAPHICS

e. ADVERTISING/IMC

f. MARKETING STRATEGY

g. SEARCH & CHOICE ARCHITECTURE

h. ATTITUDES/BELIEF CHANGE/PERSUASION

i. REVIEWS/ADVICE/SOCIAL NORMS

j. BRANDING

k. IDENTITY SIGNALING

l. MONEY & MENTAL ACCOUNTING/ ENDOWMENT EFFECT/  
BUYING & SELLING

m. SALES

n. SERVICES

o. RETAILING

p. PRICING

q. CUSTOMER EXPERIENCE MANAGEMENT/ SATISFACTION

r. PRODUCT DEVELOPMENT, ADOPTION, AND DISPOSAL

### 4. OTHER RESOURCES

a. IMAGE GALLERIES

<https://www.blackillustrations.com/>

## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 4

### 1. RESOURCES FOR BUILDING AN INCLUSIVE COURSE

Highlights below taken & adapted from

#### ***“Reconsidering the Inclusion of Diversity in the Curriculum”***

By: Thomas F. Nelson Laird <https://www.aacu.org/diversitydemocracy/2014/fall/nelson-laird>

Proposes consideration of 9 elements in course design.

TABLE 1. Diversity Inclusivity Framework

| Element                          | Inclusivity Continuum            |                                            |                                                            |
|----------------------------------|----------------------------------|--------------------------------------------|------------------------------------------------------------|
| <b>Purpose/ goals</b>            | Prepare students                 | → Prepare students for diverse experiences | → Prepare students to actively engage in a diverse society |
| <b>Content</b>                   | Monocultural                     | → Additive                                 | → Multicultural                                            |
| <b>Foundations/ perspectives</b> | Unexplored                       | → Exposed                                  | → Multiple foundations/perspectives examined               |
| <b>Learners</b>                  | Passive acceptors                | → Participants with some learning needs    | → Collaborators with diverse learning needs                |
| <b>Instructor(s)</b>             | Unexplored views, biases, values | → Exploring own views, biases, values      | → Understands own views, biases, values                    |
| <b>Pedagogy</b>                  | Filling students with knowledge  | → Transitional—using varied techniques     | → Critical/equity oriented                                 |
| <b>Environment</b>               | Ignored                          | → Inclusive                                | → Empowering                                               |
| <b>Assessment/ evaluation</b>    | “Standard”                       | → Mixed methods                            | → Methods suited to student diversity                      |
| <b>Adjustment</b>                | Adjustment to cover material     | → Adjustment to some needs of students     | → Adjustment to diverse needs of students                  |

- 1. Goals:** Marketing requires an understanding of and participation in culture, particularly marketing for international firms. Is the marketing course preparing students with knowledge, attitudes (or awareness of), and skills necessary for participation in a diverse society?
- 2. Content:** Do the materials (topics, points, readings, discussions, cases, issues, examples, exercises) reflect the experiences of multiple cultural groups from their own as well as other perspectives?
- 3. Foundations/perspectives:** The background characteristics of students and faculty affect their understandings of events (e.g., George Floyd’s death), issues (e.g., police brutality/racial profiling), and concepts (e.g., social justice). Marketing courses can include diverse foundations or perspectives, drawing on theories that help explain how human differences influence consumers, and students’ understanding of course topics.

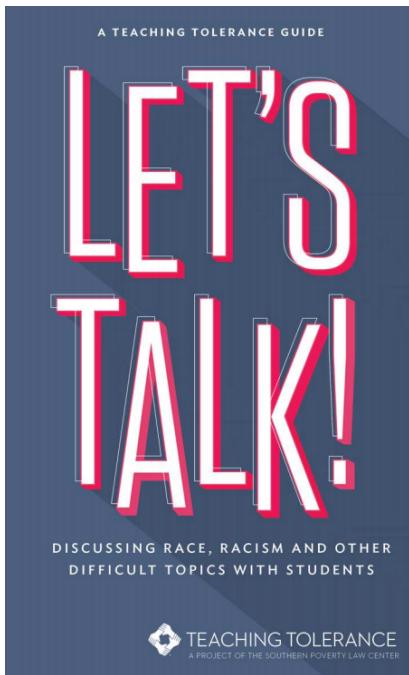
## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 5

- 4. Learners.** Are student characteristics taken into account in course design and assessments (e.g., race, gender, class, skill level, and developmental needs)?
- 5. Instructors:** Thinking about influence of own opinions, biases, and values on course delivery, explore students' different opinions, biases, and values in course delivery and design.
- 6. Pedagogy:** Thinking about supporting different student learning needs, mix of methods to facilitate them.
- 7. Environment:** Create a classroom that is reflective of the diverse backgrounds of students and instructors, and structured to support student learning.
- 8. Assessments/evaluations.** Instructors should use a variety of methods, both formal and informal, to assess student characteristics and learning and should also be aware of potential biases in their techniques (Banks 2006; Lattuca and Stark 2009). More inclusive evaluation methods are more sensitive to the various backgrounds of students and the diverse ways students can demonstrate understanding.
- 9. Adjustments.** Instructors may need to change their plans as assessments reveal new information about students, as student desires or frustrations assert themselves, as incidents occur in class, or as activities require more time than allotted. Inclusive adjustments are sensitive to students' diverse learning needs and matched to course goals. Adjustments made despite student needs (e.g., to cover a predetermined amount of material) are noninclusive.

## 2. TALKING ABOUT RACE/GENDER/SEXUALITY

### A. Guide from Teaching Tolerance/ Southern Poverty Law Center

This guide is geared toward teachers in K-12, but has helpful advice for talking about race in constructive and safe ways in the classroom.



<http://www.tolerance.org/sites/default/files/general/TT%20Difficult%20Conversations%20web.pdf>

**Delineates steps for discussing race and racism in the classroom, including:**

- A. Assessing your comfort level
- B. Becoming comfortable with discomfort, and understanding differences between uncomfortable and unsafe
- C. Prompts you to think about your own vulnerabilities
- D. Helps Prepare to manage strong emotions in the classroom, when they are constructive and boil over.
- E. Discusses strategies to help students navigate difficult conversations

## **A Framework for Leading Classroom Conversations About Race**

by Stephanie Curry

<https://hbsp.harvard.edu/inspiring-minds/a-framework-for-leading-classroom-conversations-about-race>

A broader framework for thinking about conversations and course content.

### **R—Reduce Anxiety by Talking About Race Anyway**

**A—Accept That Anything Related to Race Is Either Going to Be Visible or Invisible**

**C—Call on Internal and External Allies for Help**

**E—Expect That You Will Need to Provide Some “Answers,” Practical Tools, and Skill-Based Frameworks**

## **Teaching Race, Racism, and Racial Justice: Pedagogical Principles and Classroom Strategies for Course Instructors. Race and Pedagogy Journal.**

- ◉ [Common Challenges to Teaching Race](#)
- ◉ [Addressing Challenges Through Course Design](#)
- ◉ [Principle 1: Encourage Reflexivity](#)
- ◉ [Principle 2: Prepare for and Welcome Difficulty](#)
- ◉ [Principle 3: Meet Students Where They Are](#)
- ◉ [Principle 4: Engage Affective and Embodied Dimensions of Learning](#)
- ◉ [Principle 5: Build a Learning Community](#)
- ◉ [Conclusion](#)
- ◉ [References](#)

Link: [https://cft.vanderbilt.edu/guides-sub-pages/teaching-race/#\\_ftn1](https://cft.vanderbilt.edu/guides-sub-pages/teaching-race/#_ftn1)

## Embracing Diversity in Your Classroom

By ACUE (Association of College and University Educators)

This is a preview page of ACUE's Effective Practice Framework program. The page contains useful resources regarding how to deal with the various diversity issues and microaggressions in the classroom.

<https://acue.org/courses/modules/embracing-diversity-in-your-classroom/>



<https://youtu.be/gUGLoxXbFOU>

### **3. THEMES AND CONTENT FOR COURSE TOPICS/MODULES**

- b. MARKETING ETHICS**
- c. CUSTOMER JOURNEY / PURCHASE FUNNEL**
- d. JUDGMENT AND DECISION MAKING**
- e. TARGETING/SEGMENTING/PSYCHOGRAPHICS**
- f. ADVERTISING/IMC**
- g. MARKETING STRATEGY**
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- i. ATTITUDES/BELIEF CHANGE/PERSUASION**
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- k. BRANDING**
- l. IDENTITY SIGNALING**
- m. MONEY & MENTAL ACCOUNTING/ ENDOWMENT EFFECT/ BUYING & SELLING**
- n. SALES**
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- r. CUSTOMER EXPERIENCE MANAGEMENT/ SATISFACTION**
- s. PRODUCT DEVELOPMENT, ADOPTION, AND DISPOSAL**

## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 10

### MARKETING ETHICS

One approach that could be taken in a course that is more skills focused (e.g., conjoint) would be to devote one day or module to ethical issues in marketing, particularly around racial and gender bias. These were major themes and issues identified for such a module.

#### ISSUES:

- Marketing in the service of ethics (e.g., Nest as an energy company formed to reduce waste) vs. Ethics in the service of marketing (Nike Kaepernick; marketing ethicality to win customers)
- Discriminatory pricing -
  - targeting vulnerable consumer groups with promotions for harmful products;
  - charging by race, to prevent wealth accumulation (e.g., redlining);
  - charging more for the same product when it's positioned to a minoritized group (e.g., the Pink Tax).
- Distribution of products deemed important for health/well-being (food deserts)
- Access to vaccines & medications
- Health disparities by income due to price gouging on PPE
- Ability to use SNAP benefits or EBT payments to purchase "healthier" foods (organic, farmers market, etc.)
- Access to accurate information is often behind a paywall (<https://www.currentaffairs.org/2020/08/the-truth-is-paywalled-but-the-lies-are-free>)
- Product safety

#### CASES:

[Fair & Lovely vs. Dark is Beautiful](#) by Rohit Deshpande and Saloni Chaturvedi

#### BUSINESS EXAMPLES:

Pharmaceutical and healthcare pricing (e.g., [Epi-pen](#), [Martin Shkreli](#))

Pharma and marginalized population inclusion/exclusion

<http://www.npr.org/sections/health-shots/2017/10/25/556673640/scientists-work-to-overcome-lega-cy-of-tuskegee-study-henrietta-lacks>

How do consumers weigh the outcome vs. intention of marketing efforts when evaluating - e.g. facial recognition software being trained on non-representative samples

<https://medium.com/digital-diplomacy/its-our-fault-that-computers-are-racist-cd8919efb20f>

Unilever 5 levers of change (marketing in the service of ethics)

<https://hbr.org/2012/11/change-consumer-behavior-with>

Ethics in the service of marketing: Am I doing something that is unfair to others?

Grier, Sonya, Crockett, David, & Steimer, Sarah. *The Marketplace is a Social Actor*.

<https://www.youtube.com/watch?v=Il3eOGTxXLo> (Discusses effects of race on experience of consumers, including different accessibility to COVID testing for Black and White Americans).

## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 11

### PROJECT IDEA

Choose a marketing action (e.g., targeting a vulnerable group) and discuss:

- Is it legal?
- Is it ethical (in your mind)?
- Will consumers perceive it to be fair?
- Could set up as an in-class debate with people joining/switching sides as they become persuaded
- 

### Homework Idea

Protesting Her Own Employer

After listening to the podcast for this class

(<https://www.nytimes.com/2020/08/14/podcasts/the-daily/protest-adidas-strike.html>), please make a reflection of how the report relates to the concepts we are learning in class. Please keep your response between 250-500 words.

1. What is the link between a corporation's diversity (or lack of thereof) and its consumers?
2. A company's customer base will often be more diverse than its work force. How can companies avoid being perceived as abusing their customer base purchasing power, while not embracing their values within the corporation?
3. After the bombing at the Boston Marathon in 2013, the hashtag #BostonStrong was trending on Twitter and in many other media, including on t-shirt designs. We did not observe reactance (e.g., "all cities are strong"). However, the #BLM has received a lot of backlash, including several groups and people claiming that "all lives matter." Why do you believe the first case did not generate reactance but the second did?
4. How is the BLM movement changing the way companies do business, both in terms of corporate values and their relationship with customers?

## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 12

### CUSTOMER JOURNEY / PURCHASE FUNNEL

Mapping customer experiences from prepurchase to purchase to postpurchase.

<https://www.journals.uchicago.edu/doi/abs/10.1086/698414>

### ISSUES:

- Not all customers experience the same customer journey (e.g., How do employees/service providers approach the customer?)
  - African Americans experience profiling and harassment while shopping (e.g., [shopping while black](#)). Multiracial products placed in locked cases ([Walmart](#))
  - High status customers may be treated differently than low status consumers who may be less able to afford goods (e.g., clothing stores, real estate; see Bellezza, Gino, Keinan, 2014).

### CASES:

Starbucks: Battling the Racism Allegations by Parul Gupta and Shikha Bhardwaj

<https://store.hbr.org/product/starbucks-battling-the-racism-allegations/w19600?sku=W19600-PDF-ENG>

[With a Little Help from "Nuestros Amigos": Hispanics and Kidney Transplants](#)

Julie Hennessy KEL940-PDF-ENG

[Racial Discrimination on Airbnb: The Role of Platform Design](#) Michael Luca, Scott Stern, Devin Cook, Hyunjin Kim

### READINGS

Okwodu, J. (August, 2018). Shopping while black: Why I'm no longer afraid to call time on racial profiling. *Vogue*. <https://www.vogue.com/article/class-and-value-retail-discrimination-shopping-while-black>

[k](#)

<https://www.forbes.com/sites/sharonedelson/2020/06/16/racial-equality-prompts-retail-soul-searching/#c6ff39535e4c>

Schreer, G. E., Smith, S., & Thomas, K. (2009). "Shopping While Black": Examining Racial Discrimination in a Retail Setting 1. *Journal of Applied Social Psychology*, 39(6), 1432-1444.

Bellezza, S., Gino, F., & Keinan, A. (2014). The red sneakers effect: Inferring status and competence from signals of nonconformity. *Journal of Consumer Research*, 41(1), 35-54.

Fisman, R., Luca, M. 2016. [Fixing Discrimination in Online Marketplaces](#). Harvard Business Review.

Ainscough, T.L., & Motley C.M. (2000). "Will You Help Me Please? The Effects of Race, Gender and Manner of Dress on Retail Service." *Marketing Letters*, 11(2), 129-36.

From [Race In Markets](#) repository

## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 13

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- Ayres, I., Banaji, M., & Jolls, C. (2015). "Race Effects on eBay." *The RAND Journal of Economics*, 46(4), 891-917.
- Bennett, A.M., Hill, R.P., & Daddario, K. (2015). "Shopping While Nonwhite: Racial Discrimination Among Minority Consumers." *Journal of Consumer Affairs*, 49(2), 328-55.
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- Evetts, S.R., Hakstian, A.M.G., Williams, J.D. & Henderson, J.R. (2013), "What's Race Got to Do with It? Responses to Consumer Discrimination." *Analyses of Social Issues and Public Policy*, 13(1), 165-85.
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- Gabbidon, S. L., & Higgins, G. E. (2020). *Shopping while Black: Consumer Racial Profiling in America*. Routledge.
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## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 14

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### BUSINESS EXAMPLES:

Sephora closing all stores for diversity training after racial profiling.

<https://www.theguardian.com/us-news/2019/jun/05/sephora-beauty-store-fashion-diversity-training>

### OTHER RESOURCES

Grier, Sonya, Crockett, David, & Steimer, Sarah. *The Marketplace is a Social Actor*.

<https://www.youtube.com/watch?v=Il3eOGTxXLo> (Discusses effects of race on experience of consumers, including different accessibility to COVID testing for Black and White Americans).

Noah, Trevor. 2020. White people unnecessarily calling the police on Black people.

<https://www.youtube.com/watch?v=uN84Hhcdlws>

Barney's Accused of Racial Profiling <https://www.youtube.com/watch?v=QnBZkQjXZJs>

Sephora closed for diversity training after racial profiling SZA.

<https://www.youtube.com/watch?v=BErQr3w4pmk>

## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 15

**PROJECT IDEA:** Mystery Shopping assignment that focuses on treatment of customers of different races or evaluates their targeting strategies

### JUDGMENT AND DECISION MAKING

#### ISSUES:

- When are heuristics racist/sexist?  
(e.g., Linda the bank teller - example of representativeness or stereotyping)
- How do frames & reference points influence perceptions of changing inequality (Brian Lowery);
- How status quo bias perpetuates inequitable practices and policies
- [Statistical discrimination](#) vs. [taste-based discrimination](#)
- What **decision aids** can debias racist/sexist bias (e.g., matrix approaches to hiring)
- How universal are popular theories of decision-making? Generally assumed to be general/global but cultural differences are real.
- Confirmation bias in hiring - different names lead to different callback rates for job applicants
- Implicit bias vs. racism

#### CASES:

#### READINGS

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<https://www.aeaweb.org/articles?id=10.1257/0002828042002561>

Why Employers Favor Men

<https://hbswk.hbs.edu/item/why-employers-favor-men>

de Langhe, B., & Fernbach, P. 2019. [The dangers of categorical thinking](#). Harvard Business Review.

#### BUSINESS EXAMPLES:

Decision aids to reduce bias

1. Hiring decision matrix to reduce biased selection of job candidates
2. Practice in tech/game development hiring to recruit male and female interviewers, who log how and whether candidates interact with each interviewer (shake hands with both, address responses to the interviewer who asked a question, versus always the man, etc.)

#### OTHER RESOURCES

Williams, Lawrence. 2009. Warm or cold beverage can change your view of a stranger.

<https://www.youtube.com/watch?v=efOF60dv5KQ>

### TARGETING/SEGMENTING/PSYCHOGRAPHICS

#### ISSUES:

- When is targeting/segmentation fair and when is it racist/sexist/discriminatory?
- Should firms be concerned when other demographics (e.g., income/wealth/zipcode) lead to racial inequities in the way that offerings are marketed?
- Racism in platform markets
- Algorithmic bias in targeting
- Different distribution channels (e.g., Dollar General) that make more or less likely to sell products that are harmful or lower quality to consumers?
- Do consumers judge the “fairness of targeting” based on the intention of the firm or the outcome or the product (e.g., harmful/unhealthy food/malt liquor/guns/gambling) or the outcomes (i.e., targeting a segment with racial disparities).
- Location of retail stores that target or limit accessibility to low-income populations (e.g., fast food restaurants vs. healthy grocery stores, alcohol and tobacco retailers, etc.)

#### CASES:

Burberry

Unilever in Brazil

Amanda and Kristen: Mented Cosmetics Steven S. Rogers, Alterrell Mills

Growing the Mamas & Papas Brand Michael Goldman, Jennifer Lindsey-Renton

L'Oreal: Global Brand, Local Knowledge Rebecca M. Henderson, Ryan Johnson

Kate Spade New York: Will Expansion Deepen or Dilute the Brand? by Eva Ascarza and Keith Wilcox

Ceja Vineyards: Marketing to the Hispanic Wine Consumer? By Armand Gilinsky Jr., Linda I. Nowak, Cristina Santini, and Ricardo Villarreal deSilva

#### READINGS

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Yoon, Eddie. 2012. Obama Won With Minorities. Marketers Should Too. Harvard Business Review.

Davis, J. F. (2018). Selling whiteness?—A critical review of the literature on marketing and racism.

*Journal of Marketing Management*, 34(1-2), 134-177.

<https://www.tandfonline.com/doi/full/10.1080/0267257X.2017.1395902>

What experiments tell us about racism on Airbnb (Luca & Bazerman)

<https://www.fastcompany.com/90460723/airbnbwhileblack-the-inside-story-of-airbnbs-racism-problem>

Dissecting racial bias in an algorithm tased to manage the health of populations.

<https://science.sciencemag.org/content/366/6464/447.full>

<https://www.nytimes.com/2015/07/10/upshot/when-algorithms-discriminate.html>

## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 18

**Racial Discrimination in the Sharing Economy: Evidence from a Field Experiment.** Benjamin Edelman, Michael Luca, Dan Svirsky AMERICAN ECONOMIC JOURNAL: APPLIED ECONOMICS VOL. 9, NO. 2, APRIL 2017

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Bertrand, M., & Kamenica, E. (2018). Coming apart? Cultural distances in the United States over time (No. w24771). National Bureau of Economic Research.

Fixing Discrimination in Online Marketplaces

<https://hbr.org/2016/12/fixing-discrimination-in-online-marketplaces>

Machine Bias (ProPublica report on racial bias in criminal sentencing algorithms)

<https://www.propublica.org/article/machine-bias-risk-assessments-in-criminal-sentencing>

What if Online Movie Ratings Weren't Based Almost Entirely on What Men Think?

<https://fivethirtyeight.com/features/what-if-online-movie-ratings-werent-based-almost-entirely-on-what-men-think/>

### BUSINESS EXAMPLES:

Why Big Tobacco Targeted Blacks With Ads for Menthol Cigarettes

<https://www.cbsnews.com/news/why-big-tobacco-targeted-blacks-with-ads-for-menthol-cigarettes/>

KFC gets flack for ad showing chicken wing shadow silhouetting black power salute:

<https://www.theroot.com/kfc-trinidad-getting-dragged-for-celebrating-emancipati-1844594791>

Facebook Engages in Housing Discrimination With Its Ad Practices, U.S. Says

<https://www.nytimes.com/2019/03/28/us/politics/facebook-housing-discrimination.html>

[BIC Pens for her](#)

### OTHER RESOURCES

[Machine Learning and Human Bias](#)

Short (2:30) explainer video from Google on sources of bias in Machine Learning

[PLANET MONEY](#) Episode 628: [This Ad's For You](#)

In the early 1960s, the ad world had a one-size-fits-all philosophy. Black people, white people--they all saw the same ads. And while that sounds egalitarian in theory, it often led to hilariously inappropriate ad copy, [like](#): "1842. It was a very good year for beer drinkers." As Tom Burrell points out, it wasn't really a good year for black people in the U.S., many of whom were still enslaved. Tom Burrell was the first black man in Chicago advertising. He realized that this sort of one-size-fits-all marketing wasn't just tone-deaf, but that it just wouldn't work as well as it could. He thought there had to be a different way. Nowadays, marketing is precisely targeted. The targeting is so laser-specific that the ads you see on your Facebook feed practically have an

## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 19

audience of one: You. Tom Burrell started that shift. Today on the show, the story of the man who transformed the way people think about advertising and how advertisers think about us.

### [Invisibilia](#) The Power of Categories

Alix and Lulu examine how categories define us — how, if given a chance, humans will jump into one category or another. People need them, want them. This show looks at what categories provide for us.

Assignment Idea: 1. Why are categories so important in Marketing? 2. How can marketers use inclusive categories? 3. What are the consequences to consumer's well-being, to feel like they do not fit any of the available categories?

### **Culture**

99 Percent Invisible - Spanish Lottery

99 Percent Invisible - Futian Market

### **Assignment Idea:**

1. What do the Futian market products mean to consumers in the "West"? What do they mean to the Chinese who are involved with their production and sales? How did the market change their lives as workers and as consumers?
2. What are the differences in consumption aspirations between the older and younger generations?
3. If all citizens of a small town in the U.S. won the lottery, how do you think their spending would be different than that displayed by the winners in Sodesto?
4. The Spanish lottery increased the ticket prices for a reason. What was the reason? What were the unintended consequences? (deals with price issues and taxing the poor)

## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 20

### ADVERTISING/IMC

#### ISSUES:

Representation  
Targeting audiences with different promotions/messages  
Racist content in advertising

#### CASES:

Fair & Lovely vs. Dark is Beautiful by Rohit Deshpande and Saloni Chaturvedi

<https://store.hbr.org/product/fair-lovely-vs-dark-is-beautiful/516079>

Mountain Dew: The Most Racist Soft-drink Commercial in History? by Jana Seijts and Paul Bigus

<https://store.hbr.org/product/mountain-dew-the-most-racist-soft-drink-commercial-in-history/W13313>

[Gardenburger Advertising Strategy](#) by Sonya Grier and Victoria Chang

#### READINGS

Crockett, D. (2008). Marketing blackness: How advertisers use race to sell products. *Journal of consumer culture*, 8(2), 245-268.

<https://journals.sagepub.com/doi/pdf/10.1177/1469540508090088>

A Brief Rundown of Racism Within Advertising and Why It's Still Happening Today

<https://www.adweek.com/agencies/a-brief-rundown-of-racism-within-advertising-and-why-its-still-happening-today/>

Dove Skin Tone "Before / After" Ad

<https://www.nytimes.com/2017/10/08/business/dove-ad-racist.html>

#### From [Race In the Marketplace](#)

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Appiah, O. (2001). "Ethnic Identification on Adolescents' Evaluation of Advertisements." *Journal of Advertising Research*. 41(5), 7-22.

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### BUSINESS EXAMPLES:

Ben & Jerry's responded quickly and deliberately to express agreement with Black Lives Matter. What differentiated their response from many other companies communicating similar messages? 4 years ago, they publicly stated their support of BLM. Provide specific examples of their support on their website. To what extent does BLM messaging fit in with overall reputation of brand? This can distinguish cheap signal from meaningful message.

(<https://digiday.com/media/advertising-mired-in-racism-has-a-long-road-to-recovery/> )

Changing names away from racially insensitive. E.g., Aunt Jemima vs. Trader Joes

<https://www.nbcnews.com/news/us-news/aunt-jemima-brand-will-change-name-remove-image-quake-r-says-n1231260>

<https://www.grubstreet.com/2020/08/trader-joes-wont-change-its-racist-product-names.html>

NASA drops racially charged nicknames of celestial bodies

<https://www.cnn.com/2020/08/08/us/nasa-nicknames-eskimo-siamese-trnd/index.html>

Skin lightening creams discussion in India - "Fair and Lovely" changing brand name

(<https://www.npr.org/sections/goatsandsoda/2020/07/09/860912124/black-lives-matter-gets-india-ns-talking-about-skin-lightening-and-colorism> )

Dove criticized for skin lightening commercial:

## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 24

<https://theconversation.com/dove-real-beauty-and-the-racist-history-of-skin-whitening-85446>

Outrage over laundry ad that shows black man coming out of washing machine as Chinese:

<https://www.theguardian.com/world/2016/may/28/china-racist-detergent-advert-outrage>

Big brands boycotting Facebook for failure to act out against racism (also political)

<https://www.cnet.com/news/facebook-ad-boycott-how-big-businesses-hit-pause-on-hate/>

### OTHER RESOURCES

Cannes International Advertising Award winners each year posts global award winning advertising campaigns (often with mini video case studies)

<https://rdc.reed.edu/c/sexistmak/home/>

### Assignment Idea:

Choose brands that have implemented changes to support racial justice and predict & discuss whether or not consumers will perceive these actions as authentic using the matrix below (masking out the examples)

Original article available at: <https://hbr.org/2020/07/when-a-brand-stands-up-for-racial-justice-do-people-buy-it>

| Orientation of Action                                                                                                                              | Level of Participation                                                                                                                                                                                                                                         |                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                    | Ally<br>Supportive, non-racist                                                                                                                                                                                                                                 | Activist<br>Actively anti-racist                                                                                                                                                                        |
| <b>Corporation-oriented</b><br>Actions focused on being faithful to the corporation (continuity) and to its consumers' expectations (credibility). | <b>Atone</b><br>Makes amends for past wrongdoings, such as product withdrawal ( <i>Aunt Jemima</i> ), name change ( <i>Unilever's Fair &amp; Lovely</i> ), and more inclusive product offerings ( <i>Band Aid</i> ).<br><br><b>Perceived Authenticity: Low</b> | <b>Allure</b><br>Proactively supports racial justice while attracting more customers ( <i>Aerosoles donating 10% of sales proceeds to the NAACP</i> ).<br><br><b>Perceived Authenticity: Low-medium</b> |
| <b>Societally-oriented</b><br>Actions focused on caring for the community (integrity) and reflecting consumers' values (symbolism).                | <b>Acknowledge</b><br>Recognizes a broad social issue while neither hurting nor benefitting the corporation financially ( <i>Netflix curating BLM content</i> ).<br><br><b>Perceived Authenticity: Medium-high</b>                                             | <b>Advocate</b><br>Proactively supports racial justice even at a risk to the corporation ( <i>Nike using Kaepernick as the face of their campaign</i> ).<br><br><b>Perceived Authenticity: High</b>     |

Source: Geeta Menon and Tina Kiesler

## MARKETING STRATEGY

### ISSUES:

CSR and profitability  
Mission statement includes strategic goal of diversity  
Diversity in hiring, compensation, and promotions  
Culture that encourages diverse voices

### CASES:

[Share Our Strength and American Express: Developing Marketing Alliances](#) by Sonya Grier, Carrie D. Culp, Callie M. Stivers

[PhD Project: The Marketing of Business School Faculty Diversity](#) by Sonya Grier and Donnel A. Briley

[Kate Spade New York: Will Expansion Deepen or Dilute the Brand?](#) by Eva Ascarza and Keith Wilcox

### READINGS

Peloza, J., & Shang, J. (2011). How can corporate social responsibility activities create value for stakeholders? A systematic review. *Journal of the Academy of Marketing Science*, 39(1), 117–135.

Servaes, H., & Tamayo, A. (2013). The impact of corporate social responsibility on firm value: The role of customer awareness. *Management Science*, 59(5), 1045–1061.

### BUSINESS EXAMPLES:

Bon Appetit Magazine - 2020 issues regarding hiring, compensation, promotion, tokenization of BIPOC staff, and “whitewashing” of recipes

Nike + Colin Kaepernick vs. Pepsi + Kendall Jenner

CVS stopping sales of tobacco products

(<https://cvshealth.com/thought-leadership/message-from-larry-merlo-president-and-ceo>)

### OTHER RESOURCES

Certified B Corporations (inclusive economy)

<https://bcorporation.net/for-b-corps/inclusive-economy-challenge>

[How I Built This](#) podcast for diversity of examples - some specific episodes also good discussion of segmentation, targeting, etc.

## SEARCH & CHOICE ARCHITECTURE

### ISSUES:

- Which options should we nudge? (e.g., If consumers are prejudiced, are firms responsible to nudge them toward antiracist actions?)
- When does providing different search results based on race-related factors constitute racism in marketing?
- Do different groups have preferences because different groups have different choices or are less familiar?
- What responsibility do retailers/distributors have to provide “good options” to consumers (e.g., Grocer, Bodega).
- Are sin taxes racist if they only affect consumers who can’t drive to avoid them.

### CASES:

### READINGS

Otterbacher, J. 2016. [New evidence shows search engines reinforce social stereotypes](#). Harvard Business Review.

Fisman, R., Luca, M. 2016. [Fixing Discrimination in Online Marketplaces](#). Harvard Business Review.

Williams, J. D., Crockett, D., Harrison, R. L., & Thomas, K. D. (2012). The role of food culture and marketing activity in health disparities. *Preventive Medicine*, 55(5), 382-386.  
<https://www.sciencedirect.com/science/article/abs/pii/S0091743511005238>

### BUSINESS EXAMPLES:

### OTHER RESOURCES

### ATTITUDES/BELIEF CHANGE/PERSUASION

#### ISSUES:

- How to change prejudiced beliefs?
- When are attitude and belief change a firm's responsibility?
- When are positive stereotypes racially problematic?

#### CASES:

WoodBarn India: Trying to Break a Concrete Mindset by Subhadip Roy and Subhalaxmi Mohapatra  
<https://store.hbr.org/product/woodbarn-india-trying-to-break-a-concrete-mindset/W14783>

Ethnic Consumers Consulting S. Ramesh Kumar, Nitya Guruvayurappan, Madhurjya Banerjee

[Marine Stewardship Council](#) by Sonya Grier, Susan Masserang, Jonathan Tinter

#### READINGS

#### BUSINESS EXAMPLES:

The look (P&G). <https://www.youtube.com/watch?v=aJav36Nbn58>

#### OTHER RESOURCES

- Hidden Brain podcast “[Romeo and Juliet in Kigali](#)”
- Project Implicit (IATs) <https://implicit.harvard.edu/implicit/>

[99 Percent Invisible - Social Media: Screaming into the Void](#)

Assignment idea: 1. Why do you believe people have such difficulty "changing sides"? Why is it hard to even listen to the other "side" without starting from a biased standpoint? 2. How can we, as individuals, make conscious efforts to avoid making the same mistake (forming conclusions without knowing all of the facts) that the writer/reporter Julie Irwin Zimmerman admits she did? 3. Outrage is a negative emotion marked by high arousal. How do you believe arousal plays a role in the piling on/trolling we frequently see in social media? 4. How can companies balance the need to be fast in social media posting, with the need of posting conscious materials? Can you give examples where companies posted content that was found offensive and therefore outraged consumers? How do you believe the situation could have been better managed?

### REVIEWS/ADVICE/SOCIAL NORMS

#### ISSUES:

Racism in reviews

Racism as a social norm & change

When should firms adopt policies that change norms?

How does adoption by a dissociative racist group discourage product usage and adoption?

#### CASES:

#### READINGS

Tankard, M. E., & Paluck, E. L. (2017). The effect of a Supreme Court decision regarding gay marriage on social norms and personal attitudes. *Psychological science*, 28(9), 1334-1344.

Bursztyn, L., González, A. L., & Yanagizawa-Drott, D. (2018). *Misperceived social norms: Female labor force participation in Saudi Arabia* (No. w24736). National Bureau of Economic Research. [https://home.uchicago.edu/~bursztyn/Misperceived\\_Norms\\_2018\\_06\\_20.pdf](https://home.uchicago.edu/~bursztyn/Misperceived_Norms_2018_06_20.pdf)

Zhang, D., Li, J., & Cui, R. 2017. [A better way to fight discrimination in the sharing economy](#). *Harvard Business Review*.

#### BUSINESS EXAMPLES:

NASCAR's Confederate Flag Ban Faces a Test in Alabama

<https://www.nytimes.com/2020/06/20/sports/autoracing/nascar-confederate-flag-ban-talladega.html>

<https://www.youtube.com/watch?v=GKYofzzZyso>

#### OTHER RESOURCES

### BRANDING

#### ISSUES:

Brand identities draw on 2 dimensions of social stereotypes (SCM).  
When should brands reflect or change the culture?

#### CASES:

1. Mountain Dew: The Most Racist Soft-drink Commercial in History? IVEY W13313-PDF-ENG  
<https://store.hbr.org/product/mountain-dew-the-most-racist-soft-drink-commercial-in-history/W13313>
2. Jana Seijts, Paul Bigus. Barilla Pasta: A company in hot water.  
<https://store.hbr.org/product/barilla-pasta-a-company-in-hot-water/W13480>
3. Nike + Kaepernick: Next Steps for an Activist Brand” (2019) DOI: [10.13140/RG.2.2.18892.03203](https://doi.org/10.13140/RG.2.2.18892.03203)
4. [Ebony Magazine](#) Steven S. Rogers, Derrick Jackson
5. [Chase Sapphire: Creating a Millennial Cult Brand](#) by Shelle Santana, Jill Avery, Christine Snively
6. [Kate Spade New York: Will Expansion Deepen or Dilute the Brand?](#) by Eva Ascarza and Keith Wilcox
7. Jenny Craddock, Jeffrey P. Boichuk, Luca Cian, and Bidhan L. Parmar (2018). *Brand Activism at Starbucks—A Tall Order?* UVA-M-0964.

#### READINGS

1. Kervyn, N., Fiske, S. T., & Malone, C. (2012). Brands as intentional agents framework: How perceived intentions and ability can map brand perception. *Journal of Consumer Psychology*, 22(2), 166-176.

Brands Have Nothing Real to Say About Racism Corporate America is ready to take action ... or something.

<https://www.theatlantic.com/health/archive/2020/06/brands-racism-protests-amazon-nfl-nike/612613/>

Unilever skin-lightening cream--Original name = Fair and Lovely; Name after backlash = Glow and Lovely

<https://www.wsj.com/articles/dove-soaps-owner-is-criticized-over-skin-lightening-cream-11592949249>

Jenny Craddock, Jeffrey P. Boichuk, Luca Cian, and Bidhan L. Parmar (2018). *Brand Activism*. UVA-M-0963.

#### BUSINESS EXAMPLES:

Trader Joe's NOT to change names.

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<https://www.grubstreet.com/2020/08/trader-joes-wont-change-its-racist-product-names.html>

**Racist/Sexist Brands, Logos, and Advertising:** Washington Redskins; Aunt Jemima (Quaker Oats); Uncle Ben's (Mars); Eskimo Pie (Dreyers); Mrs. Butterworth (Conagra); Chief Black Jack (Mascot St. John's University - no Red Storm); Rastus (Cream of Wheat, B&G Foods), now positioned as Chef, but reposition?; Miss Chiquita (Sexual, Idealized AND now owned by a Colombian enterprise); Big Chief Bill Orange, Mascot, Syracuse University; Frito Bandito, (retired) Pepsico; Land O'Lakes Butter (Native American, Female); Chief Wahoo (Cleveland Indians); Sambo (Restaurant - Little Black Sambo logo); Funny Face Drink Mix (Pillsbury); Stroh Brewery (Crazy Horse Malt Beer); H&M (Ad Imagery-"Coolest Monkey in the Jungle"); Estee Lauder (Product Assortment with Racial Bias: Double Wear Nude Water Fresh Makeup SPF25); Heineken, (Ad 3/2020: Sometimes lighter is better); Dolce & Gabbana, Nov 2019, ad campaign, ethnic stereotypes, especially Chinese; Target, June, Baby Daddy card targeting African-Americans, backlash; ColourPop, Make Up, nomenclature bias called out on Instagram, racially insensitive makeup names, two of the darkest shades of their new line of "sculpting stix" advertised on Instagram were entitled "Yikes" and "Typo"...oops.

### OTHER RESOURCES

Reed II, Americus, (2015). The Power and Value of the Brand.

<https://www.youtube.com/watch?v=-0sHBxTUODo>

Kendall Jenner Pepsi commercial

<https://www.youtube.com/watch?v=uwvAgDCOdU4>

AdAge + AdWeek CMO Videos on Brand Risk

[Institute for Real Growth](#) - Global Brands Speakers Weekly Fridays

### IDENTITY SIGNALING

#### ISSUES:

What does it mean to send a social signal vs. a self-signal on a social issue?  
Should brands "virtue signal"? Is that cheap talk, or does it have an impact?  
When is brand activism engaging and believable?

#### CASES:

Nike and Colin Kaepernick. Avery & Pauwels. HBS. 519046-PDF-ENG  
<https://store.hbr.org/product/brand-activism-nike-and-colin-kaepernick/519046>

[General De La Rey and the Blue Bulls](#) Michael Goldman

#### READINGS

1. Reed II, A., Forehand, M. R., Puntoni, S., & Warlop, L. (2012). Identity-based consumer behavior. *International Journal of Research in Marketing*, 29(4), 310-321.
2. When a Brand Stands up for Racial Justice, Do People Buy It? by Geeta Menon and Tina Kiesler.  
<https://hbr.org/2020/07/when-a-brand-stands-up-for-racial-justice-do-people-buy-it?ab=hero-sublet-1>
3. Zaki & Cikara. Don't Be Afraid to Virtue Signal — It Can Be a Powerful Tool to Change People's Minds. <https://time.com/5859459/in-defense-of-virtue-signaling-2/>
4. Burton, D. (2000). "[Ethnicity, Identity and Marketing: A Critical Review](#)." *Journal of Marketing Management*, 16(8), 853-77.

#### BUSINESS EXAMPLES:

Nike selecting Colin Kaepernick as brand ambassador.  
Does signaling need to be costly? Justin Bieber supporting BLM vs. new supporters

#### OTHER RESOURCES

Branding for a better you (TedXPenn), Americus Reed II  
<https://www.youtube.com/watch?v=vvDpKuyuARc>

1. Analysis of Colin Kaepernick decision <https://www.youtube.com/watch?v=Yvkvf88eSTrl>;

2. Brand Activism: A Fail, 4/6/2017 -

A) Full Pepsi Commercial with Kendall Jenner (2:48)

<https://www.youtube.com/watch?v=uwvAgDCOdU4>

B) Read recent reviewer comments

C) Listen to post commercial SNL skit with surrogate writer/producers - creatives discussing viability and feasibility of this commercial and spokesperson -

<https://www.youtube.com/watch?v=Pn8pwoNWseM>

3. Hidden Brain podcast "[Money Talks](#)"

**MONEY & MENTAL ACCOUNTING/ ENDOWMENT EFFECT/ BUYING & SELLING**

**ISSUES:**

Status quo bias

Do payment/loan structures disadvantage racial/ethnic groups (e.g., payday loans)?

**CASES:**

**READINGS**

Maddux, William W., Haiyang Yang, Carl Falk, Hajo Adam, Wendi Adair, Yumi Endo, Ziv Carmon, and Steven J. Heine. "For whom is parting with possessions more painful? Cultural differences in the endowment effect." *Psychological Science* 21, no. 12 (2010): 1910-1917.

Santana, Shelle. 2019. [Is the U.S. on Its Way to Becoming a Cashless Society?](#) Harvard Business Review.

Shah, A. K., Mullainathan, S., & Shafir, E. (2012). [Some consequences of having too little](#). *Science*, 338(6107), 682-685.

**BUSINESS EXAMPLES:**

Predatory lending: Last Week Tonight with John Oliver  
<https://www.youtube.com/watch?v=PDylgzybWAw>

Lifting the curtain on income-share agreements:  
<https://www.insidehighered.com/news/2019/09/26/two-emerging-players-isas-deliberate-and-different-approaches>

**OTHER RESOURCES**

### PRICING

#### ISSUES:

Pink Tax & Racial discrimination in value-based pricing (e.g., women & minoritized consumers pay more for cars)

Redlining and Credit Score proxies associated with racial disparities

One way of thinking of considerations:

- Is it legal?
- Is it ethical?
- What are the market implications, how would consumers perceive this?

#### CASES:

Gilead: Hepatitis-C Access Strategy by V. Kasturi Rangan, Vikram Rangan, David E. Bloom  
<https://store.hbr.org/product/gilead-hepatitis-c-access-strategy-a/515025>

Pink Tax: Gender and Other Price Discrimination Factors Aradhna Krishna

#### READINGS

1. Miller, A. P., & Hosanagar, K. (November, 2019). [How targeted ads and dynamic pricing can perpetuate bias](#). *Harvard Business Review*.
2. Thompson, D. The price is racist: When minorities and women are asked to pay more.  
<https://www.theatlantic.com/business/archive/2013/06/the-price-is-racist-when-minorities-and-women-are-asked-to-pay-more/277174/> ;
3. Ayres, I., & Siegelman, P. (1995). Race and gender discrimination in bargaining for a new car. *The American Economic Review*, 304-321.

#### BUSINESS EXAMPLES:

1. Redlining in the cost of loans (e.g., <https://ncrc.org/holc/>);
2. Pink Tax (e.g., <https://www.huffpost.com/entry/pink-tax-examples>)

#### OTHER RESOURCES

Pink Tax (Daily Show): <https://www.youtube.com/watch?v=As2p2vsdrfk>

## **CUSTOMER EXPERIENCE MANAGEMENT/ SATISFACTION**

### **ISSUES:**

How to respond when employees are racist / sexist to customers & coworkers

Biases and differential treatment of BIPOC or women (e.g., are complaints taken as seriously, treatment in healthcare settings)

How to respond to racist customers?

Racism in who is providing what services.

<https://cjc.net/the-pandemic-of-racism-was-here-already-now-its-teamed-up-with-coronavirus/>

### **CASES:**

[Starbucks: Battling the Racism Allegations](#)

[Dolce & Gabbana: Racism, Stereotypes, or Being Funny?](#) Ann Peng, Jiya Hai. Ivey W20047-PDF-ENG

[Starbucks: Reaffirming Commitment to the Third Place Ideal](#) by Francesca Gino, Katherine Coffman, Jeff Huizinga

[Membership Rewards® from American Express](#) by Shelle Santana, Frances X. Frei, Lauren G. Pickle

### **READINGS**

Feldberg, A. C., Kim, T. (2018). [How companies can identify racial and gender biases in their customer service](#). Harvard Business Review.

### **BUSINESS EXAMPLES:**

Facebook Removes Trump Ads Displaying Symbol Used by Nazis

<https://www.nytimes.com/2020/06/18/us/politics/facebook-trump-ads-antifa-red-triangle.html>

### **OTHER RESOURCES**

Santana, Shelle. 2017. How do consumers use credit card rewards?

<https://www.youtube.com/watch?v=miRHGskWKkY>

## PRODUCT DEVELOPMENT/ADOPTION/DISPOSAL

### ISSUES:

When is it racist/good business to develop products to be used by individual racial/ethnic groups (e.g., shampoo, soap, etc.) that are based on genetics vs. culture or preferences?

Developing products for people/members of groups who are not represented in company employees

How much are brands willing to change their product selection to have less bias. For example bandaid with more color choice. Will private brands follow?

### CASES:

[Amanda and Kristen: Mented Cosmetics](#) Steven S. Rogers, Alterrell Mills

[Growing the Mamas & Papas Brand](#) Michael Goldman, Jennifer Lindsey-Renton

[Should You Sell That Product? \(HBR Case Study and Commentary\)](#) Gregory Fairchild, John Morayniss, Michelle Rice

[Garanti Payment Systems: Digital Transformation Strategy](#) by Shelle Santana and Esel Cekin

### READINGS

#### BUSINESS EXAMPLES:

Band-Aid developing wider variety of skin tones

<https://www.youtube.com/watch?v=igDSFVeIWvM>

<https://www.nytimes.com/2020/02/04/style/Prada-racism-City-Commission-on-Human-Rights.html>

<https://www.theguardian.com/fashion/2019/feb/07/gucci-withdraws-jumper-blackface-balaclava>

(companies may not realize that they are racist, if they do not have broad representation among their employees)

IKEA - Thisables case study

<https://thisables.com/en/accessible-products/>

<https://www.youtube.com/watch?v=YCQ1pSWYvbM>

Provided disabled customers with free product add-on blueprints for 3D printing, resulting in sales increase for products with add-ons. Embracing diversity and inclusion can benefit firms as well.

### OTHER RESOURCES

## RESOURCES FOR DIVERSIFYING THE MARKETING CURRICULUM 36

How I Built This with Guy Raz [From NPR](#). Guy Raz dives into the stories behind some of the world's best known companies. *How I Built This* weaves a narrative journey about innovators, entrepreneurs and idealists—and the movements they built.

<https://www.npr.org/podcasts/510313/how-i-built-this>