

She's Not That Into You

What women value about money and
how they make financial decisions

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Background and purpose

- Artemis has conducted numerous studies across many consumer segments to illuminate what motivates decisions and behaviors with respect to managing their finances.
- The disruptive economy is causing both material changes in lifestyles and prospects, but also in personal financial goals and the motivations behind them.
- Financial services have scrambled to refresh their inventories of products and services to retain customers and attract consumers in this new economic environment, but seem a bit tone deaf to at least one major consumer segment...WOMEN.



Why she's not that into you...

According to the Harvard Business Review:



Financial services wins the prize as the industry least sympathetic to women—and one in which companies stand to gain the most if they can change their approach.

→ **Women have different needs, values and personalities.**

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



Link to full article:
hbr.org/2009/09/the-female-economy

Motivations Assessment Program™



The Artemis Strategy Group MOTIVATIONS ASSESSMENT PROGRAM™ (MAP) is an initiative based on proprietary primary research to develop insights and practical tools to help marketing leaders in public and private roles develop communications that persuade their audiences to act.

The presentation

Our presentation has four sections:

- A quick review of financial trends to set the context
- Some fundamental observations about how and why women think and behave toward their finances
- Some salient ways in which women and men differ in the how they think about financial management and what goals they have for themselves and their families
- Some examples of how specific companies and product brands have leveraged similar insights to become more successful at marketing to women



The financial crisis that hit in 2008 with continuing effects today has sharply impacted all consumer thinking and behavior.

→ Americans are re-evaluating how we navigate new...



Changing financial relationships



Bonds of trust between consumers and financial institutions are damaged. Rebuilding these bonds is job one, but among women the opportunity is creating bonds for the first time.



Technology is changing the way consumers relate to their financial institutions. But, women are far less likely to adopt new technology as money management tools – at least as they are currently marketed.



Data breaches that have the potential to create doubts about the payments system are particularly vexing to women who are more interested in safety and security than are men.

New financial landscapes



Defined contribution plans shift responsibility to individuals for assuring the strength of their financial futures. Men may see this as an opportunity to master new skills and demonstrate prowess, but women may see this as yet another threat to family well-being and security.



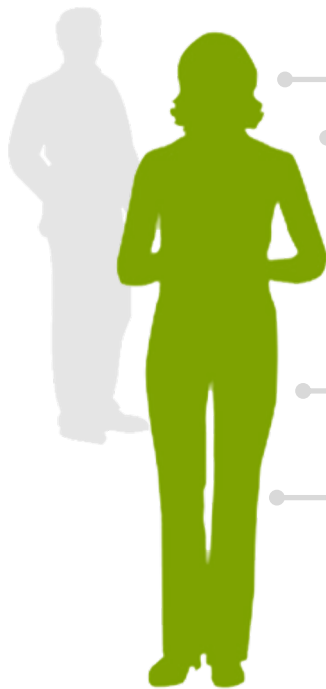
Institutional changes via deregulation present Americans with new choices for financial services which may give financial services firms a fresh slate of products and services with which to attract women consumers and create lasting customer loyalty.



Growth of financial inequality creates segments of the population with distinct financial needs and desires. Women are disproportionately represented in the financial segment most left behind in recent years.

Current status: women vs. men

At the back side of the worst recession in modern history, women as compared to men are:



Less satisfied with their current financial position

Less likely to feel they are ahead of where they expected to be and more likely to feel they are behind goal

Nearly as confident and feeling equally responsible when it comes to financial decisions

But, also **less likely to seek out financial advice** from non-family, professional sources

Less likely to focus attention on the full spectrum of **financial management strategies** (i.e. spending control, saving and investing) with a particularly large gap in investing

Perceptions: satisfaction, self-image and influencers



22%
very satisfied
with current
financial status



36%
very confident
with financial
decisions



43% spouse
30% family
most important
Influencers



54%
very responsible
in terms of
financial
decisions



73%
use technology
to manage
finances

Perceptions: satisfaction, self-image and influencers by generation



■ Millennial ■ Gen X ■ Boomer ■ Greatest Gen

Source: ASG MAP Study

Millennial women: Cautious about investing



In a major study conducted among young men and women, we found that half of young women feel financially independent from others, but half are behind personal financial expectations.

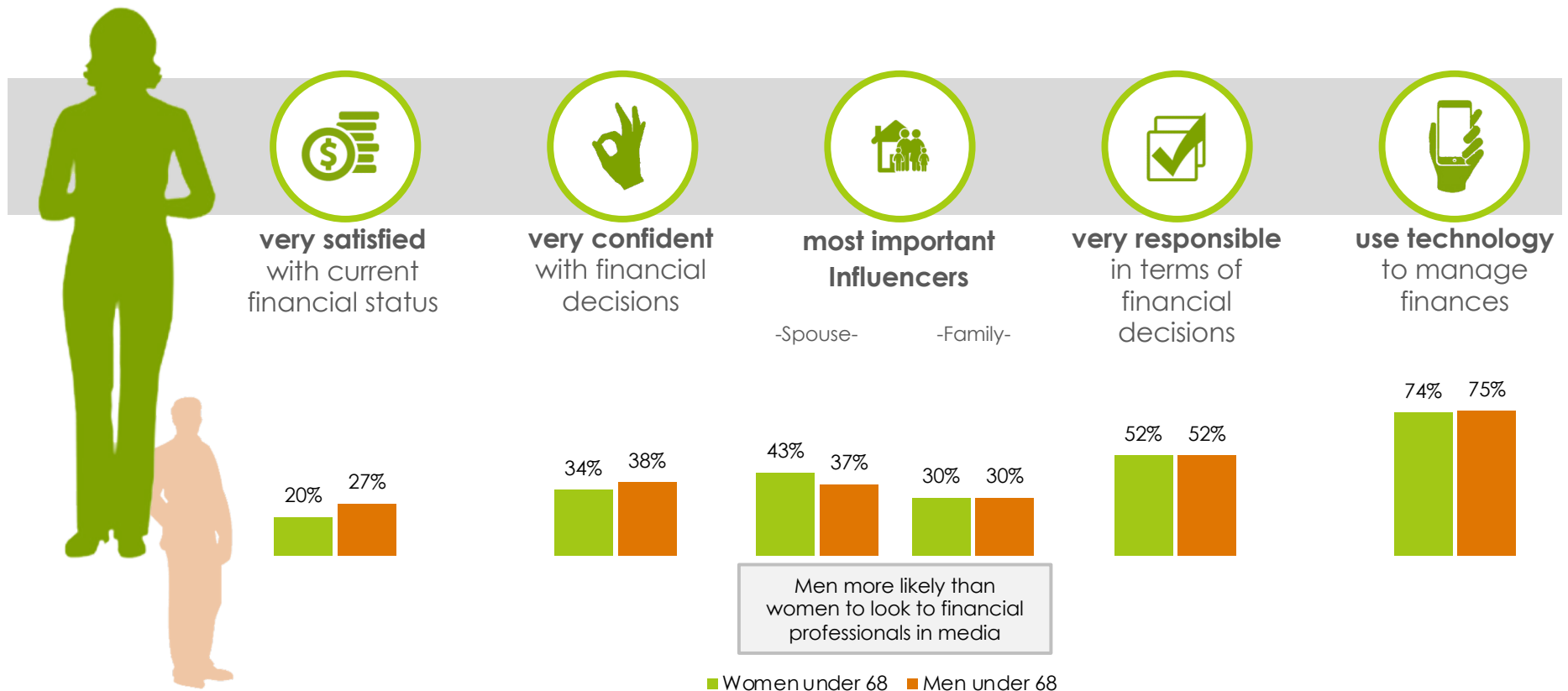
→ **Young women need help getting into an investment mindset.**



Millennial women are not yet feeling independent or on target with financial education and while they tend to save for emergencies, they are holding back on investing relative to their male counterparts.

This represents an opportunity to educate on investing and saving for retirement as they get started on their careers in the coming years.

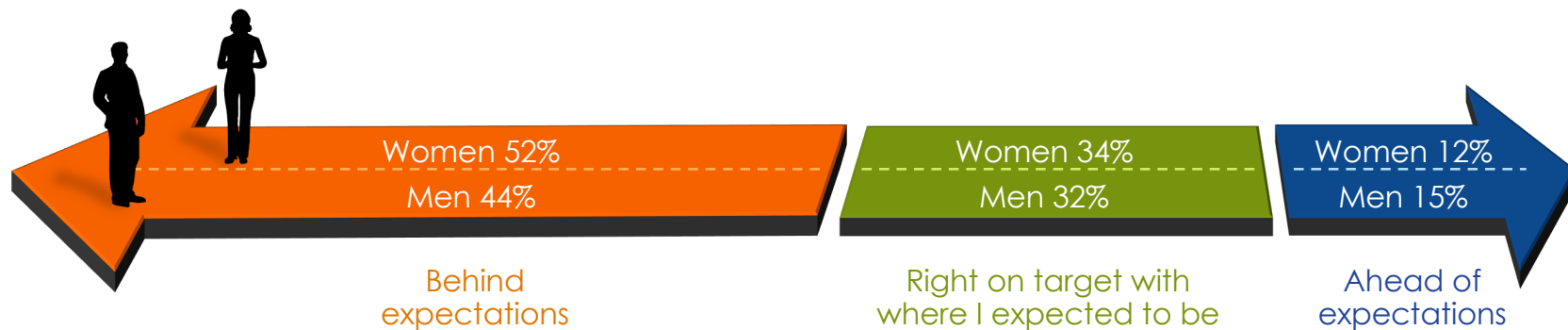
Perceptions: Satisfaction, self-image and influencers by gender



Source: ASG MAP Study

Half of women are behind their own expectations for personal financial success

Rating of Personal Financial Success

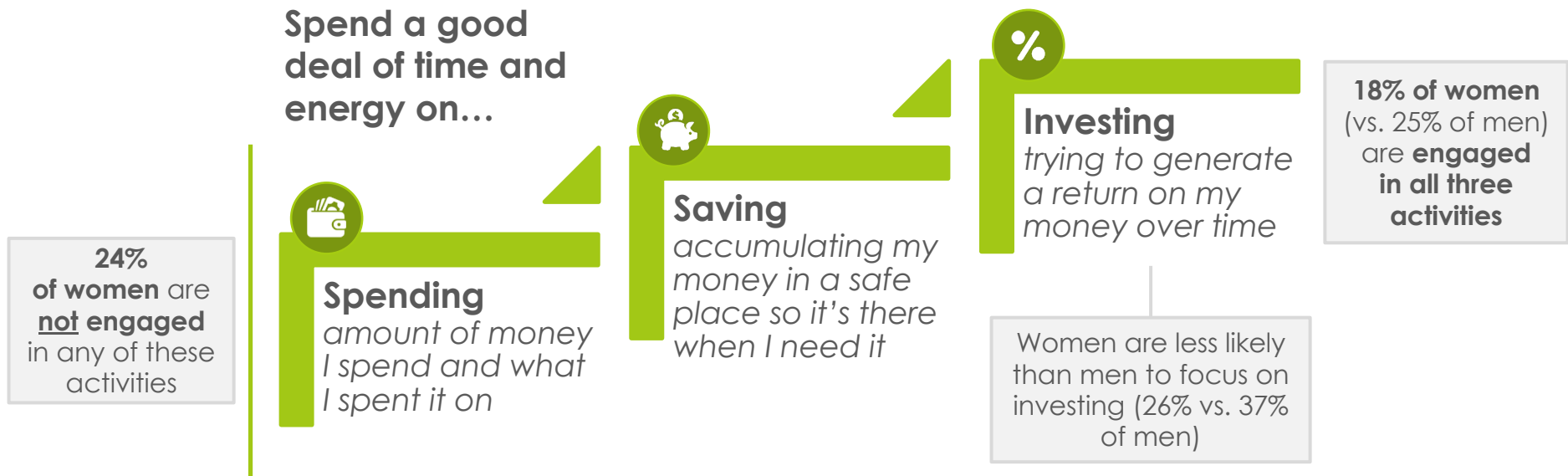


Base: Women under age 68 (n=595); Men under age 68 (n=599)

Source: ASG MAP Study

Priorities: attention to personal finance issues

→ Three in four Americans are highly engaged in at least one category of financial behaviors; engagement expands with wellbeing



Creating Consumer Connections

Connecting actions and values:

How do you connect consumers' actions and values?

Primary financial orientations:

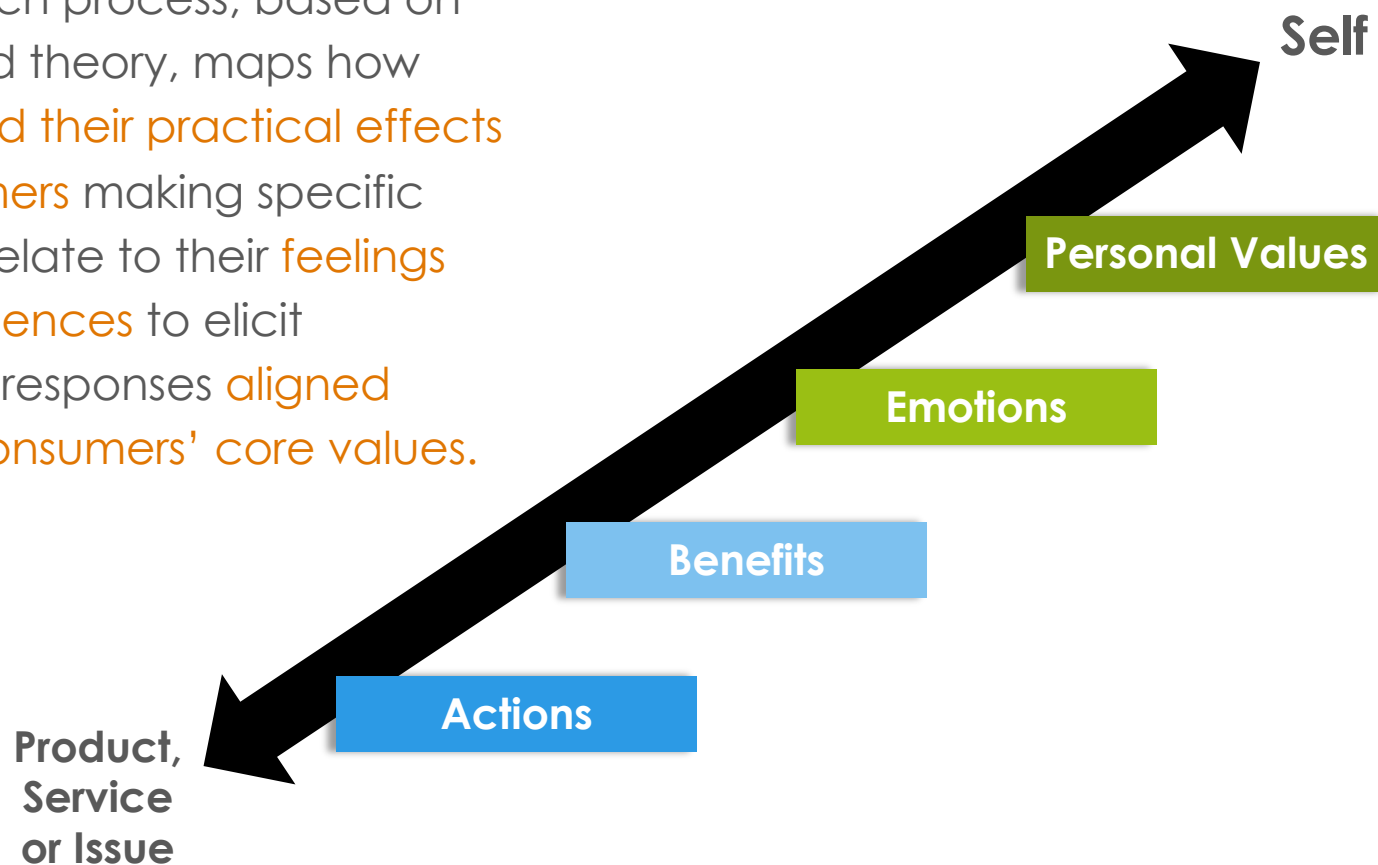
What are the different ways in which Americans' actions can reinforce their values?

Consumer profiles:

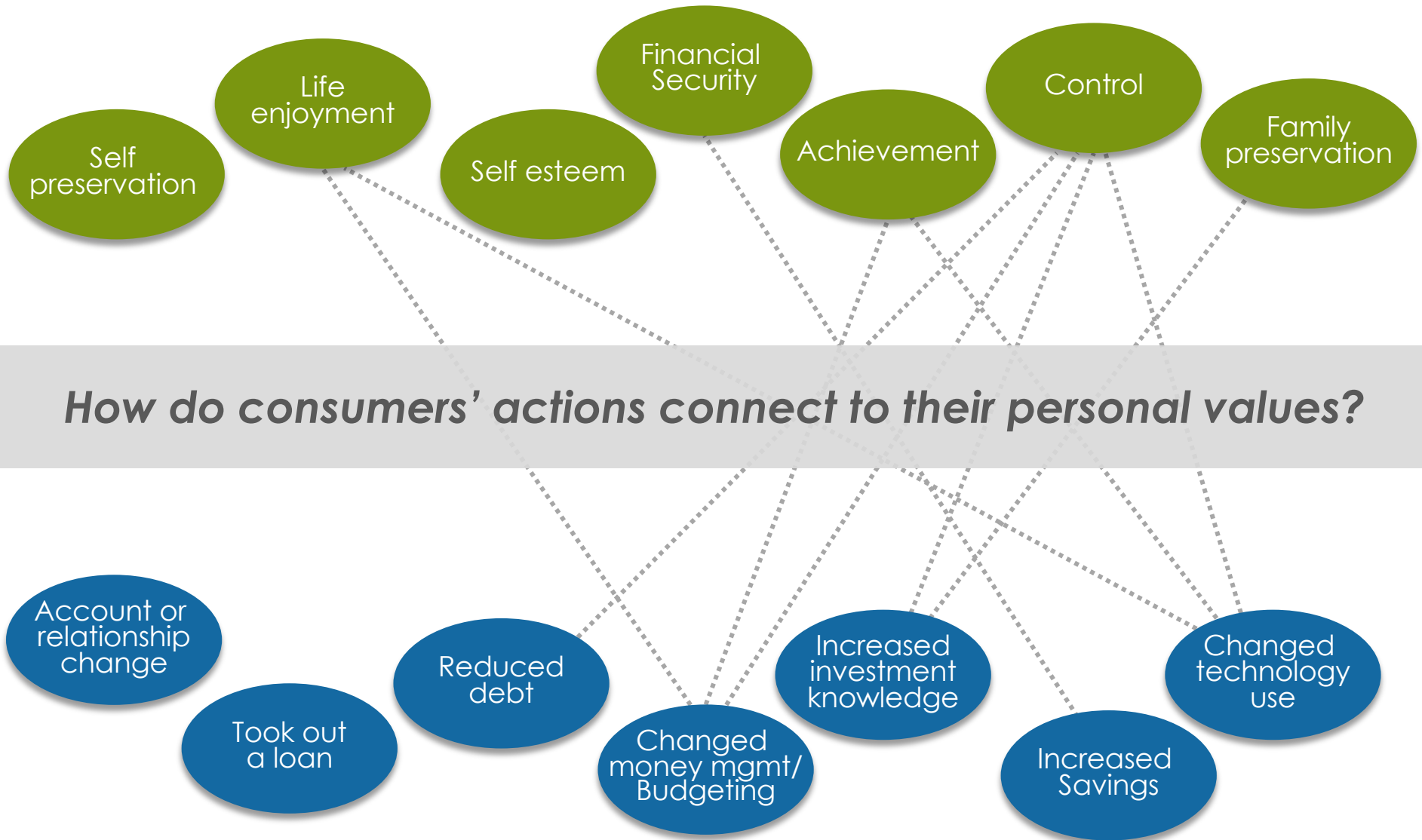
What are the distinguishing attitudinal, behavioral, and demographic characteristics of each orientation?

Motivations and actions

Our research process, based on means-end theory, maps how **actions and their practical effects on consumers** making specific decisions relate to their **feelings and experiences** to elicit emotional responses **aligned with the consumers' core values**.



Connecting actions and values

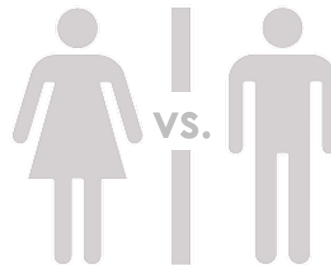


Source: ASG MAP Study

Motivations & actions: women vs. men

→ Women, as compared to men, are less likely to attach a wide spectrum of higher order aspirations to financial decision-making and management.

Women associate financial management with personal values that are more about **controlling family security**



Men see a broader range of internally directed personal values, such as **self preservation, achievement, life enjoyment and family preservation**

Women seek feelings of **hopefulness about the future** for them and their families from sound financial management



← *Emotionally...* →

Men seek feelings of **self-worth** and **accomplishment** for themselves



Source: ASG MAP Study

Motivations & actions: women vs. men

Women, are...

Less likely than men to think of the benefits of good financial decision-making in financial terms such as less debt, or greater savings, but in terms of more and higher quality time with family.

Far less likely than men to develop new relationships with advisors or seek out new sources of financial information, or adopt new technology to better manage their finances.



This narrower set of strategies results in non-financial benefits (family well-being as opposed to greater savings) that women associate with financial management actions.

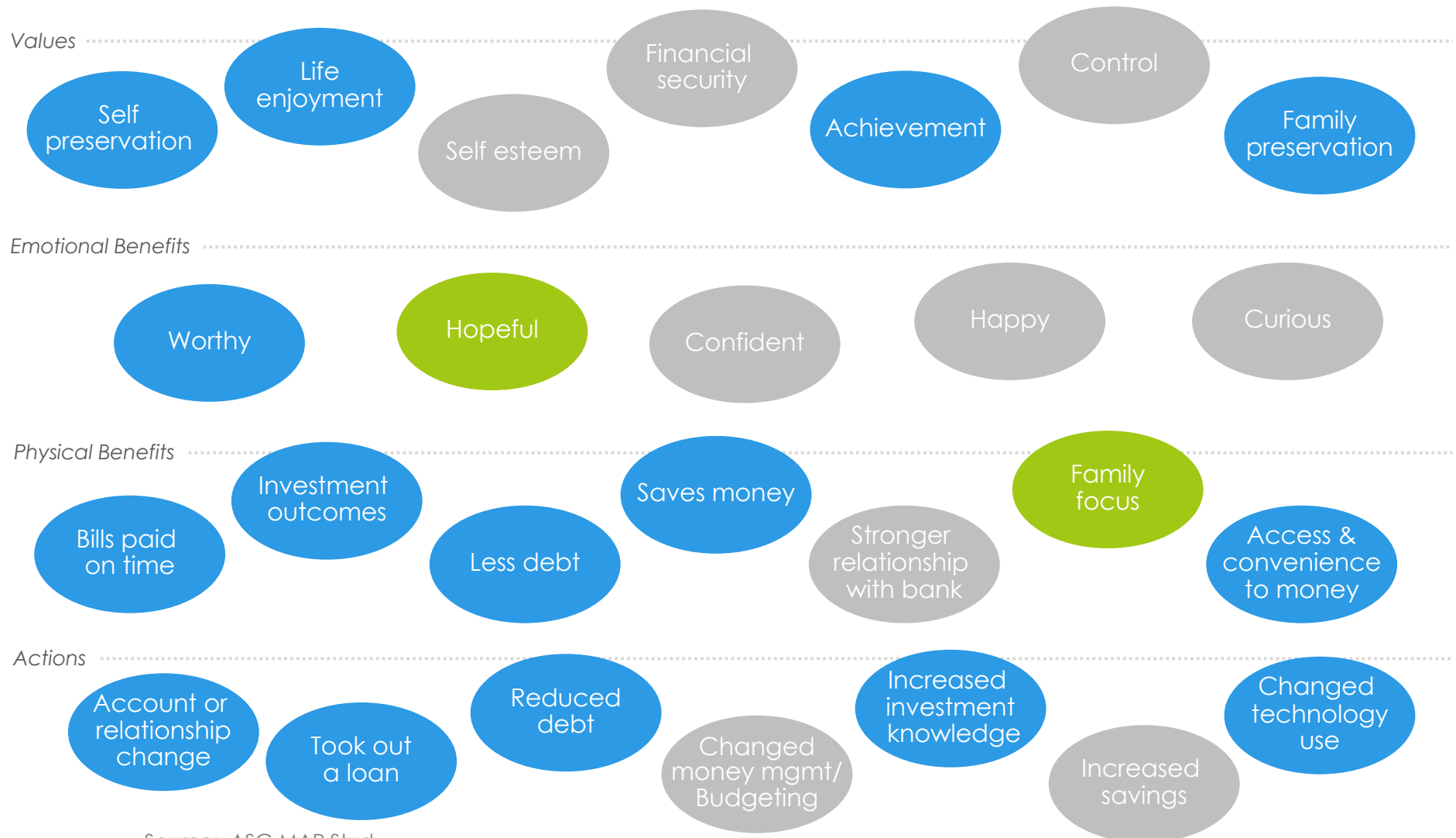
Source: ASG MAP Study

Mapping the spectrum of tangible-emotional connections



Source: ASG MAP Study

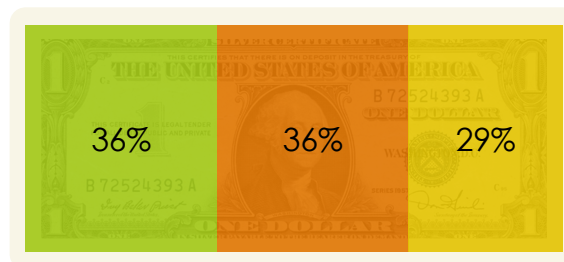
KEY | ● = Women more likely
● = Men more likely
● = No difference



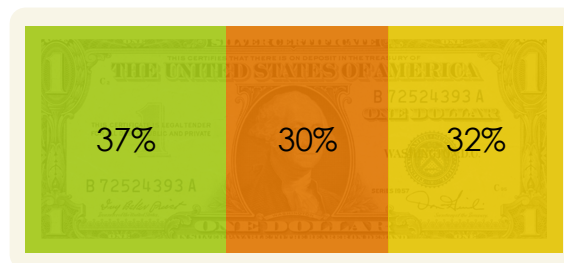
Source: ASG MAP Study

Primary financial orientations

Women



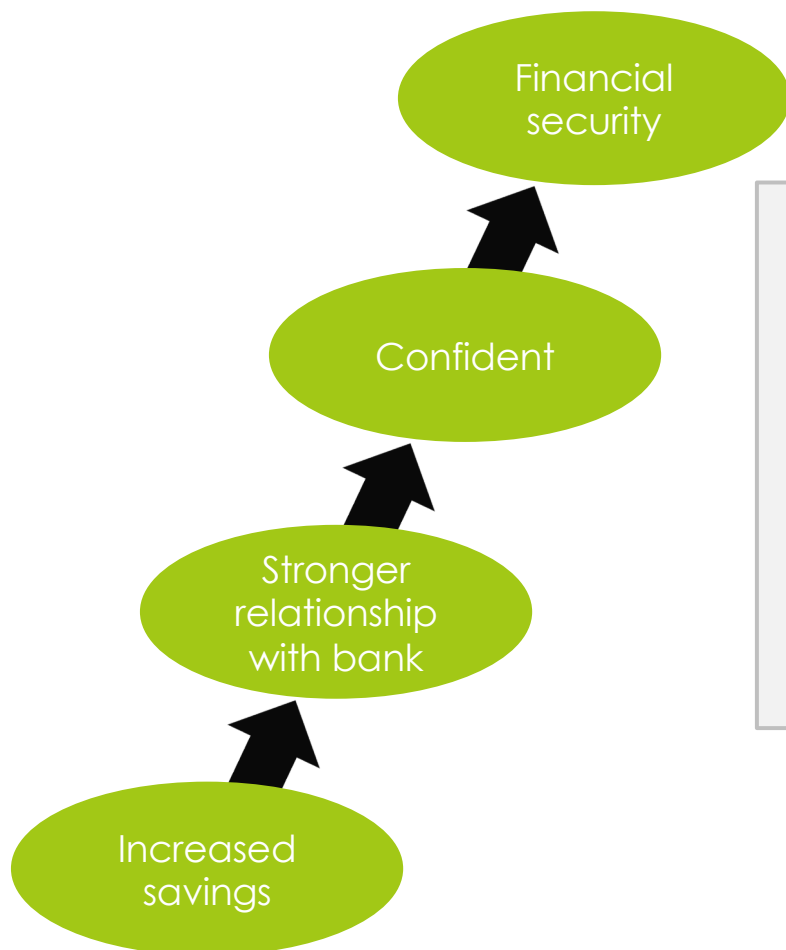
Men



■ Debt Domination ■ Secure Saving ■ Engaged Enjoyment

Three primary rational-emotional orientations emerged from our research—illustrating the primary ways Americans' financial actions reinforce their values.

Secure Saving - 33%



Compared to other financial orientations, this path...

- ✓ Skews female: 55%
- ✓ Is associated with the highest HH incomes and assets
- ✓ Reports most positive attitudes re: financial satisfaction, confidence, responsibility, and goals



Source: ASG MAP Study

Women vs. men view personal finances differently

For women, personal finances are about...



- Aspiring to a **narrower** list of personal values revolving around family security
- Selecting specific financial strategies against a metric of enhancing **family security and happiness**
- Making responsible decisions that create a **sense of hopefulness**
- Managing debt and expenditures** first and foremost
- Utilizing a **close-knit and long-standing** cadre of **advisors** – mostly from **within the family circle**

vs.



- Aspiring to a **wider** range of values including self-worth and life enjoyment
- Selecting financial strategies against a metric of creating and nurturing the essential building blocks of **financial success**
- Making responsible decisions that enhance perceptions of **self-worth and achievement**
- Exercising all the levers of financial stewardship** including savings, spending control and investments
- Seeking out **new advisor relationships** and adopting **new technologies**

vs.

vs.

vs.

vs.

Marketing Imperatives and Case Studies

Communication imperatives

→ To effectively speak to women, products and services need to communicate an understanding of the right contextual dimensions surrounding financial management

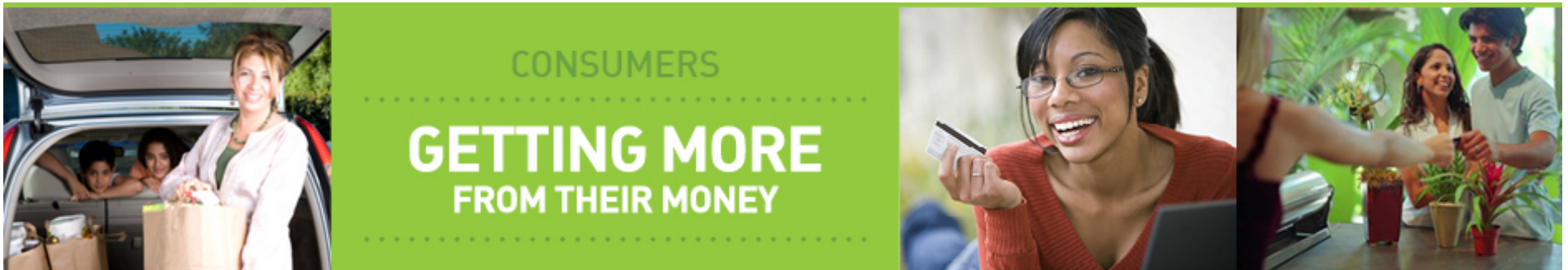


EXAMPLE

A firm that gets it:



MasterCard's **'Master Your Card'** campaign gives vulnerable and underserved populations useful hints for acquiring and using credit in an unfriendly credit market.



- ✓ It resonates with women because it features the essential feelings and emotions associated with using credit, such as providing access, “an equal footing”, control, and security.

Communication Imperatives

- Keeping the higher order, emotional benefits of sound financial management is imperative when marketing to women.



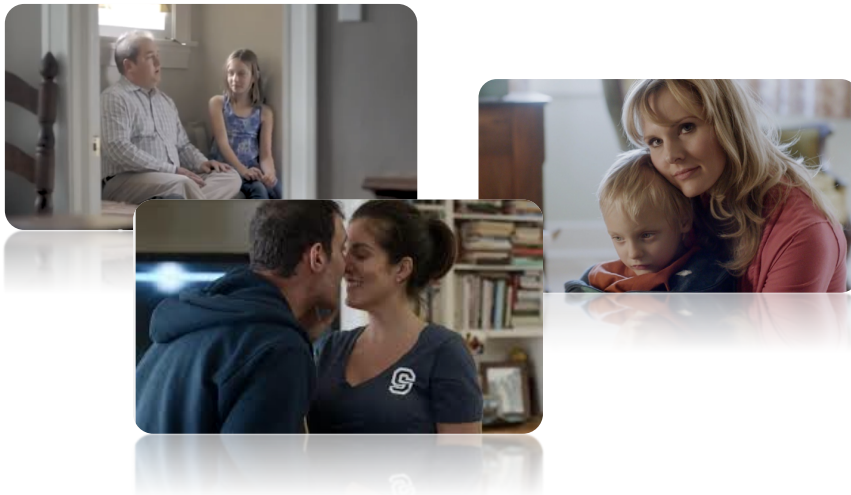
Women are more apt to respond to advertising and marketing that clearly shows a direct link between a financial product or brand and the most compelling goal of financial management for women—which is **family security, harmony** and **enjoyment**.

EXAMPLE

A firm that gets it:



Using the tagline ***'Who matters most to you, says the most about youSM,'***
Mass Mutual created a series of TV ads featuring real families and
friends facing life's big moments.



**WHO MATTERS
MOST TO YOU,
SAYS THE
MOST ABOUT YOU.SM**

Our customers matter most to us.

At MassMutual, we are owned by our policyowners. Our philosophy is built to serve them. Not stockholders or Wall Street. And, for more than 160 years, we have been providing strength and stability to generations of families and businesses.

✓ The ads emphasize family, the future, and hope.

Communication imperatives

→ Women are not risk-takers for the sake of the thrill of risk-taking or the self-validation of mastering tricky things.



But, women will take risks when:

- An important goal is clearly envisioned
- The strategy of achieving the goal is grounded in a philosophy of control, and
- Specific action steps involve a process of responsible decision-making taking care to manage even the smallest details

EXAMPLE

A firm that gets it:



Citi's **ThankYou**[®] rewards card ad features a female narrator discussing an upcoming vacation with her boyfriend and follows her as she purchases a new belt, some nylons, and new shoes... only to later reveal that these are rock climbing supplies.



- ✓ The ad appeals to women's empowerment to take control of their finances and financial decisions *as well as women's ability to reach both financial and lifestyle goals.*

Communication imperatives

- **Women are most comfortable with financial management styles that emphasize communication and collaboration with both formal and informal advisors.**

And, the best communications also embed reminders that the overarching goal of the management process is to enrich and protect the most important people in the woman's life.



EXAMPLE

A firm that gets it:

**WELLS
FARGO**



Wells Fargo's Conversations campaign features print ads and commercials emphasizing that **'When people talk great things happen'**.



- ✓ The communication and collaboration shown in the ads speaks to women's tendency to see financial services and money management as goals centered on values that involve benefits to the family unit and as opposed to the individual self.

Communication Imperatives



→ While women are not as likely to be knee-jerk early adopters of technology when it comes to managing their finances, women can be induced to use technology if it is *simple to use* and *allows them to feel in control*.

EXAMPLE

A firm that gets it:

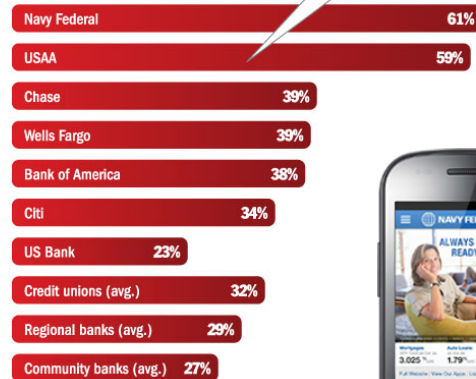


Navy Federal Credit Union honed in on women's needs when designing their mobile app for digital banking.

Key features of the app that women love:

- Users sign in using a 4 digit PIN which has a 'Remember me' option and eliminates signing in with a user name and password each time;
- The 'Money in/Money out' feature allows for an easy way to keep track of money and spending
- NFCU constantly monitors online discussion boards about their products and services, mobile app reviews and responds to consumers directly with instructions, and a phone number with an offer to help.

Percentage of women who say their financial institution's mobile app is easy to use



Source: Javelin Strategy & Research © May 2014 The Financial Brand



Thank you! Your thoughts?

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