

# The Marketing Index



## 1. Marketing:

How a company promotes and sells its products or services sends signals to not only the target audience, but also well beyond. Similarly, with a limited perspective of the audiences to attract, some inevitably feel that a company's message or products are not intended for them. An equity lens can help companies reach new audiences and help them feel seen and heard.

For the purposes of The Index, the term “underrepresented people and communities” refers to people whose voices and experiences have been left out of the conversation historically: women, people and communities of color, LGBTQ+ people, people with disabilities, people of faith, etc. Further, “underrepresented” refers to how the active-outdoor industries’ have historically engaged with or portrayed such groups (vs. how society has).

### 1.a. Internal Diversity of Perspectives

Practice/Policy	Foundational	Progressive	Aspirational
Teams developing marketing content and strategy represent a range of identities; perspectives; and professional and lived experiences.	The company actively seeks the perspective / point of view of a cross section of underrepresented people and communities to inform marketing content and strategy.	The company's internal marketing staff represents (is from) the underrepresented people and communities being targeted.	<p>The company deliberately reaches out to WBE, WMBE, and other minority-owned vendors to ensure marketing consultants, suppliers, and vendors represent the acquisition audience.</p> <p>The company incorporates vendor reporting on PoC, women, and LGBTQ+ diversity within their own workforce as part of the supplier standards.</p>

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## 1.b. Marketing / Values Alignment (authenticity)

Practice/Policy	Foundational	Progressive	Aspirational
Marketing strategies are authentic vs. opportunistic.	The company intentionally shows underrepresented people and communities in marketing materials.	The company sets specific targets for showing underrepresented people and communities and builds a process for achieving them.	The company expresses its corporate values authentically by showing underrepresented people and communities in new ways.

## 1.c. Attracting a Variety of Audiences

Practice/Policy	Foundational	Progressive	Aspirational
Messages appeal to an ever-growing group of outdoor enthusiasts	The company researches and reaches out to underrepresented people and communities on a regular basis.	The company actively courts and develops goals to reach underrepresented people and communities.	The company sustains engagement of underrepresented people and communities.

## 1.d. Welcoming Customers

Practice/Policy	Foundational	Progressive	Aspirational
New customers – regardless of their point of interaction (e.g., in store, digital, etc.) -- are made to feel a strong sense of belonging to the brand.	The company has specific strategies to welcome customers from underrepresented people and communities.	The company continuously improves the quality and scalability of its welcoming strategy by engaging new customers in dialog and utilizing feedback to inform its future direction.	The company curates welcoming strategies tailored to the complexity of a customer's identity (vs. only one dimension); regardless of who they are and where they live, new and existing customers feel a strong sense of belonging and investment in the brand.

## 1.e. Measuring Sources of Growth

<sup>1</sup> *Authentic* is defined as a sincere and long-term engagement and investment in communities historically underrepresented in the outdoor industry. The opposite would be a more transactional and opportunistic approach.

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Practice/Policy	Foundational	Progressive	Aspirational
Companies ensure they know where their new customers are coming from.	The company measures its effectiveness in reaching out to underrepresented people and communities.	The company has specific growth targets for underrepresented people and communities	The company makes available high-level data on growth/acquisition of underrepresented people and communities and its reinvestment in communities historically impacted by systemic and structural discrimination.

## Questions for Further Consideration:

Should we add a section dealing with the role of the marketing organization in influencing the company's product and services offerings that may create barriers for URM and/or serve to perpetuate discrimination, e.g., culturally appropriative product designs; accessibility issues; addressing the way that gender shows up in a company's assortment, etc.

Recommend calling out in every aspirational segment the need to elevate the voices and perspectives of PoC and other URM in the process and outcomes. This is addressed in 1.d., but should be represented as inextricably linked to/necessary for the aspirational approaches noted for other areas.