

Women and Their Effectiveness in the Public Relations Industry: A Case Study of the United Arab Emirates

Pablo Medina Aguerrebere¹, Teresa Gaia Cianci²

Assistant Professor¹, Canadian University Dubai, UAE Pablo.medina@cud.ac.ae

Student², Public Relations, Canadian University Dubai, UAE

Corresponding Author Pablo Medina Aguerrebere*

ABSTRACT: The population of the United Arab Emirates is made up of 72% males (6.88 million) and 28% females (2.65 million). The number of female undergraduates represent about two-thirds of the enrolled students in PR programs in the region. This paper aims to analyze whether there is a correlation between women and the increase of effectiveness of the Public Relations functions in the United Arab Emirates. This study deploys survey questionnaire and non-probability sampling techniques to investigate specific knowledge, reasons and techniques. The findings revealed that the PR industry needs to minimize the gender gap as it requires the contributions of both genders to be more beneficial due to the fact that males are better at performing some PR tasks; whereas, women are more effective at others. Lack of availability of published scientific research in the UAE and MENA region leaves room of further research on the extremely interesting findings of the present research that emphasizes on a homogeneous gender mix to maximize human capital strength in the PR industry. The study suggests a threefold path to achieve equalization in the sector.

KEYWORDS: *Public Relations; agencies; gender; women effectiveness; United Arab Emirates.*

1. Introduction

Public relations is an evolving and expanding field that emerged recently in the United Arab Emirates (UAE). This professional activity aims to satisfy the needs of the local market in UAE, which is facing a rapid development. The *Middle East Public Relations Association* (MEPRA), founded in 2001 in Dubai, is the main voice of the public relations profession in the Middle East: this organization was established to help local agencies and clients develop world-class standards in order to promote public relations as a professional activity. According to this organisation, there are over one hundred public relations agencies operating in the country alone; these companies employ hundreds of people, and most of these employees are graduates or young professional (Mepra, 2020a). Moreover, many international public relations agencies choose Dubai as the Middle Eastern headquarters for their activities in the region, which helps this city become one of the region's main hubs for public relations (Kirat, 2020).

The aim of this research is to analyze the PR workplace demography in the United Arab Emirates and try to answer this main research question: in UAE, is there a correlation between women and the increase of effectiveness for public relations

functions? To answer this question, we carried out a literature review about the public relations market in UAE, the role played by women, as well as the effectiveness of women working in other sectors (business, technology, etc.). Secondly, we conducted a web-based survey with eight experts in public relations in UAE. And, finally, we presented our results, as well as a discussion, limitations, conclusions and some managerial implications.

2. Literature review

2.1 The Communication Industry in the United Arab Emirates

The development of media in the United Arab Emirates started with radio in 1950's, when *British Forces Broadcasting Services* (BFBS) opened the first FM studio running news and entertainment programs in the country. During these last years, the UAE has witnessed a shift of communication power from the UAE government to the residents of the country caused by the development of social media platforms (Khamis, 2014). And this new framework has accelerated the development of public relations agencies.

The growth in PR can be measured by the number of agencies operating in the country. From 2006 to 2010, the number of PR agencies in UAE grew by 110%: since 2010, more than 122 public relations agencies are operating in the country (Hill, 2011; Mepra, 2020b). The first local public relations agencies opened their doors starting from 1900's; *The Idea Agency* (1996), *Matrix PR* (1998), *NettResults* (1999), and *Amber Communication and Market Buzz -2000-* (Clutch, 2020). Over the past 20 years, with the growth of importance of communication in the region, Dubai has become the main public relations and marketing hub with numerous agencies founded during this period: *O2*, *Cicero & Barney*, and *Clickon! Group* (2005); *SA Marketing* (2006), *Z7* and *Paz Marketing* (2007); *White Water Public Relations* and *StickyGinger Public Relations* (2008); *IrisPR* (2009); *6W Agency* and *Seven Media* (2010); *Copia Group* (2011); *Albury Consulting* (2016); and *Rouya Public Relations Consultancy* (2017). In addition, many international agencies chose the United Arab Emirates as the Middle Eastern headquarter, such as *Memac Ogilvy* in 1987 and *Edelman* in 1994 (Clutch, 2020).

2.2 Women and their Effectiveness in the Workforce

The United Arab Emirates population is made up of 90% expatriates and the remainder 10% UAE nationals (World Population Review, 2020). According to Gao (2015), the country has the highest gender imbalance in the world with a male/female ratio of 2.2, or 2.75 for the 15-65 age group; which means that the population of men is almost three times the population of women. Due to the open constitutional framework for work opportunities in the United Arab Emirates, women participate actively in the private sector in different roles; they have equal rights to economic resources, and they have the possibility to participate in the development of the society together with men.

According to the United Arab Emirates Embassy in Washington (2015), UAE women account for 59% of the national UAE labor force in some markets: engineering, science, healthcare, media, computer technology, law, commerce,

university lecturers, government and the oil industry. Moreover, 40% of women work in the public sector; 18% in the private as representatives of various organizations; 7.6% are self-employed; 7.3% participate in partnership ventures; and 6% work in business. Additionally, entrepreneurship among women is increasing popularity; in fact, in 2006, the UAE had the largest number of businesswomen in the region (Khamis, 2014).

In the education field, UAE women comprise over 40% of all employees; in the health sector, at least 35%; and in social affairs, 20% (IPSEF, 2019). Private companies have been addressing the gender gap in the UAE's finance and fintech industries. In particular, the *UAE Women in Finance Forum* took place with the aim of minimize this gap. On the other hand, Standard Chartered UAE has launched different initiatives and programs to encourage economic and social development of female entrepreneurs (Abu Maneh, 2019). According to “*Women in Finance: Beyond the Numbers*” (2017) report by *the Association of Chartered Certified Accountants*, GCC's female labor force participation stands at 47% in the UAE with only 17% of executive roles, and according to the general manager of *Emirates Institute for Banking and Financial Studies*, women represent 72% of UAE nationals in the banking sector, and approximately 43% of the workplace (ACCA Global, 2017).

Benyon (2013) argues that there are many reasons that lead to this phenomenon; for example, Emirati women often marry right after graduating and may want to take care of the family rather than focusing on their professional career. Or they prefer the public sector due to the higher wages, few working hours and a better job security. Other factors that may influence this condition is the lack of women role models in the field and the so-called “career break” -when women may miss out on potential promotion or skill development because they have to take care of the family (Mavriplis et al. 2010).

The Director of the ILO Bureau for Employers' Activities stated that there is a positive correlation between gender diversity and business success (ILO, 2019). As reported by Reynolds (2017), the role of women in business is essential: women excel at the soft skills - which is a key competitive advantage for companies- and at taking initiatives, practice self-development, display high integrity and honesty, act with resilience and drive for results. According to Zenger and Folkman (2019), women result to be more effective in 84% of the competencies measured in companies: women outscore men on 17 of the 19 capabilities that differentiate excellent leaders from average ones. A 2016 research shows that women score higher than men on nearly all emotional intelligence competencies, except emotional self- control: in this domain, no gender differences were observed (Korn Ferry, 2016). Furthermore, Boyatzis, Professor at *Case Western Reserve University* considers that if more men acted like women when it comes to use their emotional and social competencies, men would be substantially more effective in their work (Korn Ferry, 2016).

Moreover, in business, women represent a huge economic power and offer important consumer insight; indeed, another study published by the *University of California* observed 400 public companies located in California and found that organizations with at least some women at the top performed significantly better than those mainly made up of made boards and executives (UC Davis Graduate School of Management; 2015; Burns, 2017; ILO, 2019).

2.3 Women in Public Relations

In the United Arab Emirates, there is no data about the demographics of the PR industry. However, Creedon, Al Khaja and Kruckerbeberg (1995) founded that, in 1995, the number of female undergraduates already represented about two-thirds of the enrolled students in PR programs in the country. Later on, according to M. Kirat (2006), who gathered data from the *College of Communication of University of Sharjah*, students enrolled in public relations reached a total of 553; out of them, 419 were females and 134 males. Whereas, the number of graduated was 245; out of them, 204 were females and only 41 males. The “*Women in the United Arab Emirates: A Portrait in Progress*” report stated that, due to the establishment of Federal institutions (e.g. *Zayed University* and the *Higher College of Technology*) that have opened communication courses which integrated women, the number of professional women in the media has been rising (Embassy of UAE in Washington, 2015). In particular, in the arts and culture field, women are actively involved and recognized for their contribution to cultural growth (Khamis, 2014).

In her 1939 book “*Careers for Women: A Practical Guide to Opportunity for Women in American Business*”, D. Fleischman stated that the profession of public relations practitioner was the ideal profession for women (Abu Maneh, 2019). In 1970, B. J. Love wrote that communication is the vehicle of ideas. Women’s full participation in the communication industry is important in itself, but it represents a major step toward women’s significant involvement in all aspects of society (Acca Global, 2017). In UAE, public relations is considered a female-led field as women make up 64% of the industry (Ipsef, 2019; Ritchie, Lewis, Elam, Rosalind, Rahim, 2014), as opposed to other sectors, such as the business one which is made up of 43.6% of women, or the IT one where females occupy only 27.2% of the workforce. Unfortunately, since many years, there has not been a real research into the reasons why there are more women than men in the UAE’s PR industry (Ipsef, 2019; Moore, 2000).

In 2020, the Public Relations Society of America’s President W. Murray stated that in the US, this subject is very controversial because there are many *speculation* as to why the field has become female dominated, but no real answers. He also added that there is little academic research on the topic. Hence, this may be a motivating factor for women to pursue educational tracks in communications and related fields rather than marketing, which is perceived as being more quantitative (IPRA, 2020).

3. Methodology

Considering the information gathered by previous research papers about the PR industry in UAE and other countries, we conducted an exploratory methodology to try to answer two main research questions: 1) What are the factors that lead the public relation industry in the United Arab Emirates to be a women-dominated field?; and 2) Do women increase effectiveness for public relations functions in the United Arab Emirates?

To do that, in June 2020 we conducted an online survey with eight experts working in Public Relations Agencies in Dubai, and we analyzed the results according to an analysis-content methodology. The survey was distributed in three main PR agencies located in the United Arab Emirates (*Edelman, Grayling and Hill & Knowlton*), and the sample was made up of 8 participants (3 individuals from each of the first two companies listed and 2 from *Hill & Knowlton*). For this research, a non-probability sampling was adopted to investigate specific knowledge, reasons and justifications: we used this qualitative approach because it requires to focus on the richness in details as well as other qualitative inputs (Ritchie *et al.* 2014).

Concerning the questionnaire, we divided the questions in four main sections: a) three open-ended questions on whether PR is a female-lead industry; b) two open-ended questions focused on the gender gap in the public relations industry in the United Arab Emirates; c) one multiple-choice question about how good women are in different public relations functions; and d) one multiple-choice question about how good men are in the same public relations functions.

4. Results

4.1 Gender Differences in the PR Industry (first section)

Concerning the answers in the first section of the survey, results showed that four people out of eight considered that PR is a female-lead industry, while three were neutral and one answered negatively. Participants responded in different ways; in fact, some did not think it really depends on the gender as both of them could contribute equally; others specified that it depended on the company's business and mindset. However, the majority agreed that, although both talents were represented, from their personal experience and their perception, public relations in the United Arab Emirates was a female-lead industry, mainly because many PR skills were a natural fit for women.

Some of the factors listed by the participants that could lead men to choose PR were networking, events, access, interest in communication and in building larger relationships with consumers that go beyond selling a product (sales, marketing and advertising). However, as public relations is mainly perceived as a female-lead industry (and pop culture has added to this image, e.g. Samantha Jones in *Sex and the City*, or Donald Draper in *Mad Men*), men sometimes feel discouraged as they think that the public relations field is not competitive enough. Another factor mentioned by the experts that may lead men to choose another industry over the PR one was that they might think they did not have the right capabilities as it addresses women's skills (creativity, patience, ability to consider the consumer perspective, etc.). Moreover, the working hours, the salary, and typology of jobs were also listed in the answers of this question, as males would rather seek for a more practical job that could pay them more and have fewer working hours.

On the other hand, the same question was asked for women. Participants listed many factors for starting a PR career for females, such as events, influencers, creativity, ability to influence behavior, telling stories, persuading target audiences, relations with people, salary, reliability, devotion, sensitivity, working with different brands,

building strong relationships with media, being keen on design and presentation, better communication, and being exposed to more marketing (i.e. magazines). Furthermore, experts highlighted how more women tended to choose majors in communications and related field in college. Indeed, the fact that the public relations field was mainly seen as a less-male dominated industry pushes many women to choose this industry because they do not need to compete with the other gender, making it a softer yet desirable career option.

4.2 Minimizing the Gap and its Consequences (second section)

All participants agreed on minimizing the gender gap as both females and males in the public relations field could have an equal positive impact based on each person's skills and capabilities: men and women can influence each other for better results. In fact, they can both add values by exchanging perspectives and ideas for a better targeting, and consequently, they can build a more inclusive environment and a well-rounded workforce. Additionally, addressing an overall gender gap was key to boosting the image of PR as an industry. In order to minimize the gender gap in the public relations field in the United Arab Emirates, participants suggested informing and explaining the importance of the presence and the collaboration of both females and males in these agencies as the gender should not be a limit for starting a PR career. Participants also suggested to increase awareness about another gender gap in the public relations industry that needs to be bridged: at a senior level most positions are mainly dominated by men.

4.3. Comparing Women's and Men's Public Relations Capabilities (third and four section)

In these sections, respondents had to give a personal evaluation of each PR skill listed from 1 (Very Poor) to 5 (Excellent) based on the gender. By using the mean formula, we obtained the average of each question and compared the women's averages with the men's averages.

The arithmetic mean (\bar{x} or x bar) formula used was:

$$A = \frac{1}{n} \sum_{i=1}^n a_i = \frac{a_1 + a_2 + \dots + a_n}{n}$$

where:

\bar{x} = Mean score

ΣX = Total score

n = The number of respondents

In the Figure 1 below, we can see that the average of each skill for women and men was really similar; however, according to the data, women exceeded in more capabilities than men, including motivating people and human values, collaboration and teamwork, creativity, and motivating people and human values. On the other hand, we see men being better at communicating powerfully and prolifically, and multitasking.

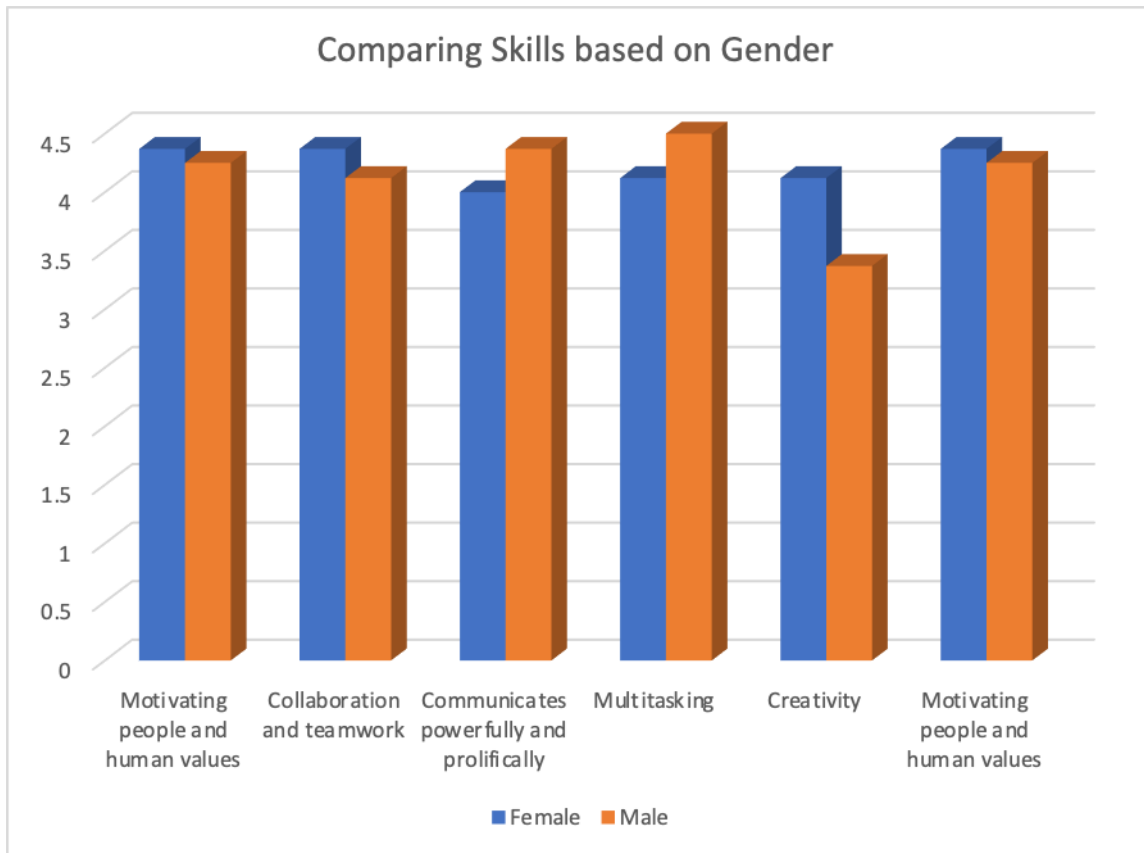


Figure 1: Comparing Skills based on Gender

The overall average for women was 4.225; whereas for men, it was 4.14 (Figure 2). Thus, we can say that women fit more in the public relations specialist role as they exceed men in many of the PR skills; this can be an important key that leads women to choose public relations more than men. However, as there is a little difference between males and females, the data show that men can become expert in the field as well, if they have the skills.

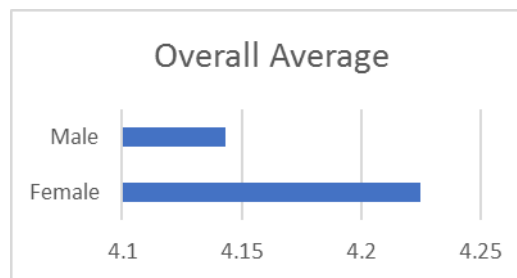


Figure 2: Overall Average of Males and Females

5. Discussion

Opposed to expectations, the results of this research showed that PR is mainly perceived as a female-lead field due to their natural gender capabilities. Many reasons lead men not to choose this profession: impatience, typology of job, working hours, salary, etc. Nevertheless, there is no factors for women not to begin a career in this

field. This contributes in answering the first research question of this paper. In fact, the main factors that lead public relations to be a women-dominated field is the perception of the industry in society as not masculine enough, the fact that individuals think that females fit more in the field due to their natural capabilities, and the different reasons why men would not choose PR. Despite this reality, most women have not management positions in PR agencies, that is why these companies should better integrate women in all responsibility levels (Place and Vardeman-Winterb, 2018). Moreover, promoting female values in public relations help to dynamize internal processes and broaden approaches (Fich, 2016).

At the same time, respondents highlighted the importance of minimizing the gender gap in this industry because the contributions of both is essential to exchange points of view and act more strategically. In fact, the efforts of females and males are equally important and can lead to better results in the public relations field. These data answer the second research question of this paper. In fact, women do not increase effectiveness for public relations functions in the United Arab Emirates; in opposition, the equal contribution of both genders can lead to better results, such as working in a more tactical way and boosting the image of PR as an industry. In many communication agencies some social and cultural factors avoid women to develop their professional career, what affect agencies' performance because they can only rely on men (Wang and Crewe, 2018). That is why these organizations should promote equality in order to become more efficient, not only in their internal processes, but also when producing creative concepts for PR campaigns (Zotos and Landreth, 2016).

Furthermore, the results of the last section of the survey suggest that women have better capabilities in the public relations field compared to men. However, as the averages of the two genders are really similar, the results indicate that both genders can exceed in this industry in an equal way, despite the gender differences. Although the average of women exceeding in PR skills is slightly higher than the men's average, this data show that men exceed in some public relations capabilities more than women and vice versa. Respecting gender and equality is an ethical issue that helps commercial brands and PR agencies reinforce their credibility (Morgan and Pritchard, 2017). Furthermore, integrating women in companies is considered as a true social engagement that improve stakeholders' perceptions about companies (Ocampo, 2019).

It is true, therefore, that women fit more in this industry, but there is no correlation between women and the effectiveness in the public relations field in the United Arab Emirates. Instead, the data shows that it is essential to start working across these gender barriers and reduce the gap for more benefits as women are better than men in collaboration and teamwork, creativity, motivating people and human values. Consequently, in order to shift this perception of PR as a feminine career, it is fundamental to raise awareness about the importance of the contributions of both genders in the industry and make it become one of the few fields that is equally occupied by women and men. This can be important to show how a similarly mixed industry can be beneficial and advantageous.

Despite these interesting results, we can identify some limitation to this paper. Firstly, the lack of scientific publications about this domain in UAE led us to mainly

consult reports and other corporate publications. Secondly, the data gathered through the survey might be subject to biases that may have influenced the results of the research, even if we minimize biases by selecting experts working with the opposite gender in some of the biggest PR agencies in Dubai. And finally, we could not find other scientific papers published about this domain in other MENA region's countries in order to compare our results.

5. Conclusion

By analyzing the inconsistent phenomenon caused by the fact that the United Arab Emirates population is made up by a majority of males, yet the PR field in the country is dominated by women, the research suggests that the public relations industry, although it is dominated by women (except for senior management roles), it should not be seen as a feminine field as it needs the equal efforts from both women and men. Even if females tend to fit more in this role, all depend on their individual capabilities. These results are essential to raise awareness about the problem of the gender gap in the public relations industry in the United Arab Emirates, and to minimize it to make the PR functions more effective. In order to conclude this paper, we propose three last ideas (managerial implications). First, colleges and universities should focus their study plans in strategic concepts for the PR industry (reputation, stakeholders' management, etc.), but also establish innovative learning techniques allowing male and females to work together since the first term. Second, PR agencies, in collaboration with other organizations such as professional associations or public authorities, should promote equality in all levels in PR agencies and establish legal procedures to make sure that this criteria is always respected, regardless the country where agency are. And, finally, both female and male PR experts must follow continuing education programs in order to reinforce their skills in human values and social sciences fields (anthropology, sociology, etc.) and this way better understand what equality means in public relations agencies.

References

- Abu Manneh, Rola (2019). *Empowering women in the UAEL The power of the private sector*. Document retrieved on 10th June 2020 from <https://www.arabianbusiness.com/politics-economics/426374-empowering-women-in-the-uae-the-power-of-the-private-sector>
- ACCA Global (2017). *Women in Finance: Beyond the numbers. Middle East*. Document retrieved on 9th March 2020 from https://www.accaglobal.com/content/dam/ACCA_National/me/News/wif-report-jan-2017.pdf.
- Benyon, Peter (2013). *We Need More Emirati Women in Financial Services*. Document retrieved on 10th June 2020 from <https://gulfbusiness.com/we-need-more-emirati-women-in-financial-services/>
- Burns, Janet (2017). *The Results Are In: Women Are Great For Business, But Still Getting Pushed Out*. Document retrieved on 10th June 2020 from <https://www.forbes.com/sites/janetwburns/2017/09/22/2016-proved-women-are-great-for-business-yet-still-being-pushed-out/#62841899188b>.
- Clutch (2020). *Top PR Firms In The United Arab Emirates - 2020 Reviews*. Document retrieved on 10th June 2020 from <https://clutch.co/ae/pr-firms>
- Creedon, Pamela., Abdul, Wahed. Mai & Kuckeberg, Dean. (1995). Women and Public Relations Education and Practice in the United Arab Emirates. *Public Relations Review*, 21 (1), 59-76.
- Embassy of UAE in Washington (2015). *Women in the United Arab Emirates: a Portrait of Progress*. Document retrieved on 10th March 2020 on: https://www.uae-embassy.org/sites/default/files/Women_in_the_UAE_Eng.pdf.
- Fich, Kate. (2016). Feminism in Public Relations. In L'Etang, Jacquie; Mckie, David ; Xifra, Jordi, *The Routledge Handbook on Critical Public Relations* (pp. 54-64). London: Routledge.
- Gao, George. (2015). Why the Former USSR Has Far Fewer Men than Women. Document retrieved on 10th June 2020 from: <https://www.pewresearch.org/fact-tank/2015/08/14/why-the-former-ussr-has-far-fewer-men-than-women/>
- Hill, Rebecca. (2011). Public Relations and Corporate Communication in the UAE. *Middle East Media Educator*, 1 (1), 2-7.
- ILO (2019). *Women In Leadership Bring Better Business Performance*. Document retrieved on 10th June 2020 from: https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_701767/lang--en/index.htm.

IPRA (2020). *Gender Imbalance: Why Is The Female-Dominated PR Industry Still Led By Men?* Document retrieved on 10th June 2020 from: <https://www.ipra.org/news/itle/gender-imbalance-why-is-the-female-dominated-pr-industry-still-led-by-men/>.

IPSEF (2019). *UAE Women Facts. International and Private Schools Education Forum*. Document retrieved on 10th June 2020 from: <https://ipsef.net/news/uae-women-facts>

Khamis, Jumana. (2014). 2014. *Social media shifts power of communication to people*. Document retrieved on 10th May from: <https://gulfnews.com/uae/social-media-shifts-power-of-communication-to-people-1.1294860>

Kirat, Mohamed. (2020). Public Relations In The United Arab Emirates: The Emergence Of A Profession. *Public Relations Review*, 32 (3): 254-260.

Korn, Ferry. (2016). *New Research Shows Women Are Better At Using Soft Skills Crucial For Effective Leadership And Superior Business Performance, Finds Korn Ferry*. Document retrieved on 10th June 2020 from: <https://www.kornferry.com/about-us/press/new-research-shows-women-are-better-at-using-soft-skills-crucial-for-effective-leadership>

Mavriplis, C., Heller, R. S., Beil, C., Dam, K., Yassinskaya, N., Shaw, M., & Sorensen, C. (2010). Mind the Gap: Women in STEM Career Breaks. *Journal of Technology Management & Innovation*, 5(1), 140-151.

Mepra (2020a). *About Us – Middle East Public Relations Association*. Document retrieved on 10th June 2020 from: <http://www.mepra.org/about-us/>.

Mepra. (2020b). *Registered Agencies - Middle East Public Relations Association*. Document retrieved on 10th June 2020 from: www.mepra.org/membership/registered-agencies/.

Moore, Jaimee (2000). *Women in Public Relations: Our Past, Present, and Future*. Austin: University of North Texas Publishing.

Morgan, Nigel & Pritchard, Annette. (2017). Gender, Advertising and Ethics: Marketing Cuba. *Tourism Planning and Development*, 15 (3): 329-346.

Ocampo, Maria. (2019). Women, Business and Leadership Gender and Organizations. . *Multidisciplinary Journal of Gender Studies*, 8(2): 204-205.

Place, Katie., & Vardeman-Winterb, Jennifer. (2018). Where are the women? An examination of research on women and leadership in public relations. *Public Relations Review*, 44 (1): 165-173.

Reynolds, Katie. (2017). *Women In Business: Advantages, Challenges, And Opportunities Hult Blog*. Document retrieved on 10th June 2020 from: <https://www.hult.edu/blog/women-in-business-advantages-challenges-and-opportunities/>.

Ritchie, J., Lewis, J., Elam, G., Rosalind, T., & Rahim, N. (2014). Designing and selecting samples. In J. Ritchie, J. Lewis, C. M. Nicholas, & R. Ormston (Eds.), *Qualitative research practice: A guide for social science students and researchers*. (111-142). London: Sage publications Ltd.

UC Davis Graduate School of Management. (2015). *UC Davis Study of California Women Business Leaders: A Census of Women Directors and Executive Officers*. Document retrieved on 10th June 2020 from: <https://gsm.ucdavis.edu/uc-davis-annual-study-california-women-business-leaders>

Wang, Annie., & Crewe, Louise. (2018). Gender Inequalities in the City of London Advertising Industry. *Environment and Planning A*, 50(3) : 671-688.

World Population Review. (2020). *United Arab Emirates Population 2020*. Document retrieved on 10th June 2020 from: <https://worldpopulationreview.com/countries/cities/united-arab-emirates>

Zenger, Jack., & Folkman, Joseph. (2019). Research: Women Score Higher Than Men In Most Leadership Skills. *Harvard Business Review*, 25th June.

Zotos, Yorgos., & Landreth, Stacy. (2016). Gender stereotypes in advertising: exploring new directions. *International Journal of Advertising*, 35:5: 759-760. Doi: <http://dx.doi.org/10.1080/02650487.2016.1203555>