

Title

Embracing the multifaceted dimensions of diversity: How marketing and businesses can shape a more inclusive future.

Authors

Generoso Branca^{1*}, Monica Grosso², Sandro Castaldo¹

Abstract

This article examines the role of marketing in promoting diversity and inclusion in business practices. Complementing a systematic literature review with an analysis of actual brand initiatives, the study highlights how companies can move beyond tokenistic representation to incorporate inclusive practices in product and service design, advertising, and accessibility. While several real initiatives, such as inclusive product lines and services, have been identified, the majority are relatively recent. The research also explores the gaps in intersectionality, emphasizing the need for marketing strategies that account for multiple, overlapping identities. By addressing these complexities, marketers can foster a more inclusive marketplace, promoting both equity and brand success. The study calls for further empirical research to examine the long-term impacts of these efforts on consumer behavior and corporate performance. In conclusion, marketing can play a crucial role in creating a more inclusive society, but sustained efforts are needed to drive substantive change.

Keywords

Consumer, diversity, inclusion, marketing policies, intersectionality, brand initiatives.

1. Introduction

*“Diversity is a fact,
but inclusion is a choice we make every day.”
Nellie Borrero*

Diversity and inclusion have become central themes in marketing and public policy (Andrews et al., 2022). The United Nations’ 2030 Sustainable Development Goals underscore the persistence of global inequalities based on individual characteristics, with a relevant portion of the global population still facing discrimination (United Nations, 2023). This scenario presents a critical challenge for marketers, who must understand and address diversity and inclusion to meet consumer needs better (Thakur

¹ Department of Marketing, Bocconi University, Milan, Italy

* Corresponding author. E-mail: generoso.branca@unibocconi.it

² Department of Marketing and Research Center for Marketing Technology and Customer Insights, emlyon business school, Lyon F-69007, France

& Dhar, 2022). Companies are beginning to recognize the importance of acknowledging diversity and promoting inclusion through various avenues, comprising representation and advertising, product and service innovation, and restructuring distribution channels to cater to a more diverse customer base (Henderson et al., 2023). But there is still much more to be done. Shultz et al. (2022) emphasize that marketing scholars can be crucial in advancing actionable policies and effective marketing practices that promote a more inclusive world. Madera et al. (2023) further claim that research is essential for helping businesses understand the needs and preferences of diverse consumer segments, which in turn fosters an inclusive environment and enhances customer satisfaction and revenue.

Indeed, despite the significant attention given to diversity within organizational culture, workplace, and human resources policies (van Bommel et al., 2024), there remains a gap in understanding how diversity and inclusion considerations impact consumer responses (Khan & Kalra, 2022) and what marketers and practitioners can do in the marketplace. In this line, Montecchi et al. (2024) and Cheng et al. (2023) highlight how organizations implement diversity and inclusion policies often prioritizing internal stakeholders while neglecting the perspectives and experiences of consumers. Indeed, marketing literature calls for more development in consumer research on diversity and inclusion (Madera et al., 2023; Shultz et al., 2022).

The recent systematic review by Branca et al. (2024) provides a comprehensive overview of diversity and inclusion within consumer research, highlighting gaps in understanding how marketing policies can integrate the dimensions of diversity beyond advertising and representation and aim for real inclusion. However, it also reveals that marketing research in this area, which is growing, tends to focus on singular aspects of diversity, often overlooking the multifaceted nature of inclusion in marketing practices. In this article, we build upon Branca et al. (2024) by presenting some new insight, providing a different point of analysis compared to the published research, also by focusing on a more practice-oriented examination of how brands are addressing diversity and inclusion in their overall marketing strategies.

2. Diversity and inclusion

The concepts of diversity and inclusion in the marketplace are multifaceted. Identity has a multidimensional nature that includes several factors, such as age, gender, sexual orientation, religion, ethnicity, socioeconomic status, disabilities, indigenous heritage, social class, political perspective, and national origin (Arsel et al., 2022; Patrick & Hollenbeck, 2021). Diversity pertains to recognizing physical and socio-cultural distinctions among individuals, while inclusion focuses on integrating and valuing diverse groups to promote belonging and counteract exclusion or marginalization (Henderson et al., 2023; Arsel et al., 2022). Inclusion involves not just welcoming diversity but ensuring equal participation in decision-making and access to opportunities (Shultz et al., 2022).

When it comes to marketing practices, inclusive advertising, as defined by Naidu et al. (2023), is advertising that features those individuals who are traditionally excluded

from mainstream media. Inclusive design, according to Patrick & Hollenbeck (2021) considers the needs and capabilities of the whole population to decrease the mismatch between the user and the design object.

3. Methodology

A systematic literature review was conducted following the Preferred Reporting Items for Systematic Literature Reviews and Meta-Analyses (PRISMA) guidelines (Page et al., 2021).

Data were obtained from Scopus online databases employing relevant keywords and their declinations, such as *consumer, diversity, inclusion, equity, vulnerability, stigma*.

The terms related to diversity and inclusion should encapsulate all declinations of the theme such as gender, age, sexual orientation, race, ethnicity, religion, disability, among others (Arsel et al., 2022; Shultz et al., 2022; Patrick & Hollenbeck, 2021).

The search was refined to include only articles published in peer-reviewed academic journals between 1 January 2009 and 31 December 2023, written in English. The subject area filter “*business, management and accounting*” was applied in Scopus, obtaining 4102 records. The initial screening was carried out considering only journals ranked 3, 4, or 4* in the Chartered Association of Business Schools Academic Journal Guide (CABS AJG) 2021, namely 1120 articles. Based on our inclusion and exclusion criteria, we included a final selection of 52 articles in our review.

4. Results

4.1 Descriptive findings

The majority of studies on this topic are relatively recent, with most being published since 2018. This trend reflects a growing interest in diversity and inclusion within the marketing research field.

Regarding the authors’ affiliations, most of the scholars contributing to this body of work are concentrated in a limited number of countries, predominantly the United States and the United Kingdom, followed by several European nations. As a result, these countries represent only a narrow segment of the global marketing academic community.

4.2 Main diversity and inclusion themes

This section presents research streams, relevant topics, and some main contributions that emerged from the articles under review. Some key themes have been identified, in line with previous literature (e.g., Arsel et al., 2022; Shultz et al., 2022; Patrick & Hollenbeck, 2021), and can help understand the multifaceted dimension of diversity and inclusion:

- (1) race, ethnicity, and cultural diversity;
- (2) disability, health conditions, and body diversity;
- (3) sexual orientation and gender diversity;

(4) socioeconomic conditions and inclusion.

4.2.1 Race, ethnicity, and cultural diversity

Some of the reviewed articles provide insight into the theme of race, ethnicity, and cultural diversity, from different perspectives. Among others, Thomas (2013) highlights how cultural diversity influences consumption values, with black and white Millennial men using consumer culture for self-expression, though they differ in how they perceive and utilize marketplace symbols. This dynamic is shaped by dominant discourses on racial identity, which affect consumer interactions in the marketplace. Bennett et al. (2013) further illustrate that racial groups differ in their brand perceptions, with minorities often perceiving brands as warmer but exhibiting more pronounced affective responses compared to majorities. Henderson et al. (2023) suggest that racial minorities may have weaker purchase intentions toward prominent brands due to diminished ingroup identification, though advertising that features diverse representation can mitigate this and enhance brand value.

Cultural diversity also influences product choice, as seen in Touré-Tillery et al. (2022), where consumers opt for healthier foods in the presence of outgroup members, driven by anticipated judgment. Benischke et al. (2023) find that cultural diversity can boost foreign product sales, particularly in diverse regions where consumers are more open to variety. However, Bartikowski & Walsh (2015) note that a strong national identity can reduce the willingness to purchase foreign goods, in contrast to a global identity.

Representation in advertising is crucial, as it positively shapes consumer perceptions (Russell et al., 2013), with diverse and culturally competent communication resonating more effectively, especially among ethnically diverse Millennials (Licsandru & Cui, 2019). Boman et al. (2023) demonstrate that conservative brands can overcome stereotypes by incorporating diverse racial cues, thereby improving consumer attitudes and purchase intentions.

4.2.2 Disability, health conditions, and body diversity

Some studies highlight the importance of understanding and catering to the diverse needs of consumers with disabilities or health conditions, underlining the role of inclusivity in marketing.

The service environment significantly influences consumer experiences, especially for those with disabilities. Dias de Faria et al. (2012) identified key features for creating an ideal restaurant experience for visually impaired consumers, such as attentive service, low-intensity lighting, sound, round tables, and systems to summon servers. Similarly, Dias de Faria & Moreira Casotti (2019) explored the challenges faced by consumers with Down syndrome, revealing barriers that prevent them from becoming fully engaged consumers, often due to stigmatization and social exclusion in the marketplace. Song & Park (2023) highlight the importance of disability inclusion in service, showing that inclusive environments not only improve the experiences of persons with disabilities but also positively influence the perceptions and behaviors of consumers without disabilities. Cloquet et al. (2018) extend this focus to the tourism

industry, emphasizing the need for accessibility and social inclusion in leisure activities. Finally, Kipnis et al. (2022) highlight the potential of service robots to improve service quality and consumer satisfaction in long-term care settings, particularly for those requiring ongoing assistance.

Stigma remains a critical issue in consumer interactions. Matson-Barkat et al. (2022) discuss the power of destigmatization through the social sharing of emotions, using the example of athletes with a disability to illustrate how participation in sports can alter public perceptions and empower individuals with disabilities. Chang & Kim (2022) explore how background film music influences consumer attitudes toward social enterprises, finding that inspiring music can enhance feelings of empathy and closeness, leading to more positive attitudes toward diverse protagonists.

Plus-sized consumers face challenges and frustration in finding variety and inclusivity in the mainstream market, as analyzed by Scaraboto & Fischer (2013). These consumers demand greater choice and representation. Ruggs et al. (2018) emphasize the impact of diversity in advertising, demonstrating that the use of non-traditional models can positively influence consumer attitudes and behaviors, with responses varying based on the viewer's identity and how well the ad aligns with their personal schemas. Naidu et al. (2023) support the importance of messaging, showing that portraying the body as a process rather than an object, focusing on functionality rather than appearance, leads to higher purchase intentions among individuals by making them feel "*more human*".

4.2.3 Sexual orientation and gender diversity

Advertising strategies in targeting minority groups can be effective, without alienating the general audience. Puntoni et al. (2011) demonstrated that covertly targeting minority groups in advertising, such as gay men, can effectively engage the target audience while minimizing negative reactions from non-target groups like heterosexual men. Cheng et al. (2023) further explored this by examining LGBTQIA+-inclusive representation in entertainment products, finding that such representation outperforms both LGBTQIA+-themed and non-LGBTQIA+ content. This success is attributed to its broader appeal, resonating with both supportive and unsupportive consumer segments. Septianto et al. (2023) studied social media advertising's impact on female empowerment, revealing that ads emphasizing goal pursuit (locomotion-oriented) are more effective in enhancing female consumers' empowerment and engagement compared to those focused on assessment. Additionally, Ginder et al. (2021) found that consistency between a company's internal practices and external Corporate Social Responsibility communications boosts consumer perceptions, enhancing credibility and fostering trust.

4.2.4 Socioeconomic conditions and inclusion

Research has analyzed the consequences of consumers' socioeconomic conditions and inclusion, also highlighting the role of institutions.

Aiyar & Venugopal (2020) explore the challenges of integrating economically disadvantaged consumers into markets, emphasizing the need to understand the specific requirements of base-of-the-pyramid segments. Public policy is pivotal in removing affordability barriers and enabling these consumers to participate in markets. Jacob et al. (2022) reveal that anticipated socioeconomic-status-based discrimination leads to reduced price sensitivity among the poor, a phenomenon termed the “*psychological ghetto tax*”. This effect causes disadvantaged consumers to opt for higher prices to avoid discrimination, even if it means accepting lower-value rewards. Mende et al. (2020) address financial inclusion in “*banking deserts*”, finding that a communal financial orientation is key to engaging marginalized consumers. Chipp et al. (2019) further examine the influence of institutional factors on consumer perception and decision-making in value acquisition, highlighting the significant role institutions play in shaping these processes.

5. Discussion

5.1 Intersectionality

In the current body of research on diversity and inclusion in marketing, most studies tend to focus on a single dimension of diversity, often treating identities in isolation. This somewhat narrow focus overlooks the complexity of real-world consumer identities, which are multifaceted and shaped by the intersection of various characteristics and social categories (Campbell et al., 2023). Intersectionality, as a concept, acknowledges that individuals hold multiple identities simultaneously, which interact to influence their unique experiences and outcomes in life. These intersecting identities can even intensify the effects of discrimination and exclusion, as individuals may face multiple layers of disadvantage (Rydzik et al., 2021).

Despite the importance of intersectionality, few articles in the marketing literature explicitly address the combined effects of multiple identities. Most research remains siloed, examining singular aspects of diversity. Thus, while these studies contribute valuable insights, they may fail to capture the complexity of how intersecting identities shape consumer behavior and the marketplace. For instance, a young consumer from a rural area may face marginalization in ways that differ significantly from an older, urban-based consumer, even if they share similar socioeconomic status. Recognizing and studying these intersections is crucial for fostering more inclusive marketing strategies.

Only a little literature addresses different forms or aspects of diversity, directly engaging with intersectionality (e.g., Rydzik et al., 2021), or by considering various social identities (e.g., Oc et al., 2023; Ruggs et al., 2018; Thomas, 2013).

In conclusion, this may represent a relevant gap in literature. Future studies should move beyond the one-dimensional approach to diversity and instead adopt frameworks that examine the interconnections between various social categories. Specifically, future research should explore how intersectionality affects consumer vulnerability, stigmatization, and marginalization in the marketplace, as well as how marketing policies can be designed to address these complexities. By embracing intersectionality,

marketers can move toward more comprehensive and inclusive strategies that address the full spectrum of consumer diversity.

5.2 What can marketing do for diversity and inclusion

Marketing efforts can influence the environments in which companies operate, benefiting consumers, firms, and society at large (Henderson et al., 2023; Madera et al., 2023; Shultz et al., 2022).

As businesses increasingly recognize the value of inclusivity, marketing serves as a bridge between consumers and brands, fostering a more equitable marketplace. Inclusion involves integrating and valuing diverse groups to foster acceptance and counteract marginalization. It aims to create environments where all individuals feel esteemed and recognized. As an adequate response to consumer diversity, inclusion should be rooted in company policies. Companies can intervene in various ways, such as product and service design, and access to resources, going beyond surface-level representation. Each of these areas presents opportunities for brands to engage more meaningfully with diverse consumer groups (Branca et al., 2024).

Inclusive product and service design ensures that offerings accommodate a wide range of consumer needs, accounting for different individual characteristics. Thus, companies can reduce the mismatch between consumer needs and the products or services available to them. This might involve designing products that are accessible to individuals with disabilities, creating clothing lines that cater to various body types, or developing services that are sensitive to cultural preferences.

Advertising has long been a primary vehicle through which brands communicate their values to the public. In the context of diversity and inclusion, advertising that features a diverse range of individuals can challenge stereotypes and promote societal acceptance. However, this representation must be authentic and not perceived as tokenistic.

Marketing can also play a role in ensuring equitable access to resources, particularly for underserved or marginalized communities. This involves not only making products and services affordable and available to a wider demographic but also tailoring marketing efforts to address the unique challenges faced by different consumer groups. For example, companies can invest in distribution channels that reach remote or economically disadvantaged areas or promote financial inclusion by offering products that meet the specific needs of consumers from lower-income backgrounds, thus expanding their participation in the marketplace.

6. What businesses are doing for diversity and inclusion

In recent years, businesses have progressively expanded their efforts toward diversity and inclusion, moving beyond internal policies and workforce diversity to actively foster inclusion in the marketplace. Mapping real business cases from 2000 to 2023, this section highlights key examples of how companies are working to create more inclusive products, services, and experiences, revealing both the progress made and the gaps that remain.

While some industries have made strides, many of these initiatives are relatively recent, suggesting that true marketplace inclusion is still in its early stages. These cases can also serve as a roadmap for other companies, demonstrating how diversity and inclusion can be embedded into the very essence of their offerings. However, sustained, ongoing efforts are needed to ensure that these initial steps evolve into comprehensive, inclusive business strategies.

Several initiatives related to disability, for example, are quite recent. When it comes to games and entertainment, Lego's *Braille Bricks*, launched in 2022, represents a key development in making products accessible to children with visual impairments. This was preceded by Lego's first figurine in a wheelchair, in 2016. Microsoft's *Xbox Adaptive Controller*, launched in 2019, is an example of a controller designed to be customizable and accessible, making gaming a more inclusive experience.

In the makeup and personal care field, *HAPTA*, the first handheld computerized makeup applicator of Lancôme, designed for those with hand-motion disorders, arthritis, Huntington's Disease, and following stroke-related motion challenges, was launched in 2022, while the first deodorant designed for people with disabilities, *Degree INCLUSIVE*, arrived in 2021. In transportation, while *uberASSIST*, to expand accessible transportation options, started in 2015, the first wheelchair-friendly seat, from Delta Airlines, dates only 2023. Other examples are the first cash machines for visually impaired customers in the UK, realized by Barclays in 2012, or Tommy Hilfiger's *Adaptive Clothing Line*, first launched in 2016, specifically designed for people with disabilities. Finally, Carrefour introduced the *Quiet Hour* in 2021, to create a more inclusive atmosphere for people sensitive to noise and visual stimuli.

In support of the LGBTQIA+ community, Mastercard, in 2019, launched *True name*, so people can have their real names on payment cards. The *Rainbow Mickey Collection*, from Disney, dates from 2018, while the first unisex collection designed by Levi's, *Line 8*, is from 2017. Other campaigns, such as *Legalize love* of Google (2012) or *BETRUE* of Nike (2013) are earlier.

Some initiatives and products were conceived to relate to consumers' ethnic differences. For example, only in 2020, we have the first Pixar animated movie to feature a black lead, *Soul*. The hair-care line for black women of P&G was launched in 2019, preceded by the historical campaign *My Black Is Beautiful* that began in 2006. More recently, to address societal beauty norms and celebrate African American hair, Pantene launched *All Strong Hair is Beautiful Hair* in 2017. *The Fifteen Percent Pledge* movement started in 2020, asking retailers for fair Black representation on their shelves.

When it comes to supporting local communities or disadvantaged individuals, some relevant examples are *One for One* by TOMS (2006), which gives away one pair of shoes for every pair sold, and *Sound Up*, by Spotify, started in 2018 to support creators from underrepresented backgrounds in launching podcasts and emerge.

Looking at actions directed toward gender inclusion, it is interesting to note that the first razor designed specifically for women was launched by P&G in 2001. The campaign *Like a girl*, by P&G, is dated 2014, while the launch of Barbie's new body types, by Mattel, was in 2015.

Finally, an interesting example of an initiative that, over time, has addressed various types of diversity is the Dove campaign for *Real Beauty*, first launched in 2004, to build self-confidence in women and young children.

While we recognize that the above examples may not be exhaustive or fully comprehensive and that certain significant initiatives may have been overlooked, we believe this content holds some value. We hope that readers will reflect, as we did, on the fact that many of the concrete efforts made by companies, beyond advertising or promoting diversity within corporate organizations, are relatively recent. Inclusion should be an ongoing, structured effort that extends beyond the focus on minorities and the mere representation of diversity. As marketing researchers, we have the potential to inspire businesses to do even more.

7. Conclusions

This article builds upon Branca et al. (2024), offering a more practical and business-focused exploration of diversity and inclusion in marketing. Our analysis shows that while the concept of diversity has gained prominence, much work remains to fully integrate it into all aspects of marketing practices. Most business initiatives are relatively recent, and although progress has been made, there is still significant room for improvement.

Marketing can play a crucial role in shaping society and consumer experience. By fostering diversity and inclusion, companies can not only create a more equitable marketplace but also improve their business outcomes. The examples of real-world brand initiatives highlight the potential for marketing strategies to go beyond surface-level representation and address deeper issues of inclusion.

However, these efforts must be sustained and expanded. Future research should aim to bridge the existing gaps by examining how companies can develop marketing policies that address multiple forms of diversity simultaneously, moving beyond tokenistic representations towards more substantive and impactful initiatives. Moreover, empirical studies are needed to understand the long-term impact of diversity and inclusion efforts on consumer behavior and brand performance.

In conclusion, by continuing to innovate in product design, service accessibility, and inclusive representation, businesses can contribute to a more inclusive society and, in turn, achieve greater success in the marketplace. We hope that this discussion stimulates further research and initiatives, contributing to the broader debate on these important topics.

Acknowledgment

This study was funded by the European Union - NextGenerationEU, in the framework of the GRINS - Growing Resilient, INclusive and Sustainable project (GRINS PE00000018 – CUP B43C22000760006). The views and opinions expressed are solely those of the authors and do not necessarily reflect those of the European Union, nor can the European Union be held responsible for them.

Brand initiatives: online resources

[Barclays, *first cash machines for visually impaired customers in the UK*, 2012](#)

[Carrefour, *Quiet Hour*, 2021](#)

[Delta Airlines, *first wheelchair-friendly seat*, 2023](#)

[Disney, *Rainbow Mickey Collection*, 2018](#)

[Dove, *Real Beauty*, 2004](#)

[Google, *Legalize love*, 2012](#)

[Lancôme, *HAPTA*, 2022](#)

[Lego, *first figurine in a wheelchair*, 2016](#)

[Lego, *Braille Bricks*, 2022](#)

[Levi's, *Line 8*, 2017](#)

[Mastercard, *True name*, 2019](#)

[Mattel, *Barbie's new body types*, 2015](#)

[Microsoft, *Xbox Adaptive Controller*, 2019](#)

[Nike, *BETRUE*, 2013](#)

[Pantene, *All Strong Hair is Beautiful Hair*, 2017](#)

[P&G, *first razor designed specifically for women*, 2001](#)

[P&G, *My Black Is Beautiful*, 2006](#)

[P&G, *Like a girl*, 2014](#)

[P&G, *hair-care line for black women*, 2019](#)

[Pixar, *Soul*, 2020](#)

[Spotify, *Sound Up*, 2018](#)

[Tommy Hilfiger, *Adaptive Clothing Line*, 2016](#)

[Uber, *uberASSIST*, 2015](#)

[Unilever, *Degree INCLUSIVE*, 2021](#)

[The Fifteen Percent Pledge, 2020](#)

[TOMS, *One for One*, 2006](#)

References

- Aiyar, A., & Venugopal, S. (2020). Addressing the ethical challenge of market inclusion in base-of-the-pyramid markets: A micromarketing approach. *Journal of Business Ethics*, 164, 243–260.
- Andrews, J.C., Burton, S., Gundlach, G. T., Hill, R.P., Kees, J., Netemeyer, R.G., & Walker, K.L. (2022). What exactly is marketing and public policy? Insights for JPPM researchers. *Journal of Public Policy & Marketing*, 41(1), 10–33.
- Arsel, Z., Crockett, D., & Scott, M.L. (2022). Diversity, equity, and inclusion (DEI) in the Journal of Consumer Research: A curation and research agenda. *Journal of Consumer Research*, 48(5), 920–933.
- Bartikowski, B., & Walsh, G. (2015). Attitude toward cultural diversity: A test of identity-related antecedents and purchasing consequences. *Journal of Business Research*, 68(3), 526–533.
- Benischke, M. H., Rietveld, J., & Slangen, A. (2023). Within-firm variation in the liability of foreignness: A demand-based perspective. *Journal of Management*, 49(5), 1738–1765.
- Bennett, A. M., Hill, R.P., & Oleksiuk, D. (2013). The impact of disparate levels of marketplace inclusion on consumer—brand relationships. *Journal of Public Policy & Marketing*, 32(1_Suppl), 16–31.
- Boman, L., Urumutta Hewage, G.S., & Hasford, J. (2023). Strength in diversity: How incongruent racial cues enhance consumer preferences toward conservative brands. *Journal of Business Research*, 168, 114208.
- Branca, G., Grosso, M., & Castaldo, S. (2024). Value through diversity: A systematic literature review to understand diversity and inclusion in consumer research. *Psychology & Marketing*, 1–20.
- Campbell, C., Sands, S., McFerran, B., & Mavrommatis, A. (2023). Diversity representation in advertising. *Journal of the Academy of Marketing Science*.
- Cheng, Y., Zhou, X., & Yao, K. (2023). LGBT-inclusive representation in entertainment products and its market response: Evidence from field and lab. *Journal of Business Ethics*, 183, 1189–1209.
- Chipp, K., Williams, E.P., & Lindgreen, A. (2019). Value-in-acquisition: An institutional view. *European Journal of Marketing*, 53(11), 2373–2396.
- Cloquet, I., Palomino, M., Shaw, G., Stephen, G., & Taylor, T. (2018). Disability, social inclusion and the marketing of tourist attractions. *Journal of Sustainable Tourism*, 26(2), 221–237.
- Dias de Faria, M., Ferreira da Silva, J., & Brantes Ferreira, J. (2012). The visually impaired and consumption in restaurants. *International Journal of Contemporary Hospitality Management*, 24(5), 721–734.
- Dias de Faria, M., & Moreira Casotti, L. (2019). “Welcome to Holland!” People with Down syndrome as vulnerable consumers. *European Journal of Marketing*, 53(11), 2245–2267.

- Ginder, W., Kwon, W.S., & Byun, S.E. (2021). Effects of internal-external congruence-based CSR positioning: An attribution theory approach. *Journal of Business Ethics*, 169, 355–369.
- Henderson, CM., Mazodier, M., & Khenfer, J. (2023). The positive effects of integrated advertising, featuring diverse ensembles, on societal identification and mainstream brand value. *Journal of the Academy of Marketing Science*.
- Jacob, J., Vieites, Y., Goldszmidt, R., & Andrade, E.B. (2022). Expected socioeconomic-status-based discrimination reduces price sensitivity among the poor. *Journal of Marketing Research*, 59(6), 1083–1100.
- Khan, U., & Kalra, A. (2022). It's good to be different: How diversity impacts judgments of moral behavior. *Journal of Consumer Research*, 49(2), 177–201.
- Kipnis, E., McLeay, F., Grimes, A., de Saille, S., & Potter, S. (2022). Service robots in long-term care: A consumer-centric view. *Journal of Service Research*, 25(4), 667–685.
- Licsandru, T.C., & Cui, C.C. (2019). Ethnic marketing to the global millennial consumers: Challenges and opportunities. *Journal of Business Research*, 103, 261–274.
- Madera, J.M., Yang, W., Wu, L., Ma, E., & Xu, S. (2023). Diversity and inclusion in hospitality and tourism: Bridging the gap between employee and customer perspectives. *International Journal of Contemporary Hospitality Management*, 35(11), 3972–3989.
- Matson-Barkat, S., Puncheva-Michelotti, P., Koetz, C., & Hennekam, S. (2022). Destigmatisation through social sharing of emotions and empowerment: The case of disabled athletes and consumers of disability sports. *Journal of Business Research*, 149, 77–84.
- Mende, M., Salisbury, L.C., Nenkov, G.Y., & Scott, M.L. (2020). Improving financial inclusion through communal financial orientation: How financial service providers can better engage consumers in banking deserts. *Journal of Consumer Psychology*, 30, 379–391.
- Montecchi, M., Micheli, M.R., Campana, M., & Schau, H.J. (2024). From crisis to advocacy: Tracing the emergence and evolution of the LGBTQIA+ consumer market. *Journal of Public Policy & Marketing*, 43(1), 10–30.
- Naidu, D., Perkins, A.W., & Howlett, E. (2023). Body as a process versus body as an object: The consequences of how larger-bodied women are portrayed in health-related advertising. *Journal of Advertising*, 52(5), 666–687.
- Oc, Y., Plangger, K., Sands, S., Campbell, C.L., & Pitt, L. (2023). Luxury is what you say: Analyzing electronic word-of-mouth marketing of luxury products using artificial intelligence and machine learning. *Psychology & Marketing*, 40, 1704–1719.
- Page, M.J., McKenzie, J.E., Bossuyt, P.M., Boutron, I., Hoffmann, T.C., Mulrow, C. D., Shamseer, L., Tetzlaff, J.M., Akl, E.A., Brennan, S.E., Chou, R., Glanville, J., Grimshaw, J.M., Hróbjartsson, A., Lalu, M.M., Li, T., Loder, E.W., Mayo-Wilson,

- E., McDonald, S., ... Moher, D. (2021). The PRISMA 2020 statement: An updated guideline for reporting systematic reviews. *Systematic Reviews*, 10(1):89.
- Patrick, V.M., & Hollenbeck, C.R. (2021). Designing for all: Consumer response to inclusive design. *Journal of Consumer Psychology*, 31(2), 360–381.
- Puntoni, S., Vanhamme, J., & Visscher, R. (2011). Two birds and one stone. *Journal of Advertising*, 40(1), 25–42.
- Ruggs, E.N., Stuart, J.A., & Yang, L.W. (2018). The effect of traditionally marginalized groups in advertising on consumer response. *Marketing Letters*, 29, 319–335.
- Russell, C.A., Schau, H.J., & Crockett, D. (2013). Cultural diversity in television narratives: Homophilization, appropriation, and implications for media advocacy. *Journal of Public Policy & Marketing*, 32(1_Suppl), 119–130.
- Rydzik, A., Agapito, D., & Lenton, C. (2021). Visibility, power and exclusion: The (un)shifting constructions of normativity in wedding tourism brochures. *Annals of Tourism Research*, 86, 103090.
- Scaraboto, D., & Fischer, E. (2013). Frustrated fatshionistas: An institutional theory perspective on consumer quests for greater choice in mainstream markets. *Journal of Consumer Research*, 39(6), 1234–1257.
- Septianto, F., Mathmann, F., Hollebeek, L.D., & Higgins, E.T. (2023). Leveraging social media advertising to foster female consumers' empowerment and engagement: The role of regulatory mode. *Journal of Advertising*, 52(5), 688–705.
- Shultz, C., Hoek, J., Lee, L., Leong, W.Y., Srinivasan, R., Viswanathan, M., & Wertenbroch, K. (2022). JPP&M's global perspective and impact: An agenda for research on marketing and public policy. *Journal of Public Policy & Marketing*, 41(1), 34–50.
- Song, S., & Park, K. (2023). Observing disability inclusion in service provision. *Annals of Tourism Research*, 100, 103551.
- Thakur, P., & Dhar, R.L. (2022). Impact of diversity training on employees and consumers: A review and research agenda. *International Journal of Consumer Studies*, 46(5), 1665–1690.
- Thomas, K.D. (2013). Endlessly creating myself: Examining marketplace inclusion through the lived experience of black and white male millennials. *Journal of Public Policy & Marketing*, 32(1_Suppl), 95–105.
- Touré-Tillery, M., Steinmetz, J., & DiCosola, B. (2022). Feeling judged? How the presence of outgroup members promotes healthier food choices. *Psychology & Marketing*, 39, 1504–1510.
- United Nations. (2023). Goal 10: Reduce inequality within and among countries. United Nations. <https://www.un.org/sustainabledevelopment/inequality/>
- van Bommel, H.M., Hubers, F., & Maas, K.E.H. (2024). Prominent themes and blind spots in diversity and inclusion literature: A bibliometric analysis. *Journal of Business Ethics*, 192, 487–499.