



# MEN: Breaking Down or Breaking Through?

The state of masculinity in the UK and its implications on the role of marketing to men.



# Executive Summary

This report offers insights to one of the most urgent questions facing marketers and agencies today: how can brands stay relevant to modern men?

Based on revelatory new research into male attitudes, we argue that brands have failed to keep up with the changing face of masculinity. We found some of the results surprising and they conflicted our expectations. We make recommendations on how to do better.



BBD Perfect Storm is a brand and cultural transformation company. New Macho is its strategic unit devoted to helping brands grow through developing a relevant narrative in a society where men's beliefs, values and perspectives are fundamentally changing. We commissioned a major piece of research into modern male attitudes, conducted by Harris Interactive. In this report, we incorporate the new findings into our comprehensive analysis of brands, culture, and masculinity. The report is in five sections:

## 1. Men Are Breaking.

Across the developed world, men are in crisis, uncertain of their identity and struggling to find their place in society. Traditional ideas of masculinity have given way, with little new to replace them. We look at some of the underlying economic and cultural shifts driving this change.

## 2. Men Have Changed, Brands Must Catch Up.

We make the case that brands bear some responsibility for the crisis in masculinity. Post-war consumer advertising helped create 'modern man', setting cultural norms to which men have struggled to conform. Now, men have moved on from these conventions, yet brands are still following them. Male consumers increasingly feel misunderstood by brands. It's time to move on or get left behind.

## 3. New Men, Old Attitudes.

In this section, we introduce our proprietary research. We asked 2000 UK adults, male and female, in-depth questions about what it means to be a successful man today. Our respondents came from all corners of the UK and spanned different social classes and age groups. We discovered that the dynamics of modern masculinity are radically different from their portrayal in the media. In some ways, younger men hold more 'traditional' attitudes than older men.

## 4. The Status Trap.

We offer a comprehensive theory of modern masculinity that helps explain these findings and which throws new light on the condition of modern men. We argue that men, particularly young urban men, are caught in a status trap in which success is ever more tightly identified with money and image. Social media has created a confusion between being popular and being respected. Underneath it all, though, men yearn to forget about status and just enjoy life. They want to feel comfortable in their own skin.

## 5. The New Macho.

In the final section, we offer some ideas on how brands can help men do that. Inspired by the example of Dove, we argue that brands which seize the initiative on this can make a positive difference to society while reaping commercial gain. We suggest that brands should offer men new pathways to self-worth.

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**An Expert View. In an addendum to the report, Dr. Joseph Gelfer, author and expert on masculinity, offers his thoughts on our findings and where to go from here.**



# 1. Men Are Breaking.

Across the developed world, men are showing signs of strain. They are stressed, anxious, adrift, and searching for answers to the question of what it means to be manly.

Underneath this uncertainty lies a fundamental and historic change to men's place in society. It is well established that, ever since the second world war, female participation in the labour market has been rising, driven by a combination of changing social attitudes, the advent of the Pill, and equality laws. Less remarked on is that men are working less.

In the US, there has been a steady fall in male labour force participation, a development that has accelerated in recent years. The sharpest drop has been among young men. In Europe, unemployment rates among the young have been at historic levels since the financial crisis of 2008. We are familiar with the issue of older men who lose jobs in manufacturing industries and struggle to adjust to working in fast food restaurants and call centres. This is very much an ongoing problem, but now there is an additional, less recognised issue: younger men are

struggling to connect with the labour market at all.

The reasons for this are complex, but the common thread across countries, is that fewer and fewer men have jobs that give them the satisfaction and self-respect every person craves. Sigmund Freud famously remarked that the cornerstones of happiness are love and work. So it's worrying that men have increasing difficulty finding work that satisfies them. Without satisfying or meaningful work, one crucial underpinning of a fulfilling life is removed, and its removal has the power to hurt men in particular; since work has historically been so central to their sense of self-worth.

Men have traditionally been the 'breadwinners', the providers, the head of the family; the leaders, makers and shapers. Such stereotypes suited men when they had more dominance over the economic sphere. Now that their



“Fewer men  
have jobs  
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self-respect  
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person  
craves””



“There is  
a need for  
men to  
learn more  
adaptive  
coping  
approaches  
long before  
they reach  
crisis point”

*Source - Dr Dan Bilsker*

dominance has been undermined – rightfully – by the rise of working women, men are finding it hard to know what to do with themselves.

They don't know where to locate their sense of pride and self-worth and they are casting around for answers.

## 1.1 Impact on Mental Health

**It is not surprising that many are experiencing this cultural and economic displacement as pain, both physical and mental.**

In the US, nearly two thirds of unemployed younger men are using prescription painkillers, and younger men have been the most likely to die in the opioid epidemic that has ravaged that country and now threatens the UK. In many countries, including the UK, men are more likely than women to suffer from alcoholism, and they go to prison at a much higher rate. Men are responsible for over three quarters of suicides in the UK, and suicide is the leading cause of death among men under 45.

Despite this, men use mental health services at a lower rate than women, because it doesn't accord with their sense of who they are. If they are suffering in the workplace, they often

feel that they hide their issues in case their competency is thrown into doubt. At home, too, they do not want to be seen as weak, and so find it hard to admit to problems or seek help. As the psychiatrist Dan Bilsker puts it, “a high proportion of men in Western society have acquired psychological coping strategies that are often dysfunctional. There is a need for men to learn more adaptive coping approaches long before they reach a crisis point.”

**MEN HAVE HIGHER RATES OF DEPENDENCE ON ILLICIT DRUGS OR ALCOHOL THAN DO WOMEN.**

Source: National Institute on Drug Abuse

“Men are trapped between the old and the new”

“...society has rearranged itself around them, removing the props that made them feel secure and confident, without giving them the cultural tools they need to find a new way of being themselves.”



## 1.2 Men in Culture

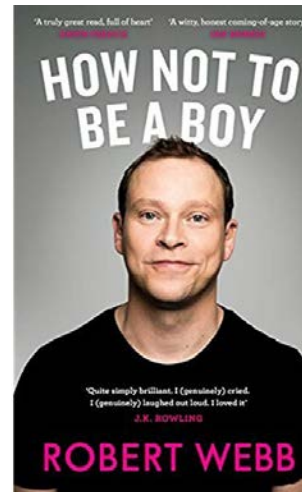
The sense that masculinity is in crisis has given rise to a whole genre of best-selling books.

From Robert Webb's *How Not To Be a Boy*, to Grayson Perry's *The Descent of Man*, to Jordan Peterson's *12 Rules For Life*, described by the *New Yorker Magazine* as a “gospel of masculinity” (the book's subtitle is, tellingly, ‘an antidote to chaos’). Meanwhile, men's activist groups with anti-feminist agendas suck up airtime and distract from the plight of ordinary men.

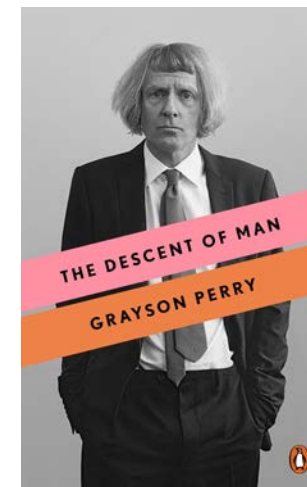
Men are trapped between the old and the new. They still feel the

cultural imperatives to project strength; to be self-sufficient; to ‘man up’; to never be seen as emotionally vulnerable, mentally unwell, or dependent on anyone else. But society has rearranged itself around them, removing the props that made them feel secure and confident, without giving them the cultural tools they need to find a new way of being themselves. Men feel public pressure to appear powerful and popular, yet privately they often feel powerless and alone.

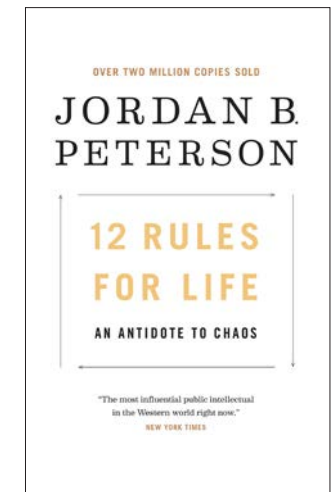
Those of us who work in marketing and advertising cannot solve this problem by ourselves. But we can do something about it. What's more, we should do something – because we bear some responsibility for it.



HOW NOT TO BE A BOY  
by Robert Webb



THE DESCENT OF MAN  
by Grayson Perry



12 RULES FOR LIFE  
by Jordan B. Peterson

Source:

Bilsker, Dan, Critical Issues in Men's Mental Health, *Canadian Journal of Psychiatry*, 2018. Krueger, Alan, Where Have All The Workers Gone? Brookings Institution, 2017. Reeves, Richard, Why Are Young Men Working Less? Brookings Institution, 2018. Phillips, JK, Pain Management and the Opioid Epidemic, NCBJ/NIH, 2017. Data on male suicide rates from Office of National Statistics, UK.



## 2. Men Have Changed, Brands Must Catch Up.

Brands influence society. They get people to buy products, and also to buy a way of looking at the world. Modern societies can be bewilderingly complex and fast-moving, and advertising is one way that people understand its norms, rules and codes of behaviour. So brands don't just reflect what's going on; they shape it. They do so by sending signals about what is acceptable and attractive, and what is not.

### 2.1 Male Advertising Historically

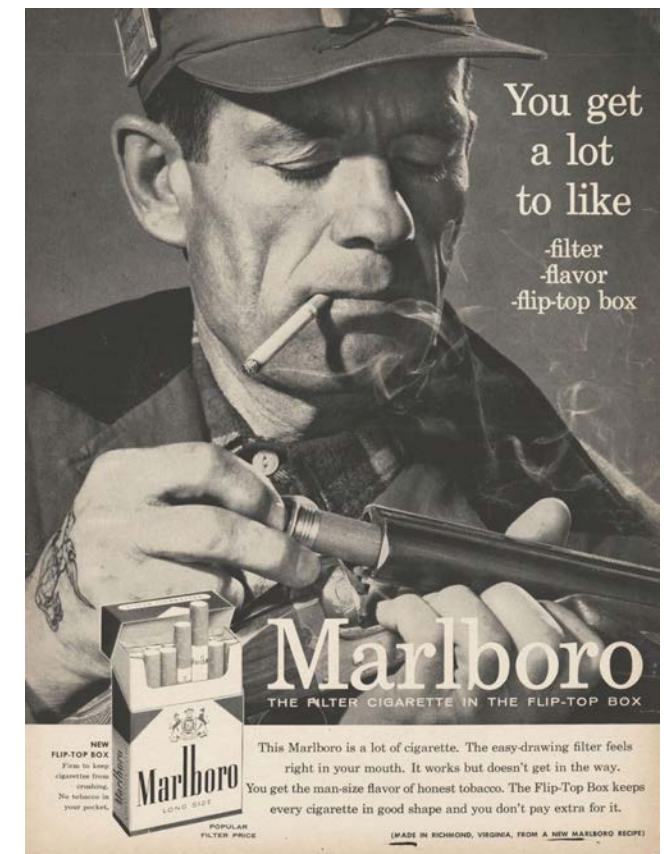
In the post-war world, brands sent some very clear signals to men. Advertising created the modern man.

Cigarette brands like Strand and Marlboro told men that they should be tough, moody and alone. They intersected with movies that showed male heroes, played by stars like Humphrey Bogart or (later) Sean Connery, displaying icy self-control in all circumstances, and an attitude to women that verged on contemptuous. Ads for domestic products portrayed women as soft-headed and sweet, and men as domineering - in control of their household, and of their emotions. They certainly weren't supposed to be seen playing with their children or showing affection.

In the fantasy world of brands, men were at their most impressive and attractive when projecting strength or sangfroid, and almost never when they were being funny, kind, emotional or sociable.

In ads and popular movies, men's relationships with other men were either competitive or emotionless. Male friendship and intimacy, once culturally normal, were banished from popular culture. Brands tapped into the anxieties of men, who, in increasingly competitive workplaces, that unless they spent big on high-status items, like cars, then they would lose the respect of their friends, colleagues and wives, prospective or otherwise.

Back then, this is how people learnt what it means to be a real man – to be macho. Of course, we've come a long way since. Or have we?



Marlboro (1958)

“72%  
of men  
agree that  
men should  
talk more  
about their  
feelings”

Source - New Macho Survey

## 2.2 The Changing Dynamic

What's certain is that male lifestyles and attitudes have changed.

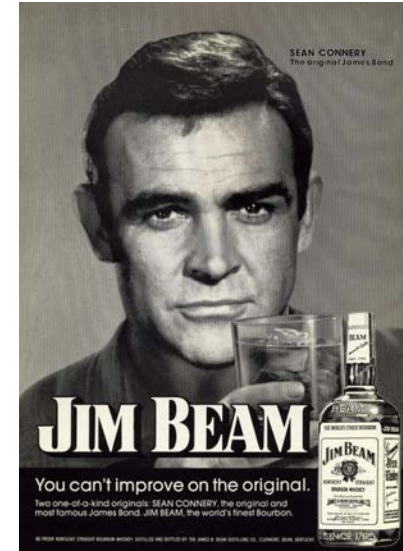
The post-war model of masculinity no longer fits the reality, insofar as it ever did. Men are now much more used to working alongside, or for, women. They are no longer only in competition with each other, and - perhaps as a result - are a little more at ease with talking about emotions and expressing affection for each other.

In our survey - of which more later - we found that 72% of men agree that “men should talk more about their feelings” (although they clearly have a way to go to make this a reality - 86% of women say they want men to do the same). The traditional idea that fathers should be strict and emotionally distant has all but collapsed: 75% of men said that “being a great father means always being there” and 83% said “fathers should support their children in whatever choices they make in life.”

Modern men admire less conventionally masculine role models like David Beckham as much as they do James Bond. There is no doubt that men are still struggling to express themselves emotionally and to form meaningful relationships with each other. But there is also no doubt that the world has moved on since Humphrey Bogart tipped his trilby, and every man in town worked in the local factory.



Male Scrubbed Jeans  
(1960)



Jim Beam  
(1975)



## 2.3 The World of Brands

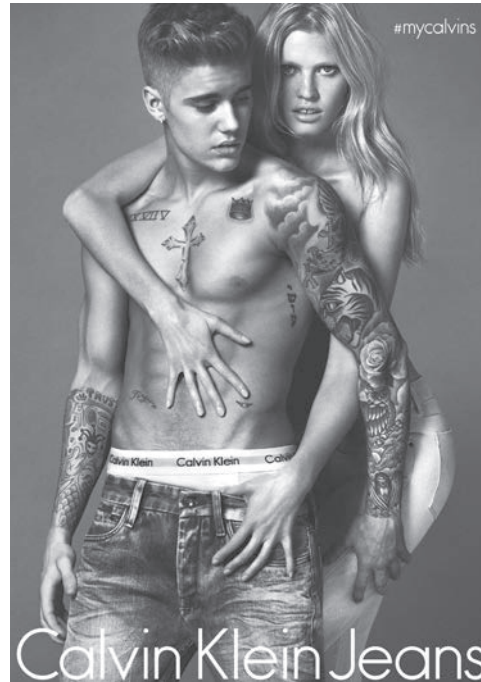
**Brands have moved on too. But not nearly far enough.**

Look through the pages of a magazine, watch TV ads, or look at posters, and you see portrayals of men that for the most part would not have looked out of place in 1986 or even 1956. Men stare darkly into the middle distance, or focus fiercely on some distant goal. When they are shown with other men, it is more likely to be as passing strangers or competitors for women than as friends. When they are not portrayed in classical heroic mode, they are dorks, hapless figures of fun, objects of derision.

Brands seem to assume that male identity and male attitudes haven't changed in decades. When traditionally female-centric products, like toiletries, are marketed to men, they use codes of masculinity that are so old-fashioned and stereotypical as to verge on parody.

There are certainly some honourable exceptions – ads in which men are allowed to be friends, to smile, to show emotion without compromising their masculinity; brands which suggest other modes of male existence. But they are too few. Marketing as a whole is nowhere close to portraying the subtlety, nuance and range of modern male experience. Is it any wonder that 69% of men say that they don't feel represented by brands? (Source: The Book of Man, UK data).

Marketers need to catch up and move on or get left behind. The first step is to abandon pre-conceived ideas about what men are like – because they are probably wrong.



Calvin Klein Jeans (2015)  
#mycalvins



Tag Heuer (2013)  
#DontCrackUnderPressure

“69%  
of men  
don't feel  
represented  
by brands”

*Source - The Book of Man*

### 3. New Men, Old Attitudes.

In order to influence the shape of modern masculinity, you first need to understand the mindset of modern men. So, instead of relying on assumptions and guesswork, we commissioned a piece of research, to help us get under the skin of men today.

We wanted to know where men are, and where they are going; what they feel is important to them and what they worry about; what they aspire to and what they want to leave behind. We also spoke to women, since male and female attitudes form a symbiotic relationship with each other.

We interviewed a nationally representative sample of 1800 people across the UK, in Scotland, Northern Ireland, Wales and England. We talked to men across generations, young and old. We added a

booster sample of 200 members of Generation Z, because we wanted to be sure we understand how the coming generation think about these issues.

We asked everyone for their opinions across twelve key themes: relationships, sex, parenting, health and wellness, possessions, sport, education, fashion and styling, money, the world around us, work, and social media.

What we found surprised us.

a confidence level of 95%, where the margin of error for the main sample (n=1,800) is 2.3%.

Interviews took place between 22nd August – 3rd September 2018.

The research was conducted by Harris Interactive using the Toluna.com panel.

#### *Methodology*

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In total, we carried out 2000 online interviews across the UK with a random sample of UK adults aged 18+.

We collected a main sample of 1800 which was nationally representative (by age, gender and region), and an additional 200 Gen Z respondents, to ensure a robust base size for analysis purposes. For any statistically significant differences we used



### 3.1 Diehard Attitudes

The first thing that surprised us was the extent to which, when it comes to men, old attitudes die hard. Modern men may use social media, spend more on clothes, and apply moisturiser, but they have inherited some of the key tenets of the worldview of post-war men. For instance, about a quarter of them agree to the statement that “real men don’t crack under pressure”. The stiff upper lip lives on.

The second insight that surprised us how opinions were split across age groups. The age group least likely to agree that real men don’t crack under pressure were the oldest men in our sample, while those most likely to agree were Millennials! That is not what we expected.

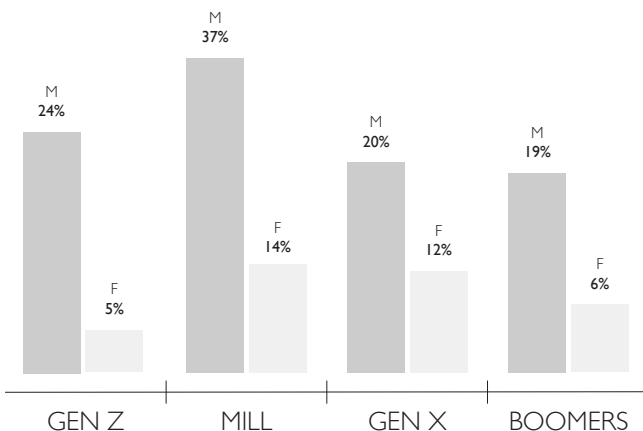
The same pattern occurred when asked whether they agreed that it is more important to be feared than respected; Millennials were most likely to say yes. They were also most likely to agree that “losing is a sign of weakness.” These findings take on an ominous significance when you recall that, according to a 2017 survey, British Millennials have the second-worst mental health in the world (source - Variety Foundation). Young men have a set of attitudes, inherited from the past, that put more pressure on themselves to perform their masculinity rather than live it.

This may have a lot to do with their heavy use of social media. Respondents from the Generation Z and Millennial groups were far more likely than any

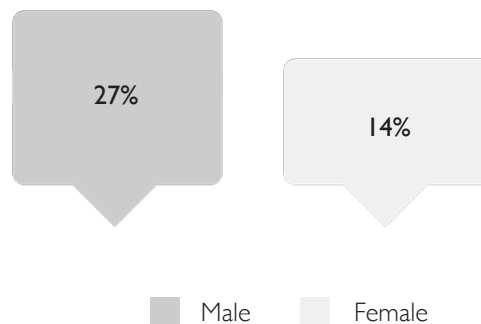
**“These findings take on an ominous significance when you recall that, according to a 2017 survey, British Millennials have the second-worst mental health in the world”**

of the older age groups – and, surprisingly, more likely than women - to agree that “my popularity on social media makes me more desirable”. Their immersion in the image-led and self-focused world of social media may be having a profound effect on the relationship with their bodies; hinted at in our finding that young men were much more likely to agree that “the more buffed a man is, the more attractive he becomes” (women, by the way, were far less likely to agree to this).

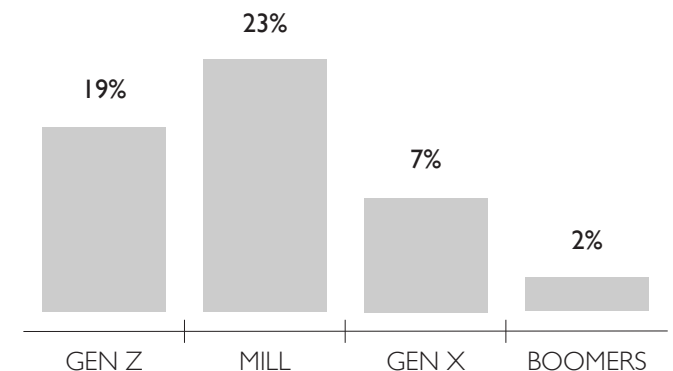
“Real men don’t crack under pressure”



“My popularity on social media makes me more desirable” (Millennials)



“It’s more important to be feared than respected”





## 3.2 The Traditional London Man

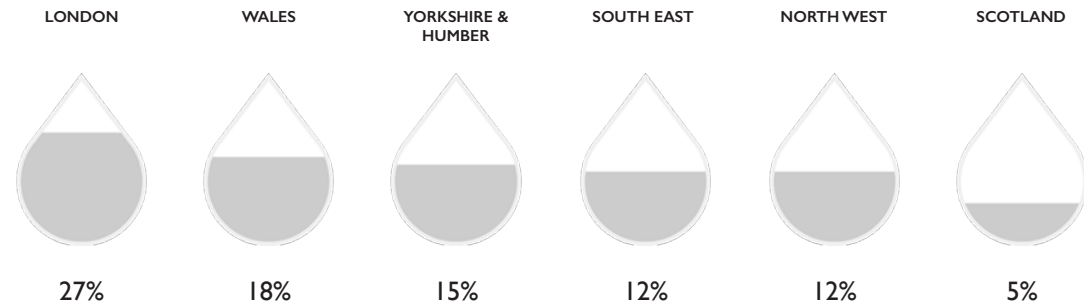
When we think about the attitudes of different cohorts of men, most people tend to assume that there are, broadly speaking, Traditional Men and Progressive Men. Traditional Men tend to be thought of as older, less educated, live outside big urban areas and have lower incomes; Progressive Men are considered younger, more cosmopolitan, wealthier, and more likely to be found in London, patrolling the streets of Shoreditch or Hoxton. Our findings, as you may have already noticed, suggest a very different story.

In fact, we found that London-based men had less progressive attitudes to male identity than their counterparts elsewhere in the country. Londoners were more likely to agree that “real men don’t cry”, and much more likely to agree that “men should be the main financial provider in the family”. The “breadwinner” is still with us, and he lives in the capital.

Our research paints a new and nuanced picture of male identity. Traditional Men and Progressive Men are not who you think they are. These may not even be useful categories any more - men can be very progressive and very traditional at the same time. Our most striking finding is that some of the old macho attitudes that were central to post-war male identity seem to have a stronger grip over the young male psyche than ever before.

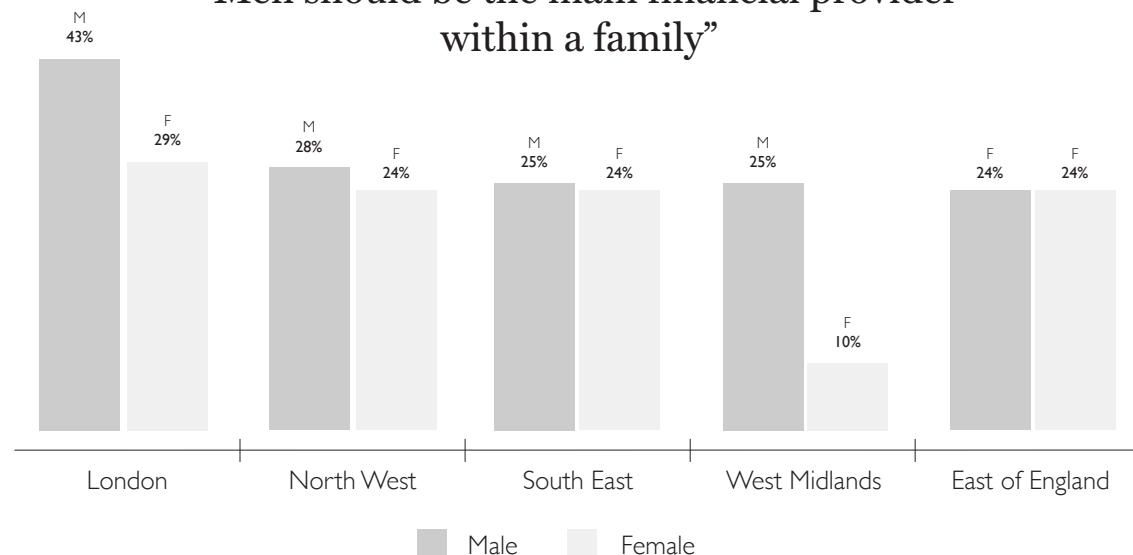
Which begs the question – why?

### “Real men don’t cry”



“London-based men had less progressive attitudes to male identity than their counterparts elsewhere in the country.”

### “Men should be the main financial provider within a family”





## 4. The Status Trap.

We think there are some strong clues to what lies beneath the crisis for men in our survey.

One of the statements to which we saw surprisingly high agreement from young men was, “When it comes to possessions, brands and labels reflect a person’s status.” A third of Millennials – again, the highest proportion of any age group – agreed that “my partner’s attractiveness reflects my social status.”

The common theme here is status. Over the last fifty years, several factors have combined to call men’s

status in society into question. First, as we have noted, the rise of women has disrupted the dominant status of men at work and at home. Second, the traditional attributes of male identity, like stiff upper lip, have been called into question. Third, some of the institutions that equalized men in ways that assuaged their insecurities have declined, whether it’s the church, the army, or working men’s clubs.

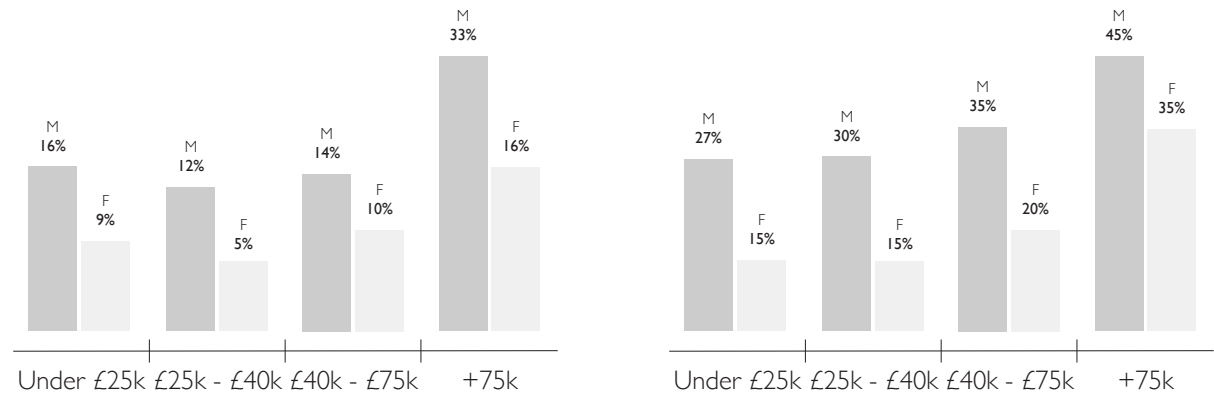
## 4.1 A Material World

What's left? Where can modern men find the reassurance of status that they crave? Only in money - how much they earn - and image: what they own, and how they look. The trouble is, chasing either is a recipe for insecurity and unhappiness. Both are currencies which offer impossible dreams. No matter how much you earn or how good you look, you will always want more or better. The result is that men are competing for status in a game they can never win.

Men are falling back on outdated attitudes to shore up the insecurities they feel in the fight for status. It follows that the men who most intensely engaged in economic competition should cling to these attitudes the most – and that's what we found.

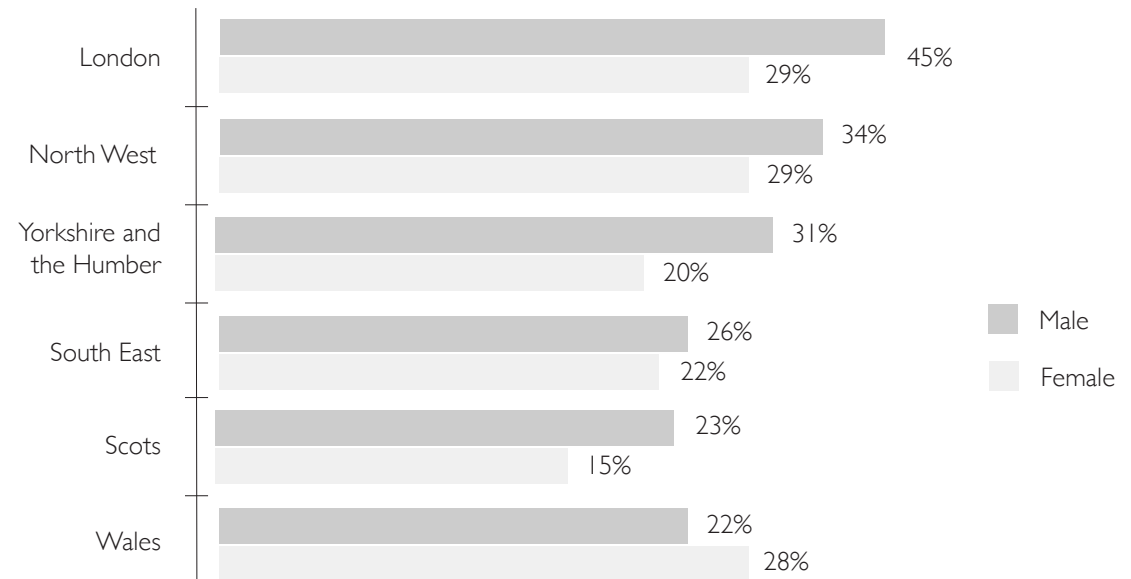
In our survey, the men with the highest incomes were those most likely to agree that "men should teach boys to be tough". Wealthier men were more likely to agree that "my popularity on social media is a reflection of who I am". This may also explain why Londoners display some of the most unreconstructed opinions; they feel that they are in a battle for status with millions of other men, every day.

The confusion of popularity with status, which has been exacerbated by the social media showcase, goes to the heart of the issue. In his 2017 book, *Popular*, the psychologist Mitch Prinstein argues that people often act as if they face a false choice, between status and likeability. According to



**“My popularity on social media is a reflection of who I am.”**

**“Men should teach boys to be tough”**



**“The more money you have the happier you are.”**





Prinstein's contemporary studies of group behaviour, one of the key ways to get status in a group is to be aggressive. Some people get their status by stepping on others, making themselves appear more powerful or worthy of attention than they feel. But aggressiveness is also the number one predictor of being disliked.

Of course, there is a third way. About 30% of people who are high-in-status are also extremely likeable. That, says Prinstein, is "the best of all worlds; to try and be one of those people who can master both forms." These are the people who are comfortable in their own skin, a condition to which nearly everyone in our survey aspires, across every age group and demographic.

Here's the thing. Underneath the bravado you can read into certain answers to our questions, it's possible to see that young men have positive, healthy attitudes. These are most evident in the answers they gave to our question: "What advice would you pass on to the next generation of men as they begin to set out in life?" The common themes were that men should feel free to "be themselves" and "respect others". In other words, to forget

about status and just enjoy life. "Don't be afraid to be who you are," said one male Millennial.

So how can brands help men do that? How can we help men feel liked and popular, without making them feel that they are in a status competition with each other? How can we help men break through instead of breaking down?

# Popular

THE POWER OF  
LIKABILITY  
IN A  
STATUS-OBSESSED  
WORLD

Mitch Prinstein

"This book helped me understand why I wasn't cool as a kid, why I'm still not today, and why I shouldn't care."  
—Adam Grant, bestselling author of *Originals*

POPULAR  
by Mitch Prinstein



“80% agree that adverts influence gender stereotypes.”

*Source - New Macho Survey*

## 5. The New Macho.

We believe that advertising and marketing can make a difference to the way that society views men, and therefore to the way that men experience their masculinity. In this belief we are joined by consumers; our survey found that 80% agree that adverts influence gender stereotypes.

For too long we've been reinforcing outdated ideas about how men are. If 69% of men don't feel that brands are speaking to them, and brands are spending £22bn every year targeting men, then the industry is throwing away £15bn because it's playing by the old rules (*Source - The Book of Man*).



## 5.1 It's Time to Change the Game

This is more than a social mandate; it's a business imperative. Brands stand or fall by whether or not they make powerful connections with their audiences. If brands which target men do not keep up with changing male attitudes, they can quickly become obsolete.

We would like this report to be the beginning of a new conversation. We don't pretend to have all the answers, but we hope to offer a few pointers towards our goal: to create a new, truer, healthier way of representing the male experience and male pride. A new macho.

The key to this will be providing men with new paths towards self-worth. Right now, the paths rely too much on material things – the money you have, the things you own, the body that you display. These are the currencies of male status, but as we have seen, they put enormous and unsustainable pressure on the male psyche. When we look at the data and explore the cultural codes, we sense an underlying need for men to relax - to chill out and connect with others, without worrying about their place in a hierarchy.

Anyone searching for an example of how to do this need only look

at the Dove Campaign for Real Beauty, which has had a real impact on the way women are portrayed in advertising and popular culture generally. It helped raise awareness of the way body standards and beauty pressures have a negative effect on female mental health. It also delivered huge value to the bottom line, by restoring a flatlining brand to long-term growth.

The Real Beauty campaign is very familiar now, and other brands have taken similar paths. But at the time, it was a bold and daring move – indeed, much of its value comes from the fact that this was a pioneering campaign; first movers in this regard can win a disproportionate share of attention and regard. It did not have an instantly transformative effect, but required years of purposeful, consistent activity to make a difference. For all these reasons, we take Dove as an inspiration at this moment.





## 5.2 The Marketing Challenge

How can brands help—and grow—through this narrative? For starters:

### 1. Do not create a New Man box

As we move away from the 'Old Macho' stereotypical portrayal of masculinity we shouldn't push men to a new 'progressive masculinity' box that demand them to be vulnerable and emotional.

### 2. Empower men

Statistics show that men have higher suicide rates and face significant challenges regarding mental health, and brands should avoid adding more pressures on them. Focus, instead, on moving from repression to empowerment.

### 3. Keep to the emotional territories your brand has credibility in

It is not about making a statement of masculinity. It is about redefining the emotional territory your brand uses to connect with men. Only from there will the message be authentic and effective.

### 4. Relax the concept of success

Success is for men what beauty was for women. The current definition of success and status for men is based on money and image: how much they earn, what they own and how they look. The trouble is, chasing either is a recipe for insecurity and unhappiness. Men are competing for status in a game that can never be won.

### 5. Challenge stereotyping

It's time to stop portraying stereotypical gender roles in the household and family. Brands have helped to break stereotypes affecting women in advertising for more than a decade, whilst they've only been doing the same for men for a maximum of three years. Consequently, we all still have a lot to learn in working towards the ultimate goal that brand communications pave the way towards a sustainable gender balance.

We believe the best of men is yet to come. Men who are more relaxed about themselves will be mentally healthier. They will also make better contributions to those around them. Happier, more balanced men have positive mental effects on each other, and on the women and children around them. So this is about everyone in society, not just men, and we believe everyone, men and women, can help us crack this challenge.

We would be delighted to discuss this with you further.

Please,  
join the  
conversation.

Together,  
let's create the  
New Macho.

# 6. An Expert View.

By Dr. Joseph Gelfer, Director at Masculinity Research Ltd and author.

Men have been stuck in a trap for a long time, but not necessarily the trap that you might think. Sure, traditional masculinity traps men by demanding that they adhere to certain perceptions of masculinity, such as being successful and aggressive. But progressive masculinity also traps men by demanding that they adhere to alternative perceptions of masculinity, such as being emotional and vulnerable. Certainly, the former trap is probably more damaging than the latter, but they are nonetheless both traps: neither prioritise men's freedom to be who they want to be.

We can see a similar pattern with the ongoing debates about "defining" masculinity from the traditional side or "redefining" it from the progressive side. You'll note that both sides assume the need to define, both sides want to create masculinity in their own image. It is rare that you find someone who wants to "undefine" masculinity, because this entails empowering the individual rather than an ideology.

Escaping the traps and definitions of masculinity requires an uncommon level of honesty about men and their lived experience. It requires acknowledging the often contradictory and paradoxical nature of how masculinity works that does not fit the caricatures we are usually offered. For example, we can celebrate a drag queen as being an exemplar of alternative masculinity, but rarely do we acknowledge that drag queens are often total alpha males, given they do exactly what they want whether you like it or not. We might bemoan another "stale white male" in a position of power, but we have no idea of what subversive thoughts might be going

through his head. The narratives we are given about men and masculinity might be right, but they are just as often wrong. No individual or group of people has the moral privilege required to provide the "correct" narrative. That might be confusing, for sure, but it is honest. And regular folks typically feel and respond to that honesty on an intuitive level.

The findings in the New Macho survey open up this space of honest contradiction. Some of the findings make us feel comfortable and optimistic, while others do the exact opposite. Some of the findings confirm our suspicions, while others refute them. Exploring and inhabiting

this space of honest contradiction is necessary if brands want to genuinely connect with men rather than talking at men with some out-dated or half-formed message about their supposed experience.

The New Macho survey also functions as a pivot from the now to the future, and this is where the Big Ask comes in for brands. The really interesting question is not, "how is the best way to connect with men today?" Rather, "how do we work with men to create a better tomorrow?" The future does not happen by accident: it is first designed, then built. There are not many opportunities for brands to

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genuinely be part of creating a better future, but men and masculinity is one (the environment is another, and brands might want to consider how to bring the two together).

So what does a better tomorrow look like? The honest answer is that we don't know for sure. But we can make some educated guesses about what is required to build it. The future of men and masculinity must be based on freedom: the freedom to be who you want, and the freedom to let others be who they want. This means that some people will have different ideas (including ideas you don't like), and that's ok as long as they do not harm others. The future of men and masculinity must be sustainable for the vast majority of people (we're talking billions of people here): so let's get used to talking about "sustainable masculinity". The future of men and masculinity must be based on justice: for men, women, children and the environment in which we live.

**“The future of men and masculinity must be based on freedom: the freedom to be who you want, and the freedom to let others be who they want.”**

These requirements for a better tomorrow are both broad and inclusive, and can be supported by most people, whatever their political affiliation, religious belief, racial or ethnic background, sex, gender or social class. It is a global project that benefits everyone. We live in divisive times, and working on this better tomorrow gives us a much-needed opportunity to do something positive, to feel excited about being part of something useful, to focus not just on our individual legacy but also our collective future.







# The Team



## Fernando Desouches

Fernando has worked for 20 years managing and leading world-famous brands that target men. Until recently he was Global Marketing Director for Axe/Lynx, responsible for leading only the second brand repositioning in its 35-year history.



## Seb Hill

An award-winning creative director, Seb has created and overseen global and local brand repositionings for many brands and industry sectors. His creative awards include the ISP Grand Prix, as well as numerous Campaign, One Show and Best Award Golds.



## Jason Foo

Jason is founder and CEO of BBD Perfect Storm. He has more than 20 years agency experience working with global companies to help their brands grow. He believes authentic and meaningful brands can make a positive contribution to culture and the bottom line.



## Tony Quinn

Tony has worked with and helped run some of London's best-known agencies across a wide range of clients. He's been named one of London's Top 10 Strategic Planners for three years in succession and won many awards for both creativity and effectiveness.



# About New Macho

New Macho is a strategic unit within BBD Perfect Storm devoted to helping brands grow through developing a relevant narrative in a society where men's beliefs, values and perspectives are fundamentally changing.

## Contact Us

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## For More Information

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