

**TARGET**

# *Everybody Belongs*



A campaign by  
M. Carter,  
D. Clark,  
A. Gips &  
K. McVicar  
12/13/17

# Table of Contents

## Executive Summary

- (a) The client
- (b) Issue statement & focus of the project
- (c) Key findings of the background analysis
- (d) Suggestions for primary research

## Background Research:

### Introduction

- (a) Client & issue
- (b) Situational analysis
- (c) Focus of the project

### Organization Analysis - Internal Factors

- (a) Structure
- (b) Performance
- (c) Internal impediments
- (d) Niche
- (e) Ethical base
- (f) Communications audit

### Organization Analysis - External Factors

- (a) Supporters / Competitors / Opponents
- (b) External impediments
- (c) Public environment

### Analyzing the Publics

- (a) Customers
- (b) Producers
- (c) Limiters
- (d) Enablers
- (e) Opinion leaders

### Summary of Findings

- (a) SWOT analysis
- (b) Key Target Publics

### Conclusion & Suggestions for Future Research

- (a) Conclusion
- (b) Practical Implications
- (c) Suggestions for Future Research

## **Campaign Proposal:**

### **Key Publics**

- (a) Issue
- (b) Organization
- (c) Communication
- (d) Demographics/Psychographics
- (e) Benefit Statement

### **Goals and Objectives**

- (a) Goals
- (b) Position
- (c) Objectives

### **Message Strategies**

- (a) Primary messages
- (b) Secondary messages

### **Action and Communication Strategies and Tactics**

- (a) Objective
- (b) Proactive Strategy
- (c) Idea Details
- (d) Rationale
- (e) Associated Tactics

### **Timetable / Calendar**

- (a) Matrix

### **Budget / Resources / Staffing**

- (a) Strategy
- (b) Tactic
- (c) Cost
- (d) Manager
- (e) Begin Work

### **Evaluation Plans**

- (a) Objective
- (b) Criteria
- (c) Tool

### **Communications Confirmation Table**

- (a) Matrix

### **Bibliography**

# Executive Summary

## The Client

Target is the second-largest discount retailer in the United States that provides high-quality, on-trend merchandise at attractive prices in clean, spacious and guest-friendly stores (Corporate Responsibility, 2016). The company has 1,795 retail stores and 38 distribution centers located in the United States (Corporate Fact Sheet, 2016). In addition, Target operates an online business (target.com) that sells apparel, home goods, electronics and more.



## Issue Statement & Focus

In April of 2016, Target stated that transgender customers and staff are welcome to use the in store bathroom that matches their gender identity (McLean, 2016). This led to immediate online backlash from individuals, mostly those who are anti-LGBT. While the statement was meant to create positive attitudes toward the company and align with its belief in inclusivity and diversity, it caused several segments of the public to rethink their commitment to the retailer.

For our campaign, we are directing the messages at a particular public. Our key public is made up of opponents of Target's bathroom policy. This opposition is an active public.

In relation to our message and our key public, we have developed three specific objectives. These objectives focus on increasing the acceptance rate and improving attitudes toward the client's message. These objectives can be found in the latter portions of the proposal, along with methods for evaluation of the objectives.

## Key Findings of the Background Analysis

The issue first came to the public's attention when Target made its transgender bathroom announcement in April of 2016, leading to immediate backlash from customers in opposition of the LGBT community. Target is a transparent company with a strong ethical base and a firm belief in inclusivity and diversity.

Target's biggest strength is that it has a strong, recognizable company brand. The red bulls-eye logo was created in 1962 and has continued to gain recognition over the years. It's characterized by its simple design and bright red hue. The company's branding has helped gain it the title of the second most popular discount retailer, second to Wal-Mart (CNN Money Staff, 2013). This means that Target has partial control over pricing throughout the retail industry and sets a standard for other retailers to follow. Another strength is the wide variety of products offered. This is one of the main aspects that the company highlights in its advertising. In addition, the company utilizes its inexpensive but good quality clothing as a part of its branding. By utilizing this strength, the company is able to target both low-income consumers as well as upscale shoppers, harnessing their customer loyalty (Halzack, 2015).

The company's biggest weakness surrounds the data breach issue. In 2013, Target was involved in a credit and debit card crisis where information from approximately 70 million customers was hacked (McGrath, 2014). While the company has issued image repair strategies since, this presents itself as a weakness because the trust of the company has been compromised. If its customers still lack trust in the company, those customers won't be inclined to shop there or to trust the company in possible future crises.

With weaknesses come opportunities. Target has the chance to broaden its services and add gas stations to some of its locations. This addition would pose a threat to its biggest competitors, Costco and Wal-Mart, and ultimately attract potential customers. It also would attract current customers since they already have favorable views toward the company and are likely to utilize this addition. Also, the company has the opportunity to enhance and promote its e-commerce efforts. All together, these efforts can lead to stronger public relations as well as continue to strengthen the company's branding.

While there are many opportunities, there are also several threats to Target. Since the company is a discount retailer, it sells similar products that e-commerce centered companies such as Amazon.com sell. If individuals want to purchase items online, he or she may turn to these types of companies in order to find cheaper alternatives. Therefore, these companies impact Target's overall sales and profits, ultimately lowering them. Another possible threat that Target faces is the rising cost of labor and minimum wage.

### **Suggestions for Primary Research**

For primary research, we would like to dive deeper into the transgender bathroom issue and learn more about how Target's audience reacted and why they reacted this way. We would also like to research how their consumers reacted to Target's proposed "single bathrooms" as a fix to the issue, and if this made their perceptions more favorable or less favorable towards the situation. It is also crucial to look how both the transgender issue and Target's proposed fix has affected consumer's perception of the Target brand, as well as their intent to purchase Target products in the future. We want to research more about the market's reaction so we are able to confidently suggest how situations like this can be prevented in the future.

## **Background Research:**

### **Introduction**

For this analysis, our client is a front-runner in the super store industry: Target. The current issue at the center of our analysis is Target's transgender bathroom policy.

During the summer of 2016, Target changed their bathroom policy, "allowing transgender customers and employees to use the bathroom of their choice" (Isidore, 2016). In a press release focusing on the policy change, a representative of Target said, "We welcome transgender team members and guests to use the restroom or fitting room facility that corresponds with their gender identity. Everyone deserves to feel like they belong" (Mclean,

2016). What was intended to be a gesture of diversity and inclusion soon backfired, and the organization faced a boycott. The major support for the boycott movement was found in an online petition formulated by the American Family Association.

In this situation, the organization had a different perception of the decision and boycott as opposed to the majority of the vocalized reactions. At a Target shareholder meeting, CEO Brian Cornell stood by the company's policy, saying, "We're a company that believes strongly in diversity and inclusion. We're a company that is very guest-centered" (Swanson, 2016).



Diversity and inclusion are listed under Target's corporate responsibilities; however, some individuals disagree with the organization's approach. After attending Target's shareholder meeting, Justin Danhof, director of the National Center Free Enterprise Project said, "'Liberal corporate leaders such as Cornell throw around the words 'diversity' and 'inclusion' so much they are starting to lose their meaning'" (Swanson, 2016).

The majority of feedback regarding Target's new bathroom policy was negative. One form of backlash is an online petition started by the American Family Association, which has

received 1.2 million signatures so far (Andrews 2016). This particular petition states, "Target's policy is exactly how sexual predators get access to their victims. And with Target publicly boasting that men can enter women's bathrooms, where do you think predators are going to go" (Andrews, 2016). In response to the backlash, The Target Corporation "will spend \$20 million to add a private bathroom to each of its stores by next year" (Safdar, 2016). With that being said, it seems as if Target is in the phase of image repair. They are currently trying to please all consumer groups by adding the individual restrooms. However, the organization is currently standing by the transgender bathroom policy.

Typically, Target is considered by many to have good corporate social responsibility. After viewing Target's current corporate fact sheet, one will discover that Target has nine areas of Focus for their CSR efforts (<https://corporate.target.com/corporate-responsibility>). The area of focus relating to this issue is, what Target calls, "diversity and inclusion." The goal of this new bathroom policy seemed genuine enough. Our focus with this research is to determine why Target's seemingly genuine attempt at good CSR backfired so strongly.

It currently seems as if this policy change failure was the result of poor CSR decision making. Many arguments against this policy seemed to stem from possible dangers arising from the policy. Though Target's attempt seemed genuine, it seemed to fail due to the fact that Target tried to please every possible sub-group of individuals at one time. The main issue that Target currently faces is that it cannot please everyone at the same time. The path that Target should focus on is pleasing as many people as possible. With the negative backlash received, Target would most likely be successful in repairing their image with AFA. The LGBTQ community represents a smaller percentage of the American public as opposed to other sub-groups. By adding the individual restrooms, Target will please the AFA, but will risk angering the LGBTQ

community by going back on their promise of diversity and inclusion. Currently, Target must decide who is more beneficial to please.

## Organizational Analysis

### History & Mission

Target, formally known as Dayton Dry Goods Company, was founded in 1902 by George Draper Dayton. After a decade of rapid growth, Dayton's Dry Goods Company became Dayton's Department store to better reflect its wide assortment of goods. Over the years, the company expanded not only its products, but also its location. What was once a small company in Minneapolis soon became a large department chain. May 1, 1962, marks the birth of Target. This is when the iconic bull's-eye logo was created and displayed to the public. The reasoning behind the logo was, "As a marksman's goal is to hit the center bulls-eye, the new store would do much the same in terms of retail goods, services, commitment to the community, price, value and overall experience," (Target Through The Years, 2016). This aligns with Target's current mission statement: "Our mission is to make Target your preferred shopping destination in all channels by delivering outstanding value, continuous innovation and exceptional guest experiences by consistently fulfilling our Expect More. Pay Less. Brand promise," (Strategic Management Insight, 2013).



### Purpose

"We fulfill the needs and fuel the potential of our guests. That means making Target your preferred shopping destination in all channels by delivering outstanding value, continuous innovation and exceptional experiences—consistently fulfilling our Expect More. Pay Less.® brand promise," (Mission Statement of Target, 2013).

### Personals

Brian Cornell, Board Chairman and CEO of Target, joined the company in August of 2014. Prior to being appointed Chairman and CEO, Cornell spent over 30 years in leadership positions at leading retail and global consumer product companies, including three roles as CEO, and more than 20 years of doing business in North America, Asia, Europe and Latin America. As the board chairman and CEO of Target, Cornell is responsible for Target's global business, which includes 1,800 U.S. stores alone. In addition, he leads the retailer's executive leadership team, which aids in accelerating Target's performance (Brian Cornell, 2016).

Jackie Rice, Executive Vice President and Chief Risk and Compliance Officer of Target, joined the company in 2014. Prior to Target, she served as chief compliance officer and legal counsel for a major global automotive manufacturer. Her position at Target holds her responsible for the centralized oversight of enterprise risk management, compliance, vendor management and

corporate security. Additionally, she leads a team focused on evolving and enhancing enterprise risk and compliance standards to protect Target and its stakeholders. This includes guests, team members and vendors (Jackie Hourigan Rice, 2016).

### **Performance**

Target offers a broad range of products to its customers, ranging from household essentials to apparel and accessories. It has a goal to provide safe and quality products to its customers. Target requires the testing of Target-brand products throughout production, and must pass all testing before it can be approved for shipping. In regards to food safety, Target assesses hundreds of vendor facilities that produce Target-brand foods in order to meet various standards. If a problem presents itself with one of Target's products, the company will investigate and quickly remove the product from its stores and website (Product Safety & Quality Assurance, 2016). Target's strive for safe and high-quality products is part of what makes the company successful. Its success is shown through its sales over the past year. According to Target's 2015 Annual Report, it made \$73.8 billion in total segment sales. The financial summary delineates that sales have increased from 2014, when total segment sales equated to \$72.7 billion (2015 Annual Report, 2015). Google Finance shows that Target's stock prices have risen and fallen over the past year. It currently has a stock price of \$69.47, when it reached a peak of \$84.69 in July of 2015 (Google Finance, 2016). Target's employee and customer relations are also important in analyzing the company's performance. According to forbes.com target has strong employee relations. Target lets its employees to speak on behalf of the brand and personally express what their contribution means to them (Mainwaring, 2014).



### **Internal Impediments**

After reviewing Target's PR and CSR efforts, we have found very few internal impediments. The internal environment is very supportive for public relations activities. Target strongly focuses on corporate responsibility with subtopics focusing on stakeholder engagement, community events and diversity and inclusion (Target Corporate Fact Sheet, 2016). One internal impediment could possibly be that Target focuses too strongly on diversity and inclusion. This focus of corporate responsibility is what led them to adjust their open transgender bathroom policy and is what caused them to receive negative feedback. After making this policy and receiving backlash, Target decided that installing single bathrooms would quell the transgender debate. This was widely perceived that by Target trying to please all demographics at one time, they are hindering their overall consistency for their brand.

### **Niche**

In regards to Target, the brand itself serves a niche market. Target's slogan is, "Expect more. Pay less." This slogan alone sets the brand apart from other superstores such as Wal-Mart. When one thinks of Target, one seems to picture a trendy store focusing on the latest fashions (Mui, 2006). According to Ross Misher, chief executive of Brand Central, Target's logo "has

really become sort of a symbol of cool” (Mui, 2006). Target stands out by promising above average and trendy products at affordable prices. Many customers consider Target to be upscale in comparison to other superstores and use the French pronunciation “Tar-zhay” to describe their attitudes toward the brand (Halzack, 2015). Target appeals “both to low-income consumers who might have shopped at Wal-Mart and to upscale shoppers who simply loved the thrill of a deal” (Halzack, 2015).

### **Ethical Base**

Target makes efforts to support its communities and the environment through Corporate Social Responsibility (CSR) programs. Not only does the company sponsor wellness and education programs, but it also supports families recovering from natural disasters and integrates sustainable practices (Corporate Responsibility, 2016). The company also has a strong commitment to both compliance and ethics. It is committed to conducting business lawfully and ethically (Corporate Fact Sheet, 2016). As the Business Conduct Guide of 2016 states, “Target was founded on the belief that you should always do the right things in the right way,” (Business Conduct Guide, 2016). Every team member is obligated to act at all times with honesty and integrity. The Business Conduct Guide mentions ethical standards such as dignity and respect, conflicts of interest and responsible advertising to name a few. While Target has a number of core beliefs, one stands out among the rest. It believes that diversity and inclusivity make teams and Target better. “We’ll live that belief as champions of a more inclusive society by creating a diverse and inclusive work environment, cultivating an inclusive guest experience, and fostering equality in society,” (Diversity & Inclusion, 2016).

### **Communications Audit**

Currently, Target is attempting to repair their image after receiving negative feedback regarding their transgender bathroom policy. Focusing mainly on social media outlets, such as Twitter, Target has been making announcements regarding their policies. Target has announced that they will be spending \$20 million to add single, private bathrooms to store locations across the country (Hallowell, 2016).

The main communication channel regarding this issue is the social media sphere. Most of the negative feedback arose from online websites and forums such as Twitter. On Twitter the hashtag #BoycottTarget was made present. Interestingly enough, Target seemed to take a verbal response pattern as opposed to responding on the social media platforms. Instead of replying to tweets, Target released statements in the form of news releases, interviews and press conferences with their CEO and multiple spokespeople.

## **Organization Analysis - External Factors**

### **Supporters**

Members and allies of the LGBTQ community have spoken out in support of Target’s new policy. They have primarily been vocal in direct response to the opposition. When Faith2Action organized a nationwide picket, transgender individuals and their allies staged a counter protest (Right, 2016). One activist in the crowd told the Windy City Times, “It wasn’t that long ago that I was out here protesting Target because they had made some anti-LGBT moves. They have

come so far. For the broad trans community, a retail establishment supporting us is fantastic” (Right, 2016). In addition to those backing Target directly, supporters include those who are speaking out for the general principle of transgendered individuals having equal bathroom rights. This includes major publications such as the New York Times who in a recent article pointed out that there is no evidence that allowing transgender people to use the appropriate bathroom leads to problems and that almost 70% of transgender people report incidents of verbal harassment when using gender-segregated bathrooms (Steinmetz, K., 2015). In addition, the Equal Employment Opportunity Commission and the Department of Justice can be listed as supporters because they have decreed that denying transgender people bathroom access is a form of discrimination covered under the Civil Rights Act (Steinmetz, K., 2015).

### **Competitors**

As a discount retailer, Target gains customers by selling competitively priced final goods (Investopedia, 2015).

As of 2015 Target’s main competitors were Wal-Mart and Costco

(Investopedia, 2015). While Costco offers a more efficient system and Wal-Mart offers the cheapest goods, Target sets itself apart by offering a wide variety of “high-quality and low-cost

designer fashion” (Investopedia, 2015). However, in May analysts at Morgan Stanley said that Amazon.com, Inc is becoming Target’s largest threat (Jayson, D., 2016). Opponents to Target’s new policy called on the public to boycott Target and give business to their competitors. Some claim that this led to a decrease in Target’s profit margins and an increase in Wal-Mart’s. This claim is supported by the fact that Wal-Mart reported that its revenue rose 0.6 percent last year while Target’s revenue declined (Jayson, D., 2016). However, this claim is questionable because Target’s revenue has been in a pattern of decline and Wal-Mart’s increase in revenue was actually a deceleration from the 0.9 percent growth they have been seeing (Jayson, D., 2016).



### **Opponents**

Target’s announcement has sparked outrage among vocal opponents. The largest groups leading the charge against Target are the American Family Association and Faith2Action. The American Family Association (AFA) called for a boycott, stating that “Target’s policy is exactly how sexual predators get access to their victims” (Savannah, N., 2016). The AFA’s online petition has more than a million signatures but this number is not necessarily reflective of the size of the opposition because, “as ThinkProgress reported: The site allows users to sign the petition multiple times” (Right, 2016). The AFA is bringing their protest from the web into reality by sending men into Target’s women’s bathrooms (Men, 2016). Faith2Action also attempted to organize a protest they called “Don’t Target Our Daughters Day” but received a much smaller turnout than they had projected (Right, 2016). Target’s announcement prompted regressive backlash from Oxford. Reportedly “in direct response to the bathroom and changing-room usage policy put forth” by Target, the City Council ruled it illegal for people to use a bathroom other than the one that matches the gender they were born with (Tyler, Z., 2016).

The groups petitioning against Target bill themselves as pro-family organizations who are protesting for faith-based reasons but others title them hate groups with a “long tradition of anti-gay propagandizing and activism” (Right, 2016, Marum, A., 2016).

## External Impediments

Although Target is one of the most popular super-stores, they still do experience some external impediments. Although it is as a result of the transgender bathroom issue, an external impediment to Target is the backlash of many activist groups protesting the store. Faith2Action and the American Family Association are very vocal supporters of the boycott (Savannah, N., 2016; Right, 2016). These groups are encouraging others to take their business elsewhere in order to protest Target’s decision. Additionally, during tough economic times, the super-store phenomenon is becoming more and more popular for families to save money and buy in bulk. This is causing a great competition between Target and its competitors to win the business of various demographics. These competitors can be severe impediment to Target’s business.



## Reputation

Target, more affectionately known as “Tar-zhay,” has had the overall reputation of being a classy, chic, yet affordable store for consumers on a lower budget. (washingtonpost.com) An example of Target’s popularity is the growing fad among millennials of “spending all of one’s money at Target.” The concept is that consumers who shop at Target will come to just get one item, but be drawn in by the quality and low priced products, and leave the store purchasing more than intended.

## Visibility

Target is also extremely popular for their brand identification. The distinct red bullseye symbol and the target bulldog. Their marketing consistency stretches across all marketing platforms, and plays a key role to their brand’s visibility. Because the key to brand identification is consistency, target has seen immense success with their bullseye logo as it has remained the center of their company brand since 1962.



Other than company branding and social media marketing, Target has made the move to television by sponsoring the show “Jane the Virgin.” The show consistently mentions Target and many of the scenes even taking place inside of Target. This show is very popular among teens and young adults, and is also highly rated, getting a 100% score on rotten tomatoes.

Additionally, this crisis has seen a lot of visibility in the public’s eye due to the media’s coverage. Fox News has aired many segments discussing the issue at hand, and even formed a platform for opposition against the

bathroom policy. Other newspapers such as USA today, Huffington post, and the Washington post have covered both the initial bathroom issue, as well as the implementation of the single bathrooms. The issue became a hot topic on social media by both those who supported Target's bathroom announcement, as well as those who viewed it as a threat.

### Media Environment

There was a considerable increase in media attention when Target announced their new policy for bathrooms and fitting rooms. In addition to dozens of articles published on the subject, social media mentions of Target were at the highest level they've reached for the past two years and five times their normal amount (Wayne, D., 2016). Some opponents to the new policy have filmed and posted viral videos in which protestors walk through Target branches, preaching at customers, or men dress up as women and go into women's bathrooms (Men, 2016; Marum, A., 2016; Dennis, Z., 2016). While 70 percent of the social media about the bathroom controversy was negative, the majority of Target's social media remained positive (Wayne, D., 2016). Meanwhile, this issue was getting airtime on television news networks. In particular, Fox News aired multiple segments debating the issue and created a platform for those opposed to the bathroom policy. In addition, USA Today ran an op-ed written by the president of the American Family Association who are one of the major groups in opposition to Target's nondiscrimination policy (Fitzgerald, E., 2016). The majority of the news coverage surrounding the issue is focused on whether or not the boycott organized in response to Target's announcement was the reason for stocks falling.

## Analyzing the Publics

### Customers

According to Target's corporate fact sheet ([corporate.target.com](http://corporate.target.com)), Target defines its average customer base as, "a median age of 40, a median household income of approx. \$64K, approximately 43% have children at home, and about 57% have completed college."



In a 2015 investor presentation, Target executives stated its core customer, or "guest" as they are called in company vernacular, was the "Boomer Mom," someone who "drives a minivan," "lives in the suburbs" and "wants it all." ([washingtonpost.com](http://washingtonpost.com)) But, Target's new Chief Executive Brian Cornell discusses how "our guest is going to be increasingly a Hispanic shopper." Its push towards customers who are "more than just the minivan mom," stems from their growing emphasis on "diversity and inclusion." When examining brand recognition, CMO Jeff Jones stated that "while just 38 percent of Target shoppers overall identify the store as their favorite, some 54 percent of Hispanic millennials said it was their favorite."

### Producers

Target believes in responsible sourcing. In fact, Target sources its products from over 3,200 registered manufacturing facilities in more than 50 countries (Responsible Sourcing, 2016). It

states on its corporate website, “Our mission is to ensure that our vendors operate efficient, safe and ethical factory environments where they can produce safe, reliable, high-quality products,” (Responsible Sourcing, 2016). Target has a commitment to provide increased supply chain transparency. In order to meet this objective, it has published a complete list of each registered factory that produces its own-brand products. (citation) Products are supplied from companies such as Fruticola Olmue, SA located in Chile, Fertin located in Denmark and Trident Limited located in India, to name a few. Target also believes in food animal welfare. In January of 2016, Target announced that it would work with its suppliers to increase its offerings of cage-free shells nationwide (Responsible Sourcing, 2016).

### **Limiters**

Target’s limiters include their competitors and the opponents who are encouraging potential customers to boycott Target and give their business to other discount retailers instead. Wal-Mart, Costco, and Amazon.com are Target’s major competitors (Investopedia, 2015; Jayson, D., 2016). Faith2Action and the American Family Association are the most vocal supporters of the boycott (Savannah, N., 2016; Right, 2016). Target’s limiters also include Fox news and USA Today who are providing a platform for opponents to speak on and any participants in the protests against Target (Fitzgerald, E., 2016).

### **Enablers**

The main enablers of the Target Corporation are shopping malls across the country. There are free standing Target locations, but many of the Target stores are located at strip malls.

Aside from malls, Target’s customers can be considered enablers. They are the type of customers to stay up to date with the latest trends and to stand faithfully with the organization. Specifically, the customers who support the bathroom policy are enablers, while those opposed to it are limiters.

### **Opinion Leaders**

The main opinion leader for Target is the Board Chairman and CEO, Brian Cornell. In addition to these positions, he is also the figurehead of the company. If a crisis presents itself, he is the individual to address the public on the matter. This is evident from the “data breach crisis,” in which Cornell issues an apology to the public (NBC News Staff, 2014). When the “transgender bathroom crisis” presented itself, Cornell addressed the public and issued a statement. There are several other opinion leaders in addition to Cornell. There are bloggers such as the one running <http://targetfiling.blogspot.com/> that has an effect on overall success of the company. These bloggers opinions are strong enough to affect the opinions of other online users who stumble upon their site; even if it’s not a scholarly source. Other opinion leaders include members of the transgender community who speak out about their opinion whether that be written online or verbally.

# SWOT Analysis & Key Target Publics



## Key Target Publics

Target's competes with Costco for more affluent customers by offering high-quality goods while simultaneously striving to hook Wal-Mart's public with low prices (Investopedia, 2015). Target used to define its key public as minivan moms but is now expanding that definition in order to welcome a more diverse array of customers into its stores. The company is now pushing for business from Hispanic individuals, in particular Hispanic millennials.

## Conclusion

### Conclusion

The overall problem that Target seems to be facing is its attempt to please all of their customers. Although it seems logical to want to please all demographics, it is causing them to

be viewed as wishy-washy. By announcing they are allowing all customers to use the bathrooms of the gender they identify with, they are pleasing the LGBT community, but angering organizations such as Faith2Action and American Family Association. By not sticking to their guns and announcing that Target will implement single stall bathrooms in order to appease the situation, they upset the initially happy LGBT community and pleased the initial boycotters.

### Suggestions for Future Research

Target is not the only major company that has announced a trans-friendly bathroom policy, but they are the company that has received the most intense backlash from the announcement. When looking at how Target could have handled this situation better, it'll be important to research those companies that handled it seamlessly, such as Starbucks. In order to understand how Target should proceed from here, research will need to be conducted that examines how other companies handled similar crisis that were initiated from a place of positive intentions. Once this secondary research is complete, primary research should be conducted that investigates how aware the public is of this issue, whether this issue would impact their decision to shop at Target, and what Target could do to resolve this issue and keep their business.

## Campaign Proposal:

### Key Publics

Opponents of Target's bathroom policy are an active public.

#### Analysis of Key Characteristics

*Issue:* The opponents of Target's bathroom policy want Target's bathroom policy to align their views and beliefs. The company's reputation has been negatively affected by the policy: opponents of Target's bathroom policy want to feel safe using Target's public bathrooms.



*Organization:* The opponents of Target's bathroom policy ultimately affect Target's stocks and customers, its image, and attitudes toward the company. The opponents are currently aware of the issue (in the contemplation stage,) but they have not yet made a conscious decision to take action to change their attitudes and behavior because they currently don't believe in Target's reasoning behind its policy. The company affects this public through the consumption of goods and services.

*Communication:* The opponents of Target's bathroom policy mainly utilize personal communication channels such as word of mouth, as well as social media channels such as

Facebook and Twitter. This public is actively seeking information on this issue. Credible sources for this public include groups against the LGBT community such as the Christian Right Leaders.

*Demographics/Psychographics:* The opponents of Target's bathroom policy span across age groups, but are mostly middle-aged men and women located in the southern region of the United States. This public tends to be religious, usually Catholic or Christian. This public also typically has a lower education level and tends to be persuaded more by emotions than facts.

#### *Benefit Statement*

Target can provide information by using emotional appeals that will give opponents of Target's bathroom policy a new perspective on the LGBT community and Target's overall bathroom policy.

## Goals & Objectives

### **Goal**

To improve company-consumer relationships through transparency in showing that Target is progressive by applying their values of inclusivity and diversity. (Relationship goal)

### **Position**

Target would like to be seen as a progressive company who values inclusivity and diversity.

### **Objectives**

- To have an effect on the awareness of those in opposition of Target's inclusive bathroom policy, specifically to create an understanding of why Target intended to protect its transgender customers and employees. [40% within 6 months]
- To have an effect on acceptance of those in opposition of Target's initial inclusive bathroom policy, specifically to increase positive perception of Target's motives. [25% within 6 months]
- To have an effect on the action of those in opposition of Target's inclusive bathroom policy, specifically to increase customer loyalty lost due to the boycotting [15% within 6 months]

## Message Strategies

### **Primary Messages**

- Target is inclusive and welcomes diversity
- This is about families with LGBT members

### **Secondary Messages**

- Target was one of the first companies to hire African-American models for their advertisements
- Target has always been a company that values families
- Target has recently stopped labeling toys for boys or for girls
- Target strives to make its guests and team members feel accepted, respected and welcomed
- Target supports the federal Equality Act, which provides protections to LGBT individuals, and opposes action that enables discrimination.
- What's your story?

## Strategies

### Objective 1

To have an effect on the awareness of those in opposition of Target's inclusive bathroom policy, specifically to create an understanding of why Target intended to protect its transgender customers and employees. [40% within 6 months]

- **Strategy 1:** Happy Hippy Sponsorship
- **Objective(s):** To have an effect on the awareness of those in opposition of Target's inclusive bathroom policy, specifically to create an understanding of why Target intended to protect its transgender customers and employees. [40% within 6 months]
- **Idea Details:** Target will sponsor the Happy Hippy foundation, Miley Cyrus' non-profit charity which helps homeless LGBT youth. This sponsorship will be centered around the holidays and the idea that everyone deserves a home for the holidays. Target will donate 20% of the profits made from toy sales during the months of November and December. Target will release photos of various homeless LGBT youth with the caption #Homes4Holidays.
- **Rationales:** People are more likely to feel the empathy for homeless kids without a family during the holiday season. To show support for homeless LGBT youth during the holidays is a great opportunity to pull the heartstrings of those who boycotted the bathroom policy in the first place. We want to make them aware of why we want Target to be a safe and inclusive place for LGBT people.
- **Associated Tactics:**
  - News release of the sponsorship, highlighting the toy donations
  - Photos and captions of homeless LGBT youth
  - Social media release and promotion of photos
  - News fact sheet for facts of homeless LGBT youth
  - Target website release of promotional photos and information about the donations
- **Strategy 2:** Everybody poops (pathos/humor)
- **Idea Details:** Launching an "Everybody Poops" campaign which would directly address the controversial bathroom issue in a comical way. Target could produce an ad explaining in simple, positive terms why they chose to alter their bathroom policy,

ending with a tag line like “Everybody Poops. So, why not go where you belong?” Target could then put “Everybody Poops” signs up on their bathroom mirrors and encourage customers to take selfies in the mirror with the sign and the hashtag #EverybodyPoops.

- **Rationale:** This issue is currently being inflated. The reality of it is simply that Target has stated that you should be able to go to the bathroom in the room that correlates to the gender you identify as. If people are genuinely concerned about their safety they can use the family bathroom available at most locations or go to the bathroom in another store. Deflating this issue with a joke would be an effective defense against the attacks.
- **Associated Tactics:**
  - Production of commercial
  - News release with photos of the bathroom signs
  - News fact sheet
  - Signs in bathrooms
  - Audience in store involvement
  - Social media release of the hashtag and information
  - Audience social media involvement, consumers posting pictures with the sign and the hashtag #EverybodyPoops

## Objective 2

To have an effect on acceptance of those in opposition of Target’s initial inclusive bathroom policy, specifically to increase positive perception of Target’s motives. [25% within 6 months]

- **Strategy 1:** Create a commercial
- **Idea Details:** Create a commercial to air on major television networks as well as YouTube advertisements. The video will focus on families of all kinds. It will show families with a husband and wife, a husband and husband, as well as a wife and wife. The video will specifically feature Ellen DeGeneres, a well-liked talk show host and a member of the LGBTQ community. She is also the receiver of the 2016 People’s Choice Award for favorite humanitarian. Brian Cornell, the CEO of Target, will then say a quick message about the company’s emphasis on diversity and inclusion and why it’s so important.
- **Rationale:** The video will aim to create an understanding of what Target’s intentions were with its transgender bathroom policy in a subtle way. The purpose of the clips of different types of families are to demonstrate to those in opposition of the bathroom policy that members of the transgender community should not be seen as those with criminal intentions. They are mothers and fathers and brothers and sisters. It will humanize members of the transgender community.
- **Associated Tactics:**
  - Press Release announcing partnership with Ellen as well as the commercial video
  - Social Media Release, video distributed on Instagram, Twitter, and Facebook
  - Miscellaneous print media with photo promotions of the partnership/commercial
  - Commercial goes on the website home page
  - Electronic Publishing

- Strategic time of release (i.e. super bowl)
- **Strategy 2:** Release of safety and security pamphlet (newsworthy information)
 

**Idea Details:** In order to affect people's perception and acceptance of the bathroom policy, Target will release an informational pamphlet on their website explaining their intricate security measures and plans to protect customers in their stores. They will also release statistics of various incidents happening in their store, showing their public that being LGBT has nothing to do with crimes.
- **Rationales:** By showing Target's security measures and releasing statistics, it will educate those in opposition that 1. Their bathrooms aren't a danger and 2. Allowing LGBT to choose their identified gender isn't an issue to the safety of others. This allows the public to understand and accept the bathroom policy.
- **Associated Tactics:**
  - News release with highlights from the pamphlet
  - Fact sheet, a condensed bulleted list of the most important points of the pamphlet
  - Pamphlet distribution online as well as in the stores
  - Social media release, photos and captions of highlights
  - Position statement
  - News interview with management

### Objective 3

To have an effect on the action of those in opposition of Target's inclusive bathroom policy, specifically to increase customer loyalty lost due to the boycotting [15% within 6 months]

- **Strategy 1:** What's your story?
- **Idea Details:** Ask Target's key publics, "What's your story?" Similar to Cheerio's "The Cheerios Effect" campaign (<https://cheerioseffect.ca/>), Target will request that people share their own stories of incidents when they felt isolated but were subsequently welcomed into a community. Customers will be able to tell their stories online or in stores. When customers share their experiences in stores, they will then be able to construct a representation of their own family by combining a wide variety supplied paper people which would eventually fill up the walls around Target locations. When stories are shared online, the public will have the opportunity to involve others in the conversation by asking friends what their story is. Target will then select some of the most impactful narratives and ask their authors if they are interested in having the telling of their story filmed and shared across social media.
- **Rationale:** This would give customers a voice, start a conversation with the public, and give the public a role in welcoming people into the Target community.
- **Associated Tactics:**
  - News release explaining how the project works and what the purpose of it is to mainstream news outlets.
  - News fact sheet detailing the specifics of the campaign to be distributed with news release.

- Website. An extension of Target's website will be created, dedicated to the "What's Your Story?" program.
  - Social media release across Facebook, Instagram, and Twitter initially introducing the program and inviting people to participate, later sharing people's stories.
  - In store audience involvement with customers telling their stories and constructing their family out of the supplied variety of paper people.
  - In store employee involvement facilitating the in-store branch of the campaign and participating themselves.
  - Filming campaign promotional videos once impactful stories are selected.
  
- **Strategy 2:** Interactive Facebook Live Event, "Target Together"
- **Idea Details:** Target will hold a series of 2-3 Facebook Live events where upper-level management can talk about inclusivity and diversity and how it is a key to Target's success. This forum can be an open space for consumers to post thoughts, ideas, and questions for Brian Cornell and other managers to discuss and answer.
- **Rationales:** This campaign will allow our public to openly discuss their opinions and ideas in the comments section, and our upper-level management will answer random questions asked in the comments. The hope is to foster community discussion about the positive effects of a more diverse and inclusive environment in Target.
- **Associated Tactics:**
  - Social Media promotion especially on Facebook, as well as on Instagram, Twitter, and Snapchat
  - Audience site involvement, a forum on the Target website which directs them to the Facebook live event
  - News release of the Facebook live event
  - Social media release of the videos after the event is over, as well as photos and captions of the highlights from the event
  - Promotions within the store

## Tactics

- News release of the sponsorship, highlighting the toy donations
- Photos and captions of homeless LGBT youth
- Social media release and promotion of photos
- News fact sheet for facts of homeless LGBT youth
- Target website release of promotional photos and information about the donations
- Production of commercial
- News release with photos of the bathroom signs
- News fact sheet
- Signs in bathrooms
- Audience in store involvement
- Social media release of the hashtag and information

- Audience social media involvement, consumers posting pictures with the sign and the hashtag #EverybodyPoops
- Press Release announcing partnership with Ellen as well as the commercial video
- Social Media Release, video distributed on Instagram, Twitter, and Facebook
- Miscellaneous print media with photo promotions of the partnership/commercial
- Commercial goes on the website home page
- Electronic Publishing
- Strategic time of release (i.e. super bowl)
- News release with highlights from the pamphlet
- Fact sheet, a condensed bulleted list of the most important points of the pamphlet
- Pamphlet distribution online as well as in the stores
- Social media release, photos and captions of highlights
- Position statement
- News interview with management
- News release explaining how the project works and what the purpose of it is to mainstream news outlets.
- News fact sheet detailing the specifics of the campaign to be distributed with news release.
- Website. An extension of Target's website will be created, dedicated to the "What's Your Story?" program.
- Social media release across Facebook, Instagram, and Twitting initially introducing the program and inviting people to participate, later sharing people's stories.
- In store audience involvement with customers telling their stories and constructing their family out of the supplied variety of paper people.
- In store employee involvement facilitating the in-store branch of the campaign and participating themselves.
- Filming campaign promotional videos once impactful stories are selected.
- Social Media promotion especially on Facebook, as well as on Instagram, Twitter, and Snapchat
- Audience site involvement, a forum on the Target website which directs them to the Facebook live event
- News release of the Facebook live event
- Social media release of the videos after the event is over, as well as photos and captions of the highlights from the event
- Promotions within the store

# Timetable / Calendar

		December				January				February				March				April				May					
Objective 1		wk1	wk2	wk3	wk4	wk 1	wk2	wk3	wk4	wk1	wk2	wk3	wk4	wk1	wk2	wk3	wk4	wk 1	wk2	wk3	wk4	wk1	wk2	wk3	wk4		
Key Public	Oponents of Target's bathroom policy																										
Strategy	Happy Hippy																										
Tactics	News Release	X	X																								
	Photos and captions														X	X											
	Social Media Release					X	X																				
	News Fact Sheet	X	X																								
	Website Release							X																			
Objective 1																											
Key Public	Oponents of Target's bathroom policy																										
Strategy	Everybody Poops Campaign																										
Tactics	Production of commercial	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
	News Release														X	X											
	News Fact Sheet							X	X																		
	Signs in bathrooms																			X	X	X	X	X	X	X	
	Audience in-store involvement																				X	X	X	X	X	X	
	Social Media Release															X	X	X									
	Audience social media involvement																	X	X	X	X						
Objective 2																											
Key Public	Oponents of Target's bathroom policy	wk1	wk2	wk3	wk4	wk 1	wk2	wk3	wk4	wk1	wk2	wk3	wk4	wk1	wk2	wk3	wk4	wk 1	wk2	wk3	wk4	wk1	wk2	wk3	wk4		
Strategy	Communication: commercial																										
Tactics	Filming/Production	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
	Press Release										X	X															
	Social Media Release																	X	X								
	Website Home Page																		X	X	X	X	X	X	X	X	
	Air commercial																		X	X	X	X	X	X	X	X	
Objective 2																											
Key Public	Oponents of Target's bathroom policy																										
Strategy	Safety & security pamphlet																										
Tactics	News Release																		X	X							
	News Fact Sheet																		X	X							
	Pamphlet distribution																				X	X					
	Social Media Release																			X	X						
	Position Statement																				X						
	News Interview with management																					X					
Objective 3																											
Key Public	Oponents of Target's bathroom policy	wk1	wk2	wk3	wk4	wk 1	wk2	wk3	wk4	wk1	wk2	wk3	wk4	wk1	wk2	wk3	wk4	wk 1	wk2	wk3	wk4	wk1	wk2	wk3	wk4		
Strategy	Facebook Live, "Target Together" Event																										
Tactics	Social Media Promotion																	X	X	X							
	Forum for audience involvement																		X	X	X						
	News Release										X	X															
	Social Media Release															X	X										
	In store promotions																			X	X						
Objective 3																											
Key Public	Oponents of Target's bathroom policy																										
Strategy	What's Your Story? Campaign																										
Tactics	Press Kit:																										
	News Release	X	X																								
	News Fact Sheet	X	X																								
	Social Media Release	X	X															X	X	X							
	Website					X	X	X	X																		
	Film promotional video	X	X	X	X	X	X	X	X																		
	Air promotional video									X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
	In store customer involvement																										

## Budget / Resources / Staffing

Budget Categories	Total Budget	December	January	February	March	April
<b>Happy Hippy Sponsorship</b>						
News release	\$500	\$500				
News fact sheet	\$250	\$250				
Interview team	\$10,000			\$10,000		
Social media promotion	\$1,000	\$1,000				
Website release	\$200		\$200			
<b>Total</b>	<b>\$11,950</b>					
<b>Everybody Poops</b>						
Commerical Crew	\$200,000	\$50,000	\$100,000	50,000		
Studio Space	\$1,750		\$1,750			
News release	\$500		\$500			
News fact sheet	\$250		\$250			
Signs in bathrooms	9,000				\$9,000	
Air time	\$400,000				\$400,000	
Social Media release	\$1,000			\$1,000		
<b>Total</b>	<b>\$612,500</b>					
<b>Event : Commercial</b>						
Ellen DeGeneres	\$200,000		\$200,000			
Commercial crew	\$200,000	\$50,000	\$100,000	\$50,000		
Studio Space	\$1,750		\$1,750			
News Release	\$500		\$500			
Air Time	\$5,400,000				\$5,000,000	400,000
Website home page	\$200				\$200	
Social Media	\$1,000			\$1,000		
<b>Total</b>	<b>\$5,803,450</b>					
<b>Safety and Security Pamphlet</b>						
News release	\$500				\$500	
Fact Sheet	\$250				\$250	
Online Pamphlet	\$1,000					\$1,000
Print pamphlet	\$10,000					\$10,000
Social media promotion	\$1,000				\$1,000	
News interview	\$200					\$200
<b>Total</b>	<b>\$12,950</b>					
<b>What's Your Story?</b>						
News Release	\$500	\$500				
Website Extension	\$200		\$200			
In-Store Booth	\$90,000			\$90,000		
Print paper people	\$180,000			\$90,000	\$90,000	
Print notepads	\$450,000			\$225,000	\$225,000	
Social Media	\$1,000	\$1,000				
Campaign promo video	\$100,000	\$50,000	\$50,000			
Air promo video	\$800,000			\$400,000	\$400,000	
<b>Total</b>	<b>\$1,621,700</b>					
<b>Event: Facebook Live</b>						
Social media promotion	\$1,500		\$1,500			
Create website forum	\$200			\$200		
News release	\$500		\$500			
Film event	\$1,000		\$500		\$500	
Social media release	\$1,000			\$1,000		
Print signs for instore promotion	\$5,000				\$5,000	
<b>Total</b>	<b>9,200</b>					
<b>TOTAL</b>	<b>\$8,071,750</b>					

## Evaluation Plans

For this campaign, we developed the goal to improve Target's company-consumer relationships through transparency in showing that Target is progressive by applying their values of inclusivity and diversity. With this goal, we developed three specific objectives. Each of this objectives shall be used as a criterion for the evaluation of the campaign success.

- **Objective 1:** To have an effect on the awareness of those in opposition of Target's inclusive bathroom policy, specifically to create an understanding of why Target intended to protect its transgender customers and employees. [40% within 6 months]
  - **Criteria:** Awareness of Target's true intentions will increase by 40% by June 2016
  - **Tool:** The best method for measuring awareness levels would be a mass survey. Target could distribute the survey via their email database. Additionally, Target could share the survey on their website and their social media accounts. The survey would allow for anonymity and confidentiality of answers. The survey could be distributed before and after the campaign to determine the level of success in relation to this objective.
- **Objective 2:** To have an effect on acceptance of those in opposition of Target's initial inclusive bathroom policy, specifically to increase positive perception of Target's motives. [25% within 6 months]
  - **Criteria:** 25% or more of the opposing party individuals will hold a positive perception of Target's motives by June 2016
  - **Tool:** For this objective, we believe that measurement through focus groups would be the most effective strategy. We would gather different samples of populations before the campaign to gather data and opinions. At the end of the campaign period, we would conduct the focus group with the same sample groups to see if acceptance rates changed. For this to be effective, there would have to be a large amount of different focus groups to ensure that we create an accurate representation of the population.
- **Objective 3:** To have an effect on the action of those in opposition of Target's inclusive bathroom policy, specifically to increase customer loyalty lost due to the boycotting [15% within 6 months]
  - **Criteria:** 15% or more of Target's lost customer base will be re-gained by June 2016

- **Tool:** To gauge public opinion and related actions, we would like Target to implement an online forum. This forum could take place on social media such as Facebook and Twitter, or it could be placed directly on Target's website. This would allow transparency and public engagement. These two aspects together could encourage information sharing.

## Communications Confirmation Table

Key Public	Objectives	Self-Interests	Primary Messages	Opinion Leaders	Strategies	Tactics
Key Public LGBTQ+ community Target's customers Target's employees Target's shareholders Target's competitors	<ul style="list-style-type: none"> <li>• Increase awareness of why Target intended to protect its transgender customers and employees.</li> <li>• Increase positive perception and acceptance of Target's motives</li> <li>• Increase customer loyalty lost due to the boycotting (action)</li> </ul>	<ul style="list-style-type: none"> <li>• Peer acceptance</li> <li>• Fear of seeming prejudiced</li> <li>• Accepting of family values and safety</li> </ul>	<ul style="list-style-type: none"> <li>• This is about families with LGBT members</li> <li>• What's your story?</li> <li>• Everybody deserves to feel like they belong</li> </ul>	<ul style="list-style-type: none"> <li>• Ellen DeGeneris</li> <li>• CEO Brian Cornell</li> <li>• Parents</li> </ul>	<ul style="list-style-type: none"> <li>• Happy Hippy Alliance</li> <li>• “Everybody poops” mirrors</li> <li>• Ellen DeGeneris “LGBT family” commercial</li> <li>• Security and safety pamphlet</li> <li>• “What’s your story?” social media</li> <li>• Facebook live event</li> </ul>	<ul style="list-style-type: none"> <li>• News releases</li> <li>• Photos and captions</li> <li>• Social media releases</li> <li>• News fact sheet</li> <li>• Target website utilization</li> <li>• Production of commercial</li> <li>• Audience in store involvement</li> <li>• Miscellaneous print media</li> <li>• Electronic publishing</li> <li>• Signs in bathrooms</li> <li>• Strategic timing of release (i.e. super bowl)</li> <li>• Pamphlet distribution</li> <li>• News interview</li> </ul>

## References

- (2016, May 5). Men protest in women's bathrooms. Sydney Morning Herald, The. p. 15.
- (2016). Right-Wing Protest of Target's Trans Bathroom Policy Is a 'Bust'  
<http://www.advocate.com/transgender/2016/6/07/right-wing-protest-targets-trans-bathroom-policy-bust>
- (2016). The Importance of Brand Consistency and Companies that Get It. Retrieved from:  
<http://www.commonplaces.com/blog/the-importance-of-brand-consistency-and-companies-that-get-it/>
- (2014, April 24). Bullseye Love: The History of Target's Logo. Retrieved from:  
<https://corporate.target.com/article/2014/04/bullseye-love-history-of-target-logo>
- Berman, J., (2014). Target's Reputation Takes a Beating after Data Breach. Huffington Post. Retrieved from: [http://www.huffingtonpost.com/2013/12/26/target-reputation\\_n\\_4504320.html](http://www.huffingtonpost.com/2013/12/26/target-reputation_n_4504320.html)
- Carusillo, C., (2015). 'Jane the Virgin' and Target's Televised Push for Millennials Latinas. Retrieved from: <http://www.racked.com/2015/10/12/9497359/jane-the-virgin-target-product-placement>
- CNNMoney Staff. (2013, December 19). Target: 40 million credit cards compromised. *CNN Money*. Retrieved from <http://money.cnn.com/2013/12/18/news/companies/target-credit-card/>
- Dennis, Z. (2016, April 27). Florida man's video goes viral after testing out Target's bathroom policy. *Palm Beach Post*, The (FL).
- Fitzgerald, E., (2016, May 03). USA Today Gives Anti-LGBT Hate Group A Platform To Attack Target's Inclusive Bathroom Policy. Retrieved September 22, 2016, from  
<http://mediamatters.org/blog/2016/05/03/usa-today-gives-anti-lgbt-hate-group-platform-attack-targets-inclusive-bathroom-policy/210201>
- Google Finance. (2016, September 28). *Target Corporation*. Retrieved from  
<https://www.google.com/finance?q=NYSE:TGT>
- Halzack, S. (2015, March 4). Target's new strategy: We need more than minivan moms. *The Washington Post*. Retrieved from <https://www.washingtonpost.com/news/business/wp/2015/03/04/targets-new-strategy-we-need-more-than-just-minivan-moms/>
- Jayson, D. (2016, August 18). Was Target's Bathroom Boycott An Unexpected Tailwind For Wal-Mart?. *Benzinga*.
- Mainwaring, S. (2014, June 6). How Target Built A Brand Story That Benefits Employees, Customers, And Community. *Forbes*. Retrieved from  
<http://www.forbes.com/sites/simonmainwaring/2014/06/06/how-target-built-a-brand-story-that-benefits-employees-customers-and-community/#5e46562f7d5d>
- Marum, A. (2016, April 25). Target bathroom boycott gains steam. *Oregonian*, The (Portland, OR).
- Marum, A. (2016, May 3). Watch: Target bathroom protester gets shut down at Cascade Station. *Oregonian*, The (Portland, OR).
- McGrath, M. (2014, January 10). Target Data Breach Spilled Info On As Many As 70 Million Customers. *Forbes*. Retrieved from  
<http://www.forbes.com/forbes/welcome/?toURL=http://www.forbes.com/sites/maggiemcgrath/2014/01/10/target-data-breach-spilled-info-on-as-many-as-70-million-customers/&refURL=&referrer=#48d1c8b26bd1>

- McLean, R. (2016, April 20). Target takes stance on transgender bathroom controversy. *CNN Money*. Retrieved from <http://money.cnn.com/2016/04/20/news/companies/target-transgender-bathroom-lgbt/>
- NBC News Staff. (2014, January 12). *NBC News*. Retrieved from <http://www.nbcnews.com/video/nightly-news/54050259>
- Safdar, K., (2016, August 18). The Wall Street Journal. Retrieved from <http://www.wsj.com/articles/target-to-spend-20-million-to-roll-out-private-bathrooms-to-all-stores-1471453630>
- SAVANNAH, G., & NATALIE, M. (n.d.). Hundreds of thousands of Target shoppers have pledged to boycott the retail giant after it announced a new bathroom policy for its employees and customers. *Today Show (NBC)*,
- Strategic Management Insight. (2013, September 14). *Mission Statement of Target*. Retrieved from <https://www.strategicmanagementinsight.com/mission-statements/target-mission-statement.html>
- Target Brands, Inc. (2015). *2015 Annual Report*. Retrieved from [https://corporate.target.com/\\_media/TargetCorp/annualreports/2015/pdfs/Target-2015-Annual-Report.pdf](https://corporate.target.com/_media/TargetCorp/annualreports/2015/pdfs/Target-2015-Annual-Report.pdf)
- Target Brands, Inc. (2016). *Brian Cornell*. Retrieved from <https://corporate.target.com/press/leadership/brian-cornell>
- Target Brands, Inc. (2016, June 1). *Business Conduct Guide*. Retrieved from [http://investors.target.com/phoenix.zhtml?c=65828&p=irol-govconduct&\\_ga=1.14285431.1597512585.1474168656](http://investors.target.com/phoenix.zhtml?c=65828&p=irol-govconduct&_ga=1.14285431.1597512585.1474168656)
- Target Brands, Inc. (2016). *Corporate Fact Sheet*. Retrieved from <https://corporate.target.com/press/corporate>
- Target Brands, Inc. (2016). *Corporate Responsibility*. Retrieved from <https://corporate.target.com/corporate-responsibility>
- Target Brands, Inc. (2016). *Diversity & Inclusion*. Retrieved from <https://corporate.target.com/corporate-responsibility/diversity-inclusion>
- Target Brands, Inc. (2016). *Jackie Hourigan Rice*. Retrieved from <https://corporate.target.com/press/leadership/jackie-hourigan-rice>
- Target Brands, Inc. (2016). *Product safety & quality assurance*. <https://corporate.target.com/corporate-responsibility/responsible-sourcing/product-safety-quality-assurance>
- Target Brands, Inc. (2016). *Responsible Sourcing*. Retrieved from <https://corporate.target.com/corporate-responsibility/responsible-sourcing>
- Target Brands, Inc. (2016). *Target through the years*. Retrieved from <https://corporate.target.com/about/history/Target-through-the-years>
- Tyler, Z. (2016, April 27). Oxford council rebukes Target bathroom policy with new ordinance. *Anniston Star, The (AL)*.
- Wayne, D. (2016, May 17). Will Target's Controversial Transgender Bathroom Policy Impact Its Bottom Line?.Benzinga