



Health & Personal Care Gold Winner COVERGIRL & OLAY SIMPLY AGELESS

BUSINESS SITUATION

Since its introduction in 1961, COVERGIRL is the leading cosmetics brands in the U.S. mass market, with over a billion dollars in annual retail sales. COVERGIRL makeup was originally launched with only six products featuring Noxzema's "medicated ingredients," available in liquid and powder forms. The original launch of this makeup helped propel COVERGIRL's leadership and brand equity strength in the Face Segment for many years.

In the past few years, however, COVERGIRL's success in Face was challenged with the following:

- Beginning 2004, competitive mass brands increased their product innovation and focus on the Face category, employing heavy levels of media spending and promotion to drive trial on their new face products innovation.
- Beauty consumers were shopping outside of the Mass Channel, compounded by the 2009 economic crisis.
- The Baby Boomer population was increasing annually, indicating a high growth opportunity area among Aging Females, where historically COVERGIRL's product portfolio had not successfully reached. Additionally, competition had been aggressively targeting women with aging concerns since 2004 with successful launches where COVERGIRL was the last entrant into this market.

COVERGIRL had been the long-standing leader in the face segment. Coupled with the fact that the Face Segment comprises the majority of sales in the mass cosmetics category COVERGIRL had an opportunity to capitalize on an incremental consumer group with news and maintain its #1 spot in Face.

CAMPAIGN OBJECTIVES

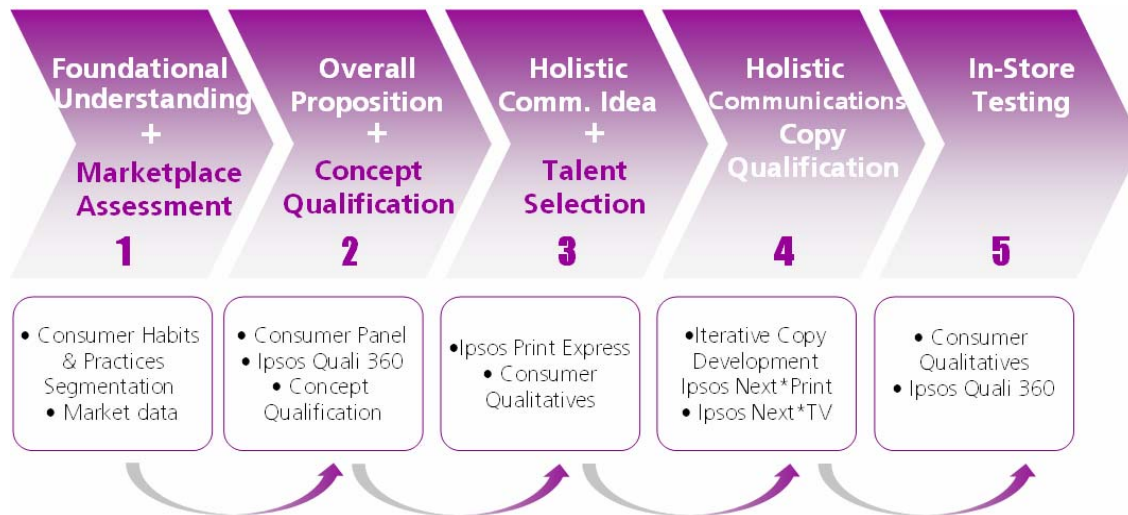
COVERGIRL's goal was to sustain #1 market share in Face segment. Therefore, COVERGIRL needed to take action and create a strategy to maintain our share well above our competition. Our objectives were to:

1. Capture the growing anti-aging consumer group, incremental for the COVERGIRL brand - We had an opportunity to expand our portfolio into a highly incremental benefit space.
2. Create an "own-able" proposition with a clear "Reason To Believe" to convert these critical consumers - Besides just launching a new face product, we wanted to leverage innovative technology and deep consumer insights to create a competitive advantage.
3. Change the game on how we execute with excellence- We wanted to utilize holistic research methods to drive trial via holistic, irresistible advertising campaigns – building excitement with our consumers and our retailers.

RESEARCH STORY

The research learning plan combined various kinds of research, both qualitative and quantitative approaches, to identify the biggest holistic proposition at concept to bring to life in execution.

The multifunctional team designed a 5-step holistic 360° consumer research plan.



1. Grounding the Team: Foundational Understanding + Marketplace Assessment

Prior to 2009, only 1 out of our 8 COVERGIRL foundation boutiques offered anti-aging as a core benefit, a competitive disadvantage for the brand as “anti-aging” was a sizeable portion of volume sales. Our top 3 competitors owned the majority of the “anti-aging” marketplace and it would be a challenge for COVERGIRL to compete head on.

We leveraged our total category consumer segmentation/ habits & practices study (over 2500 respondent base size) to identify a group of consumers “concerned/ bothered by the signs of aging.” This group represented almost 21% of females that significantly over indexed on foundation usage. Below were three key foundational consumer insights we uncovered:

- These consumers are using makeup to look their best, especially as signs of aging are becoming a growing concern. As a result, they are looking for higher coverage foundations to even their skin tones while minimizing fine lines and wrinkles.
- Our COVERGIRL brand equity was viewed as “young” to these consumers - largely driven by the traditionally younger spokes models and perceived irrelevant product offerings.
- Within these “anti-aging” consumers, half of these females were quality conscious and predominately shopping outside of the mass channel for their face makeup. They were primarily shopping department stores for anti-aging makeup because of the perception that mass does not meet her needs!

COVERGIRL was missing almost 50% of these consumers entirely! Equipped with these insights, COVERGIRL embraced the opportunity to optimize our face portfolio while reaching an incremental consumer group for the brand.

2. Developing the Overall Proposition

The team was challenged to develop a new anti-aging proposition designed to address key trial barriers among the “anti-aging” consumer target: (1) credibility via performance/ efficacy and (2) believability in the brand equity fit.

In order to do this, the team partnered with research supplier partners to reach beyond just traditional concept qualification and embarked on holistic research techniques that incorporated all executional elements in the design of the proposition. The Team first identified all key initiative touch points from consumer to shopper, focusing only on what matters most to the prime prospect. The research employed:

a) A quick, iterative consumer expert panel over 6 consecutive weeks. The objective was to co-create the idea with extreme “anti-aging” consumers via weekly prototyping approach.

b) An Ipsos Quali*360 final consumer immersion exposing a fresh group of “anti-aging” consumers to each holistic element and to understand its individual and combined contribution within the overall proposition.

This qualitative research approach presenting multiple touch points to the target consumer allowed us to uncover **4 deeper, emotional insights**:

1 – Leverage positive tonality with emotional benefit language such as “Amazing Skin at Any Age” and “Ageless.” Consumers are tired of hearing solely about the “anti-aging” functional benefits marketed by other products. Her mentality is “I’m me, not my age,” so we needed to celebrate / enhance her beauty, and not remind her of her imperfections or her age! This tone and approach was intrinsic to every aspect of the Simply Ageless holistic communications launch.

2 – Treat the partnership between COVERGIRL & OLAY equally while leveraging the expertise of both brands. Both COVERGIRL & OLAY had important roles in delivering the product benefit – it is the marriage of “the best of skincare & makeup” brought to life. The combination of these two established brands helped to overcome any equity barriers to drive interest in the idea. While the natural tendency for COVERGIRL would be to put the brand as 90% prominence on the proposition, the team learned from the consumers that the equal partnership between COVERGIRL & OLAY was critical. This insight dictated our close partnership with our internal OLAY brand. We also leveraged the OLAY Regenerist Serum to continue to build credibility within the proposition.

3 – Focus the Product Swirl and Serum Dropper as Iconic Benefit Visuals. Consumers intuitively identified the swirl as a combination of makeup + skincare. We also learned that we needed to overtly communicate our Point of Difference and Premium Benefit with a serum dropper, which offered a premium cue to the quality-seeking anti-aging consumer.

4 – Reframe COVERGIRL quality and value vs. department stores to further drive credibility with “anti-aging” consumers. From the foundational research, we realized that we needed to overcome the brand’s “non-relevance” trial barrier to capture these consumers. We took this insight to drive our power claim: Simply Ageless foundation was a high quality product that was parity or better than department store foundations (that doesn’t settle into fine lines and wrinkles or make you look older). We were also able to capitalize on the COVERGIRL Value reframe vs. department stores in the economic crisis – a time when consumers were looking for quality alternatives at a reasonable price.

The resulting proposition? COVERGIRL & OLAY SIMPLY AGELESS MAKEUP.

3. Identifying the Holistic Communication Idea and Talent Selection

Upon creating the COVERGIRL & OLAY Simply Ageless idea, we needed to develop a holistic marketing strategy that would bring this proposition to life.

IPSOS ASI’s online ad diagnostic research was used to explore communication directions inspired by the concept idea, “Coverage that Evens Skin without Settling into Fine Lines or Wrinkles for Amazing Skin at Any Age – better than the leading department store makeup.” The screening results helped the COVERGIRL team narrow down and transform the idea into a simplistic, differentiated, and meaningful message that consumers could understand and identify with: *“A make-up that won’t age you.”*

COVERGIRL had identified a strong proposition with the right product offering, but we needed the right talent to drive awareness and relevance while elevating the brand's equity for the Simply Ageless proposition.

Based on the qualitative research insights, we found that our consumers were skeptical of traditional beauty spokes models. Instead, they wanted to see “real” women who they could relate to. Models were just “pretty faces” that our “anti-aging” consumers would ignore. She wanted a make-up that would make her feel beautiful on the inside and out and she would only listen to a spokesperson that mirrored her own perception of her BEST self. After uncovering this insight, COVERGIRL was on a mission to find someone to differentiate from the traditional models.

COVERGIRL selected Ellen DeGeneres, who is not only beautiful, but also fresh, down-to-earth and youthful. Additionally, Ellen's sense of humor helped bring a dose of laughter and realism to the aging process. She wanted to help COVERGIRL celebrate aging in a real and authentic way, using a witty, honest approach that only she could create. Her brand of wit, realism, and feel-good optimism has made her America's most loved talk show host – just what COVERGIRL brand needed.



4. Qualifying the Holistic Communication Idea via Copy Testing

The team quickly leveraged the consumer insights and executed an Iterative Copy Development Qualification Process.



The winning copy, “Does your makeup make you look older?” took a split page approach, giving both the beauty visual of Ellen and the product shot equal weight. It was important that both elements were emphasized, allowing Ellen's personality to come through as well as drawing the consumer's attention to the premium looking product shot with the OLAY swirl.

We leveraged the insight from the prior qualitative research to assess the impact of the serum dropper within advertising.

We tested two separate pieces of print – one with a serum dropper and one without. While both ads scored Above Average, the print with the serum dropper image resulted in 30% better CEI than print without the serum dropper!



As a result, visualization of the product swirl combined with the serum dropper became a key element of all our creative elements, including promotional displays for retailers.

The critical combination of our talent along with our product visualization helped drive successful advertising. The :30 and :15 second spots, tested via IPSOS ASI, achieved strong, above average advertising scores in just the first round of testing. The advertising development process confirmed all of our consumer insights that were most important for our campaign strategy.

5. Bringing Simply Ageless to Life In-Stores and On-Shelf

COVERGIRL had developed a strong proposition with strong advertising, but we needed to ensure that this proposition was brought to life in-store. The consumer wanted a holistic experience that was seamless throughout all touch points, including at shelf.



We conducted additional qualitative research combined with our Quali 360 learnings - indicating that we needed to focus on the following in-store elements.

- Showcase the product swirl through transparent package
- Include serum dropper in all product visuals
- Leverage deep purple shelf backing to create contrast, showcasing the package
- Create scale partnership and promotions with OLAY



The final in-store and claims research indicated we had strong consumer interest at our wall and launch displays! These strong results allowed us to secure early collaboration with retailers to drive increased trade support for initiative's "perfect storm."

CAMPAIGN DESCRIPTION

COVERGIRL wanted to break through the plethora of purchase barriers, brand stigmas, and competitive threats it was facing to communicate a Campaign Message that would create buzz worthy results.

The big idea for our holistic campaign was "*Does Your Makeup Make You Look Older.*" It focused on the fact that some make-ups can settle in lines and wrinkles, causing you to look older, but Simply Ageless stays suspended over the skin and makes you look amazing. In order to add credibility, we collaborated with OLAY and ensured that the infusion of OLAY Regenerist Serum into the product was a key message point in all of our benefit communication. We also partnered with Ellen DeGeneres to establish the perception that women should celebrate being beautiful (at any age) by not taking aging so seriously.

While Ellen's trusted voice conveyed the Simply Ageless creative message, we also built product awareness and amplified consumer engagement via public relations and advertising in national TV, magazine, newspaper, and Digital/Search media. Within these media outlets, we focused on relevant and credible environments that would resonate with the department store shopper to overcome her perceptions of mass anti aging products, and more specifically of COVERGIRL as a cheap, teen brand.

We chose networks like TLC, Bravo, Lifetime, and ABC; magazines like *Vogue*, *Harper's Bazaar*, *Good Housekeeping*, *Ladies Home Journal*; and websites like Google, Oprah.com and iVillage to surround our consumer with the Simply Ageless message when she was consuming both relatable and aspirational content in the sources she trusts. We placed ads in the cinema, in New York City taxi cabs, and on E-commerce sites frequented by department store buyers. We hosted house parties where key influencers could invite their friends to learn about the product, try it on, buy it, and spread the word to their friends. We created a sense of community on COVERGIRL's Facebook page where we displayed original content from Ellen that consumers could interact with. We launched a viral video of outtakes from Ellen's TV shoot to sustain the momentum of why Ellen is such a believable face for

this brand. Ellen’s face and voice, combined with these choiceful communications vehicles worked together to connect with the consumer in the places she turns to for expert advice and credible beauty solutions.

Below is a summary of our key marketing activities for the year long campaign.

Timing	Winter 2007-08	Spring 2008	Summer 2008	Fall 2008
Advertising	(1) TV— <i>Does Your Makeup Make You Look Older</i> :15s and :30s to drive awareness and reach; (2) Print - Pages/Spreads, Newspaper			
PR	Launched Ellen DeGeneres advertising in December and followed with a publicity blitz across national and local TV, print, and digital.			
Online	E-mail blasts to communicate new Simply Ageless, update CG.com, featured Ellen DeGeneres copy outtakes on youtube, etc.			
OOH	Featured TV advertising in NYC taxi cabs and in cinemas			
Other	Word of mouth program, buzz marketing, Joint FSCI with OLAY			

BUSINESS RESULTS

COVERGIRL & OLAY SIMPLY AGELESS was launched in January 2009 and after only 4 months, was the #1 foundation in the mass category (dollar sales). Simply Ageless was the #1 new mass foundation in 2009 and remains #1 in January 2010 in dollar share. The foundation launch helped secure COVERGIRL’s #1 spot in the face segment.

Within the first quarter, Simply Ageless over-delivered P&G’s sales objectives selling off the shelves at Wal-Mart, Target, and its top drug store customers. Simply Ageless secured 464 million editorial impressions in the first six months of launch (January through June 2009) and has won 5 beauty awards:

- 2009 WWD Beauty Biz Breakthrough Mass Makeup Product of the Year
- 2009 CEW Award Winner for Best Mass Foundation
- *Fitness* Best Base
- *Redbook* MVP, and
- *Self Healthy Beauty* Award for Best Anti-Aging Foundation.

Self judges claimed, “Compliments resembled ads as users went on and on about this cream-to-liquid’s breakthrough smooth finish and flawless coverage. Collagen- enhancing niacinamide moisturized skin and evened texture, too.”

Ellen DeGeneres, the face of Simply Ageless, is a big fan, too, and has mentioned the product nearly 20 times on her show. She’s also talked about it on the Tonight Show and The Oprah Show. She’s talked about it to the press, to her mom, to Ladies Home Journal, USA Today, to women on the street, to Wal-Mart and CVS, and she even used her Simply Ageless advertisement to get America’s other loved talk show host, Oprah, to feature her on the cover of O magazine. What an accomplishment!

The COVERGIRL & OLAY Simply Ageless story does not end here. Due to the overwhelming consumer feedback in the Quali 360 work, COVERGIRL followed the foundation launch with complementary products (blush, concealer, corrector) to complete the anti-aging consumer’s desired look. Behind the success of the foundation, we have launched a family of products including – Sculpting Blush in July 2009 and Concealer/ Corrector in January 2009 which gained additional retailer support. The Simply Ageless Collection truly connects with consumers on every level from great product performance to emotional reassurance and the messaging speaks to them. The entire collection of products will take Simply Ageless to the next level of Face Boutique offerings.

Lastly, the launch of this proposition helped the COVERGIRL brand achieve its position as the FIRST cosmetics brand in cosmetics history to achieve \$1 Billion in retail dollars sales in 2009!