

## Table of Contents

2. Objectives



#### Research

- 3. The Situation
- 4. Secondary Research
- 5. Primary Research
- 6. Competition Analysis
- 7. Path to Purchase



#### Target

- 8. Target Overview
- 9. Purchasing Behavior
- 10. Key Insights



#### Creative

- 11. The Big Idea
- 12. Print
- 13. Outdoor Media
- 14. Engagement
- 15. Social Media
- 16. Interactive Media
- 17. IBC Tactics
- 18. IBC Tactics
- 19. Product Tactics
- 20. Product Tactics
- 21. PR Tactics



#### Media Breakdown

- 22. Budget
- 23. Media Plan



#### Wrap Up

- 24. Measurements and Evaluation
- 25. Conclusion and Team List
- 26. Citations and Acknowledgements





Executive Summary

Mary Kay Ash believed in the power of women so strongly that in1963 she used her life savings to create a brand that would give each and every woman the opportunity to feel confident. While makeup and skin care are both tools to create confidence, Mary Kay offers more. Mary Kay offers the overwhelming support of three million Independent Beauty Consultants (IBCs) who love their jobs, their clients and the company they work for with a foundation built on the value of giving back to the community.

A brand that helps women feel good, look good and do good? That's exactly what millennials (Generation Y) want in a brand experience. The only problem is they have trouble seeing past the direct selling model and the "makeup for moms" stigma Mary Kay carries with it.

So how did we push past those obstacles? We studied our target to find out how they shop, how they connect with their friends, what makes them confident and what's really in their beauty bags. We had good ideas, then great ideas, but we didn't stop until we found the BIG idea. An idea that will inspire smiles, showcase real women, create users, and a brand new generation of Mary Kay IBCs.

# Objectives

Mary Kay challenged Push Creative to develop a fully integrated marketing campaign that will connect millennial women with Mary Kay's values while building positive perception of the brand across the U.S. We will convince millennial women that Mary Kay fits flawlessly into their lifestyle as we meet the following objectives:



Raise Awareness of Mary Kay

Grow Consideration to Become an IBC



Increase Positive Perception



Increase Market Share in Color by 2%



Grow Consideration to Purchase



Increase Market Share in Skin by 2%



# The Situation SWOT Analysis

In order to make Mary Kay more appealing to millennials, we took a look at what the brand is doing right, what it could do better and how it stacks up to the competition.

53% of millennials believe Mary Kay is of equal or higher quality than other cosmetics.<sup>1</sup>  A rich history of empowering women by providing them with a high earning opportunity, the convenience to work for themselves, recognition and tons of rewards.

- High quality, long-lasting products that appeal to all skin types, lifestyles and routines.
- Core values that support giving back to the community and funding numerous charities.
- An exclusive focus on the beauty product category and the convenient offer of "try before you buy."

• A negative perception of direct selling among millennials.

- Higher price points and a perceived low number of product offerings compared to other cosmetics and skin care brands.
- The average age of an IBC is 42.7 years old and millennials may believe that Mary Kay is "my mom's brand."
  - Inconsistent promotional efforts aimed at millennials and a lack of substantial promo efforts aimed at millennials and a stagnant social media presence.

92% of millennials said that real time product availability influences where they shop.<sup>2</sup>

 Highlight current social responsibility efforts by involving the target in socia action.

 Utilize Mary Kay's unique platform of dedication to real women by showing real women

- Share the love for Mary Kay product through testimonials.
- Showcase the IBC lifestyle and Mary Kay brand experience through multiple socia media channels.

 Salespeople behind the cosmetic counters at retail stores are viewed as experts

- Reliance on new IBC recruits to increase sales and awareness.
- Unique technology and interactive displays at retail stores allow millennials to experience products without the pressure to buy.
- Convenience that mass retailers offer.

53% of millennials claim to have never or can't remember when they've seen a Mary Kay advertisement.<sup>1</sup>





83% of 18-24 year olds

say they consult at least

# Research Secondary

Through secondary research, we found that millennials are sensitive to brands bombarding them with messages. They don't want to be talked at — they want to be part of the conversation. And while millennials aren't as responsive to direct selling as their mothers were, there could be an opportunity to give them the unique experience they seek out from brands.

Millennials want:

#### Conversation

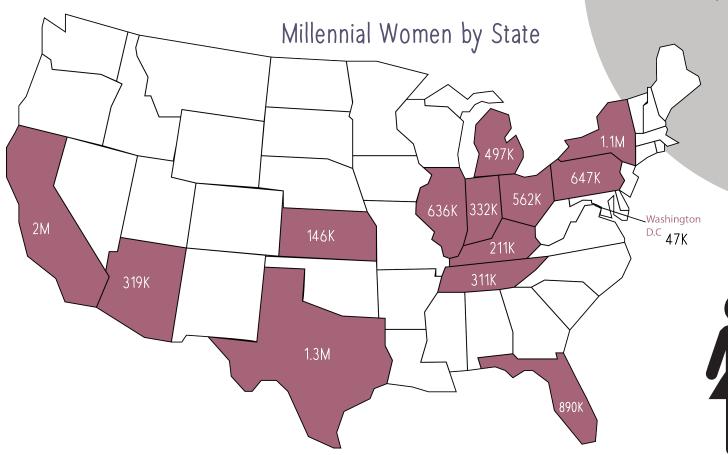
"Executives and marketers must embrace the new reality: marketing is an ecosystem of multidirectional engagement rather than a process that is controlled and pushed by the company.4"

#### The Truth

"Millennials don't want to be spoken to, rather they demand to be spoken with. They engage with brands that allow them to make personal connections.<sup>4</sup>"

#### To be Approached

"Companies need to demonstrate through their values, heritage and meaningful actions that they help those in need, are socially responsible, are good environmental stewards, protect personal data or are transparent and sincere.<sup>5</sup>"





Millennials crave coaching and mentorship more than any previous generation.

Regional Sales Director

# Research Primary

To get inside the minds of millennials, we conducted primary research to find out what our target really thinks about cosmetics. We implemented an online survey with 343 respondents, recorded 8 video interviews and moderated 4 focus groups with 24 total participants, all with members of our target. We also immersed ourselves in the Mary Kay culture through 30 interactions with IBCs.

During our video interviews<sup>7</sup>, we asked the members of our target about how they define confidence and what they wished the beauty industry would focus on.



I wish the beauty industry focused on:

"Representation of different types of women."

"Finding something to make you shine from within."

"Less on 'photoshop' aspect."

"More on natural beauty and how people feel on the inside."

"Why not focus more on things we are sure of?"

We also asked each woman what makes her confident. We found that each woman's confidence was as varied as the contents of her makeup bag. Each woman had something — or a few things that — that made up her individual confidence.

To me, confidence is: "Jeans that fit perfectly, a good tan, good grades, a clean house, exercising." -Sierra "Surrounding myself with positive people." -Sarah "My red lipstick." "Going against -Carlie the grain." -Hanna "Being prepared, "Sometimes just getting hard work, my lucky my makeup perfect can undies." make me feel like I'm a -Janelle rock star." -Megan "Working out, eating healthy and being well-read." -Molly

# Research Competition Analysis

before they buy it.1

Millennials were

unable to identify the celebrities that

correspond with each brand.1

To set Mary Kay apart from its competition, we had to find out what the are all about. We looked at a drugstore brand, the leading skin care brand, another direct selling model and a brand perceived as high quality by our target. Then, we asked our audience what words they would use to describe each competitor, as well as Mary Kay.

Millennials want to see women in ads who look real and actually use the product.<sup>1</sup> Millennials value convenience.<sup>1</sup>

51% of millennials are influenced by recommendations from strangers through usergenerated product reviews on a company website.8



easy to purchase good value popular outdated expensive clean sophisticated cheap good color selection high quality good quality sophisticated informative expensive informative expensive Good for my Skin

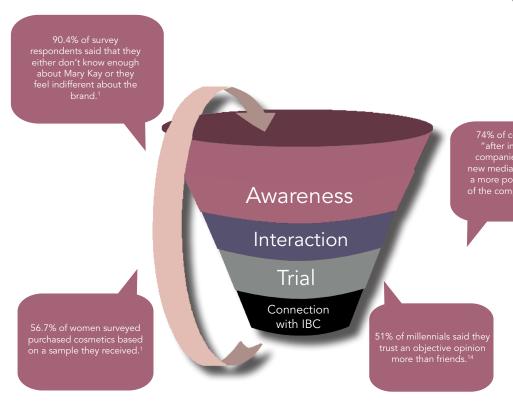
MAC
Covergirl
Avon
Neutrogena

Mary Kay



## Research Path to Purchase

To meet our objectives, we'll attract each segment of our target through four levels of brand experience. We'll spread the word about Mary Kay in order to increase awareness. Once we've gained recognition, we'll encourage interaction and positive perception of Mary Kay through social media channels that will lead to product trial. We know from our research that millennials are more likely to make a purchase after trying cosmetics. So the next step is to make the connection between the customer and IBC. Through new product integration, we'll keep customers interested, happy and looking good.







# The Target

To segment our target, we turned to our friends. There's the makeup pro, the friend who can't live without mascara and the friend who swears by skin care, but fears color. By evaluating trends in beauty usage, we found they each fit into a different category of beauty consumers.

#### The Natural

"I don't know very much about makeup. I don't think it looks right on me and

it's too much work.

If I have to go
to a wedding I
might wear some
mascara, or ask
one of my friends
for help. I have
a pretty basic

skincare routine and

a tinted moisturizer, but other than that I'm all about keeping it natural."



#### The Minimalist

every day. I like to
keep it simple and
professional during
the week for
my internship.
I add color on
the weekends,
or if I'm going

somewhere special.
I have a variety of things in my makeup

bag, but just a few I use regularly."



#### The Artist

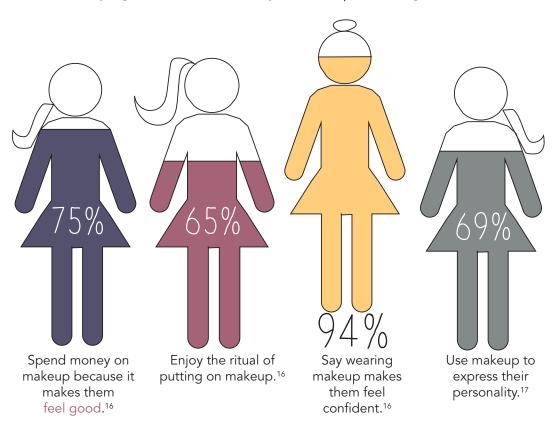
"I definitely feel naked if I don't have my makeup on. It's a rare day that I leave the house without a full face of makeup: foundation, eyeliner, eye shadow, mascara, blush, lipstick, etc. I'm crazy about makeup. There's not a product or look I won't try. I'm the one that my friends call when they need a fun look for a hot date or a big event!"





# The Target Purchasing Behavior

It didn't take a lot of research to discover that millennials like to shop. They browse online, shop on smart phones and scour customer reviews for the best product at the best value. In order to make the Mary Kay shopping process relevant to our target, we looked into their buying behaviors and analyzed their purchasing habits.



#### What motivates millennials to buy? 15

1. Empowerment

They want to do something positive with their purchase.

2. Connectivity

They like to share the things they have found with people they know and care about.

3. Causes

They have a desire to make a difference.

48% 52% **E** 

Are interested in apps that would help them choose the right products. 18 Say watching product videos makes them more confident in their purchase decisions. 13

43%

Are more likely to buy a new product after learning about it on social media.<sup>13</sup>



# The Target Key Insights

Through extensive primary and secondary research, we gathered key insights about millennials and how they view cosmetics and skin care products, the Mary Kay brand and the competition. Three core insights make up the cornerstones of our campaign.

1. Millennials want to feel good.
Having a real experience with a brand is crucial to gaining positive perception.<sup>19</sup>

2. They also want to look good.
They buy and use cosmetics to enhance their natural beauty.<sup>16</sup>

3. Our target audience wants to do good. Millennials are a unifying force behind activism.<sup>20</sup>





# The Big Idea

What is it that makes each woman feel confident? Is it her glowing complexion? Is it her drive to give back to the community? Is it her pair of lucky undies? Why can't it be all three? Mary Kay understands the ever-evolving factors that define women's confidence. The superficial boosts and the deep-seated values that grow and change to make up the unique formula that is your confidence. It's a combination

of many things that work together - not unlike the

contents of your makeup bag.







Mary Kay is a brand that appeals to every aspect of your confidence. Through a strong support system of women, Mary Kay will make you feel good. With an extensive array of products that enhance your natural features, Mary Kay will make you look good. Offering the chance to change the world with the simple purchase of a tube of lipstick, Mary Kay will help you to do good.

Our campaign will show millennial women that Mary Kay has everything they need to both find their confidence and share it with others.

> Meghan, 21 "A touch of color brightens my day."



## Creative Print Tactics







### Creative Out-of-Home Media

## Clings and Bubbles

With so many factors tying into a woman's self-esteem, a simple, "Nice dress!" or, "Great lipstick!" can send confidence levels skyrocketing. Mary Kay embraces all of the things that make women confident - and we want to let them know it. Mirror clings will appear in public bathrooms, mall dressing rooms, gym mirrors and on college campuses. They'll inspire smiles and affirm what our target already knows about themselves - they're great!





Word bubble decals will be strategically placed on college campuses so that when our target is standing near them, it will appear as if they are speaking the words themselves. Internal confidence is important, but sharing that with everyone else inspires good feelings for all.

Both of these elements will have a QR code that leads to FeelLookDoGood.com so viewers can find more ways to make themselves feel good by doing good for others.

How does it help the IBC? IBCs will be given clings to share with their clients to put on their mirrors at home. They'll act as affirmations - and reminders to stock up when they start to run low on Botanical Effects.

Millennials seek constant feedback and immediate gratification.<sup>22</sup>



# Creative Digital

FeelLookDoGood.com

Good Deed Challenge: We're giving our audience the chance to pass on good vibes. With every visit, our site will generate a good deed partnered with a trackable hashtag that will earn points with the post of a picture on social media.

◀ ▶ C + http://www.feellookdogood.com Feel Good. Look Good. Do Good. Reward

Good Deed Getaway: When you do good, you feel good. That's why each good deed earns an entry for a vacation full of relaxation. We'll send you to one of the same places we send our own IBCs to relax - Hawaii, Sydney, Vienna, Paris, Hong Kong - the choice is yours!

Good Rewards: In addition to a dream vacation, each good deed earns you samples or services to be redeemed with an IBC. Five good deeds? How about a free facial? Ten? A 10% discount. Twenty? A free tube of lipstick in your signature shade.

MK Matchmaker: No consultant? No problem. Through a series of style, location and lifestyle questions, we'll pair site visitors up with their perfect Independent Beauty Consultant.

How does it help the IBC? The MK Matchmaker introduces a whole new way for IBCs to be paired with potential customers and gain exposure without having to do a thing!

Finding your inner confidence is important. Helping others find their own - that's icing on the cake. Our campaign microsite will encourage visitors to spread the love with their peers through performing good deeds. In addition to that warm, fuzzy feeling, good doers will be rewarded with Mary Kay products, services and the chance to win a feel good getaway trip.

Social: Every good deed that's shared will be featured right here, showcasing our good samaritans and inspiring first-time site visitors.

7 out of 10 millennials believe they have a responsibility to share their brand and retail experiences via social











## Creative Social Media



Forget one spokeswoman, how about 3 million? We're going to make the real women that make up Mary Kay the stars of social media. Each channel will be dedicated to promoting IBCs and showcasing their lifestyles, their goals and those unique things that make up their confidence. We will also use these channels to showcase FeelLookDoGood.com, share affirmations and promote new products.

Lack of job fulfillment explains almost 60% of the variance in a millennial employee's Facebook desire to quit.24

> Check out Jackie's IBC success story of earning enough money to pay for her study abroad expenses in just three months! 2,144 people like this.

We'll use Facebook to show our audience how easy it is to meet their financial, career and personal goals as an IBC. Through photos and videos, we'll recognize the successes of IBCs making their dreams come true whether it's making their first sale or earning the prized pink Cadillac.

How does it help the IBC? By making her the star! IBCs can submit their content and apply for a Twitter takeover to make an impact on Mary Kay's social media.

#### **Twitter**

Each week we'll hand the @MaryKay twitter handle over to a different IBC. They'll share a peek at their life as an independent businesswoman - their successes, their customers, new products, parties, etc.

Mary Kay Inc. @MaryKay - 8h Coffee with my @MaryKay girls at noon! Getting ready for good times and a Carmel



Over 50% of US

Millennials crave

recognition.27

Twitter users are YouTube millennials.25

Youtube will host videos with content from all of our social media accounts: IBC videos, What Makes You Confident? videos, and tutorials.

86% of millennials Instagram spend 15 minutes or less putting on

Through secondary research, we found that millennials like quick makeup routines. What better way to share speedy smoky eye and swift satin hand how-tos than Instragram? We'll share 16-second video tutorials by IBCs to show how to make a makeup routine more efficient without sacrificing a finished face, and we'll encourage followers to post their own.

#### **Pinterest**

Pinterest will house confidence quotes from IBCs and Mary Kay party inspiration. IBCs can contribute affirmations, recipes, crafts and pump-up-the-jam playlists to inspire to throw MK parties of their own.







category.26



Creative Engagement Tactics





MK Shade Match

It's time to take Mary Kay's existing App to the next level with color matching technology. The search is over for eye shadow that matches a favorite sweater, or a lip gloss shade from a lesser brand – simply scan it and the matching Mary Kay product will appear, along with recommendations to complete your look.

How does it help the IBC? Finding the perfect foundation match for a customer's skin tone will be easier than ever. When faced with a potential customer who's stuck on a shade by another brand, a simple scan will show that Mary Kay can match it.



#### Pic & Pose Photobooth

Who doesn't love to commemorate a good time with cute photos? We'll place photobooths at Made in America, Lollapalooza, Ultra Music Festivals and Mary Kay events to demonstrate the new MK Color Match feature addition to the Virtual Makeup App. Here is how it works:

- 1. The camera will scan women's skintone and clothing.
- 2. Before the photos are taken, a pop up will appear and say, "You look great, but how about some new lipstick? We've selected Sunny Citrus especially for you." Each woman in the booth will receive a product a chosen specifically for her.
- 3. A video tutorial will teach the woman how to apply the product.
- 4. They'll be able to share their pictures on social media and take home a printout directing them to download the Virtual Makeover App.

How does it help the IBC? During their photo booth experience, participants will be prompted to take the MK Matchmaker quiz to find the IBC that's perfect for them. They'll be able to send them a message right there in the booth.



discover new products and different ways to use them.<sup>23</sup>





55% of millennials have posted a "selfie" on a social media site.<sup>28</sup>



## Creative IBC Tactics







#### Find Your Career Path

We'll ask our Regional Sales Directors to set up shop at college career fairs in states with the highest millennial unemployment rates to share their success stories with prospective consultants.

In order to convey the covetable quality of life that comes with being your own boss, we'll complement our booth with an interactive timeline. The line will break the IBC journey down month by month, from Starter Kit to Cadillac to the promotion of National Sales Director – showing students how quickly they can reach their goals, whatever they might be.

At each stage, four IBC spotlights will be shared, like Jackie in Memphis, TN, who met her study abroad goal in three months, or Stacy in Birmingham, AL, who recruited 10 more IBCs in the same amount of time.

In January 2013, the millennial unemployment rate increased to the highest rate recorded for this demographic — 13.1%.<sup>29</sup>

How does it help the IBC? Directors will get the chance to recruit more IBCs to their unit – which means more of a chance to move up in the Mary Kay ranks while sharing their stories.

## Creative IBC Tactics



IBCs can have their own websites through MaryKay.com, but it's hard to see their individuality when everyone's look the same. That's why we're making their personal pages customizable and even easier to use. IBCs will be given the option of what they want included on their site. A shopping cart? Best sellers? Customer reviews? Social media feeds? Check, check, check and check. With a variety of elements and personal touchés, each IBC site will be unique – just like them.

How does it help the IBC? These websites will act as a digital storefront for IBCs to make money and attract customers with just a click.



It's key to have a welldesigned, easy-tonavigate website with lots of information and good reviews to interact with this age group.<sup>30</sup>



### Creative Product Tactics

### lpsy Glam Bag

We understand that millennials like to try before they buy. And that's why we're partnering with Ipsy, a beauty subscription bag company. Ipsy's subscribers and fans can purchase a themed bag each month with a random assortment of cosmetics samples inside. Throughout the year, Mary Kay products will be a featured sample in the mystery bags, allowing women who may not be familiar with Mary Kay to try the products first hand.

How does it help the IBC? With every Mary Kay product will be a call-toaction card addressing how the subscriber can find and contact an IBC who is perfect for her.



49% of college women who received a free product sample on campus talked to their friends about it.32





We're bringing skin care to the sweaty by placing Botanical Effects skin care in all the places where women need it most - music festivals, outside of campus gyms and at the finish lines of charity runs. We'll set up skin care stations at these events so our target can try the three-step products themselves.

How does it help the IBC? The skin scare stations will direct users to the MK Matchmaker on the microsite to be paired up with an IBC who can tell them more about skincare and sell them full-sized products.







### Creative Product Tactics



Each guarter, Mary Kay will introduce a limited edition product with 100% of profits going directly to charities Mary Kay already supports through their charity initiatives. We suggest starting year one of our campaign with the Red Cross, Salvation Army, No More and Habitat for Humanity.

How does it help the IBC? IBCs will earn incentives for increased sales of these limited edition products - they'll be able to earn while giving back.



52% of millennials would be interested in monthly giving to charities.33





Mary Kay's "Don't Look Away" initiative is all about helping women who are victims of domestic abuse. As a part of the initiative, we'll offer Mary Kay IBCs and customers the chance to boost the confidence of women who need it. Mary Kay will provide Care Package Starter Kits with samples for IBCs and their customers to fill with personal notes, crafts, gifts and send them to No More, a domestic abuse charity that Mary Kay already supports.

How does it help the IBC? Putting together care packages gives IBCs a new way to bond with new and existing clients while giving back to charity.







## Creative PR Tactics



September 13th is a big day in Mary Kay history - it's the beauty brand's birthday! To celebrate, we'll compile all of our user-generated confidence quotes and take over the busiest square in the U.S.A. with 25,000 Mary Kay pink balloons. Each biodegradable balloon will have a handwritten reason for confidence collected from our campaign efforts. We'll encourage Times Square visitors to take some confidence with them, or to share some new confidence with a friend. A digital screen will show "Confidence Is..." videos, inspirational messages and footage from the biggest Mary Kay party as they happen live that evening.

How does it help the IBC? More press for Mary Kay means more customers hunting down IBCs.

Times Square Takeover



As if 25,000 balloons aren't enough of a party – we'll be holding five more across the country on the very same day. We'll throw simultaneous parties across the states to celebrate the wonderful women who make up Mary Kay. Direct mail invitations will be sent to millennials in each city ahead of time and IBCs will be given enough time to invite all of their clients. We'll bring these women together to celebrate feeling good, looking good, and doing good - MK style! These parties will feature:

- DJs playing empowering tunes.
- Prizes, prizes, and more prizes.
- Pic & Pose Photobooths.
- Pink drinks and free food.
- Raffles to benefit local charities.
- A wall of screens featuring live streams of the other parties and social media feeds.

Awards for the most good deeds performed through Feell ookDoGood.com.



Tying social media market to a social event is a smart way to ensure relevance.35

How does it help the IBC? We're giving IBCs the ultimate Girl's Night Out with their Mary Kay family, their clients, and potential customers.

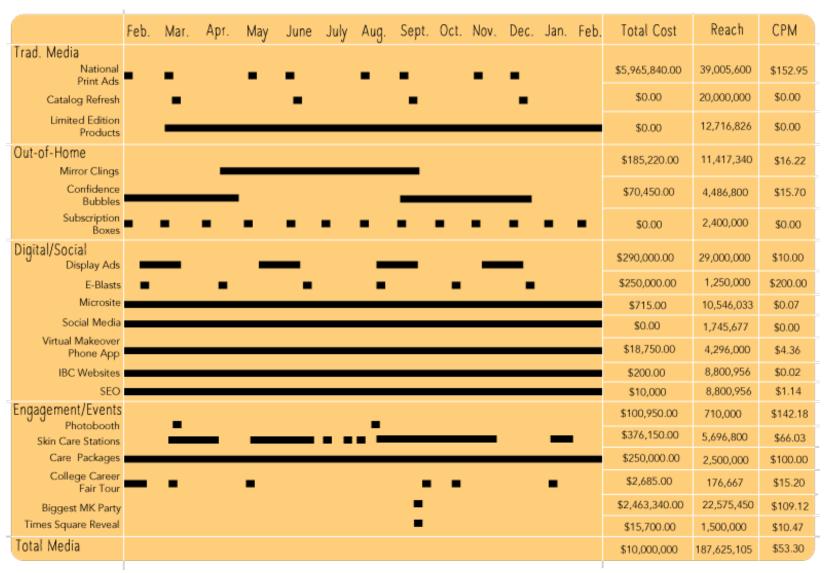






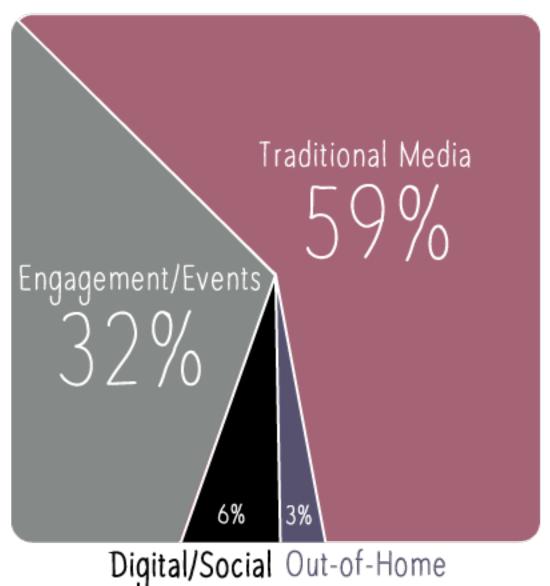
# Media Breakdown Media Plan

We've found that millennial women need real and memorable experiences with brands for them to form lasting relationships. Through our campaign, we will connect millennials with the Mary Kay brand in authentic, engaging and interactive ways.



# Media Breakdown Budget

Through the Feel Good, Look Good, Do Good campaign, Mary Kay will inspire confidence, encourage goodwill and establish a greater network of empowering women. From our not-so-traditional print ads to our engaging social media drive, here's how we are going to turn our \$10 million budget into a successful, confidence-building campaign with over 130 million impressions.



# Measurement & Evaluation

Our goals for this campaign stand to raise awareness, increase positive perception and grow consideration to purchase, as well as become an IBC. Additionally, we will increase market share in color by 2% and increase market share in skincare by 2%.

	Measurements	Evaluation
Raise awareness	<ul> <li>Cosmopolitan and People magazines distributed</li> <li>Email blasts opened</li> <li>Banner ad click thrus</li> <li>QR scans from outdoor methods</li> <li>Catalogs distributed</li> </ul>	<ul> <li>Consumer awareness poll</li> <li>Focus group for ad recognition and message association</li> </ul>
Increase Postive Perception	<ul> <li>Traffic to microsite</li> <li>Shares on social media</li> <li>People that interact with Blippar</li> <li>Care Package party participants</li> <li>Repeat purchases of product</li> <li>Attendees at Biggest MK Party</li> </ul>	<ul><li>Nationwide brand study</li><li>Interviews</li></ul>
Grow Consideration to Purchase	<ul> <li>Marykay.com traffic</li> <li>Use of Color Match addition to Virtual Makeover App</li> <li>IBC website traffic</li> <li>Limited Edition products</li> <li>Skin care station/photobooth samples given</li> <li>Consumers</li> <li>QR scans from subscription box</li> </ul>	IBC followups on consumer interest
Grow Consideration to Become an IBC	<ul> <li>Recruits at the career fairs</li> <li>Millennial IBC growth since start of campaign</li> </ul>	<ul> <li>Email questionnaire to new customers</li> <li>IBC database</li> </ul>

Increase market share in color by 2% Where we are now: 3.6% \$414M Where we want to be: 5.6% \$644M

How much sales we need to get there: \$230M

How many people we need to purchase one product: 23M

Increase market share in color by 2% → Where we are now: 4% \$464M Where we want to be: 6% \$696M

How much sales we need to get there: \$232M

How many people we need to purchase one product: 15,466,667



## Conclusion

If there's one thing we've learned, it's that Mary Kay is more than a makeup brand. It's a support group, a helping hand, a cheerleader, a friend. It's a cosmetics brand that puts beauty second to self confidence. Through the Feel Good Look Good Do Good campaign, we'll show millennials that a brand experience can be as personal as a party at their home with their closest friends, or purchasing a product that makes a difference. We'll show millennials that Mary Kay not only has the makeup to build their confidence, but they also have the beauty expertise and the charitable values our target looks for when making a beauty purchase.

Through our integrated and engaging campaign, we will bridge the gap between Mary Kay and millennials while boosting positive perception, boosting sales, and boosting confidence across the country.

Makeup is just one aspect of a woman's confidence journey. A journey that starts with a compliment. A note from a friend. A good grade. A successful job interview. A smile accented by bright red lips, a glowing complexion and a fresh manicure. A smile that is so contagious that it spreads from one woman to another, to another and another. From feeling good, to looking good, to doing good - that's confidence.





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