

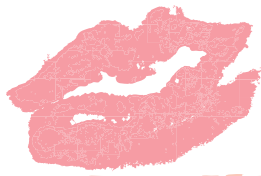


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# Executive Summary

In 1963, founder Mary Kay Ash had a vision to create a company that would focus on treating others the way they would like to be treated. Today, the Mary Kay brand resonates with many women worldwide and has served as a platform for confidence and empowerment through its unique beauty products and Independent Beauty Consultant (IBC) program. Currently, Mary Kay lacks presence and appeal among women between the ages of 18-25 due to perception of the brand as being more relatable to older consumers. The question becomes how to effectively target women in the 18-25 years of age while incorporating all that Mary Kay has to offer.

At Velocity Communications, we have a strategy designed to polish the Mary Kay brand and remain faithful to the values upon which the company was founded. The Stand Out With Confidence campaign aims to establish a connection with women by appealing to their inner confidence, which will lead to personal empowerment. Our Stand Out With Confidence campaign is designed to not only reach the 18-25 year old female market but also boost interest among consumers in becoming successful IBCs. While we are focusing on increasing presence among these markets, our campaign efforts and strategy include current Mary Kay customers and IBCs.

Our campaign is rooted in MK's history and draws upon the foundation that Mary Kay was built on to make this organization shine against competitors. Our plan will give a complete understanding of our target market and our campaign, which encompasses tactics such as a fashion show, an interactive App, a new website, and resources to help all IBCs succeed.



# Situational Analysis



Mary Kay is a multibillion dollar company that prides itself on three core concepts: integrity, honesty, and an unwavering belief in the Golden Rule.

Fifty years ago, founder Mary Kay Ash created this vision for the company from her own personal values. Her goal was to create products that could ultimately help women live their dreams and be the best they can be. Mary Kay strives to make women feel beautiful, confident, and connected through its quality products. The company now includes over 3 million Independent Beauty Consultants (IBCs), who seek to assist in enriching the lives of women everywhere. These IBCs are given the opportunity to grow and develop within the company as they sell their products and recruit future IBCs. The company's target market includes women between the ages of 18 and 44. However, to the public eye, the company appears to primarily target the older generations. Therefore, Mary Kay is currently seeking to appeal more to the younger generations, particularly women between the ages of 18 and 25, with their products and advertising. Some of Mary Kay's core products include eyeliner, Lash Love mascara, Foundation Primer, TimeWise 3-In-1 Cleanser, and their TimeWise Firming Eye Cream. The company competes primarily in terms of quality with the products that they offer.





# S.W.O.T

## Strengths

- High levels of brand awareness (96% of our survey participants knew MK brand)
- Personalized selling technique
- Strong, positive company values
- Involvement in causes in line with values
- Effective employee incentives
- Employee growth opportunities
- Effective products

## Opportunities

- Stronger social media presence
- More advertising about causes and App
- Partnerships with groups that will relate to Gen Ys
- Make Mary Kay at Play line target 18-25 year olds
- Separate recruitment from parties
- Market involvement in social causes - research shows it improves brand perceptions
- Gen Ys are looking for opportunities that can get them money but are flexible

## Weaknesses

- Little awareness of MK involvement in causes
- No unified IBC training, procedures, or messaging
- Low relatability to Gen Y generation
- Only option is to purchase in advance from IBC
- Inconsistent image - intense make up on models, simple logo, complicated website, etc
- Difficult navigation of website and blogs

## Threats

- Heavy emphasis on recruitment by IBC's decreases interest in product and company
- Competitors have a more consistent brand image
- Website navigation makes it difficult for consumers to find important information
- Most people prefer to buy makeup from a retail location

# Segmentation



## Spontaneous Starters in College:

### IBCs:

This set consists of individuals who are between the ages of 18-25 years old and are in the process of obtaining a bachelor's or master's degree from a college or university. Spontaneous Starters never have enough money due to school loans and a variety of other expenses associated with college. This segment does not have a significant amount of free time either, as homework, work, or involvement in other campus activities occupy most of their busy schedules. An IBC position would be of interest to this market as a part-time job while in school, with the potential to continue as a part-time occupation after college in addition to holding a degree-required job.

### Purchasers:

It is important to build brand loyalty within this segment because, as they move forward in their careers and their disposable income grows, they will be able to increase their consumption of beauty products. Spontaneous Starters are in a state of transition between life as a teenager and life as an adult, which affects the style they want to portray and, ultimately, their purchase decisions. This segment often requires different looks for various occasions, such as bold looks when going out at night or professional looks when going to work.

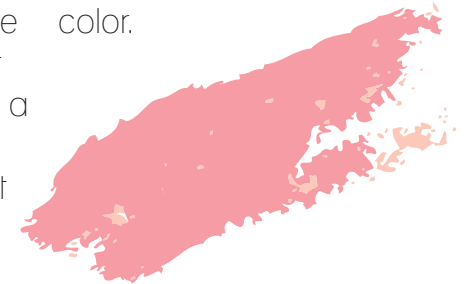
## Striving Young Successors:

### IBCs:

These individuals are also between the ages of 18-25 years old. They did not go to college, but went straight into the workforce after graduating from high school. They often have jobs that pay minimum wage, and are focused on moving their way up through hard work instead of relying on a college degree. They are either still living at home or are living on their own with a tight budget. Becoming an IBC is a way for this segment to build success because it does not require a college degree.

### Purchasers:

This segment does not have significant disposable income, so they will be interested in the Mary Kay at Play line because it is low cost and versatile. This segment is still young, so many of them go out on the weekends and want to portray a fun and bold look by using more shades of color.



*While Mary Kay is focused on improving brand image and awareness among 18-25 year olds, it can not forget its existing customers and IBCs that do not fall under this category. It is important to stress that Mary Kay is a brand that is focused on empowering all types of women*



# Competitive Analysis

## Maybelline

### TARGET MARKET:

Maybelline's core ideals are focused on empowering women across all age groups and ethnicities. Marketing efforts appear to be focused on females ranging mostly from ages 18-50

### CORE PRODUCTS:

Maybelline offers core products including eye, face, lips and nail cosmetics. Their products tend to be sold at very affordable prices

### STRENGTHS:

Maybelline is known within the cosmetic industry as being the number one cosmetic company in America and is positioned as the leader of mass-market cosmetics targeted to women at reasonable prices. Offering multiple purchasing options at reasonable prices allows Maybelline to be readily available to consumers.

### WEAKNESSES:

Maybelline's continued marketing efforts can be costly and are faced by criticism from the target audience. Changes in societal views of models and of true beauty have sparked some of these criticisms. The reasonable prices offered by Maybelline lead to some perceptions of low quality

### WHERE THEY COMPETE:

Maybelline competes in a wide variety of markets, allowing them to reach consumers easily. Maybelline products are offered in specialty beauty stores, club stores, grocery stores, drug stores, and mass merchandisers.

## Revlon:

### TARGET MARKET:

Revlon strives to reach different target markets with the variety of ads that they use in order to appeal to both younger and older women. Revlon's primary business model includes sales in mass volume retailers and chain drug stores such as Walmart, Walgreens, CVS, and Target in the United States.

### CORE PRODUCTS:

Revlon is a global cosmetic company that specializes in color cosmetics, hair color, beauty tools, fragrances, skin care, anti-perspirant deodorants, and beauty care products.

### STRENGTHS:

The company's biggest strengths include being a famous female brand, having strong research and development, having quality advertising, and being viewed as a strong supporter of women's health programs.

### WEAKNESSES:

Some of Revlon's biggest weaknesses include the company's weak financial status, including significant declines in quarterly revenues, its minimized employee company trust, its weak marketing efforts with the exception of its advertising, and its uncertain impact on the performance of their employees due to their ever-changing organizational structure.

### WHERE THEY COMPETE:

Some of Revlon's biggest weaknesses include the company's weak financial status, including significant declines in quarterly revenues, its minimized employee company trust, its weak marketing efforts with the exception of its advertising, and its uncertain impact on the performance of their employees due to their ever-changing organizational structure.

## Covergirl:

### TARGET MARKET:

Covergirl targets women between the ages of 13-45 years old.

### CORE PRODUCTS:

Covergirl's core products consists of a variety of color foundation, eye shadow, lipstick, nail polish, and other beauty applicators from their numerous brand collections.

### STRENGTHS:

Covergirl carries 20% of its market share in drugstores' cosmetics sections. They have become one of the leading brands in the cosmetic industry by producing accessible, affordable, and high-quality makeup products for more than 50 years.

### WEAKNESSES:

One of Covergirl's weaknesses is their low market share (just 17%) of Hispanic female consumers. This audience tends to prefer Maybelline, one of their biggest competitors, and Revlon.

### WHERE THEY COMPETE:

They are the second highest ranked color beauty product. The brand competes against a global market of drug stores, websites, and other beauty retailers in price range and quality.

## MAC Cosmetics:

### TARGET MARKET:

MAC (Makeup Art Cosmetics Inc.) was originally sold only to makeup artists. The company eventually expanded this market to consumers, beginning in New York in 1991. MAC was one of the first makeup companies to train artists in makeup application, and they still stand by this training today. MAC's mission statement "All Races, All Sexes, All Ages" exemplifies how they target their products to all types of consumers.

### CORE PRODUCTS:

MAC products are considered to be stage type makeup due to their high color quality and use at special events. They specialize in all makeup categories such as face foundation, powder, and bronzer; eye shadow, liner, mascara, and primer; lipstick, lip gloss, and lip liner. They also have a nail care and skin care line.

### STRENGTHS:

MAC makes it known that they are not here to sell to only one type of market. They welcome and embrace all types of consumers to buy their products or work for their company. MAC has a wide range of products that all have a variety of colors and tones. Their large product line gives the opportunity to attract more customers and be able to match customers' needs. Additionally, MAC strongly believes in giving makeup artists a quality education through their MAC Pro Student program.

### WEAKNESSES:

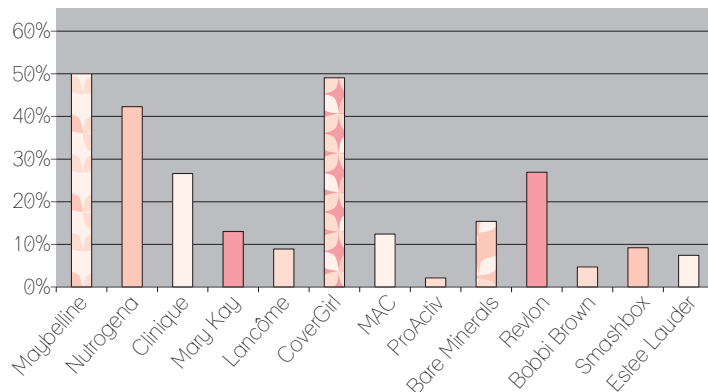
The most obvious weaknesses of MAC is the price of their products. Spending around \$30 on a face foundation is expensive to many consumers, especially those in the 18-25 year old market.

### WHERE THEY COMPETE:

Not only does MAC have their own brick and mortar stores, but they also have small booths in major department stores such as Nordstrom. They compete with brands such as Bobbi Brown, Clinique, and L'oreal due to their target markets and similar pricing.

What makeup and beauty brand(s) do you currently use?

Check all that apply.





## Goals

- Increase product sales among 18-25 year olds
- Increase the number of Independent Beauty Consultants that are 18-25 years old
- Increase positive perception of Mary Kay among consumers 18-25 years old



## Objectives

- To increase the number of IBCs who are 18-25 year olds by 40% by the end of the first year of implementation
- To increase Mary Kay product sales through young IBCs (18-25 year olds) by 35% by the end of the first year of implementation
- To improve the quality perception of the Mary Kay brand among 18-25 year old women to the top 25% of makeup brands by the end of the first year of implementation



## Strategies

- Be sure Mary Kay's values are portrayed in all of the messaging
- Make the IBC experience easier and more appealing
- Provide IBCs with more tools to help them be successful
- Focus on a message that will relate to the 18-25 year old market and create tactics that embody this message: Stand Out With Confidence
- Encourage interaction with the Mary Kay brand and success from the IBCs through various social media and different incentives

# Primary Research



## Research Overview

Velocity Communications conducted extensive primary and secondary research.

The target of the research was to **understand the buying habits, preferences, and lifestyles of consumers** in the 18-25 year old female demographic and the **challenges, benefits, and opportunities of being an IBC**. We used various methods of research that would help us better understand these segments, so that we could more effectively design our campaign to fit their needs.

## So what did we do?

1

### Put it to the Test

We distributed sample products to individuals in our main target market and asked them to try out the products for several weeks. Each sample the individual received was a type of product that they already used on a daily basis so the Mary Kay product could be thoroughly tested. After three weeks of product testing, each individual completed a survey about their opinions of the quality, effectiveness, reliability, and other features of the product. We distributed products and collected surveys from about 50 individuals between 18 and 25 years of age.

2

### Asked the Consumer

We created a general survey to investigate current consumer opinions of makeup products in general. The survey asked respondents about their makeup habits and preferences, opinions of different brands, and purchasing habits. The survey was targeted to women of all ages and distributed to friends, family, college students and faculty, alumni, and business professionals in our network. We collected 384 surveys and a majority of respondents fit the 18-25 target market.

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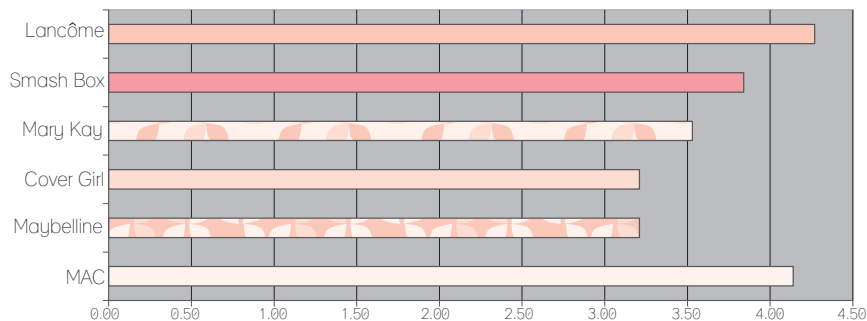
### Had a Mary Kay Party

We invited a college-aged IBC to host a party containing thirty women between the ages of 18-22. She said, “the more people at the party, the better”. This party ended up being heavily recruitment based, so many of the women did not feel like they gained product knowledge, and no one ended up ordering product at the party. We then invited another successful IBC who has been working for Mary Kay for 20+ years and had a completely different experience. This IBC’s table was far more professional, and she taught everyone about the various product lines instead of recruiting. As a result of this experience we think that it is important for Mary Kay to separate its recruiting from its selling, and that it is important for IBCs to have a more unified and professional image.

# So what did we find?

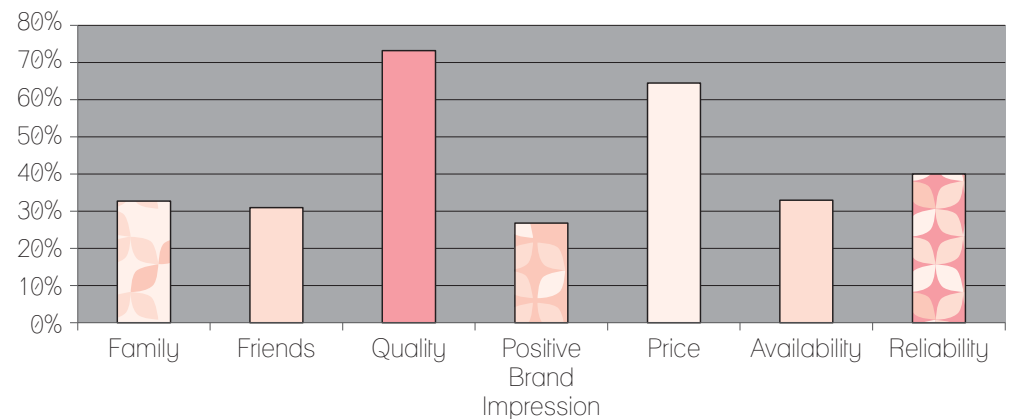
- 69.5% of our survey respondents wear makeup at least 5 days a week
- Mascara (87.2%), eye liner (70.1%), and foundation (69.3%) are the most used cosmetic products
- The main influences on brand choice are quality (73.2%), price (64.5%), effects on skin, YouTube videos, and the sales associate
- 89.5% said they purchase their makeup in a retail location
- Mary Kay was ranked fourth in quality below Lancôme, MAC, and Smash Box
- 96.1% of our respondents have heard of Mary Kay
- The top five most used forms of social media are Facebook, Pinterest, SnapChat, Instagram, and Twitter in that order

Please rate your perceptions of the following brands with 1 being very low quality to 5 being very high quality.



## What influences your brand choice?

Check all that apply.



# Secondary Research



## Gen Y

Generation Y is a generation that promotes individuality and is much less brand loyal than past generations. Members of Gen Y like immediacy and are heavy users of social media. **Social networks have a big influence on brand consumption and brand reassurance among women in Gen Y.** Although many purchases are made online by Gen Y, they strongly prefer buying makeup in store.

Because so many of today's models are airbrushed with unrealistic body types and features, Generation Y lacks self-esteem in the beauty world. 18-25 year old women strive to look like the images they see in the media, and are striving for the impossible. Additionally, women define their self-worth and beauty by how many "likes" or "followers" they get on their pictures. Social media's portrayal of beauty has had a harmful impact on women in Generation Y, and companies are starting to recognize this negative effect. For example, Dove's movement for self-esteem went against the norms to focus on women's natural beauty, and Aerie recently joined this cause and no longer airbrushes their models.

Generation Y consumers are strongly swayed by companies that support causes. In fact, 89% of people in Generation Y would likely switch to another brand if it supported a cause. Causes they support show concern for education, poverty, the environment, health, and diseases. For Gen Y consumers to support the cause and brand, the cause must have emotional relevance and the products must be fairly priced and have good quality. Research has shown that, in general, females are more likely to support brands that are linked to a cause.

## Latinas

Our research suggests that it is important to target Latinas, who are the most rapidly growing ethnic group in the United States. Currently there are 50.5 million Hispanics in the United States, making up 16% of our nation's population. **By 2020, it is estimated that 18% of the United States will be Hispanic.** It is very important to appeal to this expanding market, as their buying potential is rapidly increasing. When it comes to beauty, our research determined the following: 45% of Latinas believe "outer beauty is reflection of inner beauty"

69% of Latinas think wearing makeup and looking good is essential 40% of Latinas always wear makeup before leaving the house

Beauty is culturally important to many Latinas. When it comes to their purchasing decisions, price is not a factor (69% prefer to get the products they need rather than focus on price). Instead, quality is the factor that drives their decision (58% associate quality with brand names). For makeup and beauty products, Latinas support the belief that "My face has no budget". Finally, Latinas want to learn about products in their own language and are more likely to support brands that offer information in Spanish.





# "The Big Idea"- Confidence!

## **"Stand Out With Confidence"**

This theme embodies the vision that Mary Kay was founded on, which focuses on empowering women with the ability to be successful by utilizing their unique skills and gifts. The "Stand Out With Confidence" campaign will connect the Mary Kay brand with a feel-good image that is relatable for all women. Many women purchase makeup for the sole purpose of improving their image, but the Mary Kay brand represents far more. The company promotes confidence in their Independent Beauty Consultants, consumers, and women all around the world through their messaging and by being active in the causes they support. Mary Kay has made confidence a lifestyle that needs to be embraced everyday, and that is what the "Stand Out With Confidence" campaign will emphasize.



## Strategies

### **Cause Related Marketing**

Survey results show that 18-25 year olds are not aware of many of the contributions Mary Kay makes to support special causes, including its Beauty That Counts Campaign, Pink Doing Green initiative, Pink Changing Lives program, "Don't Look Away" campaign, and the Love is Respect organization. To increase awareness of Mary Kay's contributions and to better target 18-25 year olds, Mary Kay will start supporting three additional causes.

Cause 1: Susan G. Komen Foundation is an organization that focuses on raising money to fund research for the fight against breast cancer. The foundation has been able to invest nearly \$2 billion in programs to combat breast cancer, both in the United States and internationally. This partnership will include a program in which Mary Kay will produce a limited edition Think Pink lipstick in the same color as the Susan G. Komen Foundation pink ribbons. A tube of Think Pink lipstick will be included in the race bag for each participant in the Susan G. Komen Race for the Cure, raising awareness among participants of Mary Kay's support of the Susan G. Komen Foundation. Additionally, the Think Pink lipstick will be available for sale as a limited edition fundraiser. Two dollars from the sale of each tube of Think Pink lipstick will be contributed to the Susan G. Komen Foundation.

Cause 2: The Now Foundation's Love Your Body Campaign is an organization that focuses on improving women's self-esteem and confidence. They work with college campuses to increase awareness about the negative effects advertisers can have on self-image and to end the current portrayals of women in advertising. They also strive to improve women's self-esteem.

Cause 3: Womens' WorldWide Independence and Equal Rights is a cause that promotes equal rights for women by promoting equal rights worldwide, with an emphasis on education for women. This cause links to independent Latinas, Independent Beauty Consultants, Equal Rights for Women Worldwide, both in 1st and 3rd World Countries, and women both inside and outside educational institutions.

Publicly supporting these causes will cause a larger range of 18-25 year olds to want to support Mary Kay and will bring attention to the other causes Mary Kay supports. Information on all of the causes Mary Kay supports will be on the Mary Kay University website along with important dates for the cause related promotions, events, and activities that Mary Kay is a part of. This information will get IBCs to sell more of their makeup, as they know that a certain amount of the company's proceeds will go to the cause being promoted at that time. This also will build the Mary Kay brand with our target market, in which almost 60% agreed that the cause a company supports has an impact on their opinions of the brand.

## Mary Kay Spokesperson

To strengthen Mary Kay's brand image and promote confidence in women, a female spokesperson will be designated to represent the company and its values. This spokesperson will fit the profile of a recent female college graduate, preferably of Hispanic descent, who has been highly successful as a Mary Kay IBC. Mary Kay provided her with an opportunity that helped to fund her college education, and her success was so great that she even earned a company car. This successful woman embodies everything that Mary Kay stands for. She did not come from a privileged family, but had the determination to succeed, and worked hard to be successful as an IBC. She will be fun, quirky, and confident, and truly care about empowering all women, no matter what their background. **The spokesperson will portray the key message that anyone has the potential to become a successful Mary Kay IBC through hard work and perseverance.** Her story will show that Mary Kay is a great company to work for. To help make the Mary Kay spokesperson well-known, she will become the face of Mary Kay. Her story will be featured on the Mary Kay website, as well as other social media outlets such as YouTube. She would serve as a resource for IBCs and offer tips on "how to be a successful IBC" or "how to make the most out of the IBC experience" through the Mary Kay YouTube channel and the new Mary Kay University website (See Page 17). There will also be a magazine article in Cosmopolitan about her story, as well as an advertisement identifying the top reasons to be an IBC and directing readers to the Mary Kay University site to learn more about becoming an IBC.

The Mary Kay spokesperson will also be the emcee of the Mary Kay fashion show. She will explain Mary Kay's mission in its Stand Out With Confidence campaign, how she found empowerment through the Mary Kay IBC program, and how these fashion designers, hair beauticians, and fashion models are about to bring out their confidence! The Mary Kay Spokesperson will also make appearances at some college job fairs and Mary Kay University events. With these efforts, the Mary Kay spokesperson will become well-known and strengthen the Mary Kay brand.

## Mary Kay Beauty Vlogger Challenge

### THE IDEA

Research has shown that a high percentage of women in the 18-25 demographic turn to beauty gurus on YouTube for inspiration. Velocity Communications recognizes the importance of this outlet and believes that it is crucial to increasing brand awareness among this target market. In line with the "Stand Out with Confidence" fashion show, Mary Kay will promote a contest for beauty gurus to enter for the chance to compete in Mary Kay's Beauty Vlogger Challenge. This Challenge will be streamed live on Mary Kay's website and will still be available for viewing after the event.

### THE CHALLENGE

To enter the competition, contestants must be females ages 18-25 and submit a makeup tutorial video on the Mary Kay website. A profile of each contestant will be generated, and the public will be invited to vote for their favorite vlogger. Voting will be promoted through Mary Kay's website and through the company's social media platforms. Five finalists will be selected to compete in a live competition prior to the fashion show. The judging panel will consist of Mary Kay's Global Makeup Artist Team and Guest Celebrity Makeup Artists.

### THE COMPETITION

The five contestants will be on a stage in front of the judging panel, and contestants will be separated by pink curtains with the Mary Kay logo printed on them so that they will not be able to see each others' strategies. For spectators, a large jumbotron will be placed behind the contestants showing each makeup strategy. Each contestant will be provided with the same Mary Kay makeup kit and will be given 15 minutes to create one of five summer looks (Everyday Elegance, Night on Town, Beach Bash, etc). After the winner is selected, all the models will be featured in the fashion show.

### PRIZE

The winner of the competition will be awarded the title of Mary Kay Beauty Vlogger of the Year and will be the official Mary Kay Vlogger for one year. This will entail introducing new products and demonstrating different ways to apply makeup. The winner will also be awarded a year's supply of Mary Kay products mailed directly from Mary Kay Corporate, as well as a \$1,000 cash prize.

## Mary Kay Beauty Vlogger Challenge Promotion Strategy

A commercial will be placed on YouTube to promote the contest. This commercial will entice makeup tutorial Vloggers to put their videos on the Mary Kay website's competition page for a chance to be flown out to the nearest Mary Kay Fashion Show, where they will do the makeup on the models and compete against four other Vloggers. The commercial will go in reverse order and tell the story of what it would look like to win the makeup tutorial vlogger competition. In doing so, the video begins with the fashion show and ends with the words "Enter now and this could be in your future".

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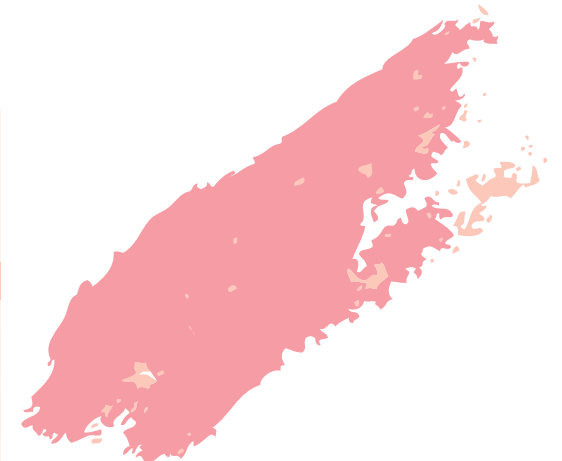
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## Mary Kay Fashion Show

After the Beauty Vlogger Challenge, the party continues with a Mary Kay Fashion Show, featuring the tagline “Stand Out with Confidence”. This event will take place in ten large cities that have a high population of our target demographic. The cities will also have multiple design or beauty schools to reach out to college students and young professionals trying to make it in the field. For example, one show will take place in Chicago, IL in Millennium Park because this location is surrounded by major design and beauty schools such as Columbia College, Paul Mitchell’s School, The Art Institute of Chicago, and many others. The event will be held in the spring to promote the upcoming fashion trends for the summer.

stand  
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To entice the 18-25 age group, Mary Kay will partner with the local design colleges and universities in these cities. The colleges and universities will provide student-designed outfits that the models will wear on the runway for the fashion show. Participating fashion students will have a unique opportunity to design clothes that will be used in fashion shows occurring in front of thousands of people. The fashion show also gives them a chance to compete against fellow design students from other schools. Additionally, Mary Kay makeup will be put on the models by the makeup tutorial vloggers. These partnerships will boost the confidence of the student designers and makeup artists by allowing them to display their creativity. The fashion shows will be streamed live on the Mary Kay website. On the live stream and on jumbotrons at the event, a banner will come across the screen when each model walks the runway. This banner will include information such as the model’s name, the designer’s name and college or university, and the makeup artist. Mary Kay will also have the top local fashion critics in attendance, who will critique the designs and provide networking opportunities to student fashion designers.

The fashion show will be advertised on Mary Kay’s Facebook and Twitter pages, student emails, flyers, radio commercials, transit stop advertisements, and the host cities’ Calendar of Events Pages. An advertisement will also be created that will be posted on a billboard located in the highest traffic area of the host cities. The events will cost \$5 to attend, and all proceeds will go to support Now Foundation’s Love Your Body Campaign. Supporting this campaign will help promote the idea that women should be happy with themselves and regard makeup solely as a way of enhancing their natural beauty. There will be Mary Kay banners at the event and tables where IBCs will be able to meet attendees, introduce products, and hand out business cards. There will also be tables where attendees interested in having a Mary Kay party or learning more about Mary Kay can write down their name, email, and phone number. Videos will also be played during intermission telling IBCs’ stories about how Mary Kay has brought confidence to themselves and to the users of Mary Kay.



## Mary Kay App

While Mary Kay's App is very interactive and fun to use, it does not do a great job influencing the purchase of Mary Kay products. The first option, where you can take a photo of yourself and then give yourself a makeover, does not work well as the photos below demonstrate. To improve Mary Kay's App, when the user clicks into the app, each option will be a different color eye shadow that is laid out in the format of an eye-shadow palette. The consumer has the option to click:

- Find Your Look
- Express Your Look
- Mary Kay Wallpaper

If the user clicks "Find Your Look" then she will choose a set of characteristics that most closely matches hers including: Hair color, eye color, face shape, eye shape, lip shape, skin tone, and eye brow shape. This "Look" will then automatically be saved when completed. The user will then choose what category of makeup looks they would like to view. These categories include: Everyday, Going Out, Date Night, Interview, and Wedding. The user can then choose different makeup looks and there will be application tips and the products used for each look.

If the user clicks "Express Your Look" then the user will be prompted to take a picture of herself or upload a picture of herself. Once this is completed she can choose from a variety of confidence related captions to display on the photo and the color they want the caption in. They can also edit the photo similar to current photo editing apps. The Mary Kay logo will be in the corner of the picture and the picture can be saved, or she can enter into a contest. If she chooses to enter into the contest, she will choose the makeup from the options displayed that she feels would complete the look in that picture.

The makeup will not be put on her because of the way the current app does not put it on correctly. Instead, it will be a surprise because she has the option to submit the photo for a chance to be placed on Mary Kay's Website! If her picture gets on the website they will be called and sent the Makeup that they selected for free and then a before and after photo with the makeup on will be posted on the website! To enter into the contest she can post the photo to Facebook, Twitter, Instagram, or Flickr with the hashtag [#MaryKayConfidence](#). The page that these looks will be posted on will be called "Find the Confidence in You", and there will be two winners every month.

If the user clicks "Mary Kay Wallpaper" then the user can choose from a variety of Mary Kay phone wallpapers that she can have for her phone background. They will include sayings that express promoting confidence.

## CURRENT APP



#MaryKayConfidence

## **Mary Kay University Website**

In order to improve communication with new IBCs, assist in providing standardized training to consultants, and enhance Mary Kay's web presence, Mary Kay will develop a new "Mary Kay University" website. This website will contain information about how to become an Independent Beauty Consultant and how to connect with other new consultants. It will also provide opportunities to network with other consultants and to meet with experienced IBCs to learn from their success, along with resources to help both new IBCs and current consultants learn more about time management, sales, and other business skills that will help them become more confident.

To improve Mary Kay's brand cohesiveness, the Mary Kay spokesperson will act as the face of the website and the training resources. Additionally, the website will feature links to Mary Kay's main website, along with their Facebook, Twitter, Instagram, and Pinterest accounts. This will increase traffic between Mary Kay's websites and social media accounts, improving brand interaction.

The primary audience of Mary Kay University will be new independent beauty consultants, providing every new consultant with excellent training resources to help them start their business. These resources will guarantee that all new independent beauty consultants have access to the same training materials, giving them all the same opportunities for success. The University's secondary audience will be current IBCs, who can also use the training resources and networking opportunities to build confidence in their position with Mary Kay. Finally, the third audience consists of those who are not currently IBCs. While this audience is not the main focus of the Mary Kay University website, the presence of profiles and information from successful IBCs and the training resources, along with the information about how to become a consultant, will demonstrate to the general public the possibilities available to those who elect to become beauty consultants. The Mary Kay University website will be available in both English and Spanish to serve a diverse group of Independent Beauty Consultants.

## **Mary Kay Empowerment Scholarship**

To assist in convincing 18-25 year old females to become Independent Beauty Consultants, we suggest creating the Mary Kay Empowerment Scholarship. This will award a \$4,000 scholarship to the 250 college-going IBCs who sell the most Mary Kay products. The scholarship will offer an extra incentive to high school and college students who are considering becoming IBCs, and it will also give a large incentive to current college-age IBCs to increase their sales of Mary Kay products. This scholarship will also empower 18-25 year old women by assisting them in their path to obtaining a quality education.



## Social Media Advertising

General advertisements for Mary Kay as a brand, Mary Kay products, and a call for IBCs will be placed on all major social media with advertising capabilities. These include but are not limited to Google Adwords, Facebook, and YouTube. These advertisements will promote women in our target market to Stand Out With Confidence with Mary Kay and highlight Mary Kay's top products. Social media advertisements are able to be placed on the web pages of specific audiences based on interests, age, location and other demographic information. Our advertisements will be targeted to women 18-25 years of age that are interested in our products.

### Google Adwords

- Approximately 5 billion Google web searches per day.
- Offers a keyword search basis.
- Cost per click (CPC) rate is very inexpensive (\$0.50) for having more than 600,030,000 impressions.
- Ads can be clicked up to 1,000,000 times throughout the campaign.
- Independent Beauty Consultant-directed advertisements will connect users to the Mary Kay University homepage, while general advertisements will connect users to the Mary Kay website.

### YouTube

- Over 1 billion unique visitors per month.
- Marketing will tie to users' viewing history.
- With an established cost per view of \$0.20, our YouTube advertisements will have 1,000,000 impressions.

### Facebook

- Over 1 billion registered Facebook users.
- Marketing will tie directly to their "likes", interests, and personal information.
- With an established CPC rate of \$0.80 - set within the recommended bid range provided by Facebook - our Facebook banners will have over 240,000,000 total impressions.
- Ads can be clicked 250,000 times per year.
- Independent Beauty Consultant-directed advertisements will direct users to the Mary Kay University homepage, while general advertisements will connect users to the Mary Kay website.

#### Mary Kay

marykayuniversity.com



Would you like to be in charge of your schedule and your success on your own time? Visit our site to see how YOU could become an Independent Beauty Consultant Today!

#### Mary Kay

marykayuniversity.com



Find out how Mary Kay can help YOU stand out with confidence! Click to get in touch with your local Mary Kay Independent Beauty Consultant Today!



## Mary Kay Magazine Insert

To spread awareness of the IBC program and increase IBCs nationwide among 18-25 year old women, we propose Mary Kay develop an insert to be placed in magazines such as Cosmopolitan and Seventeen for the general target market, as well as Latina Magazine and Cosmopolitan en Español for our Latina target market. The purpose of the magazine insert is to entice readers to become IBCs. The insert will list the "Top 3 Reasons to be an IBC" and ask readers to take a quiz to find out if they have what it takes to be an IBC. The insert will be perforated so readers have the option to share with friends or family who may be interested. A QR code will be placed at the bottom of the insert and when scanned by a smartphone will link the user to the Mary Kay University site for more information on becoming an IBC. On the back will be a QR code leading to a Mary Kay customized BuzzFeed quiz. Those who do take the quiz will always be given positive results which qualify them to be IBCs. Once the quiz has been taken users will be invited to fill out an online form which will automatically be sent to recruiters. At Velocity Communications, we believe this is a strategic way to reach our 18-25 demographic and ultimately increase IBCs nationwide.

## Table Display Card

To provide a more uniform and enhanced visual appeal at parties for the Mary Kay brand, IBCs will be given a table display card within the starter kit. This card will also be distributed to current IBCs through their team leaders. This card will include information and visuals to help IBCs create professional table displays. The add-on items will create consistency among Independent Beauty Consultants, and, to further aid consistency, each IBC will be able to select one display piece of their choice to get their business going. Options will include a Mary Kay branded table cloth, a tiered makeup stand, and a Mary Kay 6-ft standing advertisement. For every \$1,000 of makeup that an IBC sells, she will earn an additional free display piece. To obtain these display pieces, an IBC will be able to go to the Mary Kay University website and submit a request form. Her sales will be checked to see whether she is eligible for one, and if she is, it will be sent to her home. To evaluate this strategy's effectiveness on brand image and IBC sales, a promotion for IBCs will be held in which IBCs will be given the opportunity to submit a picture of their table display to Mary Kay Corporate for a chance to win \$200. The top 20 display tables will each receive \$200.



## Mary Kay @ Play Brochure

Currently Mary Kay has a Mary Kay @ Play brochure that is used to target 18-25 year olds. However, when a sample of 18-22 year olds were surveyed, the results showed that the Mary Kay @ Play brochure was perceived as targeting teenagers 14-16 years old. In order to properly target 18-25 year olds, the Mary Kay @ Play brochure needs to be redesigned as a completely new brochure. To properly redesign the brochure so it targets 18-25 year olds and ties in with the Stand Out with Confidence campaign, the new brochure will include:

- Models that are 20-25 years old dressed in stylish clothing with age-appropriate makeup
- Sections for the “everyday” look, the “going out” look, and the “professional” look, which will each include the makeup products and shades that work best for that category
- Since primary research suggests that 18-25 year olds prefer neutral and earthy tones, it is best to include these tones
- Images of the Mary Kay makeup bags with the exclusive offer “Choose any 3 products for a free Mary Kay Makeup Bag”
- This promotion will attract 18-25 year olds because they are a target market that enjoys giveaway items, wants the most for their money, and are always on the go
- The brochure will include the tagline “Standout with Confidence,” and the traditional makeup bags will have quotes pertaining to confidence
- This brochure will also be produced in Spanish to target the female Hispanic market. The existing Mary Kay @ Play brochures will still be used to target women under 18 years old so that Mary Kay can continue reaching out to younger markets. This will ensure that the existing Mary Kay @ Play brochures do not go to waste.



## Promotions and Recruitment

### MARY KAY MAKEUP BAGS

With the launch of the Stand Out with Mary Kay campaign, Mary Kay is going to introduce makeup bags. The makeup bags will be free with the purchase of any three items or will be \$15 for consumers to purchase individually. This promotional item is likely to be a success for both the Independent Beauty Consultant and the consumer. The IBC will be able to increase sale volume, since the makeup bag serves as an incentive for consumers to buy more than two items at a time. The makeup bag is beneficial for consumers in our target market because Generation Y consumers do not have much disposable income and appreciate getting extra value. They also have very busy schedules and are always on the go, making a makeup bag a perfect promotion. The makeup bags will consist of Mary Kay's colors. One side will say "You are beautiful" and the other side will say "Believe it". Another bag simply says "Shine with Confidence". These tagline support the Stand Out With Confidence campaign. There will also be traditional bags simply saying "Mary Kay". The bags will be sold in both English and Spanish to target to the different markets.

If the promotional makeup bag is a success and Independent Beauty Consultants' sales volume increases, there will be a "Design the Next Mary Kay Makeup Bag Contest". This contest will be promoted on the Mary Kay website, Facebook, Pinterest, and Instagram. Submissions will be posted on Mary Kay's Instagram account, and in order to be placed into the final voting pool, the bag must have 500 likes. Contestants can share the picture on all of their social media pages to collect votes. Once the picture has 500 likes, then it can be entered on Mary Kay's Instagram competition page through the hashtag #MyMaryKayBag. Winners will receive \$1,000 worth of makeup. This promotion will increase the number of Instagram users for Mary Kay and raise brand awareness, and it will increase product sales by creating demand for the new makeup bag.

### MARY KAY RECRUITERS

In order to make 18-25 year olds aware of any changes made to the Mary Kay brand, the number of IBCs that are 18-25 years old needs to increase. 18-25 year olds are more likely to gain interest and buy Mary Kay products if they have a friend who sells Mary Kay or if they know other people their age wearing Mary Kay. Therefore, until the number of independent beauty consultants that are 18-25 years old increases, Mary Kay's existing brand image of "makeup for older women" is likely to remain. So, to increase the number of Mary Kay independent beauty consultants, a new position has been created. This position is called the "Mary Kay Recruiter." It requires a 4-year college degree and great interpersonal skills, and pays \$50,000/year. There will be 10 Mary Kay Recruiters that work at Mary Kay Corporate and cover different territories. They will be heavily trained on the Mary Kay brand and the perks of working for Mary Kay. Some of the job responsibilities include recruiting at the Mary Kay University events, signing up for college fairs and recruiting, and recruiting through LinkedIn by contacting 5 people a day. Mary Kay Recruiters have a goal of recruiting 20 independent beauty consultants that are 18-25 years old a month to remain a star recruiter. They will promote the tagline "Be confident in being you. No matter what type of person you are, you can become an IBC." The Mary Kay recruiter will get in contact with prospective IBCs interested in the position, and then find the independent beauty consultant that lives closest to the prospective IBC. At that point the IBC and prospective IBC will meet in person. The IBC can then determine if the prospective consultant is fit for the job and choose to whether to make the prospective consultant a part of their team or refer the prospect to the next closest independent beauty consultant. The recruiter must keep in touch with the prospective IBC for a month to make sure that they transition smoothly and that their IBC is helping them adequately.



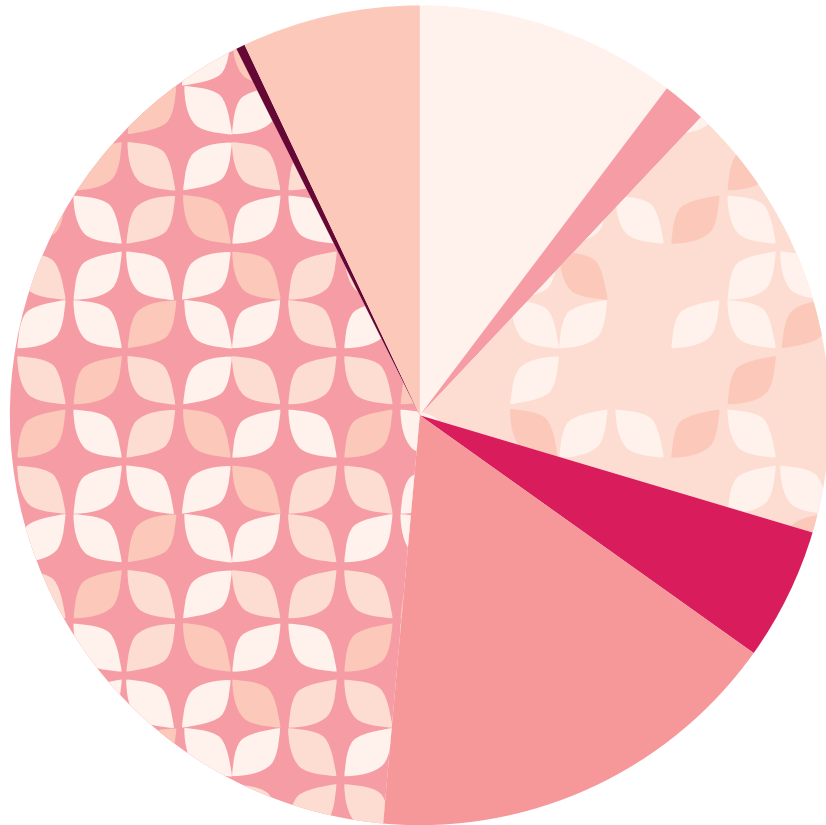


# Timeline

## Stand Out With Confidence 2015-2016

		Jan '15	Feb '15	Mar '15	Apr '15	May '15	June '15	July '15	Aug '15	Sept '15	Oct '15	Nov '15	Dec '15	Jan '16	Feb '16
Vlogger Competition	Campaign Preparation	Remodel MK Website													
		Strategic Planning Prep													
		MK App Creation													
		Identify MK Spokesperson													
	Vlogger Competition	Vlogger Video Submissions													
		Advertising for Competition													
		Vlogger Competition													
	Mary Kay Fashion Show	Fashion Show Prep													
		Fashion Show Promo/Advertising													
		Fashion Show													
Social Media Implementation	Revamped Website Launch														
	MK University Website Launch														
	Website Updates														
	New MK App Release														
	Social Media Management														
	Monthly YouTube Video Release														
Campaign Tactics	Brochure Distribution to IBC's														
	Brochure /IBC Material Distribution														
	MK Makeup Bag Promotion														
	New Makeup Bag Design Release														
	MK Design A Bag Contest														
	MK Recruiters														
	Redesign 18-25 yr old Pamphlet														
	Table Display Card Distribution														
	Table Display Contest														

# Budget Allocation



- Fashion Shows (10x)
- Campaign Promotions
- Social Media Effects
- MK Makeup Bag
- Recruitment Plan
- Cause Related Marketing
- Evaluation
- Contingencies (7%)



# Evaluation

## Special Causes

An awareness survey will be distributed at the Mary Kay fashion show, along with a 10% off one item coupon. This survey will also be set up through Survey Monkey and distributed on Mary Kay's social media platforms for one month, where people who take the survey will receive a printable coupon for 10% off one item. This coupon has an expiration date, and only one coupon can be used per party to prevent people from taking the survey more than once. This awareness survey will help Mary Kay determine if supporting additional special causes was effective by measuring whether awareness of the causes increases.

The total money raised at the end of the first year of implementation will be calculated for each cause as well as a whole. This will help Mary Kay determine which causes are most beneficial to support. It will also be important to see if more money was donated this year compared to the following years.

## Beauty Vlogger Challenge

The number of votes cast on the Mary Kay website and social media platforms will help Mary Kay Corporate determine whether or not the Vlogger contest enticed women ages 18-25 years old. If a majority of voters were in the 18-25 demographic, then the goal of increasing brand awareness among the target market will have been accomplished.

A survey will be distributed at the Mary Kay fashion show for the chance to win a Mary Kay basket containing \$100 of products. This survey will reveal what viewers thought of the Vlogger challenge part of the fashion show.

## Mary Kay Spokesperson

A survey will be set up through SurveyMonkey and distributed via Mary Kay's social media platforms to evaluate Mary Kay's brand perception. If the brand perception is close to what the spokesperson is trying to relay, then the spokesperson will be deemed effective. An incentive to take the survey will be a printable coupon for 10% off of one item.

The number of viewers that watch her videos on YouTube will also be calculated to see if she needs to make the videos more enticing.

## Fashion Show

The number of people that are at the fashion show will be calculated to see if that number meets the expected attendance number.

A survey is also going to be distributed to the students that attended the fashion show to evaluate their perceptions of the event. This survey will show Mary Kay whether or not they should repeat event in the future, as well as what changes should be made to improve the event. In the following year, the top IBCs from the areas where the fashion shows will occur will help to design the fashion show, since they are familiar with the areas' target markets.

A separate survey will be given to the fashion designers to evaluate their perceptions of the event. The incentive to take the survey will be the chance to win \$100 of free makeup. There will be one winner for each of the surveys.

## New Brochure for 18-25 Year Olds

The same survey that was handed out to determine who the Mary Kay @ Play brochure targeted will also be handed out to determine what demographic the redesigned brochure targets. This will allow Mary Kay to see if the new pamphlet successfully targets 18-25 year olds.

## Table Brochure Card

The number of people that send in the card will provide an estimate of new Independent Beauty Consultants. Mary Kay can see how many add-on items were sent out, and compare total sales among IBCs to last year to see if this incentive was effective in increasing IBC sales.

Mary Kay can also look at the number of pictures that were sent in for the table display contest to see if that incentive was worthwhile, and see if the table displays look more unified and professional.

A question asking customers to rate the appearance of their IBC's display on a scale from 1-5, with 1 being very unprofessional and 5 being very professional will be added to the evaluation forms that IBCs hand out at the end of their parties. This will show IBCs if they need to improve their display tables.

## Mary Kay App

The number of phones that installed the Mary Kay app will be calculated, as well as the number of people who already had Mary Kay's app and updated to the new version of the app. If the number increases from previous year than the changes to the app will be considered an improvement.

The number of people who complete the "Express Your Look" part of the app will be calculated along with the total number of people that end up on the website. If five people per week ended up being on the Mary Kay Website as a result of completing the "Express Your Look", then this part of the app was effective.

## Mary Kay University Website

The number of IBCs visiting the site will be calculated, as well as the number of training videos watched on the Mary Kay University Website. A survey will also be emailed to all IBCs to determine what they think about the website and whether there are any potential changes they would recommend making to the website.

## Magazine Insert

The number of visitors to the Mary Kay customized BuzzFeed quiz, and the number of submissions from the online form that are sent to recruiters after users take the quiz, will be calculated to determine whether the magazine insert was successful in recruiting more IBCs.

## In Progress Monitoring

Evaluation of our social media will analyze the cost per click value and the overall impressions we are creating. All of our social media initiatives will be monitored in-progress and there is flexibility built into our budget, including the contingency dollars, to allow us to increase spending in areas of high return.

## Mary Kay Recruiters

The retention rate of the new Mary Kay recruiters will be determined to see if people are satisfied with the job. A survey will also be given to the Mary Kay Recruiters to measure their satisfaction levels and gather recommendations for further changes.

The average number of people recruited each month will be determined to see if the Mary Kay Recruiters are reaching the desired number of new consultants. If they are not, the number of recruiters may need to be decreased. The demographics of all of the new IBCs will be looked at as well to see if they recruited 18-25 year olds.

The average number of people recruited at Mary Kay University events as well as college fairs will be calculated to see if recruiting at those events is beneficial.



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