Public Relations Case Studies

The Dove Campaign for Real Beauty

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Introduction

In 2004 Dove, a popular personal care brand owned by Unilever, began to experience a downturn of sales across all products. The brand partnered with Unilever’s public relations firm, Ogilvy and Mather, to develop a public relations campaign that would not only boost sales but the self-esteem of women across the world. The Dove Love Your Body Campaign is currently ongoing, and it has been honored several times as one of the best public relations campaigns in recent history.

Most of the studies performed by Dove have not been fully released to the public, but statistics and data relating to the campaign are readily available on a variety of websites. The overall consensus is that this public relations campaign has been a huge success and as a group we agree with that. Regardless of the dissatisfaction that some critics may have towards Dove, it has been widely successful; boosting sales across the board as well as changing the current mindset is accompanied with the question “what is beauty?”
Section: 1 Situational Analysis

A. Dove’s mission is to make all women of all sizes, shapes and colors to feel beautiful. Their ultimate goal is to change the way that the media and society view the definition of beauty.

B. In 2004 Dove decided that it was time to change how they market their products. Once partnering with Ogilvy and Mather, they began their pursuit to change the face of advertising. The situation that they were faced with was to change the entire world’s view on beauty, as well as changing the world of advertising through an old school method of using real models to make real people feel really beautiful.

C. The issue at hand is both a problem and an opportunity. It’s a problem because the self-esteem issues that women across the world face are beyond extreme, but this is an opportunity for Dove to not only changes the world but to make a lot of money while they do it.

D. The issue was definitely defined correctly. After a large amount of research, Dove was able to identify the view of beauty as a serious problem. They have started a revolution to fix this major problem, but there is still a long way to go.

E. The organization was as well prepared as they possibly could be. The value placed on research was higher than any other aspect of their plan. That is what prepared them to take on this incredibly large task.
Section 2: The Publics

A. Key Publics: Women, girls, organizations who support women and girls

B. Vision: Imagine a world where beauty is a source of confidence, not anxiety.

Dove® is committed to building positive self-esteem and inspiring all women and girls to reach their full potential—but they need your help. They are building a movement in which women everywhere have the tools to take action and inspire each other and the girls in their lives. It could be as simple as sending a word of encouragement to a girl in your life or supporting self-esteem education in your town. From mentoring the next generation to celebrating real beauty in ourselves and others, Dove can open a world of possibilities for women and girls everywhere.

C. Yes, the organization focuses on women and girls for their beauty movement. Those are the main publics who purchase their products, and the ones who need the self-esteem boost that Dove is trying to give them. They’ve chosen and marketed to the right publics.

D. We didn’t know that Dove® is committed to inspiring all women and girls to reach their full potential. The Dove® Self-Esteem Project invites all women to join us in creating a world where beauty is a source of confidence, not anxiety. Each time you buy Dove®, you help Dove’s charitable partners provide inspiring self-esteem programming for girls. They have reached more than 11 million girls so far, and with your help, they can reach our target of 15 million by 2015. Their partners are Girl Scouts, Boys & Girls Clubs of America and Girls Inc.
Section 3: The Process

A. Dove commissioned The Real Truth About Beauty study in order to figure out what beauty means to women in the world today. They hired StrategyOne, a research firm along with Dr. Nancy Etcoff and Dr. Susie Orbach. They surveyed 3,200 women ages 18 to 64 across 10 countries: U.S., Canada, Great Britain, Italy, France, Portugal, Netherlands, Brazil, Argentina and Japan. They found that only 2 percent of the women described themselves as “beautiful”, 75 percent consider themselves “average,” and almost half think their weight is “too high.” They also found that 60 percent of women think, “Society expects women to enhance their physical attractiveness.”

Dove then employed two more studies and found that 90 percent of all women want to change at least one aspect of their appearance, 97 percent believe society is less accepting of appearance considerations for women of 50, and nearly 60 percent of women believe that if magazines were an accurate reflection of a population, women over 50 would not exist.

After the study, Dove released a statement saying, “Without having a foundation in the global research study, which showed that the image of beauty was unattainable, we wouldn’t have had the credibility in creating the materials, in pitching stories and being able to answer some of the folks that didn’t agree with the campaign.”

B. After extensive research, Dove developed a plan to create awareness for their brand as well as boost self-confidence of women around the world. They created the following objectives for their campaign: to increase sales of Dove beauty products and new product lines; create dialogue, debate and discussion of the true meaning of beauty; attract national TV and print media coverage; gain local press attention in the hometowns of models in the campaign; encourage users to use the website to share their thoughts on the campaign and beauty stereotypes; create a call to action for consumers to join the movement through a website pledge that activated a donation by Dove for self-esteem awareness. In order to complete these objectives, Dove planned the numerous activities for the campaign. They
planned a global advertising campaign meant to question whether or not stereotypical model features were required for beauty as well as numerous advertisements showcasing a diverse range of women who didn’t fit the stereotypical “beautiful” mold, they planned to air multiple commercials, create billboards, panel discussions, interviews on morning news and talk shows, and they planned to create two programs that would study the way women were portrayed in the media.

C. Dove did a great job with the public relations activities of their campaign. The Campaign for Real Beauty focused largely on promoting ads all over the media. They were featured on Good Morning America, the Today Show, the Ellen DeGeneres Show, and Oprah. Their commercials aired daily on numerous popular TV networks. Twenty-two articles were written on the campaign, only five of which were negative. The publicity for the campaign generated an astounding 650 million imprints during the summer of 2005 alone. Dove has kept in total control throughout the entire campaign and most consider it a large success for the company.

D. Although it is difficult to know the exact information about how the Campaign for Real Beauty has been evaluated because it is ongoing, it is safe to say that it has been a successful campaign. In the summer of 2005, Dove received almost four hours of broadcast time. During that time, it also covered 62 national television programs; it landed the cover of People magazine and was features in USA Today, The NY Times, and Allure. Sales of the products featured in the ads increased 600 percent in the first two months of the campaign. They won PR Week’s Consumer Launch Campaign of the Year in 2006, PRSA’s Silver Anvil “Best of” Award in 2006, and the Grand Effie Award in 2006.
Section 4: Public Relations

A. RACE

i. Research: Dove began their campaign as every public relations campaign should. With research, Dove sponsored a global study that researched women’s attitudes toward themselves and beauty. They found that only two percent of women considered themselves beautiful. From that Dove went on to sponsor more research specifically addressing women in the United States.

ii. Action Planning: After extensive research, Dove partnered with Ogilvy and Mather, an advertising firm, to develop a plan of action for their campaign. Brian Collins, head of the Brand Integration Group (BIG) at Ogilvy and Mather, spearheaded Dove’s project. Collins and Dove came together to reach a main goal, “to make women feel beautiful everyday by widening stereotypical views of beauty.” They developed a several step plan to implement different tactics to reach their ultimate goal. The campaign officially began in 2004 with the introduction of new commercials that encouraged women to go to campaignforbeauty.com to discuss beauty, self-esteem, and to increase awareness of the issue.

iii. Communication: 2004 was just the beginning for Dove’s Campaign for Real Beauty. In 2005 the most one of the most iconic phases was implemented, when their commercials began showing six different real women with real bodies and real curves as their main models. It was created to communicate to people that the stereotype of “only thin is beautiful” is completely wrong. This also pushed thousands of women to their website to discuss beauty issues. As the campaign continued and expanded it created new opportunities for real people to be reached. In 2006 the Dove® Self-Esteem Fund was created to act as an agent of change to inspire and educate girls and women about a wider definition of beauty. Dove has continually
manipulated their original plan to reach more women and to positively encourage them, as well as educate them on the unrealistic expectations that today’s media has presented.

iv. Evaluation: In 2011, Dove conducted its most in depth study to date. It was titled *The Real Truth About Beauty: Revisited*. The study revealed that only 4% of women around the world consider themselves beautiful, and that anxiety about looks begins at an early age. In a study of over 1,200 10-to-17-year-olds, a majority of girls, 72%, said they felt tremendous pressure to be beautiful. The study also found that only 11% of girls around the world feel comfortable using the word beautiful to describe their looks, showing that there is a universal increase in beauty pressure and a decrease in girls' confidence as they grow older. This evaluation led Dove to not only continue their campaign but to expand it as well.

B. Dove has fallen under some scrutiny from an assortment of feminist organizations that seem to misunderstand the meaning and purpose for the campaign. Publicly addressing these organizations to clarify their intentions would expand the reach and impact of the campaign. Dove has not addressed any of its opponents as far as I know.

C. The media usage during Dove’s campaign has been incredibly well used. As social media has evolved throughout their campaign, Dove has expanded their reach far beyond television commercials. It incorporates hash tags, websites, surveys, YouTube videos, Twitter profiles, Facebook pages, and an increasingly committed group of women that are constantly fighting for this cause. Dove has taken their campaign to the next level. They have allowed women that have been influence by low self-esteem to become spokeswomen and leaders for their cause. The effectiveness of their campaign is tough to measure but through the varying media outlets that Dove has used they have been able to reach distinctive groups of women across the world to fight for their cause. Awareness of the issue is at an all-time high, but there is still a long way to go.
D. The only opinion leaders that were used throughout the Dove campaign were television show hosts that interviewed different behind-the-scenes employees of the campaign in order to promote it. No opinion leader was used as the head promoter of the Dove campaign because the purpose of the campaign is to reach real women of all sizes, shapes and ages. By not presenting the public with a figurehead that was previously known, they were able to use real women as their models and spokespeople. It created a level of connection that would have been unachievable any other way. This was the best possible way for Dove to communicate its ideas because it reached an audience that would have ignored it otherwise. This eliminated any hypocrisy the campaign may have been accused of. The campaign portrayed women of every size, shape, age, color or any other physical appearance distinction that may occur. These are the women that Dove wanted to reach.

E. We believe that Dove has a deep understanding of what public relations entails and what is required of them as a company. The depths that Dove has reached as an organization far surpass that of most companies, they have won several awards for their campaign. Although we could not definitively find it, we believe that Dove is a company that understands the importance of public relations in such a way that there is a position on the board of directors for a public relations specialist. They know that with every decision there will be a public reaction, whether it is good or bad. Their goal with every decision is to ensure that the public reaction is good, but they go a step further to not only get approval of the public but to encourage the public to be better people through higher self-confidence and to decrease the inhumanities that occur through bullying.

F. Dove probably has a broad definition for public relations but I think that the most encompassing definition for the company as a whole would be “public relations is the communication between our company and our audiences that creates an ever evolving reaction amongst the audience that drives them to encourage themselves and others.” No matter what their definition may be, it is integral for Dove, as the organization that it is, to constantly promote not only their products, but the beauty of the women that buy their products. Since 2004 Dove has changed the
face of female advertising through its public relations campaigns for the better. To increase self-esteem and awareness as much as Dove has requires that the company have a firm grip on the true definition of public relations. It is inspiring to see a company take such an important but often overlooked issue and bring it to the table in such a big way that it can’t be ignored.
Section 5: Dove Campaign for Real Beauty

A. Recommendations regarding research- We think Dove did more than enough researching. They conducted a survey asking women what they think beauty means to them. They also asked how they feel about themselves. The initial survey was conducted in 2004 and then two more in 2005 and 2006. They have numerous statistics to back their research up. The research showed that women are unhappy with their bodies. Only 13% think that they are beautiful.

B. Recommendations regarding planning activities- Dove made their target audience all women of all ages and all sizes. They wanted to increase sales, create talk of what beauty means and gain press attention.

C. Recommendations regarding choice of activities- Dove advertised the Dove Real Beauty Sketches commercial at the Super Bowl in 2006 and on “The Apprentice.” They also created a survey on their website where people could evaluate the commercial and the campaign. They placed billboards in major cities, even in Times Square. Dove was featured on Good Morning America, Today, The Early Show, Ellen DeGeneres, The View and Oprah. In addition to all of this, Dove established the program for aesthetics and well-being at Harvard. This program studies the way people see women and how it is affecting our generation. They did an awesome job promoting the campaign.

D. Recommendations regarding evaluation- We believe Dove effectively met their target audiences and did a wonderful job of research and advertising. We think the overall outcome of this campaign has been successful and will continue to be successful.
Appendices

A. Secondary Resources:
   x. http://www.doveproage.com/

B. Public Relations Materials:

   i. Press Release –

FBI-TRAINED FORENSIC ARTIST CONDUCTS A SOCIAL EXPERIMENT TO ILLUSTRATE THE ONGOING STRUGGLE WOMEN HAVE WITH RECOGNIZING THEIR OWN BEAUTY

Dove® “Real Beauty Sketches” Campaign Reveals the Dramatic Difference Between Self-Image and What Others See

ENGLEWOOD CLIFFS, NJ — April 16, 2013 /PRNewswire/ — The way women depict themselves is dramatically different from how others perceive them. Over half (54%) of women globally agree that when it comes to how they look, they are their own worst beauty critic1, which
equates to a staggering 672 million women around the world.2 Dove® is committed to creating a world where beauty is a source of confidence, not anxiety and in response has conducted a compelling social experiment to illustrate how this problem manifests. Documented in the short film, Real Beauty Sketches, Dove explores how women view their own beauty in contrast to what others see.

The Real Beauty Sketches film features Gil Zamora, an FBI trained forensic artist who has used his trademark Composiature™ Methodology to draw over 3,000 sketches during his 28-year career. The film documented Zamora creating composite sketches of seven women who were hidden behind a curtain and he used their self-descriptions as the basis of his drawings. Prior to their session with the forensic artist, each of the women were unexpectedly asked to spend a short period of time with a stranger without being told why. Zamora then drafted sketches from the stranger’s depictions. Most of the sketches drafted from the stranger’s point of view showed a more beautiful, happier and frequently more accurate portrayal of the women and further demonstrates that, when it comes to how they look the biggest beauty pressure is the pressure they put on themselves.

“When I was asked to be a part of the film for Dove, I never imagined how different the two sketch portrayals would be,” said Gil Zamora, forensic artist. “What has stayed with me are the emotional reactions the women had when they viewed the composite sketches hung side by side. I think many of these brave women realized that they had a distorted self-perception that had affected parts of their lives in significant ways.”

A Sketch Is Worth A Thousand Words

The film documents the women’s reactions to their self-image and their realization of how low self-esteem is affecting many other elements of their lives. It inspires the women, and viewers alike, to see the beauty within themselves.

“We conducted this social experiment and produced a film to reinforce our commitment to fostering self-esteem in women,” said Jennifer Bremner,
Brand Building Director, Skin Cleansing, for Dove. “We hope it will inspire women to reconsider their beauty and understand how other people see them.”

**You Are More Beautiful Than You Think**

Women are their own worst beauty critics – only 4% of women around the world consider themselves beautiful (up from 2% in 2004). Dove believes that when women look and feel their best, they feel happier. The Dove Real Beauty Sketches campaign encourages women to reassess how they see themselves. Women can view the Dove Real Beauty Sketches film at dove.us/realbeautysketches, Facebook.com/Dove or join the conversation at #wearebeautiful.

**About Dove**

Dove, manufactured by Unilever, is the No. 1 personal wash brand nationwide. One in every three households uses a Dove product, which includes beauty bars, body washes, face care, anti-perspirant/deodorants, body mists, hair care and styling aids. Dove Men+Care™ is the newest range of products from Dove, developed specially for men. Dove is available nationwide in food, drug and mass outlet stores.

**About Unilever United States, Inc.**

Unilever is one of the world’s leading suppliers of Food, Home and Personal Care products with sales in over 190 countries. Our products are present in 7 out of 10 homes globally and are used by over 2 billion people on a daily basis. In the United States the portfolio includes brand icons such as: Axe, Ben & Jerry’s, Bertolli, Breyers, Caress, Clear Scalp & Hair Therapy, Consort For Men, Country Crock, Degree, Dove personal care products, Good Humor, Hellmann’s, I Can’t Believe It’s Not Butter!, Just for Me!, Klondike, Knorr, Lever 2000, Lipton, Magnum, Motions, Nexxus, Noxzema, Pond’s, Popsicle, Promise, Q-tips, Ragú, Simple, Slim-Fast, Soft & Beautiful, St. Ives, Suave, tcb, TIGI, TRESemmé, Vaseline, and Wish-Bone. All of the preceding brand names are trademarks or registered trademarks of the Unilever Group of Companies.
Our ambition is to double the size of our business, whilst reducing our overall environmental footprint (including sourcing, consumer use and disposal) and increasing our positive social impact. We are committed to helping more than a billion people take action to improve their health and well-being, sourcing all our agricultural raw materials sustainably by 2020, and decoupling our growth from our environmental impact. Supporting our three big goals are more than 50 time-based targets. See more on the Unilever Sustainable Living Plan at http://www.unileverusa.com/sustainable-living.

Unilever employs more than 10,000 people in the United States – generating over $9 billion in sales in 2012. For more information, visit www.unileverusa.com.

ii. Fact Sheet/Guide -

iii. Annual Reports from studies -
http://loveyourbody.nowfoundation.org/thefacts.html