



Dove

Luke and Mrisha

Company Background

Mission:

“to meet everyday needs for nutrition, hygiene, and personal care with brands that help look good, feel good, and get more out of life.”

Vision:

“We believe beauty should be a source of confidence, and not anxiety. That's why we are here to help women everywhere develop a positive relationship with the way they look, helping them raise their self-esteem and realize their full potential.”

Values:

- Sustainability
- Self-confidence
- Inclusivity & Empowerment

Dove



What Happened?

The Ad

Diverse trio of women sequentially lifting their shirts to reveal one another: a dark-skinned woman, a white woman, and an Asian woman.

Viral meme by Naomi Blake



2017

Oct 6

Three-second body wash ad on Facebook as part of its of Real Beauty.

Naomi Blake, comments on post and receives a generic response

Blake shares the response and Ad

Ad goes Viral

Oct 7

Facebook removes Ad and issues apology

Oct 8

Major publications like New York Times publish news

Oct 9

Dove publishes apology in length on FB

Oct 10

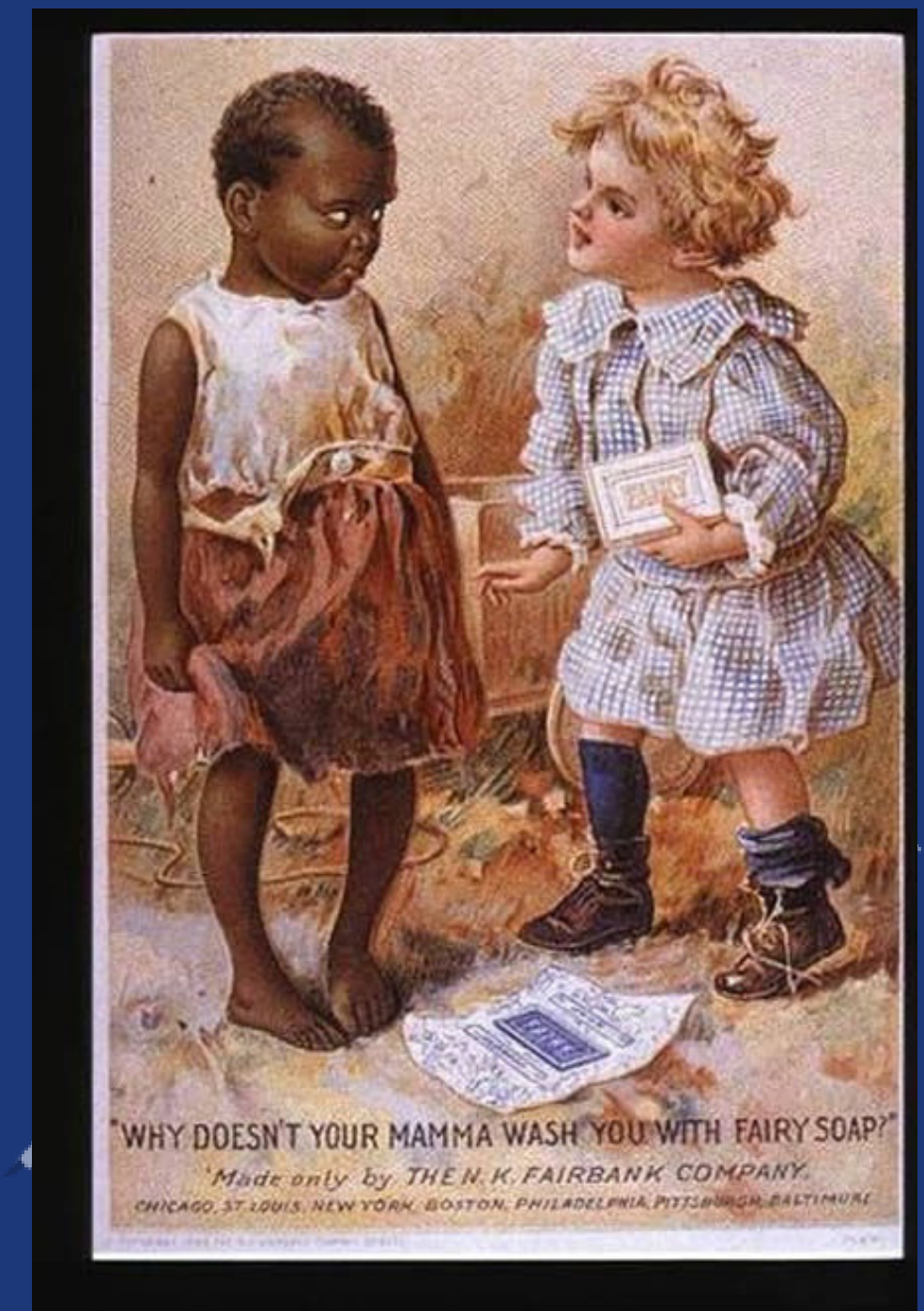
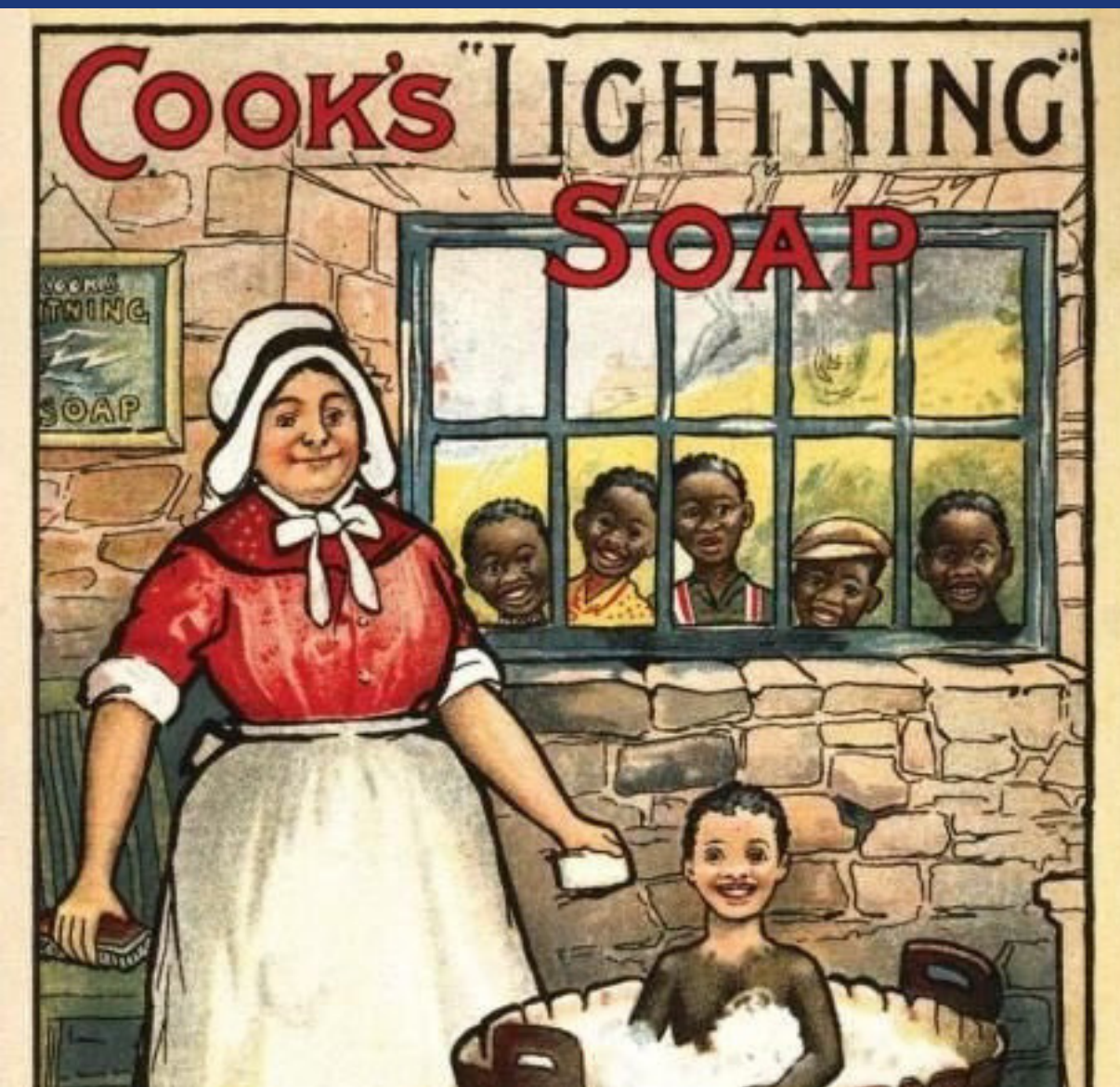
Nigerian model Lola Ogunyemi defends Dove



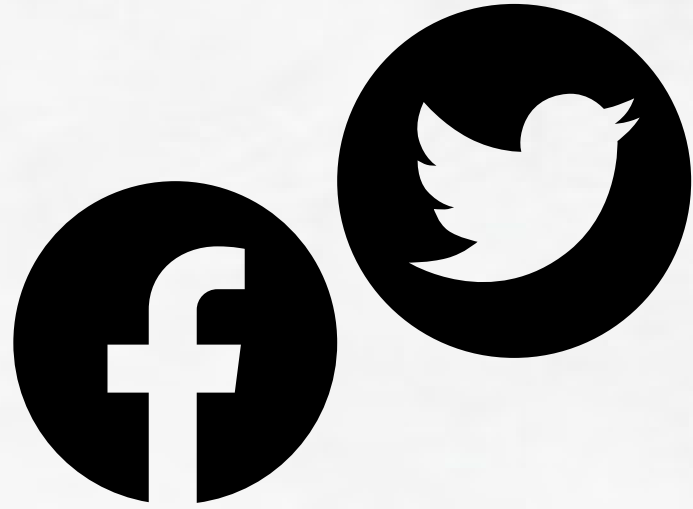
The Reaction

Evoked Dark History

19th-century Ads
implied that people of color were "dirty"
and could be purified to white with soap.



Social Media



65.2 percent of the social media conversation



44.6 percent of posts expressed **negative sentiment** for Dove



More than **40 percent** of online discussions related to the ad referred to Dove with some form of the word "**racist.**"

Unilever Stock

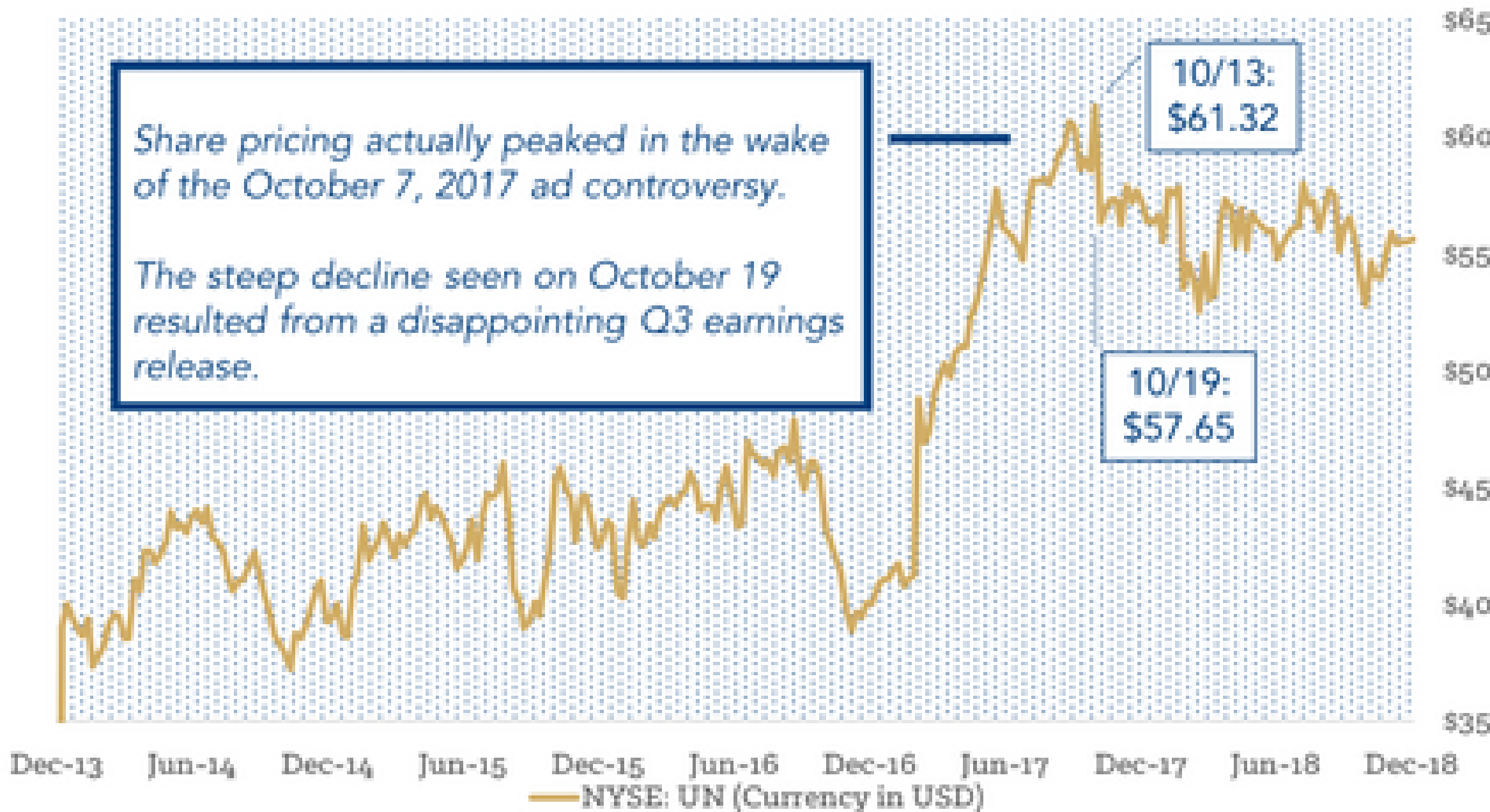
**#BoycottDove campaign =
Little Impact**

**Unilever Personal Care
(Dove's category) earned
\$5.9 billion revenue**

**Q4 2017 Sales Growth for
Dove was 4.4% (non-GAAP)
in**

**Overall yearly gains of 2.9%
in 2017**






source: Unilever, 2018



The Significance of Culturally Sensitive & Socially Aware Marketing Strategies!

THE POWER OF THE MULTICULTURAL CONSUMER DOLLAR

Categories where Consumers of Color exert outsized influence on total spend

CATEGORY	SPEND BY CONSUMERS OF COLOR	TOTAL SPEND	% OF TOTAL SPEND ATTRIBUTABLE TO CONSUMERS OF COLOR
 DRY VEGETABLE & GRAINS	\$472.3M	\$941.2M	50.18%
 BABY FOOD	\$817M	\$1.9B	42.76%
 PERSONAL SOAP & BATH NEEDS	\$1.3B	\$3.04B	41.64%
 FRESHENERS & DEODORIZERS	\$774.1M	\$2.02B	38.29%
 SHELF-STABLE JUICES & DRINKS	\$2.3B	\$6.2B	37.51%

Note: "Consumers of Color" includes African-American, Hispanic and Asian consumers, as well as those consumers identifying as "Other."
Source: Nielsen Homescan, Total U.S., 52 Weeks ending 12/30/17.

Copyright © 2018 The Nielsen Company (US), LLC. All Rights Reserved.

Nielsen's 2018 report
"Black Dollars Matter"

People of color including Asian, Hispanic, African-American, and "Other," represent 42% of spending on personal, soap, and bath needs.

- Brand Reputation
- Global Recognition
- Realistic Marketing
- Affordable
- PETA Approved/Cruelty Free

S

W

- Brand Image Vulnerability-
Real Beauty may be seen as fake
- Sustainability Concerns
- Concentrated in Metro cities

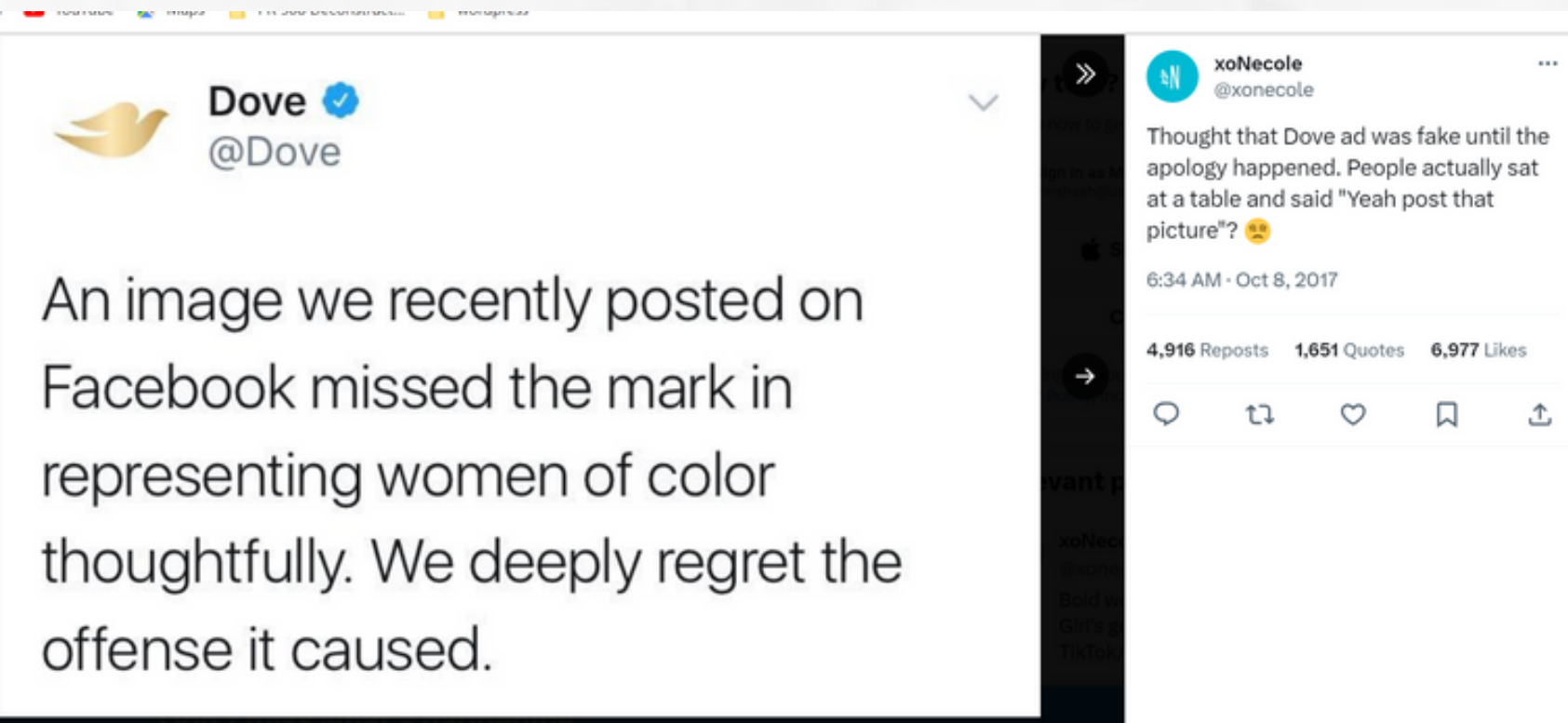
- Mergers with small businesses
- Expand Target Audience
- Eco-Friendly packaging and making of products

O

T

- Negative Publicity
- Competitors eg:
Olay, Nivea
- Changing Consumer Preference

Dove's Response



**Apologized
Removed Ad
Interview**

Communication Objectives

**Preserve
reputation as
advocate for
diverse &
inclusive beauty**

**Remind
consumers of
Dove's core
beliefs**

**Demonstrate
commitment to
preventing a
similar mistake
in the future**

**Clarify ad's
intent & provide
context**

Alternative Strategies

Key Stakeholders

1. **Consumers of Color**
2. **Socially Conscious Consumers**
3. **Employees**

Alternative Objectives

1. Remind consumers of Dove's core beliefs & commitment to diversity and inclusion
2. Take accountability for harm the ad has caused communities of color
3. Establish commitment to listening to feedback Dove receives via social media

Media Opportunities

1. CCO interview with Gayle King
2. Release campaign on social media centered around empowering the communities they've harmed with ad controversies

← PostsFollow

matthewacherry Day 1 @youngsheldonCBS27 January

matthewacherry

OSCAR-WINNING SHORT FILM INSPIRES DOVE 'HAIR LOVE' PRODUCT LINE2/2

New line launching in Walmart is designed to foster self-esteem for girls with natural hair and features film's central character Zuri on packages

f

twitter

in

print

copy

email

By Jack Neff, Published on November 17, 2021.

1,209 likes

matthewacherry Have you tried our @dove curly kids hair care line inspired by our Hair Love short film and book yet? It's available at @walmart. There's shampoo, conditioner, curl cream and refresher spray each with a different image of Zuri on each bottle. Check it out if you haven't yet.

View all 53 comments

Present

Brand value of Dove worldwide from 2016 to 2023 (in million U.S. dollars)

Year	Brand value (million U.S. dollars)
2016	4,104
2017	4,822
2018	4,847
2019	4,486
2020	4,977
2021	5,094
2022	5,097
2023	6,470

Source: Brand Finance © Statista 2023

Additional Information: Worldwide; Brand Finance; 2016 to 2023

RepTrakWHAT WE DO

2022 Reputation Score72.4Strongthe 70our nc

ComparablyCompanies

Comparably is excited to introduce our all

Ranked #32Consumer Goods Brands

BRAND PAGEDove

← PostsFollow

matthewacherry

What's Next?

Future Goals for Dove



Regain consumer trust



Improve internal creation & approval oversight for future content



Embrace proactive & actionable listening



Discussion Questions



I. The noted economist Milton Friedman once said, “There is one and only one social responsibility of business – to use its resources and engage in activities designed to increase its profits...” The CEO of the investment management firm BlackRock, Larry Fink, said, “To prosper over time, every company must not only deliver financial performance, but also show how it makes a positive contribution to society. Who’s right and why?”



2. Is it possible for multinational corporations and brands to pursue a social responsibility agenda and have such efforts perceived by the public as genuine? If so, how?



3. How do you think Dove's Real Beauty CSR program may have helped it weather this latest communications misstep and protect its long-term reputation?



4. What could the Dove brand have done internally to avoid yet another racially insensitive communication that missed the mark so dramatically



Thankyou

Citation

1. <https://www.marketing91.com/swot-analysis-of-dove/>
2. https://iide.co/case-studies/swot-analysis-of-dove/#SWOT_Analysis_of_Dove
3. <https://digitalagencynetwork.com/learn-to-redefine-beauty-with-doves-incredible-digital-marketing-strategies/>
4. [https://blogs.uoregon.edu/prssa/2017/10/ \](https://blogs.uoregon.edu/prssa/2017/10/)
5. <https://twitter.com/kawrage/status/917036041076396033/photo/1>
6. <https://digitalmarketinginstitute.com/blog/dove-a-spotless-approach-to-digital-marketing>
7. <https://carolinelozano.com/doves-2017-real-beauty-campaign-why-it-crashed-and-burned/>
8. <https://stockanalysis.com/stocks/ul/revenue/>