



# Case Study

## 2020 GLOBAL EFFIE AWARDS SILVER WINNER

### "PROJECT #SHOWUS"

70% of women worldwide say they don't feel represented in the images they see every day in the media. You can't be what you can't see - lack of representation affects women's health, relationships and opportunities in life. Project #ShowUs is a partnership with Getty Images, Girlgaze and women worldwide to shatter beauty stereotypes at an unprecedented scale.

**Competition:**

Global Effie Awards - Multi-Region

**Ran in:**

Argentina, Australia, Brazil, Canada, Chile, China, Colombia, Cuba, Czechia, France, Germany, Greece, Haiti, Hungary, India, Indonesia, Israel, Italy, Japan, Kenya, Mexico, Morocco, Netherlands, Nigeria, Palestinian Territory, Peru, Philippines, Portugal, Romania, Russia, Saudi Arabia, South Africa, Spain, Sweden, Thailand, Turkey, United Arab Emirates, United Kingdom, United States

**Category:**

Positive Change:  
Social Good - Brands

**Brand/Client:**

Dove/Unilever

**Lead Agency:**

Razorfish

**Contributing Companies:**

Getty Images  
Girlgaze  
Mindshare  
Golin PR

**Product/Service:**

Toiletries & Cosmetics

**Classification:**

Multinational

**Dates Effort Ran:**

March 27, 2019-  
December 31, 2019

**Credits:**

John Antoniello  
Jennifer Berry  
Matt Bogard  
Bonnie Bottorf  
Rachel Bradshaw  
Christine Cafiero  
Ali Cole  
Kim Davies  
Michael Emerson  
AJ Halbrook  
Fiona Hobson  
Amy Houston  
Taiyo Kitagawa  
Jessica Manfredi  
Aidan McDermott  
Hetal Patel  
Carlos Noel Perez  
Tori Probert  
Kait Strovnik  
Mary Ellen Verrusio



## Entry Details (continued)

### Category Situation

Dove needed to overcome the cluttered 'Femvertising' space and reassert themselves as a leader in the beauty category and in the female empowerment space particularly. Therefore, it established a new marketing model: SAY less, DO more. To create action around the brand's point of view - "To make a positive experience of beauty universally accessible to all women" - Dove took aim to liberate all women from oppressive and limiting stereotypes.

## Executive Summary

### The Challenge

70% of women worldwide say they don't feel represented in the images they see every day in the media.<sup>1</sup>

### The Insight

You can't be what you can't see - lack of representation affects women's' health, relationships and opportunities in life.

### The Idea

Project #ShowUs: a partnership with Getty Images, Girlgaze and women worldwide to shatter beauty stereotypes at an unprecedented scale.

### Bringing the Idea to Life

5,000+ photographs; 100% created and photographed by women; 39 countries; zero digital distortion; made available to all media & advertisers.

### The Results

Industry: 2500+ companies in 40+ countries used 28,000+ images Consumers: 100k+ global advocates, 4,000+ new photo subject hand-raisers.

## Effie Awards Category Context

70% of women don't see themselves represented in media & advertising. Project #ShowUs is 18 months of partnership by Dove, Getty Images, and Girlgaze to systematically dismantle stereotypical representations of women worldwide – inclusive of all female-identifying and non-binary individuals. Together we built a photo library of 5,000+ images, then created a global campaign as a call-to-arms for women to further grow the collection, and for our industry to use. The campaign was localized in 39 countries to spotlight the most harmful stereotypes that impact local communities. Partnerships with media powerhouses ensured our images were used on an unprecedented scale.

## State of the Marketplace & Brand's Business

Dove is widely recognized as one of the first brands to be both purpose-driven at its core and champion female empowerment, especially in the beauty category. Since then and especially with movements like #MeToo, several brands including start-ups, have entered this space. In addition, despite the fact Dove has been committed to fighting beauty stereotypes for over a decade, awareness that the brand uses real women in its campaigns remains surprisingly low, at an average of 46% across key markets<sup>1</sup>. Dove needed to reassert itself as both a category and cultural leader in a cluttered femvertising arena. To do so it adopted a SAY Less, DO More model. Project #ShowUs aimed to achieve systemic change in the limiting way women are shown across the world in order to ultimately change the way they see themselves. Doing so required a particularly in-depth understanding of the definition of beauty in each of the brand's 39 markets in order to be able to authentically dismantle the stereotypes associated with them.

## Global Communications Challenge

70% of women globally - inclusive of female-identifying and non-binary individuals - say they don't feel represented in media and advertising<sup>2</sup>. Instead these industries continue to promote stereotypical images of women that can be damaging as they limit them in countless ways, from access to healthcare to opportunities in life. These stereotypes are influenced by specific cultural nuances:

- In the U.K. research shows a higher weight woman is less likely to be hired and a woman who is 14 pounds heavier is likely to earn £1,500 less a year<sup>3</sup>.
- In the US, Black women with afro-centric hair are deemed unprofessional and are 1.5 X more likely to be sent home from the workplace. 80% agree that they need to change their natural hair to fit in at the office<sup>4</sup>.
- In India dark-skinned women are considered less attractive and seen as less 'eligible' especially in the arranged marriage context<sup>5</sup>.
- Brazil is widely regarded as a hub for cosmetic surgery, facilitating more than 25% of global procedures<sup>6</sup>.

Despite the specific cultural challenges, we needed to create a unifying solution that would resonate at scale. Hence the rallying cry, "Show us more women who look like me".

## Audience

Our audience was two-fold.

1) Existing Dove audience - Women aged 18-54. Research showed that 70% of them did not feel represented in media and advertising. Furthermore 6-in-10 feel that more diverse, authentic depictions of women would increase their own confidence and that of the next generation<sup>7</sup>.

2) Media and advertising industry - To create systemic change that tackles the pervasive and limiting stereotypes of women seen too often in media and advertising, we needed to address the broader industry that perpetuates this issue.

## Objectives & KPI's

KPI 1 - Action taken to liberate women from limiting stereotypes, pressures and definitions of beauty:

- Media and advertisers are using the image bank at scale to create real systemic change in female representation.
- Proof that the #ShowUs Images really do "liberate women" from stereotypes, and inspire women to feel more confident about the way they look.

KPI 2 - Build affinity with women 18-54 by raising awareness of the action we are taking to liberate women by shattering beauty stereotypes.

- Campaign assets perform in line with or ahead of benchmarks when it comes to awareness and engagement media metrics.
- Brand Lift results to prove the assets drive brand recall and brand affinity across Facebook and YouTube.
- Significant shift in awareness of key brand attributes and brand health metrics, "Dove is working to broaden the narrow definition of beauty" and / or "Dove inspires women to feel more confident about the way they look".

### **Sourcing**

1. Millward Brown 2014 Awareness of 'real women' Top 5 Dove Markets
2. Dove Confidence, Beauty & Happiness Report 2016.
3. Obesity Discrimination in the Recruitment Process: "You're Not Hired!" Sheffield Hallam University, UK, 2016
4. C.R.O.W.N Research Study 2019
5. SAGE Journals 2018 - The Unfair Selection: A Study on Skin-Color Bias in Arranged Indian Marriages
6. In Plastic Surgery Brazil Gets The Silver Medal - Forbes, 2016
7. Dove Impact of Beauty Stereotypes Quant Study 2018

## **Insight**

Worldwide, 70% of women – inclusive of all female-identifying and non-binary individuals – say they still don't feel represented in the images they see every day in media and advertising<sup>1</sup>. Many images continue to impose unrealistic beauty standards that present a narrow view of who women are, what they should look like, and what they can/can't achieve. In the U.K. a woman who is 14 pounds heavier is likely to earn £1,500 less a year<sup>2</sup>. In the US, 80% of Black women agree that they need to change their natural hair to fit in at the office<sup>3</sup>. In India dark-skinned women are considered less attractive and seen as less 'eligible' especially in the arranged marriage context<sup>4</sup>. Brazil is known to be the birthplace of the infamous 'butt lift' and 10.7% of cosmetic procedures globally are performed here<sup>5</sup>.

Women's lives and opportunities are affected by these limitations, exclusions and stereotypes. Simply put, our insight was - you can't be what you can't see.

## **Global Evolution of Strategic Idea**

We combined quantitative desk research, census bureau data, local Getty image licensing trends, and qualitative interviews with women in our 39 markets to identify the ways in which they were most marginalized in media & advertising in their country. And to ensure authenticity, we let the women shine a spotlight on the issue in their own words, co-authoring every word of every campaign asset worldwide. This was further reflected in the search words that each of the women tagged their images with.

### **Sourcing**

1. Dove Confidence, Beauty & Happiness Report 2016.
2. Obesity Discrimination in the Recruitment Process: "You're Not Hired!" Sheffield Hallam University, UK, 2016
3. C.R.O.W.N Research Study 2019
4. SAGE Journals 2018 - The Unfair Selection: A Study on Skin-Color Bias in Arranged Indian Marriages
5. In Plastic Surgery Brazil Gets The Silver Medal - Forbes, 2016

## **The Big Idea**





**A call-to-arms from women worldwide to all media & advertisers: #ShowUs more women who look like me.**

## Bringing the Idea to Life





To bring our idea to life and gain mass awareness of our efforts we launched a global, integrated, 360 campaign that was adapted to the cultural nuances of 39 countries. The campaign included TV and digital video assets, OOH, Social Media, Print, PR, Influencer marketing, in-store activations. We were determined to not only reach our audience where they were, but also on channels and platforms where the usual stereotypes of how women 'should look' play out like lifestyle and fitness magazines, women's talk shows, billboards in the fashion district. To reinforce this we also leveraged several media partnerships with leading industry publications like Stylist magazine in the UK and Marie Claire, Cosmopolitan, People, Elle, Bazaar and O magazines in the US.

## Investment Overview

### Paid Media Expenditures: September 2016 -December 2019

 Brazil	\$500-999 Thousand
 India	\$500-999 Thousand
 United Kingdom	\$500-999 Thousand
 United States	\$5-10 Million




### Average Annual Budget (Over Past Three Years)

 Brazil	\$500-999 Thousand
 India	\$500-999 Thousand
 United Kingdom	\$1-2 Million
 United States	\$5-10 Million

### % of Total Media Budget

Brazil	7%
India	5%
United Kingdom	12%
United States	51%

### Budget

-  Compared to other competitors in this category, this budget is not applicable.
-  Compared to prior year spend on the brand overall, the budget this year is more.
-  The Project #ShowUs budget was split 60% towards paid media and 40% earned. This was distributed across a multitude of channels including TV, Print, OOH, Digital, Social, Events, Partnerships and PR. Project #Show Us also performed above benchmarks across social, partnerships and TV.

### Owned Media

As a primary communications channel and destination, Dove.com/ShowUs was a campaign page to learn about what actions Dove and our partners were activating through Project #ShowUs and to be inspired to join the movement. The campaign page included a campaign intro and insights, image gallery featuring talent from the #ShowUs photo collection, partner links and information, and most importantly, a widget where users could "raise their hand" by submitting their image and story of how they are breaking beauty stereotypes in their market, to be considered for inclusion in the photo collection.

Ultimately through the widget aggregation, 4,000+ women and female-identifying individuals from around the globe submitted their content.

Lastly, all Dove paid media (including digital video, social media, display), organic content, influencer + partnership materials and PR efforts linked directly to this campaign page to encourage users to learn more and participate.




### **Sourcing**

*Paid Media Expenditure - 2019 Unilever ADM / IO Internal Media Investment Platform*

## **Communication Touch Points**

### **Events**

#### **Interactive/Online**



-  Brand Website/Microsite
-  Digital Video
-  Display Ads

#### **Internal Marketing**

#### **Mobile/Tablet**




-  Display Ad

### **OOH**

-  Billboard
-  Transit

### **PR**



#### **Print**

-  Magazine- Digital
-  Magazine- Print
-  Newspaper- Print

### **Search Engine Marketing (SEM/SEO)**

#### **Social Media**

#### **TV**

-  Interactive TV/Video on Demand
-  Spots

## **Results**

Real systemic change across markets<sup>1</sup>:

- 2500+ companies/publications using the images, including Airbnb, The Guardian, Deloitte, Adidas and Apple, Women's Health, Stylist
- 55 corporate pledges at Cannes 2019 to support Project #ShowUs, including Mastercard, Danone and Diageo
- 80% (28,000+) images downloaded in 60+ countries
- 100k+ global advocates
- 4,000+ new photo subject hand-raisers

Significant increase in brand health metrics<sup>2</sup>:

- 60% think #ShowUs images challenge stereotypes of how women should look Vs idealized images at 34%
- 63% think images show women as more than just what they look like Vs idealized images at 23%
- 59% think images give women confidence in their appearance Vs 23% idealized images
- 60% think images would help the next generation of women feel more confident Vs idealized images at 24%

Even more significant lift in key markets<sup>3</sup>:

- 83% in Brazil, 79% in India, 67% in US and 66% in UK state the initiative inspires women to feel more positive about their appearance
- 81% in Brazil, 77% in India, 69% in US and 68% in UK state Dove is working to broaden the definition of beauty

**1 - Brand Equity Results | YouTube** shows best-in-class results across short and longer form video formats. In Brazil, a similar uplift on favourability for the 15" non-skippable. The 6" bumper won YouTube's Top 10 Ads of the Year for its ability to land Purpose messaging in short form<sup>4</sup>.

YouTube		AD RECALL Q: Which of the following have you seen online video advertising for recently?	FAVOURABILITY Q: Which of the following Personal Care brands do you have a positive opinion of?	MESSAGE AGREEMENT Q: Do you agree or disagree that DOVE is setting the trends in breaking beauty stereotypes?	BRAND INTEREST
US	Bumper/:6s	+5.25% Best in Class	+3.06% Best in Class		
	Non-skip/ :15s	+7.60% Best in Class	+4.07% Best in Class		
BRA	Bumper/:6s	No lift	No lift		
	Non-skip/15s	No lift	+3.2% Best in Class	+1.55% Lift	

2 - Brand Equity Results | Facebook shows best-in-class results across short and longer form video formats<sup>5</sup>.

Facebook		AD RECALL Q: Which of the following have you seen online video advertising for recently?	MESSAGE AGREEMENT Q: Do you agree or disagree that DOVE is setting the trends in breaking beauty stereotypes?	FAVOURABILITY Q: Which of the following Personal Care brands do you have a positive opinion of?
US		8.3 points Top percentile	No <u>Lift</u>	No <u>Lift</u>
UK		No <u>lift</u>	+8 points Top percentile	No <u>lift</u>
BR		+5.6 points Mid Percentile	+5 points Top percentile	

3 - User Generated Content, #ShowUs became a destination for stereotype-breaking content, 40,000+ unique posts, 98% Positive Sentiment<sup>6</sup>.

4 - Engagement Exceeds Benchmarks | Facebook + Instagram content shows strong click-through rates, in some cases 2-3 x benchmark<sup>7</sup>.

	Social GIF	Benchmark	Social Carousel	Benchmark	Instagram story	Benchmark	Digital Display	Benchmark
US	0.16%	0.18%	0.19%	0.18%	0.08%	0.09%	0.05%	0.07%
UK	0.10%	0.05%	0.12%	0.05%	0.11%	0.05%	0.13%	0.09%
BRAZIL	0.39%	0.24%			0.04%	0.11%	0.31%	0.09%

**5 - Social Media Partnerships | Amplification** Articles, like Stylist's 'New Beauty Rules' drove engagement 27x benchmark<sup>8</sup>.

### How does this compare to the posts without the partnership?

Stylist Partnership Average	3.00% CTR
Regular Post Average	0.11% CTR
*Benchmark	0.05% CTR

## Other Contributing Factors

- 👉 Leveraging Distribution
- 👉 Other campaigns to support Dove's various lines of business were running simultaneously and could have had a positive halo effect and increased top of mind awareness.

US - Dove Deodorants, Conditioner, Dry Shampoo, Hair Care, Skin Cleansing campaigns

UK - Dove Deodorants, Hair Care, Skin Care, Skin Cleansing campaigns

Brazil - Dove Self Esteem project partnership with Nickelodeon, Deodorants, Hair Care, Skin Cleansing campaigns

India - Hair Care, Skin Cleansing campaigns

### **Sourcing**

1. Dove Brand Post Campaign Analysis 2019
2. Dove Impact of Beauty Stereotypes Quant Study 2019
3. Dove Impact of Beauty Stereotypes Quant Study 2019
4. Brand Affinity, Masterbrand BGS Tracking, Kantar Millward Brown, 2019
5. Brand Affinity, Masterbrand BGS Tracking, Kantar Millward Brown, 2019
6. Brandwatch 2019
7. Facebook & Instagram Brand Lift Study, 2019
8. Stylist Group, 2019





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