

MARY KAY

*American Marketing Association
International Collegiate Case Competition
2017-2018*

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Situational Analysis

Industry

According to IBISWorld, beauty and cosmetics is the largest category of the direct selling industry, among other areas such as apparel and footwear, consumer electronics and appliances, food and drink, home care, and media products. However, increased competition from department stores, drug stores, and online retailers is threatening the growth of the direct selling industry as it relates to beauty and personal care. These retailers elevate themselves by offering a wider product selection and lower prices. As a result, consumers are turning away from the direct selling model, a trend expected to continue growing in the future.

Mary Kay's complex competitive landscape is fundamentally based on the direct beauty selling industry and the trends among beauty companies. Beauty products currently trending include those that are sustainable and natural, as well as those that focus on skincare and high-definition beauty (Pennelli Faro).

Sustainability is driving consumer choices and is therefore an important consideration for companies offering these beauty products. Consumers prefer to know the effects and impacts their purchasing decisions have on the environment and society. Innovative products have sustainable raw materials and known source origins. This guarantees stable quality standards, and also allows beauty companies to be able to rely on these resources' availability. An understanding of the "less is more" initiative allows beauty companies to be socially involved with their customers. While this trend applies to producing environmentally-friendly packaging and products, it also applies to the trending natural, no-makeup look (Quantis). Consumers show off bare appearances with the popular "#iwokeuplikethis" hashtag to show flawless, but naturally luminous and radiant appearances.

While the "natural" look is trending, many consumers continue to wear makeup and seek solutions with high-definition effects, which involve foundations, highlighters, and blushes. The appearance of perfection is still a common expectation and the pervasiveness of social media has only amplified these unrealistic beauty standards. Makeup artists and "experts" have huge followings on social media such as Instagram and YouTube, where they connect to the consumer through direct dialogue and commonly offer product advice in tutorial or blog format (Pennelli Faro).

Company

Mary Kay Ash started Beauty By Mary Kay in 1963. Her goal was to enrich women's lives and provide them the opportunity to control their futures and be their own bosses. Mary Kay started with only 9 Independent Beauty Consultants (IBCs), and today Mary Kay enables over 3.5 million women around the world to empower themselves by running their own businesses through the direct selling of cosmetics and skincare products (Company and Founder; Team Support).

Competition

Mary Kay competes for customers with other companies in the direct selling beauty industry and the general makeup industry. Mary Kay also competes for independent contractors with companies in the direct selling beauty industry, other companies offering employment in the direct selling industry, and companies offering flexible, part-time “side-hustle” employment.

Direct Selling Beauty Industry

Mary Kay competes for customers and IBCs in the direct selling beauty industry with Avon and Rodan & Fields. Avon sells personal care products, color cosmetics, fragrances, home products, and fashion accessories. Avon “beauty advisors” sell through catalogs, mall kiosks, and day spas. Avon operates in over 100 countries, employs 6.5 million independent contractors, and holds a 2.2% market share in the direct selling industry. Rodan & Fields “consultants” heavily utilize social media to sell skincare products online (Direct Selling Companies in the US, 2017). Both companies utilize digital channels, including social media, to spread awareness of their brand and product offering.

General Makeup Industry

In the general makeup industry, Mary Kay competes with Estée Lauder and L’Oréal. Estée Lauder sells hair care, makeup, fragrances, and skin care products. This company holds a 11% market share in the Cosmetic and Beauty Product Manufacturing Industry and also owns Clinique, Aveda, and MAC Cosmetics. Estée Lauder’s distribution channels include company-operated stores, online retailers, salons and spas, and departments stores. L’Oréal is a French cosmetics and hair product company that holds a 6% market share in the Cosmetic and Beauty Product Manufacturing Industry. The company also owns Garnier, Maybelline, Ralph Lauren Fragrances, and Urban Decay. L’Oréal sells products in drug stores and mass merchandiser stores (Cosmetic & Beauty Products Manufacturing in the US, 2017). As Estée Lauder and L’Oréal both sell in various retail outlets, they do not emphasize the importance of personal connections when it comes to product recommendations.

Direct Selling Employers

Mary Kay competes for IBCs in the direct selling industry with Herbalife and Amway. Herbalife is a nutrition company that is headquartered in Los Angeles and operates in 91 countries, holding a 2.3% market share in the direct selling industry (Direct Selling Companies in the US, 2017). Amway employs over 3 million “Independent Business Owners” who sell health, beauty, and home care products (Direct Selling Companies in the US, 2017).

“Side Hustle” Employers

Mary Kay competes for IBCs in the flexible, part-time employment industry with Uber, Lyft, and DoorDash. Uber and Lyft are ride sharing companies that promote becoming a driver as a way to “be your own boss” and earn extra cash. Drivers provide their own cars, schedule their own hours, and earn a portion of the ride fare. While Uber and Lyft only accept drivers over the age of 21 years old, UberEATS and UberRUSH hire starting at age 19 (How To Drive With Uber, 2017). Of 15 million Uber drivers, only 14% are female, and of 700,000 Lyft drivers, only 30% are female (Huet, 2015). DoorDash is an on-demand restaurant delivery company promoting the idea that “Dashers” can “make great money” on their own schedules. Dashers can start at age 18 (Drive and Deliver with DoorDash, 2017).

Current Marketing Strategies

Mary Kay's marketing strategy is primarily focused on direct marketing efforts, relying on IBCs to represent the company and market its products. Through the company's "party plan" initiative, IBCs host demonstrations and sell products in the customer's home. In addition to marketing products, the "party plan" initiative is positioned to market the brand experience.

The company prioritizes marketing through its IBCs, as they are the main channel for marketing and distributing products. Mary Kay promotes the success of its sales force program as a means to market the brand. To recruit and retain a dependable salesforce, Mary Kay rewards IBCs that effectively market products with a 50% commission rate, travel trips, and company cars. Direct marketing through IBC-hosted parties enriches women's lives by providing them with dependable products and creating a network of women that advocate for the brand.

In addition to direct selling, Mary Kay utilizes online tools to market its products and continue creating meaningful beauty campaigns to empower women and give back to the community. In 2016, Mary Kay created the "I Can" campaign, which marketed the company's entrepreneurial opportunities through testimonials from its IBCs. By telling hundreds of stories about real entrepreneurial women, Mary Kay built a sense of community around the Mary Kay brand, products, and selling model (MK, 2016). Additionally, through its "Beauty Counts" campaign initiative, Mary Kay markets exclusive products and donates proceeds toward ending domestic violence (MK, 2017).

Mary Kay IBCs also use the digital space to engage with their target market through digital parties, e-catalogs, and social media. Data collected through this channel allowed Mary Kay to decrease its average product launch time by 30% and increase its product awareness (Mehta, 2017). As IBCs become more tech-savvy, the company continues to collect data that will further enhance marketing efforts.

Social Media

Mary Kay currently has a global social media presence on Facebook, Twitter, Instagram, YouTube, and Pinterest. Content, information, graphics, brand tone and voice, and aesthetic are consistent across all social platforms. Facebook, Twitter, and Instagram posts are posted frequently with consistent graphics and content. Videos on the YouTube channel are posted less frequently due to longer time spent in creating a video or video series. Pinterest, on the other hand, does not show users the exact date of an uploaded image but overall contains a consistent pink theme. Additionally, comments on all social platforms come primarily from current IBCs and they are generally positive.



Product Offerings

Mary Kay offers skincare, makeup, body & sun, fragrance, men's, and gift products. Customers can filter searches on the Mary Kay website by areas of concern, skin type, product type, body part type area, and collection.

Distribution Strategy

Mary Kay uses the direct selling distribution model, where IBCs host promotional events, such as beauty parties, and directly sell to their personal network of consumers. Mary Kay sources its products to the IBCs based on the inventory requests from the IBCs. Interested consumers can then make purchases through their IBCs. This is a key differentiator because many color cosmetics companies distribute their products through retailers, in-store or online.

Market Trends

Attitudes

Mary Kay is driven by its IBCs' ability to drive cosmetic sales and influence consumer buying behavior, but today's market is comprised of professional and amateur opinion leaders that influence cosmetic purchases every day. As a result, consumers attitudes towards products are a result of lifestyle preferences such as saving time and money, being environmentally friendly, and keeping up with the latest style trends (Beauty Industry Analysis, 2017).

Products

The overall beauty market is comprised of products for hair, skin, and hygiene. In 2017, it was recorded that skin care products make up 23.7% of market share by revenue and cosmetics make up 14.6% of market share by revenue. These related products currently dominate the market and continue to rise in popularity as the need for anti-aging products continues to grow (Beauty Industry Analysis, 2017).

Sales Channels

There are various sales channels that are utilized when selling cosmetics, including: direct selling, retailers/merchandisers, and internet retailing. In 2011 and 2017 the distribution of sales in the U.S. for these channels were recorded and analyzed. Between the years 2011 and 2017, online cosmetics sales rose from 5.6% to 8.4% of overall sales, surpassing the total sales of the direct selling model. Additionally, sales from beauty specialists rose from 12% to 14.3% of overall sales in the cosmetic industry. These three sales channels are the primary sources for customers to utilize when purchasing cosmetics (Beauty and Personal Care, 2016).

Communication Strategies

As seen through the rise in sales, companies are leveraging the convenience of the internet to sell to and communicate with consumers. As a means of increasing visibility, cosmetic brands are communicating to consumers are through platforms such as Facebook, Instagram, and YouTube. Through these channels, cosmetic brands post current promotions and need-to-know information brand information. Additionally, many partner with micro-influencers and macro-influencers who utilize their personal accounts on these channels to advocate for the brand.

Market Trends (cont.)

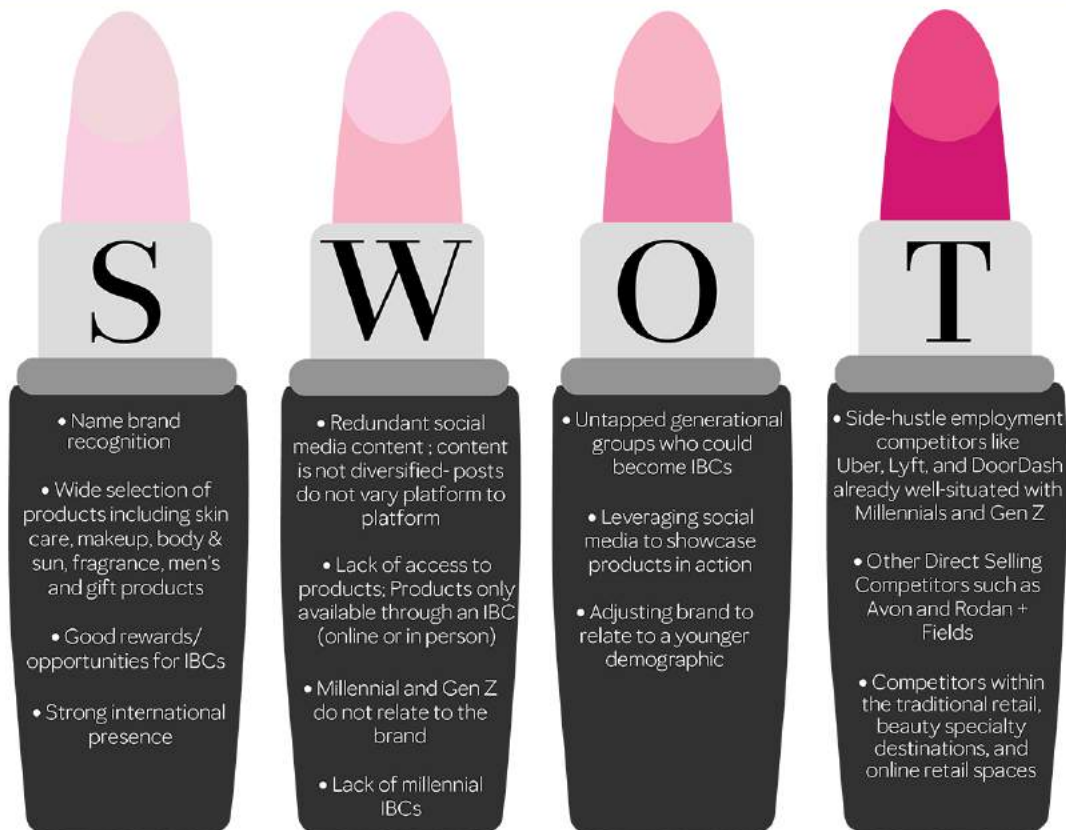
For example, in March of 2017, Estee Lauder partnered with influencers to showcase its new skincare line to women aged 24-35, an audience traditionally missed by the brand (Hubbard, 2017). Additionally the Elf brand reached over 250 million people across digital channels through pairing Beautyscape events with its digital communications.

The statistics and digital strategies implemented showcase that a digital and integrative communication strategy has the ability to connect with consumers and repair consumer relationships with cosmetic and beauty brands.

Challenge

Mary Kay is an iconic beauty brand that enriches women's lives through product offerings and an emphasis on relationship-building through the direct selling model. Primary research shows that Millennial and Generation Z women are not finding value in Mary Kay products and the beauty party concept, and are therefore unaware of product offerings and benefits of IBC employment. Consequently, a successful comprehensive marketing plan will increase brand awareness, change perception of the brand and beauty party concept, communicate key benefits to drive sales among non-users, and increase active IBCs within the 18-24 age group.

SWOT



Primary Research

Social Listening

In the fast-changing world of technology, it is easy to communicate with one another through social media sites. Social listening is a way to pinpoint and monitor what people are “saying” about a brand on social media. Findings from this method of research are an efficient way to understand the attitudes attributed to the brand and uncover feedback for outlining primary research. The objective of this research was to learn about what consumers and IBCs are saying about the Mary Kay brand. Data was collected through reading and analyzing online comments from social media sites such as Facebook, Twitter, Instagram, and YouTube.

Social listening results showed that Mary Kay is not being mentioned by people online. Those engaging with posts and mentioning the company are current IBCs and affiliates, who are posting mainly positive comments. Research showed that the average demographics of those interacting with Mary Kay online were middle-aged females. This insight aided in the development of survey and focus group questions.

Focus Groups

To learn more about general attitudes towards makeup and skincare as well as consumer shopping behavior within the beauty industry — particularly habits, expectations, feelings, and thoughts — four focus groups were conducted. A moderator’s guide, found in Appendix A, facilitated the focus group with a total of 40 female Millennial and Gen Z college student participants across all four focus groups. Each focus group averaged 10 participants per session. This research yielded the following conclusions:

- The majority of participants have heard of Mary Kay; however, they associate the brand with an older generation of women.
- Most female college students use at least some type of makeup seven days a week.
- Words that female college students most commonly associate with makeup are “**beauty,**” “**sephora,**” “**cosmetics,**” and “**art.**”
- Products that female college students most commonly use on a daily basis are foundation, eyeshadow, mascara, bronzer, and lipstick.
- The most popular places to purchase makeup products or female college students are Sephora, Ulta, and Drugstores.
- When female college students look for makeup products, they mostly consider price, quality, and volume of the product.
- When buying products, female college students expect them to produce effects such as moisturizing, anti-aging, glow, and acne fighting.
- Majority of female college students do not buy their makeup and skincare products via the direct selling model instead they purchase at stores such as Marshalls, Ulta, Target, and various drugstores.

Observational

To complete our focus group research, we hosted a blind product test by inviting a portion of our university cheerleading team to sample the provided Mary Kay products. All labels were concealed in order to eliminate any bias. Participants were asked to apply the products and to comment on attributes such as smell, quality, texture, color, function, and ease of application. The participants had 15 minutes to try products and basically host their own beauty party as they discussed, applied, and interacted with the makeup and skincare products. Participants wrote down their opinions on post-it notes and stuck them to a white board under the product's name in order to create a perception wall. Sentiments can be found in Appendix B.

After the trial period was over, it was revealed that these products were Mary Kay. Participants were surprised and expressed positive sentiments towards the products, shown in the word cloud below. Most stated that they were pleasantly surprised to find out that Mary Kay was the brand being sampled. Despite a handful of participants claiming that they had always associated Mary Kay with being their "mother's brand," a majority said that they would consider switching from their current product to the Mary Kay version.



Survey

A 34-question survey was distributed to 784 people. Only data gathered from females within the 18-24 age range were considered, of whom there were 469 respondents. All survey questions can be found in Appendix C. The collected results led to the following conclusions:

- Two thirds of respondents buy one makeup or skincare product at a time.
- 60% of respondents said they look to their friends, family, social media, and YouTube for makeup advice.
- 72% of respondents said that they think about their skin's appearance in the future at least "some of the time."
- 82% of respondents who attended beauty parties found having an IBC at the party was at least "moderately" helpful.
- 73% of students have some sort of job, indicating that the majority of students work for a supplemental income.
- 60% of respondents who have purchased Mary Kay products said they purchased because of their relationship with the seller.
- 50% of respondents said that their friends and event-specific discounts would influence them to attend a beauty party.

Informational Interview

For the purposes of learning more about the experience of IBCs and concept of the beauty party, a current successful IBC was interviewed. A full questionnaire can be found in Appendix D. Below is a summary of the interview:

As a 19-year-old, Rachel started her Mary Kay business after “[falling] in love with the way [her] skin felt” and took the opportunity to develop her skill set but also gain new friendships. Now, 15 years later, she connects with her party attendees through phone, email, or other social media platforms, and currently holds around 5-10 parties per month, with average sales of about \$300 per party.

Mary Kay ensures success among IBCs like Rachel by giving them the tools they need to grow their business. Rachel calls her business a success because she makes women feel beautiful, and they love their experience with her regardless if they chose to purchase the product or not. However, once many of her customers try the Mary Kay products, she finds they stay faithful to the brand for years.

Overall Findings

Findings

- A majority of 18-24 year olds describe Mary Kay as their “Mother’s Brand.”
- Social listening suggests conversation online about the Mary Kay brand is driven by IBCs, rather than organically by the customer.
- Although 18-24 year olds have a negative perception about the brand or purchased because of their relationship to the seller, they did have a positive experience with Mary Kay products
- Blind product test results show that a majority of participants would switch to Mary Kay cosmetics after testing them.

Marketing & Communication Strategy

Value Proposition

Unlike traditional drug stores and other beauty retailers, Mary Kay creates an experience for customers, allowing them the opportunity to try the products before purchasing them in an educational and comfortable environment. The direct-selling model provides an IBC with the ability to manage her own Mary Kay business in a flexible and affordable way which best suits her busy lifestyle and needs. Through personal relationship building, an IBC is able to focus on consumers' specific beauty needs and connect them to Mary Kay. IBCs are rewarded for their successes and accomplishments, creating an environment in which women feel empowered to help one another and work towards their individual goals.

Mary Kay will be positioned as a unique customer experience that connects IBCs to consumers with a focus on relationship building and the ability to satisfy a woman's personal beauty needs.

Women who are constantly on-the-go but also seeking experience to advance their professional careers need side entrepreneurial opportunities that best suit their busy lifestyle. Additionally, consumers who are currently seeking beauty recommendations and advice need an experience that will help them build personal relationships with those who are knowledgeable about products that best suit their beauty needs. Strategically marketing Mary Kay as a unique relationship-building experience focused on educating consumers will improve perception of the brand to attract women consumers and drive an increase in the number of future IBCs. This will be especially beneficial to young-adult women consumers. Mary Kay will empower these consumers and future IBCs to make them feel confident in building relationships with one another and satisfying their individual beauty needs.

Strategic Goals

- Increase brand awareness among 18-24 year old females.
- Increase amount of 18-24 year old female IBCs.
- Reposition Mary Kay's brand to attract 18-24 y/o females

Marketing Objectives

- Increase brand awareness by 35% from January 2019-January 2020.
- Increase Mary Kay social media followers by 40% by posting more engaging and relevant content.
- Increase the number of Mary Kay IBCs ages 18-24 by 10%
- Increase sales among female nonusers ages 18-24 by 20%

Target Market

The target market for Mary Kay is females aged 18-24, which consists of two demographics: **Millennials** and **Gen Z**.

Millennials make up about 23% of the United States population at 75.4 million. These tech-savvy and entrepreneurial consumers are confident and optimistic about their future and appreciate instant gratification and recognition for their achievements (The Millennial City, 2017). Millennials base their purchasing decisions on trust and rely on reputable brands.

Gen Z makes up a little less than a quarter of the United States population. Gen Z consists of about 74 million people (Forbes, 2016). Gen Zs are go-getters who dream big. They respond to edgy campaigns and marketing tactics and rely on social media to define their personal brand. They prefer brands with a positive reputation and are intrigued by those which offer personalization and customization (Wilson, 2017).

Personas



Meet Julia, the **Future Mary Kay IBC**. She is a 20-year old college student studying human resource management and marketing. Since starting college, Julia has developed a love for professional development and entrepreneurial skills through the student business association she is involved in. Others describe her as a self-motivated individual who is great at relationship building, saying she is always setting goals for herself and seeking out the best opportunities to grow professionally. Outside of the classroom, Julia can often be found at local coffee shop—the environment she finds is the best place to write her weekly style and makeup blog. Since her young teen years, Julia has experimented with new looks by learning from YouTube beauty bloggers that she loyally follows. She is often the

one who helps her friends with their makeup before a night out and will always give recommendations. Julia is set on working in talent acquisition one day, but for now, she wants to get involved in student organizations which incorporate both her passion for style and her entrepreneurial spirit.



Meet Amanda, the **Customer of the Future**. She is a 21-year old college student studying secondary education. Since high school, Amanda has always had an interest in learning and teaching. She also loves being in a highly social environment, which led her to join the cheerleading team. In her spare time she loves going to brunch with friends, online shopping, and going out to the local bars with her girlfriends on the weekends. Amanda shops in traditional beauty stores, often asking store representatives and her friends for advice on makeup styles and products. Amanda trusts people she has a personal relationship with and often seeks their advice in many things, from class scheduling to style.

Tactics & Promotions

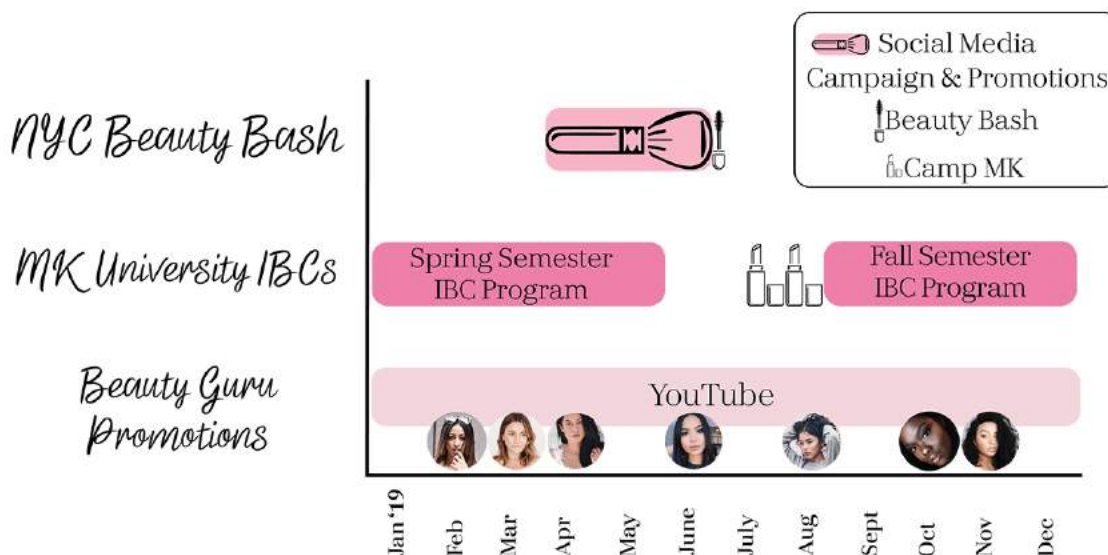
Campaigns

Primary research showed that Mary Kay is a well-known brand among the target market. Although the target market is aware of Mary Kay, they associate the brand with a comparatively older generation. A repositioning campaign will allow Mary Kay to reach a younger audience and become a more appealing brand to 18-24-year-old females. Mary Kay's new marketing plan will execute promotions that will focus on the following:

- Mary Kay's new revamped beauty party experience
- The benefits of being an IBC as a way to make money and gain entrepreneurial skills
- Mary Kay's message of empowering women

In addition to communicating these concepts, it is critical to promote the playful aspects of Mary Kay's brand throughout our promotions by using the tagline, **"Come Party With Us"** and the hashtag **#PartyWithUs**.

Overall, this marketing plan utilizes social media platforms such as Snapchat, YouTube, and Instagram, along with Spotify and out of home media to increase both engagement and brand awareness among the target market. Since this campaign focuses on a 12-month period, Mary Kay should prioritize these digital platforms over its current apps in order to focus on rebranding, increasing brand engagement, and eventually driving consideration among the target market. In addition to these tactics, a Mary Kay University IBC program will be established to recruit new IBCs and encourage brand engagement among college-aged females through a revamped beauty party experience. Also, throughout the year, YouTube beauty gurus will be sent Mary Kay products to review on their channels in a fun, creative way that is unique to their style of vlogging. Finally, a glamorous pop-up event will take place in New York's Times Square to establish the new beauty party experience. See the full timeline of tactics below:



YouTube Beauty Guru Promotions







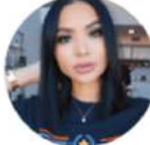







Primary research showed that female consumers often look to beauty blogs and vlogs — operated by “beauty gurus” — for product recommendations and advice. Consumers trust these gurus’ opinions on products, brands, and makeup and skincare routines.

Mary Kay will leverage the trust placed in these “beauty guru” to connect with a younger market. Each guru will receive products from the Mary Kay company to sample and review via their respective channels. Each guru will receive a suggestion for how to incorporate the products into their video (see the graphic below for examples). These video releases will be staggered throughout the year to ensure the Mary Kay brand is constantly being promoted. Beauty guru will be selected for this campaign based on the following criteria:

- “Unique” aesthetic
- Diverse product preferences based on skin type and makeup style
- 140,000 to 1.5 million current subscribers each

Connecting with a diverse group of beauty guru will promote the Mary Kay brand to a wide audience. Smaller scale YouTubers — maximum 1.5 million subscribers — will be chosen to avoid sponsorships or paid videos, since primary research showed that the target market finds those videos inauthentic and therefore less trustworthy. All beauty guru referenced throughout this plan are currently accepting and reviewing beauty and cosmetic products, as stated within the description of their respective YouTube channel.

Leveraging these beauty guru — as third-party advocates for Mary Kay — will be beneficial to both them and the Mary Kay company. The chance to promote products on their YouTube channels will help them to gain subscribers and will also expose Mary Kay to an audience that may not be familiar with the brand.

<p>February</p>  <p>Nastasza 587,566 Subscribers Galentines date-night look</p> 	<p>March</p>  <p>Kate La Vie 141,799 Subscribers How to keep skin fresh & glowing</p> 	<p>April</p>  <p>Marie Jay 183,962 Subscribers Protecting skin from breakouts</p> 	<p>June</p>  <p>Diana Saldana 715,202 Subscribers Glamorous look for a party</p> 
<p>August</p>  <p>Hyulari 148,592 Subscribers Back to school: natural, everyday look</p> 	<p>October</p>  <p>Nyma Tang 470,329 Subscribers Protect your skin from the cold weather</p> 	<p>November</p>  <p>Kelsey Simone 1,404,292 Subscribers Holiday Look</p> 	

Snapchat and Spotify Advertisements

Mary Kay does not currently have a Snapchat account, but to connect with more females aged 18-24, one will be necessary. Snapchat averages 150 million daily users (Frier, 2016), 46.8% of whom are within the 18-24 age range, making it the most highly utilized platform for that cohort (Steimer, 2015). The Snapchat account will promote Mary Kay products, show off new beauty parties, and tell inspiring stories from IBCs. The account will also promote specific campaigns, one of which is the #PartyWithUs campaign (see the “Mary Kay NYC Beauty Bash” section). Snapchat ads should be used to target select college campuses with Mary Kay products and promotions.

Like Snapchat, Spotify is used regularly by many women age 18-24. 26% of all Spotify users are between the ages of 18 and 24 (Statista, 2015). Additionally, nearly 4.5 billion minutes of music are listened to on Spotify each week by the Millennial generation alone (Forbes, 2016). Mary Kay will utilize Spotify ads to recruit University IBCs, targeting college campuses for the 10 months of the year that Spotify ads for the NYC Beauty Bash are not running.

All paid digital advertising, including Snapchat and Spotify ads, will target the top 1,000 universities that are likely to have qualified applicants and sufficient student interest. This list of 1,000 universities is made up of large and medium universities. Digital advertising will target all the large universities (over 15,000 students) in the United States, as this is the easiest way to reach the most potential University IBCs. The remainder of the target university list will consist of medium universities (5,000-14,999 students) with business programs, as Mary Kay should aim to engage and encourage students with entrepreneurial aspirations.

Mary Kay University IBCs

To effectively promote the brand and increase sales among the 18-24-year-old female college student demographic, Mary Kay will establish a college representative program. These representatives will be referred to as University IBCs.

In addition to learning more about products and the customer base, these young women will also develop entrepreneurial and leadership skills to help them succeed in their future careers, post-graduation. This program will primarily target female college students studying marketing or sales; however, students accepted to the program do not need to be studying business. The program will seek strong-minded, positive women with entrepreneurial spirit who are passionate about the Mary Kay brand. These women can potentially become the future faces of the company. Additionally, in giving them the opportunity to be their own boss and promote their personal business to potential customers, they will develop communication skills while getting professional business experience with the Mary Kay direct selling model. The program will provide students an employment opportunity that has flexible hours — to fit their hectic schedules — and transferable skills and experiences they can use to build their resumes.

The program will run through spring and fall college semesters, beginning in January 2019. Currently, all Mary Kay IBCs start by purchasing a starter kit. In contrast to the current model, the company will establish a formal application process for the Mary Kay University IBC Program. Each prospective candidate will complete this formal application through the Mary Kay website.

Mary Kay University IBCs (cont.)

There will be no application fee for students. Mary Kay University IBCs will be chosen at the beginning of both the spring and fall semesters, but the University IBCs selected in a given spring semester may choose to continue working with the program during the fall semester of that same calendar year. Before beginning sales, University IBCs will attend a formal training process prior to the start of the semester in which they were selected. This training will be similar to the standard training currently given to IBCs, but will include more information about company branding and how to best market the product to their fellow female college students. Official Mary Kay apparel (see Appendix E) will be distributed at this event, and over the course of the semester, all University IBCs will wear this attire to on-campus events to promote the program as a team.

At the beginning of each semester, contact information of traditional IBCs will be given to University IBCs in case of any questions they may have about the company or the direct selling model. Communication between the University IBCs and their traditional IBC counterpart will not be mandatory, but will be encouraged; the level of communication will be at the discretion of the University IBCs. This gives the University IBCs the freedom to still be their own boss, while providing traditional IBCs the chance to build their team and grow their standing within the Mary Kay direct selling network.

University IBCs will use the direct selling model — just as any IBC would — on their respective college campuses. To make fellow students aware of their University IBC status, each University IBC will be encouraged to promote products over their personal social media accounts. Additionally, University IBCs will have the opportunity to be featured in a Mary Kay social media post during the course of the semester. Mary Kay will feature a top-selling University IBC once a month on the company's Instagram or YouTube channel, incentivizing University IBCs to sell more for the chance to increase their personal following via Mary Kay's already established social network.

Mary Kay will encourage, support, and empower University IBCs by providing scholarship rewards to the top selling IBCs. To begin building lifelong relationships with University IBCs, Mary Kay will incentivize participation by supporting these students' extant academic goals by offering \$5,000 to the 300 highest selling University IBCs at the end of the first year of the program.

Overall, the Mary Kay University IBC program will increase awareness and sales of Mary Kay products among college-aged consumers while also training and building relationships with them. Following their semester-long experience, University IBCs may choose to continue with the company, post-graduation, or to seek additional experience with Mary Kay through the company's corporate internship program, as they will be encouraged to do.

Mary Kay University IBCs (cont.)

Personal Beauty Experience of the Future

The beauty party of the future will be a college gathering focused on socialization rather than sales. Our focus groups revealed that millennials love experiences that allow them to show off their lives through social media and are wary of salespeople. University IBCs can host beauty parties, typically recommended on weekend evenings before students go out for the night. University IBCs from the same college can co-host these beauty parties, allowing these women's separate social circles to interact in ways they normally would not. Upon receiving a submission of intent to host a beauty party, Mary Kay will send the University IBCs a Mary Kay Party Pack (see Appendix F), providing Mary Kay colored and branded balloons, tablecloths, and sample product applicators. Providing these materials eliminates overhead party costs that may be prohibitive to college aged IBCs.

The party itself will be advertised as an event for students to gather, socialize, and get ready for the rest of their night. The two-hour party will allow women to try Mary Kay products with the support and advice of the college IBC who is familiar with those products. While women can purchase products at the party, they are also free to take down the IBC's personal code and contact information so that future purchasing is possible online or through the IBC directly. This party model avoids the pitfalls associated with having a "salesperson" at the event, instead portraying the IBCs as friends and beauty experts. A woman having a great time with friends while getting ready for a night out is more likely to purchase products she likes on impulse than a woman who thinks she is being sold to.

Camp Mary Kay

All Mary Kay University IBCs that completed the spring semester and all those who have applied and been accepted into the fall semester are invited to attend Camp Mary Kay in late July. This "camp" will be hosted through regional conferences where Mary Kay University IBCs will learn more about Mary Kay products and company values. University IBCs will also have the chance to meet other University IBCs from universities in their region to mingle and exchange their own Mary Kay experiences. This conference will feature speaker sessions by successful IBCs from the area in order to further educate University IBCs on successful selling strategies. Finally, Camp Mary Kay will close by hosting a huge beauty party where University IBCs can have fun and enjoy the products they have been or will be selling. This will enable University IBCs to improve their networking and direct selling skills by learning from each other. Each conference will have a Snapchat filter (see Appendix G) created specifically for that region. University IBCs can post pictures or videos to their Snapchat stories so that they can encourage other students from their respective campuses to join the program as well.

This conference will be held on weekends starting at the end of July and into August before students go back to school. Weekends were chosen for Camp Mary Kay to avoid interrupting IBCs' work schedules. There will be a Northeast, Southeast, Midwest, Southwest, and West regional conference hosted by Mary Kay at a local university. Students from other universities in that region will travel to the selected university for the conference. Current IBCs can apply to host the conference. Whomever is selected will be provided with Mary Kay branded decorations, contact information for all the IBCs in their region, and all the other materials necessary for hosting Camp Mary Kay.

Mary Kay NYC Beauty Bash

For the NYC Beauty Bash, Mary Kay will take over Times Square. We chose Times Square as it is a major commercial intersection, tourist destination, and entertainment center. The biggest beauty party in Mary Kay's history should take place in a major urban center that has lots of foot traffic. Over 350,000 people will be walking through and interacting with this event in some fashion during the day that the event is scheduled for (Pedestrian Counts, 2017). Tents, vanities, and stages, all in the iconic pink color scheme will fill the event space. Fuzzy pink carpets will line the runways and performance areas, in place of traditional red carpets. Each of the three giant tents will be filled with beauty stations, all offering a sampling of each of Mary Kay's key product categories: color cosmetics, skincare, and fragrances. Each tent will feature five chandeliers and 30 vanities and will be adorned with Mary Kay-branded balloons and light pink and white roses to fill the tents with a light aroma. Those waiting to enter the beauty tents, as well as other typical Times Square passersby, will be able to view a Times Square Mary Kay billboard (refer to Appendix H). The billboard will display empowering testimonials, quotes, and other Mary Kay related reviews and advertisements to keep the Mary Kay brand present throughout the event. Stylists and IBCs will work the event, providing product information and demonstrations, as well as helping guests to find the products that are right for them. These interactions will allow IBCs and potential customers to make personal connections that could evolve into future business relationships.

As mentioned above, the Come Party With Us campaign will be used to promote the NYC Beauty Bash. Those working the event as well as the guests will be encouraged to post on social media using the hashtag #PartyWithUs, allowing anyone not in attendance to stay up to date with the Beauty Bash in real time. Ten free starter kits will be given out throughout the course of the event to encourage social media engagement, with the winners being chosen based on who has posted using the hashtag in the past half hour. People at the event will be likely to post in hopes of winning a starter kit on the spot, while those posting from around the country will be likely to post in hopes of having free products sent to them. The purpose of these giveaways is to spur social media engagement from those at the event and those interacting online.

Each of the beauty gurus that Mary Kay has worked with or plans to work with during campaign will be invited to the event. Flights and other accommodations will be covered for the gurus as well as other important guests, such as celebrities and Mary Kay leaders. These thought leaders will be encouraged to vlog from the event, generating exciting content that highlights the event and Mary Kay brand. They, like everyone else at the event, will be expected to use the hashtag, #PartyWithUs, to generate buzz and awareness across the relevant social platforms. A separate "VIW" (Very Important Women) section will be closed off for these influencers and any other big names that choose to attend the event, giving them the space to work and interact without forced continuous interaction with fans and followers. Throughout the event, various influencers will be featured on stage or in specific tents for live demonstrations and short speeches, all emphasizing female empowerment and individual success.

The event is scheduled to take place June 29, 2019. While the summer weather must be taken into consideration, having tents and awnings will keep attendees from direct sunlight and make setting up fans easy enough. Summer is the time when college students, a good portion of Mary Kay's target market, are most available to travel to such an event. College-aged IBCs will be directly invited to attend the event and will be encouraged to make it a group activity with a

Mary Kay NYC Beauty Bash (cont.)

group of their best friends. This personal invitation will likely encourage IBCs in the region to take a road trip with their friends in order to attend the event, further providing the exciting experience that millennials strive for.

Mary Kay should build a social media campaign around the idea of independent women, highlighting feminine independence right before Independence Day. The campaign will feature testimonials and stories from real women. Instagram posts featuring powerful women in media, successful IBCs, and successful University IBCs will be posted weekly starting in April and going until the event. The posts will include fun patriotic colors and captions that explain what makes each woman independent and how Mary Kay contributes to that independence (See Appendix I). Each caption will end with the tagline: Come Party With Us on June 29th in Times Square to celebrate the naturally beautiful boss in you.

Even though the Beauty Bash will be promoted ahead of time, many people will stumble upon it unexpectedly. The intention is to generate excitement for those who have not heard of the event when they stumble upon the Beauty Bash that has turned Times Square pink. A digital Times Square billboard will be advertising the upcoming Beauty Bash starting two months prior to the event, alternating between event details and other Mary Kay messaging (refer to Appendix H).

In addition to Instagram posts, Mary Kay will run Snapchat ads and Spotify ads that include the details of the Beauty Bash two months prior to the event. These platforms will be utilized because they are the ones that best reach the target market of 18-24-year-olds. There will also be an additional promotion running through Snapchat stories that contain the hashtag #PartyWithUs. Mary Kay will utilize the new Snapchat account for a marketing campaign, “Come Party with Us,” featuring tech-savvy IBCs during their beauty parties along with their guests and friends, leading up to the NYC Beauty Bash. The goal of the campaign is to educate new IBCs on how to start or improve their own parties and ultimately increase sales. Additionally, featured IBCs will promote the NYC Beauty Bash throughout the months prior to the event (Appendix J).

The purpose of the Mary Kay NYC Beauty Bash is to reposition Mary Kay in the minds of consumers. An event of this scale is unlike anything Mary Kay has done before, and will receive plenty of media attention and buzz across social media. This event will emphasize the social aspects of Mary Kay, particularly the beauty party, while empowering women individually through influencers’ speeches and messaging at the event. People will see that Mary Kay is not just a direct selling company, but something else entirely: an organization of empowered women that seek to serve fellow females with products that enhance not just their appearance and wellness, but also their personal image and self-worth.

Measurement & Evaluation

Metrics

The following metrics will measure the campaign's effectiveness based on exposure, awareness and attitudes, and sales.

Exposure

- Monitor mentions of Mary Kay on social media
- Analyze metrics provided by social media platforms for paid campaigns
- Analyze metrics from series of Beauty Guru promotion videos
- Track number of uses and exposure of Snapchat stories and Snapchat filters at Camp Mary Kay and Beauty Bash promotions

Awareness & Attitudes

- Monitor comments on Beauty Guru YouTube videos to see what users are saying about video content and products
- Monitor comments and interactions on social media platforms such as Instagram throughout campaigns
- Pre and Post Attitudes, Awareness & Usage studies (AAU)

Sales

- Monitor sales for key promotions by region, transaction type, and amount of sales
- Use marketing mix modeling to relate incremental sales to advertising/promotion campaigns
- Analyze sales in search of trends to optimize product offering

Budget & Sales

Budget

Please refer to **Appendix K** for an elaborated breakdown of the \$10,000,000 budget.

NYC Beauty Bash.....	\$4,000,000
Univeristy Scholarships.....	\$1,500,000
Party Packs.....	\$1,500,000
Camp Mary Kay	\$1,380,000
University IBC Program.....	\$150,000
Spotify.....	\$150,000
Snapchat.....	\$60,000
YouTube.....	\$2,500
Miscellaneous	\$1,257,500
Total.....	\$10,000,000

NYC BEAUTY BASH EXPANDED

Times Square Space	\$2,000,000
Products	\$751,000
Times Square Billboard (2 months)	\$660,000
Snapchat Filters	\$300,000
Flights & Amenities	\$50,000
Spotify Ads	\$50,000
Furnishing	\$25,000
Decorations	\$25,000
Staging	\$20,000
Snapchat Ads	\$20,000
Tent Rental	\$15,000
DJ	\$15,000
Photographer	\$10,000
Miscellaneous	\$59,000
Total	\$4,000,000

Sales Forecasts

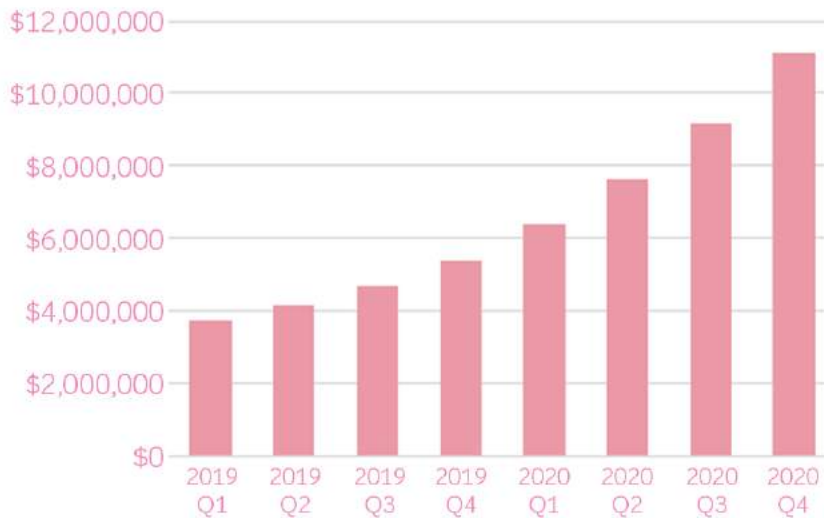
One-Year Sales Forecast

A profile of a typical IBCs' annual sales and a typical University IBCs' projected annual sales was developed. The following is a one-year incremental forecast generated by the 2019 campaigns and promotions. See **Appendix L** for specific quarterly projections.



Two-Year Sales Forecast

In the second year, once the University IBC Program is more established, a typical University IBC will hold two beauty parties per month. It is estimated that at these parties, five attendees will purchase Mary Kay products. Each attendee who purchases product(s) will spend \$25 total. With the understanding that a university semester runs for a 5-month timeframe, the University IBC will reach semesterly sales of \$1,250 each semester working with Mary Kay, totaling \$2,500 in sales for the full year. From this information, the following two-year sales forecast was produced. See **Appendix L** for specific quarterly projections.



Appendix

Appendix A- Focus Group Moderator's Guide

Introduction

Focus group will be about an hour in length and is aimed to gain more insights regarding makeup and skincare usage and purchasing habits among young millennial women.

General Questions

1. What is your name?
2. How old are you?
3. What is your standing as a student (Freshman, Sophomore, etc.)?
4. Where are you from?
5. How many times a week do you wear makeup?
6. What would you consider to be a makeup routine?

Color Cosmetics

7. When you hear the word, "makeup," name one word that immediately comes to your head?
8. What types of makeup products do you use?
 - a. Which ones do you spend on the most?
9. Where do you buy your makeup?
10. What factors do you consider when purchasing makeup?
11. Where do you find recommendations when buying makeup?
12. Who influences your makeup purchasing decisions?

Skin Care

13. What products would you consider skincare products?
14. Do you have a skincare regimen?
 - a. What kind of products do you use?
15. What are the benefits you expect from skincare products?
16. Why do you buy skincare products? Is there a specific need?
17. What factors do you consider when purchasing skincare products?
18. Where do you get your skincare products?

Beauty Events

19. What comes to mind when you hear the phrase beauty party?
 - a. Have you ever been to one? What was your experience like?
20. What would encourage you to attend one?
21. If you could design your own beauty party, what would it be like?

Part-time Jobs / Alternative Revenue

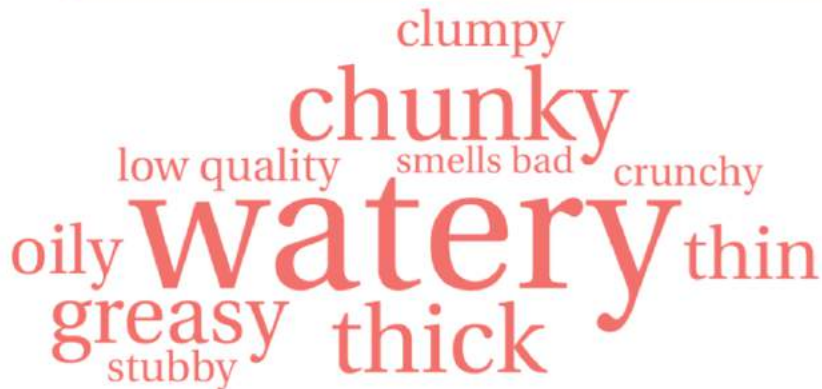
22. Do you have a part-time job? How did you find your part-time job?
23. What do you look for in a part-time job?
24. How many times a week do you go out? Why do you go out? What do you do when you go out? Watch movies? Drink? Cook? Who do you go out with? Your girlfriends?

Appendix B- Observational Focus Group Word Clouds

Positive Sentiments about Mary Kay Products



Negative Sentiments about Mary Kay Products



Places Women Age 18-24 Purchase Makeup Products



Appendix B- Observational Focus Group Word Clouds (cont.)

Considerations when Purchasing Makeup and Skincare Products



Appendix C- Survey Questions

Key

- Single response question
- Multiple response question

Mary Kay Case Survey

Q1. Which of the following do you identify as?

- Male
- Female
- Other
- Prefer Not to Say

Q2. Do you use makeup at all?

- Yes
- No

Q3. How do you buy your individual makeup/cosmetic products?

- One at a time / as needed
- Multiple at a time
- All at once

Q4. Where do you buy makeup?

- Department Store (Boscov's, Macy's, etc.)
- Drug Store (CVS, Walgreens, etc.)
- Grocery Store
- Independent Beauty Consultants (Avon, Rodan + Fields, etc.)
- Online
- Specialized Beauty Retailer (Sephora, Ulta, etc.)

Appendix C- Survey Questions (cont.)

Q5. Please rate these factors in order of importance when purchasing makeup?

- _____ Brand Name
- _____ Company Values
- _____ Effectiveness
- _____ Ingredients
- _____ Price
- _____ Quality

Q6. What sources have you used to gain a better understanding of makeup brands?

- Beauty Bloggers
- Company Website
- Friends and Family
- In-store Demonstration/Consultation
- Magazines
- Social Media (Facebook, Instagram, Twitter, etc.)
- YouTube Videos

Q7. Who do you look to for advice about makeup and skincare products?

- Bloggers/Vloggers
- Family
- Friends
- Independent Beauty Consultants (Avon, Rodan + Fields, etc.)
- In-store Beauty Advisers (Sephora, Ulta, etc.)

Q8. Do you have a skin care regimen? A skin care regimen in this case can be defined as a regular/consistent process to care for one's skin.

- Yes
- No

Q9. Please rate these factors in order of importance when purchasing skincare products.

- _____ Brand Name
- _____ Company Values
- _____ Effectiveness
- _____ Ingredients
- _____ Price
- _____ Quality

Q10. How often do you think about your skin's appearance in 10-20 years?

- Always
- Most of the time
- Some of the time
- On rare occasion
- Never

Appendix C- Survey Questions (cont.)

Q11. Have you ever attended a beauty/pamper party?

- Yes
- No

Q12. Did you purchase any makeup or skincare products at the party?

- Yes
- No

Q13. How many different products did you purchase? (Numeric answers only)

Q14. Why did you not purchase any products?

Q15. Did you have a positive experience at the beauty/pamper party?

- Yes
- Neutral
- No

Q16. Why did you not have a positive experience at the beauty/pamper party?

Q17. Was having a beauty professional present at the party helpful when making any purchase decisions?

- Extremely helpful
- Very helpful
- Moderately helpful
- Slightly helpful
- Not helpful at all

Q18. What would encourage you to attend a beauty/pamper party? (If more than 3 choices are applicable, please choose your top 3.)

- Alcohol and food availability
- Convenience
- Family
- Friends
- Host brand/company
- Pricing/discounts

Q19. Do you currently attend a college/university?

- Yes
- No

Q20. Which university do you attend?

Appendix C- Survey Questions (cont.)

Q21. Do you currently hold a job to support yourself? If so, what kind of job?

- Yes - Full Time
- Yes - Part Time
- Yes - Work Study
- No

Q22. Which of the following ways are you paid?

- Base + Commission
- Commission
- Hourly
- Salary
- Stipend/Work Study

Q23. Please rate the following factors in order of importance when looking for a job.

- _____ Environment/Company Culture
- _____ Flexibility/Schedule
- _____ Growth Opportunities
- _____ Pay
- _____ Title

Q24. What do you see as the primary benefit of being your own boss when compared to working for someone else?

Q25. A direct selling model requires you to sell to customers face to face. The model allows you, the seller, to reach your customers in the comfort of your own home and on your own schedule. Direct selling also allows you to decide how you sell your products and to whom you sell. How likely would you be to accept a position based on this description of the direct selling model?

- Extremely likely
- Somewhat likely
- Neither likely nor unlikely
- Somewhat unlikely
- Extremely unlikely

Q26. As you may know, Mary Kay is a company that uses the direct selling model. Have you ever purchased products through Mary Kay?

- Yes
- No

Q27. Why have you never purchased Mary Kay products?

- Company Values
- Inconvenient
- Perception of Mary Kay
- Prefer Other Brands
- Price

Appendix C- Survey Questions (cont.)

Q28. If you knew Mary Kay sold products online, would you consider purchasing Mary Kay?

- Yes
- No

Q29. Why did you purchase Mary Kay products?

- Brand Loyalty
- Company Values
- Convenience
- Relationship to Seller/Party Host
- Quality Products

Q30. What is your age?

Q31. In which state have you lived most of your life? (Please use your state's abbreviation, i.e. Pennsylvania = PA)

Appendix D- Informational Interview

Question List

Q1. How do your beauty parties usually unfold, and how successful are they for you?

Q2. How do you connect with your customers (phone, text, social media, other channels)?

Q3. What was your biggest obstacle in starting your career as an IBC? And what do you think would have helped you overcome this obstacle (something that Mary Kay could do to help)?

Q4. How has being an IBC changed since you started working for Mary Kay?

Q5. What products are the most popular in your experience, and are there any products that your customers want, but are not offered by Mary Kay?

Appendix E- Official Mary Kay Apparel



Mary Kay
IBC Quarter Zip



Mary Kay
IBC Baseball Tee



Mary Kay
IBC Long Sleeve Shirt



Mary Kay
IBC T-Shirt

Appendix F- Official Mary Kay Party Pack

The party pack will include beauty applicators, a pack of Mary Kay branded balloons, and a Mary Kay branded table cloth.



Appendix G- Camp Mary Kay Snapchat Filter



Appendix H- Mary Kay Times Square Billboard



Appendix I- NYC Beauty Bash Instagram Campaign



Caption 1: Meet Delaney! She is a recent college grad who has been an IBC for a year now and loves how she can sell on the weekends when she isn't at her 9-5 job. Delaney loves how Mary Kay has equipped her with entrepreneurial skills that help her in her daily life not just at her job. Want to meet her and other empowered IBCs? Come Party With Us on June 29th in Times Square to celebrate the naturally beautiful boss in you! #PartyWithUs

Caption 2: Meet Morgan! She is a Mary Kay University IBC who loves being her own boss. She is studying finance and hopes to one day work in fashion. Morgann thinks it's time now more than ever to celebrate the power of women so Come Party With Us on June 29th in Times Square to celebrate the naturally beautiful boss in you! #PartyWithUs

Appendix J- NYC Beauty Bash Snapchat Filter



Appendix K- Budget Expanded

University Scholarships

The 300 top-selling University IBCs will each be awarded \$5,000 in scholarship money to reward them for their commitment to Mary Kay.

Party Packs

Assuming 5,000 University IBCs can be recruited in the first year and that each will throw on average 6 beauty parties (individually or in conjunction with other University IBCs), 30,000 party packs will need to be sent out. Each of 30,000 party packs has been priced at \$50, covering the included branded decorations, product applicators, and shipping costs. 30,000 party packs at \$50 each comes to a total of \$1,500,000.

Camp Mary Kay

The price breakdown for Camp Mary Kay was based on a total of five events being held for the five primary regions within the United States.

<u>Expense</u>	<u>Cost Per Event</u>	<u>Total Cost (5 Events)</u>
Snapchat Geofilter	\$200,000	\$1,000,000
Products	\$50,000	\$250,000
Food	\$20,000	\$100,000
Decorations	\$6,000	\$30,000
Total	\$276,000	\$1,380,000

University IBC Program

As a way to support University IBCs and foster Mary Kay team spirit, \$30 has been set aside for apparel for each of 5,000 anticipated University IBCs, totaling \$150,000.

Spotify

\$150,000 will be committed to Spotify advertising across the 12 month period, allowing for \$12,500 in Spotify ad spend per month. These ads will specifically be targeted towards universities with the goal of recruitment and do not account for Spotify advertising for the NYC Beauty Bash campaign.

Snapchat

\$5,000 a month will be dedicated to Snapchat advertisements targeting select universities, totaling \$60,000 over the 12 month period. This total does not account for the additional costs of Snapchat advertising for the NYC Beauty Bash.

YouTube

We will be sending approximately \$357 worth of products over the course of the 12 month period to each of the seven beauty gurus we plan to partner with, totaling \$2,500 in products sent to YouTubers.

Miscellaneous

Contingency expenses.

Appendix L- Sales Forecast

	Q1	Q2	Q3	Q4
2019	\$3,750,000	\$4,125,000	\$4,661,250	\$5,407,050
2020	\$6,380,319	\$7,624,481	\$9,187,500	\$11,116,875

The objective was to increase the number of Mary Kay IBCs ages 18-24 by 10%, and also increase the sales among female nonusers age 18-24 by 20%.

From the IBC informational interview, a profile for typical revenue of an IBC per month was developed. As shown below:

# parties per month-	5
# parties per year-	60
# attendees per party-	5
# attendees per month-	25
# attendees per year-	300
spendings per attendee-	\$60
total sales per year-	\$18,000

Based on these numbers, a more conservative profile for typical monthly revenue of a University IBC was built.

# parties per month-	2
# parties per year-	20
# attendees per party-	5
# attendees per month-	10
# attendees per year-	100
spendings per attendee-	\$25
total sales per semester-	\$1,250

These projections were more conservative because it is assumed that college-aged consumers will typically spend less. In addition, the growth of the University IBC program was factored in assuming that the program will grow more popular as time goes on. Assuming that there are 3,000 University IBCs to start in 2019 Q1, IBCs will sell \$3,750,00 worth of product.

*Thank
You!*

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