



Dove was looking to build on its inner beauty equity so it could successfully compete in a marketplace where promises of transformation and outer beauty are the price of entry. But women don't want to look flawless – or to be transformed. What some might call flaws, most consider

characteristic of their unique beauty. This insight was the foundation of a launch campaign designed to disrupt the category: It asked women to celebrate their inner beauty, their “*Real Beauty*”.

DOVE

Transferring brand equity to a new category

A brand with 99% household penetration in the U.S., Dove is a jewel in the Unilever crown. But when it came to extending the brand to the beauty category - to launch a line of face care products - Dove faced the same problems as any new brand. To solve the problem, research uncovered that many women are put off by the implications of transformation.

This insight was the foundation of a launch campaign designed to disrupt the category. It asked women “What’s your beauty mark?” and gave women reason to celebrate their unique beauty, their “Real Beauty.” It also repositioned the empty promises of transformation from other brands as fake beauty and established Dove as the trademark for genuine, lasting beauty.

