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**Sources**
Born in 1958, CoverGirl cosmetics has become a household brand amongst make-up users, offering a diverse portfolio of products such as: mascara, eyeliner, lipstick, and liquid foundation to name a few. CoverGirl offers affordable makeup with quality formula, in addition to easy to use and subtle application. As the brand’s main strategy is offering consumers an “easy, breezy, beautiful” look, there is no surprise the recognition the brand has received from beauty magazines and a growing consumer audience. Being a born leader in cosmetics brands, CoverGirl continually improves their quality measures ensuring ethical practices and corporate social responsibility. With a growing portfolio, CoverGirl aims to capture niche markets by offering different collections, all under the umbrella of CoverGirl. [Figure 1] Moreover, CoverGirl offers personalized makeup tutorials for consumers directly through their website offering different looks for any occasion.

CoverGirl is focused on building a strong rapport with each of their consumers ensuring trust and loyalty. Together both CoverGirl and their consumers emphasize the importance of natural beauty; to help enhance natural beauty not hide. The brand is an advocate for women to be in power and confident making CoverGirl a market leader in drugstore cosmetics. Moreover, CoverGirl embodies females from all around the world with different walks of life, endorsing female celebrities who shine within their steam. With a growing strategy and increasing global presence, CoverGirl is inevitably the make-up of choice.

**Brand Equity**

A. Brand Awareness
CoverGirl cosmetics carries a 20% market share in drugstore cosmetics in the North American region. (Romanowski, 2012) With strong presence in North America, CoverGirl has medium recall due to their vast portfolio offering. For example, their LashBlast from their Blast\(^2\) collection, (which includes their innovative brush and unique volumizing formula) surpassed forecasted sales by 70% earning them the top spot in the eye category\(^3\). (Advertising Research Foundation, 2009) Though they are the number one mascara provider for North America\(^4\) and currently hold the number one spot for eyes\(^5\) and anti-aging foundation\(^6\) in the makeup category (12% and 20% respectively), lips and face take the passenger seat for consumer recall.\(^7\) (Advertising Research Foundation, 2009) CoverGirl attempts to pull makeup audiences in through innovative applicators and unique formula. [Figure 2]

CoverGirl recognition remains high with much focus on marketing campaigns in print, media, and television. With heavy celebrity endorsements, CoverGirl builds brand awareness, thriving off trendy and powerful women. (Proctor & Gamble, 2013) CoverGirl makes an impression with their television campaigns presenting bold and memorable colours, in addition to their slogan: easy, breezy, beautiful, CoverGirl. Appearing in magazines creates alignment

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1 Currently owned by consumer goods company Proctor & Gamble.
2 A collection consisting of patent formula and application that adds volume to the eyes.
3 The makeup category consists of: face, eyes, and lips. The eye segment is the largest segment of the entire makeup group.
4 Years 2010-2012
5 This includes eyeliner, eye shadow, and eye primer.
6 Simply Ageless is the number one product for reduced wrinkle visibility
7 L’Oreal currently secures the number one spot for face and total makeup (combining eyes, face, and lips, they account for 40% market share which includes Maybelline).
amongst makeup consumers, as they continually seek fashion magazine for make up trends. (Advertising Research Foundation, 2009) Moreover, CoverGirl builds an emotional connection with their audience, an effective strategy to influence purchasing. (Birkett, 2011) The mass makeup company aims to utilize celebrities to showcase lifestyle and quality, presenting their endorsers in makeup that enhances their natural beauty. With a catchy slogan and memorable campaigns, the brand CoverGirl is recognized from many consumers. (Scanlon, 2010)

Though makeup attracts a niche market, brands do not. With many substitutions, it is imperative that brands have strong recall and recognition. CoverGirl on The Graveyard Model would be placed in the upper-middle section (high recognition, medium recall). Moving forward, CoverGirl must ensure their brand awareness continues to be apparent in the lip and face category. Though they are not sitting in the graveyard, mediocre ad campaigns and comparable makeup (those similar to competitors) can cause a slide in market share and sales. However, CoverGirl continually updates their brand appearance by signing new celebrity endorsers, staying trendy within media. Not surprising that the household brand has rolled out products for their consumers of many age, as they understand the changing lifestyle.

B. Perceived Quality
Perceived quality is the driving force behind financial performance, the strategy behind many businesses. (Aaker, 17) Given the elasticity of makeup, consumer purchasing power is consistently changing. For example, in the midst of the recession in 2008, cosmetic purchasing behaviour changed significantly. (Birkett, 2011) With such a shift in purchasing behaviour, consumers were looking for quality products at affordable prices, something CoverGirl aims to achieve. (Brady, 2000) Consumers purchasing makeup enjoy department store purchases (such as Sephora, MAC, The Bay, Nordstrom) due to the consultation; the one on one experience each customer receives from a makeup expert. As CoverGirl is a mass makeup brand sold in drugstore, consultation is nonexistent. Strengthening their strategy to capture a volatile market, the brand emphasized their quality formula for natural beauty. With the average product ranging from $8.00-$13.00, CoverGirl product satisfaction is rated high. 8 (CoverGirl, 2013) In drugstores, each CoverGirl collection has dominating presence, packaging their products in bold and iconic colours. More importantly, each collection stands out with a major celebrity, to help build an emotional connection and trust. [Figure 3] Believing that celebrities will use such a product allows consumers to trust the brand. (Amos, Holmes, Strutton, 2008)

Even though CoverGirl is a mass selling makeup brand, they are perceived to offer high quality makeup, something important amongst many makeup users. (Ejiofor, 2006) The cosmetic brand offers products that adopt the skin type for each of their consumers such as: dry, oily, combination, and sensitive skin. (CoverGirl, 2013) Studies done by Market Force found that CoverGirl consumers scored the makeup brand number one in brand trust, great value, and easy to use. Amongst the survey, CoverGirl was ranked number one for favourite cosmetic brand among department stores. (Scanlon, 2010)

Many luxury fashion house brands such as those of Gucci, Yves Saint Laurent, Dior, and Chanel, are perceived to have high quality (and they may) however, designer makeup market share is a small piece of the makeup pie. (Ejiofor, 2006) Recent studies done by fashion and health magazine show CoverGirl to be a leader in overall satisfaction with each product

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8 On a one to five scale, one being the lowest and five being the highest
purchased. Consumers are comfortable with the brand’s pricing and product offering, stating they believe CoverGirl to be a leader in quality makeup at a drugstore level. (Allure 2013)

C. Brand Loyalty
CoverGirl has shown a strong customer base that is loyal and trusting, especially in North America. Their dedicated audience has made CoverGirl a leader in eye and anti-aging products; having an overall satisfaction of products purchased remaining high. Amongst their loyal customers, CoverGirl offers a customer club enticing consumers to login online for makeup ideas and trends. Consumers are encouraged to register online and list products they purchase to help build a customer profile for personalized looks. (CoverGirl, 2013) Among the online club, CoverGirl beauty consultants are available online to help with tutorials in makeup application and suggestions for new products. Furthermore, CoverGirl offers an online forum, where consumers post reviews on products; bringing consumers together to empower a woman’s natural beauty. (CoverGirl, 2013) The brand currently has over three million likes on Facebook offering coupons and recent news to their loyal clientele. (Facebook, 2013)

In addition to their online forum, CoverGirl has introduced numerous collections, provoking their dedicated audience to try other products. CoverGirl embraces women beauty offering various collections to attract to various consumers. Consumers of makeup rely heavily on brand trust, the ability to try varying products within a brand and expect similar quality and satisfaction. (Scanlan, 2010) The loyal consumer of LashBlast will likely purchase face makeup from CoverGirl’s NatureLuxe line⁹; trusting CoverGirl to provide equal or above quality.

One concern for CoverGirl with regards to brand loyalty would be their presence on the global market. With powerhouse such as L’Oreal, CoverGirl has small presence on the global market. Though they do not lack product offerings, they (CoverGirl) lack advertising on a global scale, something their competitors have achieved. (Scanlon, 2010) Moving forward, CoverGirl should structure their strategy to adapt to the behaviours in various regions, specifically choosing celebrities prominent in other regions such as Asia, Africa, and South America.

D. Brand Association
CoverGirl cosmetics has many associations linked with the brand, the main one being celebrity endorsements. Ellen Degeneres, Sofia Vergara, and most recently Pink are currently the CoverGirl endorsers each embracing a different collection.¹⁰ (CoverGirl, 2013) CoverGirl is successful in their brand association by choosing leading ladies to represent their collection, all of whom are different, talented, and respected within the public industry. CoverGirl has been associated with empowering beauty and self-confidence within women. The brand aims to achieve this strategy by showcasing their makeup as “easy, breezy, and beautiful,” the essentials of makeup. (Fay, 2011) They often portray a look of the girl next door, being fresh and clean, adding fun and excitement. (Bowman, 2012)

Moreover, CoverGirl emphasizes the importance of natural beauty,¹¹ as that is the underlying factor in being a cover girl. They have created a strong image by understanding their main audience, the wants and needs of a customer by offering volume and anti-aging products, two of which were nonexistent (in drugstore cosmetics) till the birth of CoverGirl’s LashBlast.

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⁹ Formula consisting of natural extracts.
¹⁰ Anti-Aging, Blast, and LashBlast respectively.
¹¹ Being confident, yourself, and accepting your flaws as they come.
and Simply Ageless. Product associations include: quality, natural feeling, and affordable. Consumers associate CoverGirl with the knowledge of affordable and quality; essentially “why buy designer, when you can buy CoverGirl.” (Scanlon, 2010) In making them a household name, CoverGirl partnered with TV reality show, America’s Next Top Model\textsuperscript{12} offering winners $100,000 and a contract with the brand as the new ambassador. Furthermore, the brand is associated with many events empowering women such as Olympic trials, figure skating, and donating sales to the less fortunate. (Proctor & Gamble, 2013)

**Brand Traps**

David Aaker states there are four major brand traps that many brands go through. For CoverGirl, the main brand trap the company faces would be the Product Attribute Fixation Trap. CoverGirl offers products, but with every product there is a purpose. Whether that be adding colour, coverage, adding volume, or accentuating, the company ensures that each product offered represents the essence of natural beauty. The product must speak volumes in confidence offerings, and continually represent what the brand is about: easy, breezy, and beautiful. CoverGirl has been able to incorporate the idea of natural makeup in all their products and continues to lead the market in expressing natural beauty. CoverGirl is more than just a makeup brand; they are a brand that focuses on difference and inner beauty.

**Brand Balance Sheet and Recommendations**

Brand awareness, perceived quality, brand loyalty, and brand associations are the elements comprised for brand equity. As each category plays an essential role in the success of any brand, it is apparent that CoverGirl has strived in researching and providing their consumers with quality makeup that is recognized while building a loyal customer base. CoverGirl endorses celebrities, (who they have carefully chosen) specifically women who have positive influences within the greater society. To be a CoverGirl is to be someone who is confident and embraces her natural beauty. (CoverGirl, 2013) CoverGirl cosmetics has a balance sheet that looks promising in assets, with strong growth and awareness. Their patent formula and applicator in their mascara has proven their ability to innovate. CoverGirl has been criticized for testing on animals, a major concern amongst animal friendly consumers; however, CoverGirl has taken responsibility and initiative to ensure quality and ethical practices, stating the company has stopped testing on animals. (Proctor & Gamble, 2013)

Some recommendations moving forward would be gaining a greater presence on a global scale to generate greater revenues and market share. Currently, CoverGirl is offered in more than 80 countries however, scale is comparably smaller than that of North America. (Proctor & Gamble, 2013) As CoverGirl has been able to secure themselves as a household name in North America, it seems promising that they would be able to capture a female audience globally.

**Brand Identity Planning Model**

*Strategic Brand Analysis*

**A. Customer Analysis**

CoverGirl consumers are females, aged between 13-45 with a main focus on teenagers and young professionals. These females are trendy with a low to medium income with minimal disposable income. Motivation to purchase such goods relate to self-confidence, beauty, and

\textsuperscript{12} Seasons 3-18
enhancing features. (Advertising Research Foundation, 2009) These consumers look for makeup that has minimal feeling (light when applied) and have a vast colour range complimenting their features. Consumers of makeup want products that will provide the correct coverage, covering imperfections\textsuperscript{13} while providing a natural look (as if they were wearing no makeup). As the common idea of makeup is to hide differences that make women beautiful, CoverGirl stresses the importance of natural beauty, offering makeup to enhance a women’s true beauty both inside and out.

B. Competitor Analysis
CoverGirl faces one major direct competitor: Maybelline New York (Maybelline). Global company L’Oreal Paris parents Maybelline New York, showing their name in more than 130 countries. (L’Oreal, 2013) Maybelline is no stranger to marketing tactics sponsoring prominent fashion weeks, having a memorable slogan, and vast product offering. They capitalize on their global presence, earning the top spot in drugstore cosmetics with 40% market share in North America alone\textsuperscript{14}. This is extremely impressive given the makeup category has competition at drugstore, department store, and luxury fashion house levels. Much like the competition, CoverGirl and Maybelline offer comparable prices\textsuperscript{15} on most products making the purchasing factor based off brand. Maybelline’s core strategy has been leveraged off L’Oreal, greater worldwide presence, greater revenue, and greater sales. The strategy has been successful; given that beauty products are vastly purchased off brand awareness and association, Maybelline carries an impressive name (being owned by L’Oreal).

Where CoverGirl differentiates themselves from their biggest competitor, Maybelline (and where they - Maybelline is most vulnerable), is their endorsement from celebrities. CoverGirl has been known to entice their audience with influencing women who exuberate confidence and inner beauty. Maybelline on the other hand has models advertising their line, though beautiful and self-confident, are not known to the public eye. Consumers associate the brand CoverGirl as mentioned, with the celebrity endorsing the collection. They build an emotional connection and trust with the celebrity and brand.

Indirect competition from department store makeup brands such as NARS, Make Up Forever, MAC and Smashbox sold at covenant retailers like Sephora, Nordstorms, MAC and The Bay offer specialized makeup to a more affluent audience. Where this market is vulnerable is highly dependent on economic trends. Mentioned in perceived quality, economic downturns result in minimal disposable income. As these prominent makeup brands are sold in covenant stores, sales decline increasingly as majority of this makeup requires high disposable income. (Advertising Research Foundation, 2012) Thus, many turn to affordable drugstore makeup brands; brands that can offer the need (make up coverage, volume, lengthening, etc.) and a reasonable price tag.

\textsuperscript{13} Pimples, blackheads, rosacea etc.
\textsuperscript{14} This includes L’Oreal make up; the annual report categorized Maybelline and L’Oreal makeup together.
\textsuperscript{15} Pricing is near identical on similar products, where CoverGirl offers an anti-aging serum, something Maybelline currently does not carry in their age-pick up product.
C. Self-Analysis

Beginning in 1958, the makeup company was owned and operated by Noxzema Chemical Company before being purchased by consumer goods company, Proctor & Gamble in 1990. (Proctor & Gamble, 2013) CoverGirl is often associated with the girl next door. (Bowman, 2012) They portray their ad campaigns by using fresh faces, offering makeup that is natural feeling and looking. The slogan of easy, breezy, beautiful CoverGirl is utilized to convey how makeup should feel: light, or no makeup at all. (Brady, 2000) The cosmetic company has really embraced the importance of inner beauty, how beauty is more than just glitz and glamour. They have a collection of powerful females who go beyond physical beauty but stress the importance of how being different is true beauty. Celebrities like Queen Latifah, Drew Barrymore, Pink, Taylor Swift, and Ellen Degeneres, are different in their talent and powerful within their means. They represent what it takes to be a true cover girl, one that can be seen on magazines and one that can be criticized for being different.

CoverGirl’s strengths lie in the fact that the company is empowering, understanding, and motivating. The company embraces the idea of being different, being powerful, and being confident within the female body. The notion of being a cover girl surpasses magazine campaigns, but making a difference in the world; having an impact on society. CoverGirl’s organizational value is to make a difference in every customer’s life. CoverGirl offers an online forum, tutorials, and social media mediums to help their consumers look and feel their best. They offer their consumers a fresh and natural look, accentuating differences physically and accepting them within. The brand is successful because they offer ideas that are realistic to the greater good. They are empathetic in understand the challenges of self-confidence and daily struggles women go through. (Brady, 2000)

Brand Identity System, Extended Core

A. Brand as Product

CoverGirl is a cosmetic brand that offers consumers the ability to cover, enhance, and accentuate their face with products such as mascara, eyeliner, lipstick, foundation, and bronzer to name a few. The purpose of such a product is to provide consumers with a natural flawless look. CoverGirl has a strong link between brand and product; when people think makeup they think drugstore cosmetics, they think CoverGirl. The American brand is prominent in advertising natural, girl next door, and all American beauty. The cosmetic brand has a diverse product offering for women of all ages and purpose. For example, young adults are attracted to the NatureLuxe and Blast collection as it offers light wearing and bold accents. Females aged 30 and above may be concern with wrinkles; hence CoverGirl offers a Simple Ageless line, which is makeup to help reduce wrinkles. Product attributes associated with CoverGirl in terms of extra are offering help via online mediums for customized looks or coupons. CoverGirl offers something better by expressing the benefits of being a cover girl is to be natural; something many makeup brands do not advertise nor express. CoverGirl offers products that are quality (formula and application tools such as brushes) and value added. (Byron, 2010) Time and time, consumers are exceptionally satisfied with their purchases putting CoverGirl the brand of choice for drugstore cosmetics. (CoverGirl, 2013) The brand offers everyday makeup in addition to bold colour for events. The company aims to offer makeup for any occasion and offer makeup that will help consumers gain the look they want to achieve. The users associated with CoverGirl are trendy females who are learning/want to embrace their natural beauty. These consumers turn to CoverGirl for details relating to trends. The American company is prominent in the North
American market. On a global scale they are small however, they do offer philanthropic contributions to charities worldwide focusing on women. For example, CoverGirl is a major partner in building water wells in the region of Africa, to help women provide clean and fresh water to their family. In addition, they are major sponsors of many female athletic organizations, most recently the women’s Olympics trials.

B. Brand as Organization
Currently the CoverGirl is owned by Proctor & Gamble (P&G), a consumer goods company being offered in more than 180 countries. The mantra of Proctor & Gamble is “offering branded products with quality and value that improve the lives of the world’s consumer;” and to “make men and women around the world look and feel their best.” (Proctor & Gamble, 2013) CoverGirl cosmetics operates under their own mantra of “easy, breezy, and beautiful” to be yourself coinciding with P&G, which is to “transform the effect of makeup, not just on the outside but in the inside” advocating “women of their unique kind of beautiful.” (Proctor & Gamble, 2013) CoverGirl is consistently looking to add value to their consumers life, whether that be confidence or price related. CoverGirl has a positive attitude in believing in women.

On a local scale, there is no surprise that CoverGirl understands the diversity North America has to offer. Unlike their parent company offering brands in more than 180 countries, CoverGirl is limited in global presence. This clearly is an opportunity CoverGirl can utilize to strengthen the empowerment of females worldwide.

C. Brand as Person
In comparing the CoverGirl brand to human traits, it is one that is empowering, gentle, confident, and different. The brand has an uplifting personality, one that screams optimism. The brand is seen to be trusting and honest, accepting difference. The relationship the brand has with their customer is seen to be honest and truthful. Customers depend on their makeup brand of choice for latest trends, tutorials, and advice. The relationship between the two is friend based, accepting each customer profile without question. The experts at CoverGirl understand what it means to be different; hence their endorsers are unique in their own way.

D. Brand as Symbol
CoverGirl currently does not have a prominent symbol in place though they do have a catchy slogan. They have a patent mascara brush, and anti-aging product that distinguishes themselves from their competitors. The colours that CoverGirl utilizes are those that are bold: orange, purple, and black. The heritage of CoverGirl is one that is strong and has authentic meaning behind their values. CoverGirl is honest when they communicate the importance of self-confidence. They embrace the idea of being different, how women come in many colours, shapes, and sizes. Though they lack a strong logo, they have a strong slogan that proves the true meaning of make up. The company values how makeup should be worn, how it is used to accentuate not hide the beauty that every female carries.

Value Proposition
The proposition included in any brand identity profile include a: functional, emotional, and self-expressive benefit. As a functional benefit, customers can purchase makeup with a natural feel for any occasion. From an emotional standpoint, consumers are able to feel easy, breezy, and
beautiful with the use of any CoverGirl product. Self-expression benefits allow consumers to feel confident, believing that beauty expresses differences physically and within.

**Credibility**
CoverGirl offers quality makeup, at affordable prices, emphasizing the importance to shine your difference oppose to masking them. The cosmetic brand has various collections attracting different women of age, race, skin type and preference. CoverGirl is associated with the ability to give females confidence and empower them to make a change or difference. Consumers enjoy the honest and truthful relationship CoverGirl has, and how each relationship is tailored to a customer profile online. Their loyalty stems from their (CoverGirl) ability to understand the lifecycle of any female and how beauty shines within each of them.

**Brand-Customer Relationship**
As mentioned, the customer relationship is trusted friend. The consumer’s wants or wish is to be cover girls; females to make an impact in society, a change for the greater good. CoverGirl offers their clientele an online access to beauty experts, tutorials, and a custom profile to help design looks for a particular event or everyday wear. By designing a custom profile, beauty experts are aware of your skin type, your current makeup portfolio, and the look you often go for. CoverGirl aims to build a strong relationship with each of their clients, empowering them to be confident.

**Brand Identity Implementation System**

**Brand Position**
Currently in the market, CoverGirl has great awareness in the category of drugstore cosmetics. The brand does not go unannounced, having strong and bold campaigns prominent in many drugstores. They have successfully positioned themselves as not only a makeup brand, but also a brand that focuses on beautifying differences in women. They focus on ensuring confidence with each of their products (quality formula) and presenting the natural beauty of every woman. CoverGirl builds an emotional connection with each of their clients enticing them to join their online forum, to become part of a greater movement: empowerment in women. With a strong strategy, the brand currently carries three million likes on Facebook, (as mentioned prior) and endorses some powerful women within the public eye. With the number one selling mascara in North America, and the number one eye and anti-aging formula for the makeup category, there is no surprise the brand carries 20% market share and is a common household name amongst growing females.

**Execution**
With makeup being purchased mostly on a brand perspective, it is evident CoverGirl thrives off their own name. The brand focuses their brand in heavy advertising in print and media making everyone aware of whom they are and what they have to offer. CoverGirl executes with the notion of brand loyalty and enticement; persuading consumers that makeup should be worn in a matter of easy to use, breezy in feeling, and how beautiful your natural beauty is. The strategy is prominent, especially in the North American market and has begun to tap into South America and countries in Asia. With regions such as Africa and the Middle East, where female empowerment is low, it is imperative that CoverGirl tap into a market cautious of what they are advertising. (Bowman, 2012)
SWOT Analysis

Strengths
- Strong recognition and medium recall, helping the brand with market share presence and sales.
- Celebrity endorsements, choosing ladies who make a difference and are role models.
- Parented by a leading consumer goods packaging company: Proctor & Gamble, showing support and heavy investments within the brand.
- The number one mascara and anti-aging foundation; being the first in market in both these categories (volumizing and anti-aging respectively).
- Build a strong relationship with their customers, important considering makeup is purchased on brand trust.

Weaknesses
- Small global presence compared to competitors, decreasing market share size globally in addition to revenues and sales.
- Reputation for animal testing, though they have changed their procedures, many consumers perceived the brand as one that is harming of animals.
- Consumers may think the company is superficial with ads, endorsing celebrities and embellishing their products results.

Opportunities (more detail in Recommendations)
- Gaining a greater global presence increases revenues, awareness, and sales.
- Become the number one drugstore makeup brand, helps increase market share.
- Tap into the male market; create confidence in all of society, not just females.

Threats
- Elastic category, sales are highly dependent on the fluctuating economy.
- Competition from powerhouses such as L’Oreal who dominate not only the North American market, but globally too.
- Growing age of consumers, change in lifestyle and attitude.

Recommendations
The brand CoverGirl is one that is strong and memorable. The brand executes a positive image, one that is honest with their customers and empowering. CoverGirl does more than offer makeup products; they offer a lifestyle full of optimism, creativity, and confidence. Moving forward with their strategy, CoverGirl should focus on: greater global presence, become the number one drugstore makeup brand, and promoting confidence in men.

Greater Global Presence
The American Dream is a dream many hear about; it is a dream that promotes freedom and achievement regardless of class, race, or sex. (Krymkowski) Though the majority living the dream are American males, the female human body has changed that due to belief that women can be empowering, achieve anything, and confident. (Krymkowski) CoverGirl has done an exceptional job empowering women through their brand and teaching them the importance of beauty. As they are clear leaders in the North American market, they lack sufficient substance in developed and developing regions, where perhaps The American Dream does not apply. P&G
offer products to more than 180 countries, with most of their health products being offered in approximately 80 countries.

Where CoverGirl can utilize such an opportunity would be to continue to focus on empowerment and self-confidence of women, but connect on an emotional level. As the current CoverGirls make an impact to most North American females, they have a subtle impact on the global scale. Perhaps, CoverGirl can endorse females on a global scale, actresses or models whom are prominent in certain regions. This creates a greater awareness for a global brand; presenting them to be a competitive threat not just nationally but globally. Creating a greater presence globally potentially increases revenues, sales, and market share, something many companies outline as a priority.

**Number One Drugstore Makeup Brand**

CoverGirl has potential to become the number one drugstore makeup brand due to their investment in customer relationships and innovation of products. As the number one mascara (LashBlast) brand in North America, it is evident that CoverGirl understands the makeup audience. CoverGirl was one of the first brands to introduce mascara that added volume to each lash, not just length. (Byron, 2010) Moreover, CoverGirl’s Simply Ageless foundation has been the number one foundation containing anti-aging serum, the first of its kind.

Customers of CoverGirl have proven to be loyal, showing their support with online social media mediums and positive attitude and behaviours towards makeup (especially females in their teenage years). (Romanowski, 2012) Research by Mintel has shown customers are more likely to stay within their makeup brand of products provided they were satisfied with previous products. (Colour Cosmetics, 2012) Research by Market Force has also shown CoverGirl to be the number one drugstore brand in 2010 due to the trust each brand reciprocated with their customers. Currently L’Oreal carries the top spot in drugstore brand, which includes direct competitor of CoverGirl, Maybelline. Though research does not prove that Maybelline is the number one drugstore brand (since it is combined with L’Oreal) however, research has proven that nationally and globally, Maybelline has a prominent position in the makeup category. (Scanlon, 2010)

Given CoverGirl’s vast research, product demand, and loyal customers they have potential to be number one. In doing this, CoverGirl must focus on bringing one of a kind products (such as their patent formula and brush for mascara and anti-aging serum) to the market. Perhaps innovation in mineral based makeup at a drugstore level or offering a line of quality makeup brushes for separate sales. Customers are intrigued with new products that their brand offers. (Fay, 2011) Inevitably with their strong marketing campaigns and powerful cover girls, the cosmetic brand will be a powerhouse within years to come.

**Promoting Confidence in Men**

CoverGirl is a lifestyle brand enriched with confidence, being different, and optimism (as stated earlier). Being introduced into the market as a product for women, both the category and the brand, both have been successful in capturing the female audience. As change is uncontrolled and needed, human society is more aware and forthcoming, accepting difference, not just within the female society but also in males. A market that CoverGirl can tap into would be the male audience. Though many males oppose the use of makeup due to norms, history, and potential scrutiny, CoverGirl can aim to offer products that are unisex in use (such as face wash and chap

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16 Make lashes looking thicker
stick). As show, CoverGirl offers more than branded products, they offer a community of empowerment. (Proctor & Gamble, 2013)

CoverGirl can utilize a new line of products under the name of CoverBoy, which promotes their product connecting on an emotional level. As many males are presume to be confident, tough, and unafraid CoverBoy can speak to an audience that lives around the mold, one that is considered different within the greater society. They can utilize their marketing campaigns, introducing a male as their CoverBoy, one that is not afraid to be different, one that is accepting of differences within society. Perhaps sponsoring male sporting events or causes that promote mental health in males or empowering the meaning of difference. Tapping into a market that has been virtually untouched by many makeup brands would distinguish CoverGirl amongst their competitors. Not only would they be seen as a company that offers quality products within their diverse portfolio, but take chances and accept change. They are a company that promotes confidence with no judgment.

**Conclusion**

CoverGirl has built a brand that can be seen from many as inviting and understanding. The brand has built confidence amongst the female population, expressing how beautiful natural can be. The mantra of easy, breezy, beautiful, is a household slogan amongst many, teaching and understanding how makeup should really be worn. The company has supported many causes that empower women proving them to be a born leader. With the strength of celebrities, brand trust, and loyalty CoverGirl has made a name from themselves, having a strong identity and equity.
### Appendix

**Figure 1 – CoverGirl’s Current Collection of Products**

<table>
<thead>
<tr>
<th>SHOP BY CATEGORY</th>
<th>Source: CoverGirl, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BLAST</strong></td>
<td>For bold, notice-me looks.</td>
</tr>
<tr>
<td><strong>CLEAN</strong></td>
<td>Lightweight coverage just right for you.</td>
</tr>
<tr>
<td><strong>EXACT</strong></td>
<td>Precision products for superior definition.</td>
</tr>
<tr>
<td><strong>NATURELUXE</strong></td>
<td>Give your look a breath of fresh air with natural make up from COVERGIRL NatureLuxe.</td>
</tr>
<tr>
<td><strong>OUTLAST</strong></td>
<td>From super-shiny to marvelously matte, get up to 16 hours of luscious lip color.</td>
</tr>
<tr>
<td><strong>SIMPLY AGELESS</strong></td>
<td>Made with Olay Regenerist Serum, for coverage that doesn’t settle in fine lines and wrinkles.</td>
</tr>
<tr>
<td><strong>TRUEBLEND</strong></td>
<td>Advanced coverage looks so much like your own skin, it’s virtually undetectable.</td>
</tr>
<tr>
<td><strong>COVERGIRL QUEEN COLLECTION</strong></td>
<td>Rich colors created specially to match darker skin tones.</td>
</tr>
</tbody>
</table>
Figure 2 – LashBlast & Simply Ageless, Patent Formula & Applicator

Source: CoverGirl, 2013
Figure 3 – Celebrity Endorsement Print Ads

Source: CoverGirl, 2013
Sources


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