

Clairol Herbal Essences

Overview of Market

The U.S. hair care market is largely dominated by shampoo and conditioner products. Proctor & Gamble owns 40 % of the hair care market (Mintel report). Proctor & Gamble owns product brands that include Clairol, Pantene, Olay, Rejoice, Wella and Head & Shoulders. Pantene leads the hair care market in brands, with Clairol in a close second. Price in shampoos and conditioner can range anywhere from a \$2 brand in a drugstore to a \$20 brand in a salon (<http://beauty.about.com>). The client brand's product Herbal Essences falls in between these price ranges at about \$6.99 for a bottle of shampoo. The top brands of shampoo and conditioner in terms of highest earnings include Dove, Clairol Herbal Essences, Finesse, Garnier Fructis, Head & Shoulders, Pantene, Salon Selectives, Sheer Blonde, Suave and Thermasilk (blackboard share of market data).

Overview of Client Brand and Company

Herbal Essences is one of many Clairol brands. Several of Clairol's brands include Nice 'n Easy, Hydrience, and Natural Instincts. Each brand specializes in different types of hair care ranging from shampoo and conditioner to hair coloring and treatment products. The three product categories for the Herbal Essences line are shampoo, conditioner and styling aid. Shampoo products include normal, normal/oily, dry/damaged, fine/limp, permed, need volume/body, and color treated. Aside from the normal Herbal Essences shampoo products, there are also three Herbal Essences shampoo

collections: Fruit Fusions, Rainforest Flowers, and Intensive Blends. Conditioner products are differentiated in exactly the same way, and have the same three collections. The styling aid products includes Frizz Defying Spray Gel, Humidity Defying Gel, Smoothing Crème, Style Refreshing Mist, Texturizing Pomade, Extra Hold Hairspray Aerosol, Maximum Hairspray Aerosol, Flexible Hold Hairspray Non-Aerosol, Extra Hold Hairspray Non-Aerosol, Maximum Hold Hairspray Non-Aerosol, Extra Hold Mousse, Maximum Hold Mousse for Volume and Manageability, Maximum Hold Mousse for Curls and Control, Extra Hold Gel, Maximum Hold Gel, Spray Gel and Styling Spritz (<http://www.HerbalEssences.com>).

In 1994, Clairol introduced its “Totally Organic” campaign under the management of Bristol-Myers Squibb Co. It was this campaign that brought Clairol Herbal Essence out of its previous failing state in sales. In 2001, Clairol became a part of the Proctor & Gamble family. Due to the success of the “Totally Organic” campaign, Proctor & Gamble continued it until 2004. Recently, Herbal Essences has adopted a new campaign entitled “Rock You Senseless.” While the new campaign remains sexy, it does not have as much sexual innuendo as the “Totally Organic” campaign, which based its message from a scene in *When Harry met Sally* (Neff 2004, 1).

Clairol Herbal Essences is one of Proctor & Gamble’s newest products. Proctor & Gamble began as a candle and soap business and was founded in 1837 by William Proctor and James Gamble. Over the years, Proctor & Gamble has grown to be one of the largest product parent companies in the nation. Several categories of brands in the Proctor & Gamble family include snacks and beverages, fabric and home care, beauty and health care, and baby and family care. According to Proctor & Gamble’s Annual

Report, Proctor & Gamble is the only company to appear on all seven *Fortune* magazine company lists in 2003. These lists include Best Company to Work for, Best Companies for Minorities, MBA's Top Employers, and Most Admired Company. Proctor & Gamble was also ranked by the National Association for Female Executives as one of the top companies for executive women. It was also ranked as one of the top companies for African Americans by *Family Digest* magazine, and as Best Corporate Citizens by *Business Ethics* magazine (P&G Annual Report).

Several of Proctor & Gamble's hair care product lines have been on the market for years. Some of their hair care brands include Pantene, Olay, Rejoice, Wella, and Head & Shoulders. According to their 2004 Annual Report, Proctor & Gamble's hair care lines are their core businesses and have the market lead with approximately a 20% share of the global hair care market (P&G Annual Report).

Competitive Environment

Clairol Herbal Essences is currently the second best selling brand of shampoo and conditioner on the market. In 2003, they had \$42,300,000 in shampoo sales and \$21,100,000 in conditioner sales, second only to Pantene shampoos and conditioners. Please see Figure 1 for a breakdown of total sales by the top eleven shampoo brands, and Figure 2 for a breakdown of total sales by the top ten conditioner brands. Clairol Herbal Essences currently has a 6% share of shampoo sales and a 6% share of conditioner sales.

FIGURE 1: 2003 Sales of Shampoo

Brand	Sales in Millions of Dollars	Percentage of Sales
Pantene (all shampoos)	62.8	9%
Clairol Herbal Essences	42.3	6%

Garnier Fructis	25.1	4%
Head & Shoulders	24.6	4%
Dove	21.6	3%
Suave	20.8	3%
Sheer Blonde	20.8	3%
Pert Plus	17.7	3%
Thermasilk	17.4	3%
Finesse	15.6	2%
Salon Selectives	8.7	1%
Other	398.8	59%

FIGURE 2: 2003 Sales of Conditioner

Brand	Sales in Millions of Dollars	Percentage of Sales
Pantene (all conditioners)	48.6	13%
Clairol Herbal Essences	21.1	6%
Dove	18.4	5%
Garnier Fructis	18.2	5%
Thermasilk	16.5	4%
Finesse	13.4	4%
Sheer Blonde	10.4	3%
Suave	9.9	3%
Salon Selectives	6.9	2%
Head & Shoulders	3.1	1%
Other	202.9	54%

As mentioned previously, Pantene is currently the number one selling brand of shampoo and conditioner on the market. In 2003, Pantene made \$62,800,000 from shampoo sales, and \$48,600,000 from conditioner sales. Several of the other key competitors in the shampoo market are Garnier Fructis, Head & Shoulders, and Dove. In 2003, Garnier Fructis made \$25,100,000, Head & Shoulders made \$24,600,000, and Dove made \$21,600,000. The key competitors in the conditioner market are Dove, Garnier Fructis, and Thermasilk. In 2003, Dove made \$18,400,000, Garnier Fructis made \$18,200,000, and Thermasilk made \$16,500,000 (Blackboard Share of Market Data).

There are four parent companies that dominate the top sales in both the shampoo market and the conditioner market. Please see Figure 3 for a breakdown of the top brands and their corresponding parent companies, Figure 4 for a breakdown of parent company shampoo sales, and Figure 5 for a breakdown of parent company conditioner sales.

FIGURE 3: Brands and Parent Companies

Brand	Parent
Sheer Blonde	John Frieda
Garnier Fructis	L'Oréal
Clairol Herbal Essences	Procter & Gamble
Head & Shoulders	Procter & Gamble
Pantene	Procter & Gamble
Pert Plus	Procter & Gamble
Dove	Unilever
Finesse	Unilever
Salon Selectives	Unilever
Suave	Unilever
Thermasilk	Unilever

FIGURE 4: 2003 Parent Companies Shampoo Sales, Top Eleven Shampoo Brands

Parent Company	Sales in Millions of Dollars	Percentage of Sales
Procter & Gamble	147.4	54%
Unilever	84.1	30%
John Frieda	19.5	9%
L'Oréal	84.1	7%

FIGURE 5: 2003 Parent Companies Conditioner Sales, Top Ten Conditioner Brands

Parent Company	Sales in Millions of Dollars	Percentage of Sales
Procter & Gamble	72.8	44%
Unilever	65.1	39%
L'Oréal	18.2	11%
John Frieda	10.4	6%

In 2003, Procter & Gamble made \$147,400,000 in sales from four of its top selling shampoo brands alone: Pantene, Clairol Herbal Essences, Head & Shoulders, and Pert Plus. It made \$72,800,000 in sales from three of its top selling conditioner brands: Pantene, Clairol Herbal Essences, and Head & Shoulders. The 2003 top two selling brands of shampoo and conditioner, Pantene and Clairol Herbal Essences, are owned by the same parent company, Procter & Gamble.

To get a better understanding of each brand and parent company's share of the shampoo and conditioner markets, please see Figures 6, 7, 8, 9, and 10.

Distribution Channels

Clairol Herbal Essences is a well-known, easily recognized brand of shampoo and conditioner that can be found in just about any grocery store or drugstore nationwide. Priced at approximately \$.50 per fluid ounce (<http://beauty.about.com>), Herbal Essences is considered a mid-level shampoo. It is not sold in salons, but is also not the cheapest brand on the shelf. At any given grocery or drugstore, consumers would more than likely have the opportunity to choose from any of the top brands of shampoo and conditioner. All of these brands are sold in grocery stores and drugstores, and none are considered to be exceptionally expensive or cheap. Sheer Blonde, a company under the direction of John Frieda, is the only one of these brands that is occasionally sold in salons.

Seasonal and Geographic Factors

Because shampoos and conditioners are products used on a daily basis, it can be assumed that sales do not significantly vary from season to season. Accordingly,

shampoo and conditioner brands must use an effective and unique advertising campaign to differentiate their products from other competitors.

Please see Figure 11 for a breakdown of the geographic census regions for female users 18-34 of Herbal Essences shampoo or conditioner:

FIGURE 11: Simmons Choices III data

Region	Total (000')	Proj (000')	% Down	% Across	Index
Northeast	2,922	240	17.1%	8.21%	89
Midwest	3,030	297	21.2%	9.80%	107
South	5,882	450	32.1%	7.65%	83
West	3,402	414	29.5%	12.2%	132

As Figure 11 shows, the West census region has a significantly higher BDI of 132. Female users 18-34 in the West are 32% more likely to be users of Herbal Essences shampoo or conditioner than all female users 18-34. Although the South has the highest raw number of users, its extremely low index does not make it as significant of a region. Because the BDI of the West census region is so high, it is important to look at the DMA's of that region. Look at Figure 12 below for data on the DMA's in the West census region for female users 18-34 of Herbal Essences shampoo or conditioner.

FIGURE 12: Simmons Choice III data

City	Total (000')	Proj. (000')	% Down	% Across	Index
Los Angeles	845	91.7	6.25%	10.9%	113
San Francisco	357	59.6	4.06%	16.7%	173

Within the West census region, San Francisco is an optimal DMA in which to spot advertise. As Figure 12 illustrates, it has an extremely high index of 173. Thus, female users 18-34 in San Francisco are 73% more likely to be users of Herbal Essences shampoo or conditioner than all other female users 18-34. Although Los Angeles has a significantly lower index of 113, its raw number of users is double the amount of San Francisco. Therefore, Los Angeles should remain a consideration for spot advertising as well.

Other DMA's in the United States should also be considered for spot advertising. Look at Figure 13 below for data on female users 18-34 of Herbal Essences shampoo or conditioner in 10 of the top 12 DMA's:

FIGURE 13: Simmons Choices III data

City	Total (000')	Proj (000')	% Down	% Across	Index
Atlanta	279	18.7	1.27%	6.70%	69
Boston	342	35.1	2.39%	10.3%	106
Chicago	441	44.3	3.02%	10.1%	104
Cleveland	150	13.9	.95%	9.25%	96
Dallas	323	32.3	2.20%	10.0%	104
Detroit	208	14.1	.96%	6.76%	70
Houston	385	40.6	2.76%	10.6%	110
New York	1,058	145	9.87%	13.7%	142
Philadelphia	390	31.5	2.15%	8.08%	84
Washington D.C.	295	23.4	1.59%	7.95%	82

As Figure 13 illustrates, New York has a significantly higher index number (142) than the other DMA's. Female users 18-34 in New York are 42% more likely to be users of Herbal Essences shampoo or conditioner than all other female users 18-34. Additionally, New York has the highest raw number of users than the other DMA's, thus showing great market potential for the area.

In considering geographic factors in the market, it is also important to consider category sales in the census regions. Look at Figure 14 below for the data on female users 18-34 of shampoo or conditioner products:

FIGURE 14: Simmons Choices III data

Region	Total(000')	Proj (000')	% Down	% Across	Index
Northeast	2,922	2,829	19.2%	96.8%	100
Midwest	3,030	3,007	20.4%	99.2%	102
South	5,882	5,551	37.6%	94.4%	97
West	3,402	3,368	22.8%	99.0%	102

All of the CDIs are less than 10 points apart; therefore, usage of shampoo or conditioner does not vary by region. Subsequently, raw numbers will have a big part in determining the significance of each region. South has the highest raw number of 5,882,000, but the lowest CDI of 97. The Midwest and West regions have the same CDI and close raw numbers of 3,030,000 and 3,402,000, respectively.

Description of past and current consumers

Look at Figure 15 for the age demographics for female users of Herbal Essences shampoo or conditioner:

FIGURE 15: Simmons Choices III data

Age	Total ('000')	Proj. ('000)	% Down	% Across	Index
18-24	5,947	612	13.9%	10.3%	150
25-34	9,289	788	17.9%	8.48%	124
35-44	12,759	712	16.2%	5.58%	81
18-34	15,236	1,400	31.8%	9.19%	134

As Figure 15 shows, the 18-24 age demographic of female users of Herbal Essences shampoo or conditioner has the highest index of 150, which means that this age group uses the product the most of all female users. The 25-34 age group makes up the largest percent of brand users (17.9%); however, Herbal Essences needs to target a larger target audience than what those two demographics separately encompass. The 18-34 demographic, therefore, is the optimal target audience because it has 15,236,000 users of shampoo or conditioner and represents 16.2% of brand users. It also has a fairly high index number of 134 for users of Herbal Essences. Thus, female users 18-34 are 34% more likely to be users of Herbal Essences shampoo or conditioner than all adult women.

When analyzing the consumer, usage patterns are essential. Shampoo and conditioner products in general are used daily and bought frequently. However, data on usage patterns help determine exactly how frequently the target audience uses the product. Look at Figure 16 for the data on the amount of usage of Herbal Essences shampoo by females 18-34 in the last seven days:

FIGURE 16: Simmons Choices III data

Usage	Total (000')	Proj (000')	% Down
8-9 times	3,765	274	19.6%
5-7 times	4,712	410	29.3%
3-4 times	865	86.3	6.17%
1-2 times	1,766	139	9.91%
None	209	8.64	.62%

As Figure 16 illustrates, usage of Herbal Essences shampoo 5-7 times in the past seven days has the largest raw number of 4,712,000. It also represents 29.3% of the users of Herbal Essences shampoo. These are promising figures when identifying the target audience by their usage patterns.

Media usage habits of users can also be distinguished by class. Figure 17 below shows the data on the individual income of female users 18-34 of Herbal Essences shampoo or conditioner:

FIGURE 17: Simmons Choices III data

	Total (000')	Proj. (000')	% Down	% Across	Index
\$10,000-	877	90.5	6.46%	10.3%	112
\$12,500-	681	46	3.29%	6.76%	74
\$15,000-	1,113	60.4	4.31%	5.43%	59
\$20,000-	1,178	111	7.96%	9.46%	103
\$25,000-	1,060	75.3	5.38%	7.10%	77
\$30,000-	944	72.2	5.15%	7.64%	83

\$35,000-	655	78.4	5.60%	12%	130
\$40,000-	351	25.1	1.79%	7.15%	78
\$45,000-	249	35.8	2.56%	14.4%	157
\$50,000-	243	28.6	2.04%	11.8%	128

In Figure 17, the raw numbers go on a steady decrease with an increase in income starting at the \$25,000 mark. This may be attributed to the fact that the 18-34 age group is a comparatively youthful target audience. However, the income of \$45,000 has the highest index number of 157. Female users 18-34 who have an individual income of \$45,000 are 57% more likely to be users of Herbal Essences shampoo or conditioner than all other female users 18-34. Females 18-34 with income levels of \$35,000 and \$50,000 also have high index numbers of 130 and 128, respectively. Female users 18-34 of Herbal Essences with incomes of \$10,000, \$15,000, and \$20,000 have the highest raw numbers of users, showing market potential.

Advertising and Media Analysis

Figure 18 displays the total advertising expenditure for the top brands of shampoo and conditioner in 2004.

FIGURE 18: Advertising Expenditure (in thousands of dollars)

Brand	Magazines	Sunday Mags	Newspapers	Outdoor	Network TV
Clairol Herbal Essences	\$9,000.1	--	--	--	\$8,236.9
Dove	\$21,366.1	--	\$4,354.6	--	\$11,186.2
Finesse	\$3,908.6	--	\$848.2	--	--
Garnier Fructis	\$8,750.4	--	--	\$5,407.2	\$8,368.5

Head & Shoulders	--	--	\$5,696.8	\$2,144.7	\$4,351.1
Pantene	\$13,912.4	--	\$7,388.1	\$5,748.5	\$18,605.1
Pert Plus	--	\$1,762.3	\$1,341.4	--	--
Salon Selectives	\$1,834.9	\$978.5	--	--	--
Sheer Blonde	\$2,791.5	--	--	--	\$4,912.1
Suave	\$3,356.8	--	--	--	--
Thermasilk	\$2,545.9	--	--	--	\$1,062

Brand	Spot TV	Syndicated TV	Cable TV Network	Network Radio	Nat'l Spot Radio
Clairol Herbal Essences	\$9,177.7	\$5,355.4	\$9,414.6	--	--
Dove	\$10,928.7	\$2,693.1	\$8,640.3	\$2,167.9	--
Finesse	--	--	--	--	--
Garnier Fructis	\$13,258.2	\$517.5	\$15,798.8	\$4,337.2	--
Head & Shoulders	\$3,209	--	\$3,271.4	\$3,232.4	--
Pantene	\$17,227	\$19,534.6	\$24,670.7	--	--
Pert Plus	--	--	--	--	--
Salon Selectives	--	\$4,102.7	--	--	--
Sheer Blonde	--	\$3,687.3	--	--	--
Suave	\$2,587.9	--	--	--	--
Thermasilk	--	\$2,178.6	\$3,060.8	--	--

Total Advertising Expenditure:

Clairol Herbal Essences	Dove	Finesse	Garnier Fructis	Head & Shoulders	Pantene
\$41,184.7	\$61,336.9	\$4,756.8	\$56,437.8	\$21,905.4	\$110,507.7

Pert Plus	Salon Selectives	Sheer Blonde	Suave	Thermasilk
\$3,103.7	\$6,916.1	\$11,390.9	\$5,944.7	\$8,847.3

As Figure 18 shows, Pantene is the leader in advertising expenditure, followed by Dove, Garnier Fructis, and Clairol Herbal Essences. Figure 19 better displays the distribution of each company's advertising funds.

FIGURE 19: 2004 Shampoo and Conditioner Media Mix

Brand	Magazines	Sunday	Newspapers	Outdoor	Network
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		Mags			TV
Clairol Herbal Essences	22%	--	--	--	20%
Dove	35%	--	7%	--	18%
Finesse	82%	--	18%	--	--
Garnier Fructis	16%	--	--	10%	15%
Head & Shoulders	--	--	26%	10%	20%
Pantene	13%	--	7%	5%	17%
Pert Plus	--	57%	43%	--	--
Salon Selectives	27%	14%	--	--	--
Sheer Blonde	25%	--	--	--	43%
Suave	56%	--	--	--	--
Thermasilk	29%	--	--	--	12%

Brand	Spot TV	Syndicated TV	Cable TV Network	Network Radio	Nat'l Spot Radio
Clairol Herbal Essences	22%	13%	23%	--	--
Dove	18%	4%	14%	4%	--
Finesse	--	--	--	--	--
Garnier Fructis	23%	1%	28%	8%	--
Head & Shoulders	15%	--	15%	15%	--
Pantene	16%	18%	22%	--	3%
Pert Plus	--	--	--	--	--
Salon Selectives	--	59%	--	--	--
Sheer Blonde	--	32%	--	--	--
Suave	44%	--	--	--	--
Thermasilk	--	25%	35%	--	--

The bold figures in each row of Figure 18 and Figure 19 point out the specific medium where each brand spends the majority of its advertising budget. Clairol Herbal Essences concentrates \$9,414,600 on cable TV networks. This is 23% of their advertising budget. Of Clairol's key competitors, Pantene and Garnier Fructis are the only two that chose to concentrate the largest percentage of their advertising budget on cable TV network as well. In 2004, Pantene spent \$24,670,700 on advertisements on cable TV networks and Garnier Fructis spent \$15,798,800. This is 22% and 28% of their

advertising budgets, respectively. Clairol's other two competitors, Dove and Head & Shoulders, chose to invest their money elsewhere. Thirty five percent of Dove's advertising budget was invested in magazines, and 26% of Head & Shoulders' budget was used in newspapers.

Figure 20 illustrates the share of voice each brand has in each particular medium, with the largest share of market in each specific medium bolded.

FIGURE 20: 2004 Shampoo and Conditioner Share of Voice

Brand	Magazines	Sunday Mags	Newspapers	Outdoor	Network TV
Clairol Herbal Essences	13%	--	--	--	14%
Dove	32%	--	22%	--	20%
Finesse	6%	--	4%	--	--
Garnier Fructis	13%	--	--	41%	15%
Head & Shoulders	--	--	29%	16%	8%
Pantene	21%	--	38%	43%	33%
Pert Plus	--	64%	7%	--	--
Salon Selectives	3%	36%	--	--	--
Sheer Blonde	4%	--	--	--	9%
Suave	5%	--	--	--	--
Thermasilk	4%	--	--	--	2%

Brand	Spot TV	Syndicated TV	Cable TV Network	Network Radio	Nat'l Spot Radio
Clairol Herbal Essences	16%	14%	15%	--	--
Dove	19%	7%	13%	22%	--
Finesse	--	--	--	--	--
Garnier Fructis	24%	1%	24%	45%	--
Head & Shoulders	6%	--	5%	33%	--
Pantene	31%	51%	38%	--	100%
Pert Plus	--	--	--	--	--
Salon Selectives	--	11%	--	--	--
Sheer Blonde	--	10%	--	--	--
Suave	5%	--	--	--	--

Thermasilk	--	6%	5%	--	--
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Total Share-of-Voice

Clairol Herbal Essences	Dove	Finesse	Garnier Fructis	Head & Shoulders	Pantene
12%	19%	1%	17%	7%	33%

Pert Plus	Salon Selectives	Sheer Blonde	Suave	Thermasilk
1%	2%	3%	2%	3%

As Figure 20 illustrates, Clairol Herbal Essences does not occupy the largest share of voice in any of the given media although it is a top advertiser in syndicated TV. It makes sense that Pantene dominates several of the media because they have the largest advertising budget. Pantene has the largest share of voice in newspapers, outdoor, network TV, spot TV, syndicated TV, cable TV networks, and national spot radio. In fact, Pantene is the only one of the top eleven brands of shampoo or conditioner to advertise at all on national spot radio.

In order to improve Herbal Essences' advertising strategy, we must first analyze and compare Herbal Essences' creative approach with that of its top three competitors: Pantene, Garnier Fructis and Dove. The following is a summary of the general kinds of creative each of these brands employs, and the most important aspects of their campaigns.

Pantene:

- Target Audience: young to middle-aged women
- Message slogan: "Pantene – The Beauty of Health"
- Attract their audience by creating a brand image of improving the quality and strength of hair (i.e. "get 99% stronger hair in one week").

- Website, commercials and print ads are fairly simple and guarantee stronger, healthier hair. The website is easy to navigate and mostly provides information about products and gives tips on how to use them.
- Tone: simple and informative

Clairol Herbal Essences:

- Target Audience: young women (18-25)
- Message slogan: “Rock you senseless”
- Attract this audience with up-and-coming young music artists as spokes people for the brand (i.e. Ashanti, Jacyln Maria)
- Also have “club herbal” on website (offers users games, daily horoscopes, daily news updates, entertainment news, and links to popular young women’s magazines, comics and fashion news).
- Lots of interactive opportunities on website (video clips of commercials, audio, etc.
- Website, commercials and print ads are colorful and flashy – playful graphics -- aimed toward a younger target audience.
- Tone: Fun, youthful, playful

Garnier Fructis:

- Target Audience: young women (18-25)
- Message slogan: “Get longer, stronger hair”
- Attract this audience by linking the brand to television shows on the WB network. These TV shows target teens and young women. Garnier Fructis

uses some of the main characters from these series as spokes people for their brand.

- Also had a “surf’s up sweepstakes” in conjunction with one of the WB’s new shows.
- Website, print ads and commercials are colorful and flashy with loud music and lots of interactive opportunities (i.e. styling videos, music, etc.)
- Tone: fun and exciting

Dove:

- Target Audience: women – all ages
- Message slogan: “Campaign for real beauty”
- Attract this audience by encouraging users to be unique and to know that beauty is everywhere and ignore stereotypes of beauty
- Website is fairly simple and straightforward – links for styling tips, videos, commercial clips, etc.
- campaignforrealbeauty.com – sponsored by Dove – encourages women to appreciate their differences and find beauty in all shapes, sizes, and ages
- Tone: positive, encouraging, informative

Key Marketing Problems

Key marketing problems stem from many different market related issues including sales, advertising themes, brand competition, distribution channels and media outlets used. According to the 2005 Mintel Report of shampoo and conditioner, hair care market sales decreased slightly from 2003 to 2004 (Mintel 2005). There was also a trend,

according to the Mintel Report, of polarized buying. This means that people were more likely to buy one of the cheapest shampoo and conditioner brands or one of the most expensive brands, leaving mid-ranged brands like Herbal Essences with lower sales. Another problem is the similarity in colors of advertisements that Clairol Herbal Essences has with some of its key competitors. Garnier Fructis for example alludes to organic themes to advertise their brand with adjacent light colors, just as Herbal Essences uses organic themes with light colors as well. Separating the Herbal Essences brand apart from the competitors is needed to create strong brand recognition. In relation to key competitors, some of the major shampoo and conditioner brands share the same parent company, Proctor & Gamble, as Herbal Essences. This could present a problem on trying to determine how competitive Herbal Essences should run against sister companies. Distribution channels are also a key marketing problem. Herbal Essences biggest competitors are sold in the same distribution channels and can create loss of sales when it is on the shelf with some of the cheaper competitors. Final key marketing problems involve the media outlets that are only used by one of the shampoo and conditioner brands. Pantene for example is shown as the only brand using national spot radio in the share of voice overview (Blackboard SOV.) This could enable the competitor to dominate a specific group of the target audience.

Marketing Objectives

- Maintain #2 market share position in shampoo and conditioner categories
- Increase sales of shampoo and conditioner by 10% compared to 2004 sales
- Focus on core target of young (adult) women

- Continue to support marketing of the Fruit Fusions line

Advertising Objectives

- Communicate a fresh, distinct and youthful image
- Maintain a top-of-the mind awareness at 70%
- Increase trial during the year from 15% to 20%
- Drive repeat purchases

Budget

Within the \$42 million budget, create media advertisements to successfully achieve reach and frequency goals for the July 2005-June 2006 campaign time period.

Target Audience

Objective: target advertising to females 18-34, with special focus on users of Herbal Essences shampoo or conditioner.

The target audience for Herbal Essences must be receptive to its new, youthful image created by the “Rock You Senseless” campaign. Subsequently, the optimal target for the brand is young adult women. As Figure 1 in the market analysis illustrates, the 18-34 demographic is the best target audience to reach in order to meet all of the brand objectives. Although the 18-24 demographic has the highest index number of 150, and the 25-34 demographic makes up the largest percent of brand users, their individual raw numbers do not provide a large enough audience for Herbal Essences to target. By combining the two demographics, however, Herbal Essences can target a large enough

audience (15,236,000) to meet its marketing and advertising objectives. Of this audience, it is projected that 1,400,000 are users of Herbal Essences shampoo or conditioner. The index number of the 18-34 demographic is 134. Thus, females 18-34 are 34 % more likely to be users of Herbal Essences shampoo or conditioner than all other female users (Simmons Choices 3).

Geography

Objective: “Within the \$42 million budget, maintain and build national brand recognition and recall”

For Herbal Essences to maintain the #2 market share position in shampoo and conditioner categories, it needs significant advertising in all regions of the nation. Not only does Herbal Essences want to maintain its position, it wants to increase sales and trials. For these objectives to be accomplished, the advertisements need to reach both established and potential users of Herbal Essences shampoo or conditioner. Because category usage does not vary by region, Herbal Essences should maintain a consistent presence in the media throughout the nation. In order to effectively reach the target audience, national and spot advertising should be employed in the plan. National advertising would target both established and potential female users 18-34, while spot advertising will be more focused on the areas where index numbers indicate a high number of established users.

Although the scope of the plan is on a national level, advertising should be more concentrated in certain areas. As Figure 2 in the market analysis illustrates, the West census region has the most promising sales in the nation. The West has the highest BDI

(132), a comparatively high CDI (102), and the second highest raw numbers (3,402,000). Female users 18-34 in the West are 32% more likely to be users of Herbal Essences shampoo or conditioner than all female users 18-34. With a higher BDI than CDI, advertising in the West census region would be a defensive strategy which is beneficial to the advertising objectives.

Two of the nation's top twelve DMAs fall within the West census region: Los Angeles and San Francisco. Spot advertising should be placed in these regions because of the high number of their established users. The San Francisco DMA has the highest BDI of 173 and a relatively high raw number of 357,000. Female users 18-34 in San Francisco are 73% more likely to be users of Herbal Essences shampoo or conditioner than all other female users 18-34. Los Angeles has an index of 113 and a high raw number of 845,000. Los Angeles' BDI is the third largest of all DMAs in the nation for users of Herbal Essences of shampoo or conditioner. Its raw number of users is substantial in that it is double the amount of San Francisco. Another DMA that should be included in the spot advertising plan is New York. The New York DMA has the second highest BDI of 142 and an extremely high raw number of users (1,058,000). Female users 18-34 in New York are 42% more likely to be users of Herbal Essences shampoo or conditioner than all other female users 18-34. By combining national and spot advertising, Herbal Essences will reach its target audience efficiently. Geographically, the advertising focuses on areas of concentrated established users, while targeting potential users nation-wide at the same time.

Scheduling

For Clairol Herbal Essences' advertising schedule, we will use pulsing to advertise from July 2005 to June 2006. We will focus on the summer months of July 2005, August 2005 and May 2006, June 2006. We believe that this will be a great time to increase the frequency of our advertising because during these months consumers are outside a lot playing sports, swimming, and doing other activities in the heat. We believe that during this time there will be an increased consumer demand for our shampoo and conditioner because people will be sweating more and washing their hair more often. Also, during the month of August we will increase advertising frequency to coincide with MTV music awards. This program will go along with our slogan, "Rock You Senseless" and will directly target our audience because according to Simmons Choices III data, women, ages 18-34, who watch MTV three-to-five hours per week are 90% more likely to use Herbal Essences than the average 18-34 year old woman. Similar reasoning applies to the month of February when the Grammy awards will take place. Simmons Choices III data shows that 98.3% of all people who watched the Grammy's last year use shampoo and conditioner and are 8% more likely than all other adults to use Clairol Herbal Essences. We will advertise more in February and align our commercials to tie in with the awards.

Creative Requirements

We will require full color, audio and visual ads. This type of advertisement will better illustrate the creative nature of our slogan "Rock You Senseless". Since we are centering our ads around the music industry to try and attract our target audience, it is imperative that we continue using all three of these aspects in order to compete with our leading competitors (Pantene, Garnier Fructis, and Dove). We know that Garnier Fructis

has a similar creative plan as Herbal Essences because they align their ads in conjunction with the WB's television shows to reach young women. We therefore need to continue our colorful, fun, creative ads and attempt to reach the consumer at a time when they will be most receptive to our message.

Effective Reach and Frequency

By using an emphasis on frequency, the repetition of Herbal Essences advertisements in different media categories will stay at the front of the target audience's minds when thinking about shampoo and conditioning purchases. The objective is to increase reach but to put a stronger emphasis on frequency due to the new campaign message. During the year period the objective is to achieve a frequency of three or more times amongst 40% of the target audience. The objective is also to reach more of the target audience during the summer months through the pulsing media plan. The plan also aims to reach an average of 80% of the target audience for each month in the combined spot and national markets. According to the composed Ostrow Model, an average frequency of 2.6 is needed in order for the Herbal Essences message to be effective.

Please see Figure 21 for a breakdown of the Ostrow Model.

FIGURE 21: Clairol Herbal Essences Ostrow Model

Marketing Factors

- Established brands (-0.2) – well known, been around for a long time
- High market share (-0.1) – second best selling shampoo and conditioner on the market
- Dominant brand in market (-0.1) – second best selling brand of shampoo and conditioner
- High brand loyalty (-0.1) – people switch back and forth between shampoo and conditioner brands

- Long purchase cycle (-0.1) – people only purchase shampoo and conditioner when they run out, approximately once a month
- Product used daily (+0.1) – most people wash their hair approximately every other day
- Not a strong need to beat competition (+0.1) – goal is to maintain number two position in the market

Copy Factors

- Complex copy (+0.2) – detailed commercials, a lot of time and effort went in to the production
- Unique copy in comparison to competition (-0.1) – original, but not first product to use a celebrity driven campaign
- New copy campaign (+0.1) – “Rock You Senseless” is a new campaign for Herbal Essences
- Image type copy (+0.2) – celebrity driven
- Single kind of message (-0.1) – message is that Herbal Essences will rock you senseless, play on words (sounds like ‘rock your senses’)
- To avoid wearout, new messages (-0.1) – new campaign, new catchy tagline
- Large ad units (-0.2) -- :30 commercials, product placement in major teen TV shows

Media Factors

- Higher ad clutter in media mix (+0.1) – lots of ads on TV, but if positioned correctly, will achieve aperture
- Compatible editorial environment (-0.2) – accurate positioning, consumer aperture
- Attentiveness to media, high (-0.2) – specific times and vehicles to advertise in
- Pulsed campaign (+0.2) – Herbal Essences will have a pulsed campaign
- Many media used (+0.2) – we will use a variety of media
- Opportunities for media repetition (-0.1) – we will have the commercial show several times per episode/ feature TV show

Total effective frequency: 2.6

Media Categories

The media that will be used in the media plan include early morning network television, primetime network television, national syndicated televisions, morning network radio, women’s magazines, daytime network television, daytime spot television

and morning spot radio. Each medium was chosen for specific reasons based on reach and frequency ability as well as comparing media against competitors' choices of media.

Early morning network television was chosen because during this time students, mothers and working women, all whom are part of the target audience, will be viewing the early morning news before they go about their daily routine. It is also during this time that the target audience is in the mind frame of taking showers and using shampoo and/or conditioner to start their day.

Primetime network television was chosen because during this viewing time a lot of the target audience will be ending their day by watching television. Network television specifically has primetime shows that are popular among 18-34 year-old women. Again, most of the target audience will be in the mind frame of taking showers and using shampoo and/or conditioner. Herbal Essences' biggest competitors including Pantene, Dove, Garnier Fructis and Head & Shoulders all spent significant amounts of money on network television. Not only is network television a smart buy for reach and frequency purposes, but in order for Herbal Essences to be seen amongst its competitors it needs to be shown with the other large brands on network television.

National syndicated television was chosen because many national syndicated programs are reruns of old popular television shows. Since the target audience is older than they lived in the time that these programs were on the air and may have been avid watchers of the programs.

Morning network radio was chosen because, like early morning network television, it is the time of day when the target audience is beginning their daily routine. A Simmons Choices III chart shows that 57.4% of women age 18-34 listen to the radio

from 6a.m. to 10a.m. on Monday through Friday. In regards to the relevance of the use of radio, the target audience may be listening to music or news on the way to begin their day. Network radio was left off of many product brand budgets according to the share of voice chart (Blackboard SOV). This leaves more room for this buy to be more effective without the direct competition of other brands.

Women's magazines, specifically women's fashion magazines, were selected because a large portion of the target audience reads these magazines to look for fashion tips. Since shampoo and conditioner are related to fashion in that they make the hair healthy and shiny, placing an Herbal Essences ad in this media category is effective. According to a Simmons Choices III chart Glamour magazine, a female fashion magazine, has an index number of 227 for female readers ages 18-34 who use shampoo and/or conditioner. This means that females ages 18-34 who use shampoo and/or conditioner are 127% more likely to read Glamour than all female shampoo and conditioner users. Like network television, magazines are a popular media buy with the major brands; however, more specialized magazines like those for women can create a smaller chance of a lot of competition and a larger chance for obtaining more effective reach and frequency levels.

Daytime network television was chosen to reach the portion of our target audience that may be watching soap operas or other afternoon programs in the middle of the day. Daytime is also a good time to reach the portion of the target audience who may be on their lunch break if they are in the working world. In a Simmons Choices III chart Days of Our Lives for example, a popular daytime network television soap opera, has an index number of 133 for female shampoo and/or conditioner users 18-34. This means that

women in this age demographic are 33% more likely to watch Days of Our Lives than all female shampoo and/or conditioner users.

Daytime spot television was chosen to reach more of the target audience in our spot regions.

Morning spot radio is similar to the television spot purchase in that the plan is aiming to specifically increase reach in the spot regions of the media plan. National spot radio is also a medium that other major brands did not include in their budget. Therefore, by Herbal Essences airing advertisements on this medium they can reach target audience members without any competition coming from the same medium. Some media buys, like network television, are obvious smart buys, but other media buys that are unused by other product brands can be a hidden success that is uncovered by the brand that uses it.

Direct mail was not chosen to be part of the media plan because of the audio and visual emphasis on the “rock you senseless” campaign. Direct mail lacks emphasis on the audio-visual combination that the campaign is built upon.

Outdoor media was another medium not used in this plan. In this plan we chose to focus the non-traditional media more towards special projects like the hotel samples of Herbal Essences shampoo and conditioner.

GRPs for each medium

Based on the media flight plan, Primetime network television has 40 GRPs for both summer and non-summer months, creating a total of 480 total GRPs for primetime network television. This is the medium has the highest GRPs in the plan. Primetime network television has the most GRPs, with 440 GRPs for all months combined, because

of the popular use of primetime network television use within the target audience. According to a Simmons Choices III chart women 18-34 who use shampoo and/or conditioner who watch primetime network comedies has an index number of 145. This means that female shampoo and/or conditioners 18-34 are 45% more likely to watch network primetime comedies than all female shampoo and/or conditioner users. Another Simmons Choices III chart shows that women 18-34 who use shampoo and/or conditioner who watch primetime television from 7p.m.-9p.m. have a percent down number of 73.4%. This means that 73.4% of women 18-34 who use shampoo and/or conditioner watch primetime television from 7p.m.-9p.m.

Other network television mediums come close to following the primetime medium. As shown in the data above, early and daytime network television is also popular among the target audience due to the morning news and daytime dramas. Early morning network television has 35 GRPs for each of the summer months and 24 GRPs for each of the non-summer months creating a total of 343 total GRPs for early morning network television. Daytime network television has 35 GRPs for each of the summer months and 22 GRPs for each of the non-summer months creating a total of 329 total GRPs for daytime network television. National syndication has 35 GRPs for each of the summer months and 25 GRPs for each of the non-summer months, creating a total of 350 total GRPs for national syndication. Daytime spot television has 40 GRPs for each of the summer months and 20 GRPs for each of the non-summer months, creating a total of 340 GRPs for daytime spot television.

Morning drive network radio has 28 GRPs only for the non-summer months, creating a total of 196 total GRPs for morning drive network radio. Daytime network

radio has 40 GRPs only for the summer months, creating total of 200 GRPs for daytime network radio.

Women's magazine has 40 GRPs for each of the summer months and 20 GRPs for each of the non-summer months creating a total of 340 GRPs for women's magazine. The Simmons Choices III data about women's magazines show the popularity that women's magazines has amongst Herbal Essences target audience. While the magazine is a popular medium amongst the brand products, a specific genre like women's magazines is able to reach the target audience more effectively.

Only the non-summer months have morning drive spot radio with 20 GRPs for each month, creating a total of 140 GRPs for morning drive spot radio. The only other competitor that uses national spot radio is Pantene based on the Share of Voice data (Blackboard SOV Data).

Periods of the year the media will be used

A pulsing media plan is split into two groups of months. The first group is the non-summer group that includes the months of September, October, November, December, January, March, and April. These months were selected to be grouped together because they are the time of the year when college is in session, mothers take their children to school and most people spend more time inside of the house.

The second group of months is May, June, July, August and February. All of these months except for February are summer months and are times when people are out of their house more. It is during these months that there is a larger emphasis on advertising. During these months there tends to be more magazine reading by the pool

and more time out traveling in the car for a vacation, and thus more radio listening. February was selected to be in this category for many different reasons. First, many products choose a holiday to have special advertisements for. Most choose Christmas, Easter or Thanksgiving, and not many choose Valentine's Day. So Clairol Herbal Essences should take this holiday to emphasize the need for beautifying with the Herbal Essences products. Valentine's day is a time in which women in the target audience will feel an urge to feel and look sexy for their significant other. Few products can emphasize a purpose for their product during Valentine's; however, Herbal Essences can emphasize the importance of the product to look sexy and sleek for such a holiday.

February is also a month in which many award shows are aired, and usually attract many target audience viewers. One award show in particular that draws many target audience viewers is the Grammy Awards. The Grammy's are also an awards show for music, which ties into the Herbal Essences "rock you senseless" campaign that puts an emphasis on music and the sponsored music artists like Ashanti (Leeds C6).

How often will these media be used?

As noted before, the distribution of the media is split into two sections, the summer months plus February and the non-summer months, to create a pulsing plan. There is heavier weight put on advertising during the summer months, as reflected in the budget and GRPs distributions. The summer months include more morning network television GRPs than the non-summer months because days are shorter in the summer and people may rise earlier. There are also more daytime network television GRPs in the summer months than in the non-summer months because the target audience travel more

during these months as our data has shown, and thus they have more of an opportunity to watch television in the daytime. The non-summer months have the same amount of primetime network television as the summer months because primetime network is always one of the most coveted mediums. The target audience is able to watch primetime shows just as much in the summer as they are in the non-summer months. Primetime is always a popular spot throughout an entire year. The summer months have more national syndication GRPs than the non-summer months because the target audience has more opportunity to watch television in the summer time than the non-summer months due to vacation time. The non-summer months are the only months that use morning drive network radio in this media plan. The non-summer months are typically the months in which people travel less. Traveling less means that there is more driving done by individuals in their hometown area. The summer months are the only months that use daytime network radio in this media plan because people are traveling more often in the summer and have more opportunity to listen to the radio during the daytime while on vacation. The summer months have more women's magazines GRPs than the non-summer months because while the target audience travels more in the summer, they have more idle time to sit and read a magazine than they do in the non-summer months. The summer months have more daytime spot television GRPs because the plan can reach specific locations that may have more target audience members in the summer months. Lastly, the non-summer months is the only period that uses morning drive spot radio in this media plan because the goal is to reach target audience members driving to work in the mornings in certain spot regions where product usage has a high index number.

Summary of Plan

Ultimately, we divided our media strategy into two groups of months: months of high exposure (July, August, February, May, June) and medium exposure (September, October, November, December, January, March and April). We wanted to target women ages 18-34 through creative advertising that ties in with the music industry due to Herbal Essences' new slogan, "Rock You Senseless".

To achieve our effective reach and frequency levels, we used a pulsing advertising strategy to focus on the months in which music events are the most prominent and people are more likely to travel (summer months). This also fits in with our nontraditional plan of providing Marriott hotels with one ounce samples of Herbal Essences shampoo and conditioner. Accordingly, the months of higher travel will elicit a higher rate of hotel stay. We are also putting an emphasis on advertising in national and spot television. This media class complements our creative considerations because it employs the audio-visual theme needed to effectively illustrate the "Rock You Senseless" campaign.

In the months of high exposure, we spent \$39,838,000 earning 265 GRPs. For the months of medium exposure, we spent \$31,511,000, earning 199 GRPs. Refer to Figure 22 for CPP based on GRPs and cost from the Flowchart, and Figure 23 for CPP based on GRPs and cost for specific media.

FIGURE 22: CPP based on GRPs and cost

	CPP
Summer Months	\$150,332
Other Months	\$158,346

FIGURE 23: CPP based on GRPs and cost for specific media

Medium	CPP
Net TV-E Morning	\$19,375
Net TV-Daytime	\$18,960
Net TV- Prime	\$36,249
Nat'l Syndication	\$17,185
Net Radio- Morning Drive	\$4,643
Net Radio- Daytime	\$4,017
Magazines- Women	\$8,010
Spot TV- Daytime	\$2,745
Spot Radio- Morning Drive	\$2,222

Please see the following page for our Herbal Essences Flowchart.

Reach and Frequency Distribution

When we consulted the Ostrow Model to determine effective frequency levels for Herbal Essences, we came up with a frequency recommendation of 2.6. We took this number into consideration and decided to increase our goal frequency just a little for the months in which we will concentrate our advertising in our pulsing plan. For these months, (July, August, February, May and June) we set our Frequency goal level at 3.5. For all other months in our plan we kept our goal at 3. We ended up coming very close to our frequency goals with the increased months in national and spot coming to an average

frequency of 3.3 (goal was 3.5) and our regular advertising months in national and spot coming to a frequency of 2.7 (goal was 3).

We wanted to keep our reach goals in the higher numbers of the middle bracket to obtain our target exposures. For the months in which we concentrated our advertising we set the reach goals at 65, for all other months our goal was 60. We exceeded these goals for all months. During our heavy advertising months we obtained a reach of 80.1 (compared to our goal of 65) and for our regular months our reach was 74.3 (compared to our goal of 60). With our media flight plan we accumulated well over our goal levels of audience accumulation.

FIGURE 24: Frequency Distribution Table

	National		Spot		Combined	
	F	F+	F	F+	F	F+
0	25.1	74.9	75.6	24.4	19.9	80.1
1	22.7	74.9	15.2	24.4	20.2	80.1
2	17.7	52.2	5.4	9.2	18	60
3	12.1	34.5	2.2	3.7	13.6	42
4	7.9	22.3	0.9	1.6	9.5	28.4
5	5.1	14.4	0.4	0.7	6.4	18.8
6	3.3	9.3	0.2	0.3	4.3	12.4
7	2.1	6.1	0.1	0.1	2.8	8.1
8	1.4	4	0	0	1.8	5.3
9	0.9	2.6	0	0	1.2	3.5
10	0.6	1.7	0	0	0.8	2.3

Vehicle Guidelines

Specific vehicles in the advertising plan should keep in line with the youthful target audience of females 18-34. For Net TV- Early Morning, vehicles such as *The Today Show* (NBC), *Good Morning America* (ABC) and *The Early Show* (CBS) should be used. These early morning television shows are great venues to reach the target

audience because they have a mix of national, domestic and entertainment news. They also have energetic hosts and celebrity guests, an element which will attract audiences of a younger age (mothers, students, workers). The advertisements for Herbal Essences should be strategically placed around the beauty/fashion/entertainment segments of the news shows. As a result, those particular portions of the show could essentially act as reinforcements of Herbal Essences' message.

For Net TV Prime, vehicles such as *American Idol* (FOX), *O.C.* (FOX), *ER* (NBC), *Law and Order* (NBC), *Lost* (CBS), *CSI* (CBS) and *Desperate Housewives* (ABC) should be used. Since the target audience ranges from 18 to 34 year olds, the programs selected on prime-time should reflect the age differences since they are more "niche" shows. From the high-school setting of *O.C.* to operation room setting of *E.R.*, the different preferences and lifestyles of this age group are reflected in the programs. *American Idol* in particular complements Herbal Essence's new "Rock You Senseless" campaign because of its link to the music industry. Viewers of *American Idol* are more likely to be attracted to Herbal Essences' commercial because their minds are already on music. The *O.C.* is another optimal television show around which to advertise. This show, featuring trend-setting teenagers, primes the viewers to think about beauty and fashion. This will cause viewers to pay more attention to the message of Herbal Essences during commercial breaks. By selecting these different vehicle genres in this particular class, Herbal Essences can achieve greater consumer aperture.

For National Syndication, vehicles such as *Friends* (TBS), *Everybody Loves Raymond* (TBS), *Sex and the City* (TBS), and various movies on Lifetime should be used. All of these shows have a youthful target and would be optimal vehicles to place

advertisements. The plots in these shows center on fashion, beauty, and self expression which women of the target audience are generally attracted to. The campaign of Herbal Essences has the very youthful image that these shows encompass. “Rock You Senseless,” is very much about expressionism, and has great potential to capture the attention of the audiences of these shows.

For Net Radio Morning and Spot Radio Morning, advertising will be based in local vehicles. Vehicles will vary by region, but talk and news shows should be used. For example, a particular vehicle in Chapel Hill would be the Q-Morning Crew on the WQDR country station. While women are going to work or school, these early morning talk shows can add entertainment and news to their drive. The advertisements should be placed around a feature of the show such as a count-down to increase consumer aperture.

For Magazines for Women, vehicles such as fashion, beauty and health magazines should be used. Possibilities include *Cosmopolitan*, *Glamour*, *Elle*, *Marie Claire*, *Shape* and *Fitness* magazines. These magazines focus on the appearances of women. Because Herbal Essences is a toiletry product, it is logical that the brand should be advertised in magazines that focus on beauty. While readers of the magazine are already thinking about their outward appearances, they are more likely to focus in on the Herbal Essences advertisement. These magazines are specialized for a more youthful audience, so our target audience will be reached effectively.

For Net TV Daytime and Spot TV Daytime, vehicles such as *Days of Our Lives*, *As the World Turns*, and *Oprah* should be used. These vehicles would be efficient because women who are stay-at-home mothers or have home-based jobs are very likely

to watch these programs. *Oprah* in particular is a great show in which to advertise because it is one of the most popular women.

Non-traditional Media

For our non-traditional media, we are going to partner with the Marriott hotel chain and feature Clairol Herbal Essences shampoos and conditioners as the free samples given to guests when they stay overnight. Marriott International Inc. is known as the largest hotel company in the U.S. Due to its prominence in the nation, it is an optimal hotel to use for this aspect of our advertising plan. According to Simmons Choices III, Marriott hotels have the highest index number of 142. Thus, females 18-34 who stay at Marriott hotels are 42% more likely to be users of Herbal Essences than all other female users 18-34 (Simmons Choices III).

Research has shown us that it costs approximately \$150 to get 275 mini bottles of shampoo and conditioner (Nextag.com). Using the logic that there are approximately 550 rooms in a hotel, with an average turnaround of four times a week for each room, this will cost Clairol Herbal Essences approximately \$4,800 a month. We are going to use this strategy three months out of the year; in February, June and July. We have set aside approximately \$15,000 for this promotion. We chose these months specifically because many couples travel for Valentine's Day, which would create a prime opportunity to concentrate on consumer aperture. For Valentine's Day, many women ages 18-34 are thinking about looking and feeling sexy around this special, romantic time. This is an image that Herbal Essences has always portrayed. Not only does Herbal Essences emphasize the wonderful way that their shampoos and conditioners make hair feel but

they also emphasize the pleasurable fragrance of their products. Also, many couples take vacations around this day and Marriott hotels are located all around the country in prime vacation areas.

Many families often decide to take vacations during the hot summer months. Some of these families choose to go to fun, exotic places and others just want to get away, or be near the water. Nevertheless, Marriott hotels will be located in these vacation spots and the consumer will be in need of a nice, refreshing shower after so much fun in the sun. The fresh scent of our product will turn possible first-time users into established customers of our product.

In addition, we have chosen to increase our traditional advertising at the same time so the mini shampoo and conditioner bottles will help with top-of-the-mind awareness. The small samples will also help to position Clairol Herbal Essences as one of the more luxurious brands on the market. The positive association between the Clairol Herbal Essences and the Sheraton is not one that would hurt our client.

Reach and Frequency Distribution

When we consulted the Ostrow Model to determine effective frequency levels for Herbal Essences, we came up with a frequency recommendation of 2.6. We took this number into consideration and decided to increase our goal frequency just a little for the months in which we will concentrate our advertising in our pulsing plan. For these months (July, August, February, May and June) we set our Frequency goal level at 3.5. For all other months in our plan we kept our goal at 3. We ended up coming very close to our frequency goals with the increased months in national and spot coming to an

average frequency of 3.3 (goal was 3.5) and our regular advertising months in national and spot coming to a frequency of 2.7 (goal was 3).

We wanted to keep our reach goals in the higher numbers of the middle bracket to obtain our target exposures. For the months in which we concentrated our advertising we set the reach goals at 65, for all other months our goal was 60. We exceeded these goals for all months. During our heavy advertising months we obtained a reach of 80.1 (compared to our goal of 65) and for our regular months our reach was 74.3 (compared to our goal of 60). With our media flight plan we accumulated well over our goal levels of audience accumulation.