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## COVERGIRL MARKETING PLAN



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## Executive Summary

It all began in 1961 when Covergirl first launched their makeup nationally. Since then Covergirl has made their brand a household name across the country. The products can be found almost anywhere starting with grocery stores to even online. It is the fact that Covergirl continues to add new collections all the time that makes them stand out compared to their competitors. Covergirl is known for their famous saying of “Easy, Breezy, Beautiful Covergirl.” All kinds of people “look to Covergirl as a fun and feisty beauty expert with the products and attitude to make them feel confident” (Gamble, Covergirl , 2015). Covergirl is constantly trying to improve their sales and market penetration by reaching out to women all over the country. We have developed new marketing strategies that will help Covergirl become even more effective in the business world.

### Strategy Number 1

- Focus on finding and implementing another Covergirl. This strategy will be developed on a new female empowerment movement by making Emma Watson the voice of the movement.

### Strategy Number 2

- Leverage existing social media assets to develop a consumer base which is more active and engaged with the Covergirl brand. We will focus on getting more people involved with the brand and being able to voice concerns online.

### Strategy Number 3

- Advertise what the “next be thing is” by finding a brand to co-brand with to get the brand name out more in the open with a popular bases. “Supergirl” the new hit television show will help Covergirl and focus on our female empowerment movement.

These different strategies will improve market penetration, appeal to a wide range of demographics, and further develop the Covergirl consumer community, creating a more satisfying customer experience.



## Situational Analysis

### Background

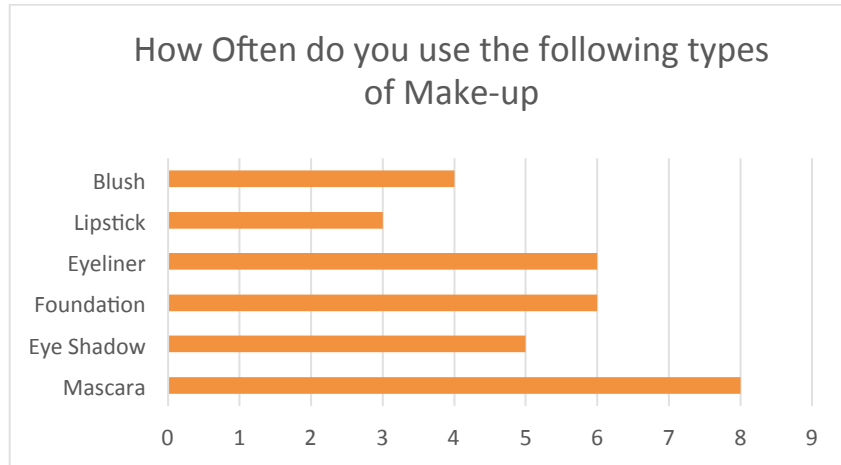
Covergirl is famous for its wide selection of unique products, and its long involvement in the makeup industry. It all began in 1958 when Noxzema Chemical Company developed the Covergirl brand. Preliminary marketing testing was positive, and in 1961 that Covergirl launched their makeup nationally with Clean Liquid Makeup. From 1962-1967 Covergirl's unit sales rose greatly, and the brand became a serious player in the liquid makeup industry (Gamble, Covergirl News Room , 2015). The company continued to add new collections including lipstick, blush, and loose powders. Since Covergirl's official induction in 1961 the company has helped launch numerous modeling careers and has been linked to many famous faces.

It was not until 1997 that the famous slogan "Easy, Breezy, Beautiful...Covergirl" became a part of the brand (Gamble, Covergirl News Room , 2015). This slogan helped solidify Covergirl's products as clean, fresh, natural and approachable. Over the past decade Covergirl has continued its expansion, launching the iconic LashBlast Mascara, and growing its roster of well-known spokespeople with a few high-profile additions, including;

1. Queen Latifah
2. Ellen DeGeneres
3. Drew Barrymore
4. Sofia Vergara

### Survey Results

A group of 35 female participants were randomly selected to complete a survey about what product they normally use. The following data was collected from a survey conducted.



This data was provided to show which products that should be focused on, because Covergirl has a variety of different make up products to choose from. The focus will consist of mascara, eye liner, and foundation because they were the most used and lipstick will be included to provide ways to improve the use of it for Covergirl.

### Customer Analysis

**Target Customer:** Female College Students between the ages of 18-24

Customer Needs:

- Lower priced products
- Easy to use
- Quick application for busy schedules
- Easily available and accessible
- Compact products that don't take up much space in a dorm room
- Acne coverage

### Low Prices

CoverGirl products range from about \$3 to \$25. These low prices products offer female college students the opportunity to look good without breaking the bank. Students have to consider loan payments and everyday living expenses on top of makeup purchases. On average the hourly rate for college interns at a bachelor's degree level is only \$16.35.

College student Demographics:

- Nearly 4 out of 5 college students are working part-time while studying for their degrees, averaging 19 hours a week
- 18 percent pay their way through school.
- Forty-one percent rely on financial aid

### **Easy to use**

Certain products have 3-1 features so first time users don't have to worry about figuring out how to apply multiple products. On the official CoverGirl site there are videos from professional makeup artists and real-life product users in order to teach customers how to get the most out of the products available.

### **Quick application for busy schedules**

- 16% of women wear makeup every day and 32% most days
- 15% of women never wear makeup and 33% only on special occasions
- It takes 56% of people (men and women) between 11 and 30 minutes to get ready

### **Easily available and accessible**

Products are sold in most drugstores and grocery stores such as Walgreens, Walmart, Target, Harris Teeter, etc. Customers are able to pick up the products while shopping for other items.

These distributors are often centrally located and in areas with high population density.

Customers should not have any problem finding CoverGirl products.

Distributor Information:

- As of February 28, 2015 Walgreens has been operating 8,232 stores in all 50 states including the District of Columbia, Puerto Rico and the U.S. Virgin Islands.

### **Compact products that don't take up much space in a dorm room**

Products are characteristically small and can be stored in a single makeup bag. Covergirl does not over oversized makeup kits so girls can get the exact products they want without getting a bunch of extra product they will never use for an excess price.

### **Acne coverage**

During college the extra stress, bad eating habits formulated from dining halls, and changing sleep patterns can cause acne to flare up more than usual. Customers look for foundation that

will cover blemishes without appearing to be too heavy on their face. According to the American Academy of Dermatology acne is the most common skin condition in the United States. The appearance of acne can lead to low self-image and anxiety if actions are not taken to cover-up or reduce acne. CoverGirl foundation is one way customers can feel better about themselves by having the appearance of clear skin.

- 40 to 50 million Americans suffer from acne annually
- Approximately 85% of people between the ages of 12 and 24 have at least minor cases
- Costs associated with acne treatment exceed \$3 billion

#### **Number of potential customers**

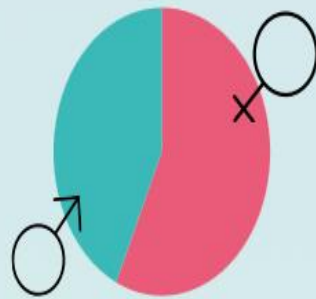
- Fall 2015 enrollment: 20.2 million students are expected to attend American colleges and universities
- Increase of about 4.9 million since fall 2000
- Females account for about 11.5 million in fall 2015
- Between 2000 and 2013, the 18- to 24-year-old population rose from approximately 27.3 million to approximately 31.5 million
- Percentage of 18- to 24-year-olds enrolled in college also was higher in 2013 (39.9 percent) than in 2000 (35.5 percent) number of customers is growing



# Female College Students & Makeup Usage

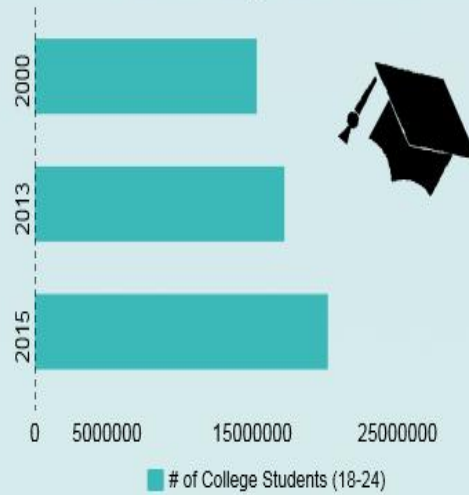


## College Enrollment



■ Females (57%) ■ Males (43%)

## Increasing Education



## Makeup Usage



■ Everyday (16%) ■ Most Days (32%)  
■ Special Occasions (33%) ■ Never (15%) ■ Other (4%)

**85%**

of people (aged 12-24) suffer from acne



56% of people take between 11-30 minutes to get ready



## SWOT Analysis

<b>Internal</b>	<p><b>Strengths:</b></p> <ul style="list-style-type: none"> <li>-Has a strong presence on major Social Media channels.</li> <li>-Seen as a Young and FUN brand, which has innate appeal with younger consumers.</li> <li>-Has succeeded in numerous co-branding efforts.</li> <li>-Retains a strong roster of celebrity spokeswomen</li> <li>-Has hundreds of thousands of loyal, long-term customers.</li> </ul>	<p><b>Weaknesses:</b></p> <ul style="list-style-type: none"> <li>· Weak foreign penetration, especially among Chinese and African consumers. In the past the brand has not successfully adapted its products to meet the tastes of foreign consumers.</li> <li>· Extensive marketing efforts have solidified consumer perceptions of Covergirl. May come off as superficial or conceited to modern consumers</li> <li>-Weak market penetration among older demographics (32-45)</li> </ul>
<b>External</b>	<p><b>Opportunities:</b></p> <ul style="list-style-type: none"> <li>· Improving economic conditions have increased the disposable incomes of cosmetic consumers, allowing for an expansion of both market size and market share.</li> <li>· Global consumers are becoming wealthier and more interested in cosmetics. Emerging markets will provide a strong opportunity for growth, but products must be modified to appeal to local cultures and tastes.</li> <li>· Well positioned to exploit the developing “natural” makeup and skin cleansing product categories.</li> </ul>	<p><b>Threats:</b></p> <ul style="list-style-type: none"> <li>· Maybelline, a competing brand, has much greater penetration with older, wealthier customers. They also retain a much stronger suite of social media assets. If Maybelline begins to pressure Covergirl’s 14-25 consumers, our market position could be severely threatened.</li> <li>· Neutrogena is a market leader in medical cosmetics (acne treatments/skin cleaners). They have developed a reliable, trustworthy brand, and if they aggressively expand into color cosmetics will constitute a major threat to Covergirl’s entire product catalog.</li> <li>· Consumer tastes are gravitating to a more “naturalistic” look, emphasizing “low-key” makeup. Covergirl has already acquired two “flashy” product lines in the past four years, and does not have the capital on-hand to acquire another. If a successful “nature” cosmetics line cannot be developed, Covergirl will lose market share to its competitors.</li> </ul>
	<b>Positive</b>	<b>Negative</b>

## Competitor Analysis

### Maybelline

- Branded as hip, stylish makeup for the intelligent and charming consumer. Competitively priced for the 18-25 female consumer.
- Holds 9% of the value in color cosmetics. (“Color Cosmetics in the US”, 7/15)
- Six primary product categories, eyes, face, lips, nails, brushes and beauty tools, and “Collections”.
- Targeting the “No-Makeup” market, which features products that highlight facial features and cover imperfections.
- Uses “Collections” as mini-marketing campaigns, which promote a set of products to achieve a look. Generally feature a short video and three makeup tips.
- Extensive online videos, tutorials, and makeup tips, which highlight new products and make it easy for newcomers to enter the market.
- Currently running the “100 years of Maybelline” ad campaign, that offers a different look for each decade.

### Revlon

- Branded as a trendy, glamorous brand which provides quality at an affordable price.
- Feature a very wide array of products, which are often variations on a few base models.
- Has acquired three companies and several product lines in the past five years. May indicate weak internal RnD.
- Net Sales increased by 42% in 2014 to reach \$1.4 billion. (“Revlon Financials”, 11/16/2015)
- Feature three brand ambassadors and only one collection online.
- Currently running a high profile ad campaign, “Love is on” that does not target any specific products, but may be an attempt to “go viral”.
- Recently dogged by weak financials, and have cut advertising in order to compensate.

### Neutrogena

- Controls 29% of the skincare market in the U.S. (“Color Cosmetics in the US”, 7/15)
- Wide variety of non-cosmetic items, including cleansers, moisturizers, and acne treatments.
- Also follow a product variation model, in which many products are based on one core concept.
- Weak cosmetic offerings, generally offer 1-2 different products in each cosmetics subset (i.e. lipstick)
- Neutrogena’s marketing is focused on a wide demographic (15-60). They have branded themselves as a professional, reliable company, and believe the best way to look beautiful is to have healthy skin.
- Runs an online “expert center” which provides professional explanations of skin phenomena and recommends products.
- Focused on reducing the “times to effectiveness” on their products. Many skin care products are judged based on how long they take to become effective, and Neutrogena has devoted a significant amount of RnD towards lowering this number on their products.

Covergirl faces a strong showing of international competitors which feature extensive, targeted product lines.

All of the above firms have large offerings of products which appeal to a wide range of demographics, and support those offerings with world-class marketing campaigns. However, none of the firms have fully exploited the potential of their social media assets. Revlon in particular is a very “confused” brand, which comes off as

too glamorous to modern consumers. As such, Revlon's consumers should be considered prime targets by any advertising campaign.

## Goal #1: Find the Next Covergirl

### Goal

Since releasing advertisements with Christie Brinkley over 20 years ago, Covergirl has continued a long history of utilizing celebrities to endorse their makeup products. Covergirls bring an identifiable face to a product that would otherwise be a tube of colored liquid to a customer

unfamiliar with the magic of makeup. Displaying the face of a famous woman wearing the product right next to the makeup display gives women an example of how they can look if they choose to try the

product as well. Celebrity spokesmodels show that Covergirl can fulfill every woman's beauty dreams and make their customer look just as beautiful as any famous singer, model, or actress. Dick Hubner,



a creative director for the Covergirl campaign, said it best when he explained that “like any well-known personalities, the models draw people to the ads. Women generally see cover girls as inspirations” (Foltz, 1992). Looking towards the future, Covergirl needs to choose a new woman to bring brand awareness and a recognizable face to Covergirl products.

### Strategy

Covergirl needs a fresh face and a new image for their next campaign. This raises the obvious question of; what type of woman should the next Covergirl be? Covergirl has had a long run of fun and carefree women modeling their products as a way to express the youthful



nature in every woman. It is time to take the brand in a new direction towards women empowerment. The equal rights movement has been receiving increased attention in recent years with female college students being at the forefront of equal pay and treatment campaigns. The next Covergirl needs to be a role model for college students, someone who is young and relatable in age, but with a strong reputation as an influential individual. Preferably, a woman who has been able to make a substantial impact on the world and possess an effortless beauty that college females aspire to capture in their life goals and makeup usage.

### Tactics

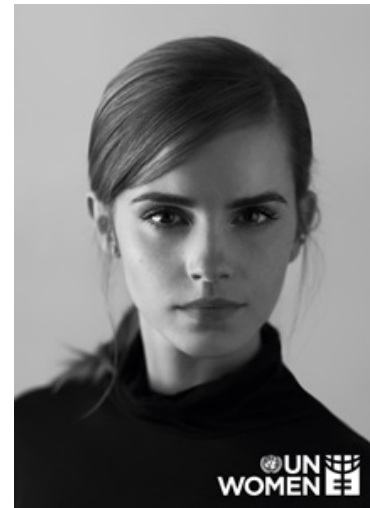
With an idea of the kind of women we want representing the brand it begs the question of; how do we find this woman? With the ever-growing popularity of sharing our life with the world college students are flocking to social media to express their opinions and thoughts on any and every subject. Finding a woman who is viewed in a positive spotlight will not be hard to find. Pulling from social media we can easily find which individuals attract attention based off the type of qualities we want our next Covergirl to embody.

### How to find the next Covergirl?

- Survey college students about who they see as a strong role model for women
- Ask women who they strive to be like when they graduate
- See which celebrities have a strong following on social media
- Check the news for new developments in celebrity appearances
- Research which celebrities have helped with the equal rights movement
- See who is trending on social media

### Implementation

Based off these criteria, our suggestion is to make Emma Watson the next Covergirl. At the young age of 25 Emma Watson is already an impressive individual with a long list of accomplishments behind her. Emma has a wide range of fans sprawling from the *Harry Potter* franchise and other cinematic successes such as *Perks of Being a Wallflower* and *The Tale of Despereaux*. She also has a strong presence on social media with 4.5 million followers on Instagram and over 31 million likes on Facebook. More importantly, she has



been a vocal advocate of the women's equality movement and was recently appointed as the UN Women's Goodwill Ambassador. By taking this role she is expected to act as the advocate for the United Nations' HeForShe campaign which strives to increase awareness about inequalities women still face today (UN Women, 2015). Emma is also a college graduate herself, she graduated from Brown University in May of 2014. Emma is a positive role model for women of all ages, but she is especially able to connect with our target market of female college students. We would launch Emma Watson under a makeup line to enhance natural beauty. This makeup would give women the confidence to stand up for what they believe in and look good while doing it.

## Control

### Performance Evaluation

- Create a hashtag for Twitter and Facebook in order to track how people are reacting to the campaign
- Scroll through hashtag posts weekly to document suggestions or complaints
- Analyze product sales before and after the campaign launch

## Goal #2: Increasing Covergirl's Social Media Presence

### Goal

Social Media is rapidly becoming the primary marketing vector with consumers aged 18-25.

Social Media marketing allows brands to communicate with consumers on a more active level, establishing personalized relationships with their consumers. Effective social media marketing not only increases product knowledge among the consumer base, it nurtures a vibrant community of dedicated supporters who have a loyal connection with the brand. As such, Covergirl should leverage their significant social media presence to further nurture an engaged, loyal, and satisfied consumer community. This campaign will aim to increase the engagement and activity of Covergirl fans, and promote synergy between online platforms through supporting marketing campaigns.

### Summary of Current Social Media Assets:

Covergirl has a significant presence on the four major social media platforms (Facebook, Instagram, YouTube and Twitter). These assets are well established, with a significant base of followers and supporters. However, a significant disparity exists in the engagement and activity of each platform's supporters. Covergirl's YouTube videos typically draw a lot of attention, with 11 out of 29 videos breaking 100,000 views in the past 3 months. However, these videos do not generate positive consumer sentiment, with the top ten videos having like/dislike ratios of 1.5, abysmal by Youtube's standards. Furthermore, these videos only generate 1 like for every 1,500 views, implying a relatively low degree of consumer engagement. While Covergirl's Facebook page has over 4.5 million likes, this exposure has not been properly leveraged. The page has only posted three times in the past four months, and the posts only generated an average of 400 likes. The Twitter page is in a similar state of disregard. While posts are frequent, they generate an

average of 34 likes, and next to no “retweets”. In contrast, Covergirl’s Instagram page has fostered a vibrant, active community by featuring simple advertisements with direct calls to action.<sup>1</sup>

### Strategy

The Covergirl brand can increase its online exposure by increasing the engagement and activity of existing Covergirl fans, and promoting synergy between online platforms through supporting marketing campaigns.

### Tactics

- Increased Consumer Engagement – Consumers want a close, personal relationship with their brands. By making make-up experts available for Q&As on Twitter and Facebook, Covergirl will introduce a personal, helpful relationship to their online brand. Complimentary live streams on YouTube will allow consumers to watch and speak with experts over a live video feed. Preliminary questions and requests, submitted through Facebook, will give these webinars a degree of structure, and allow experts to prepare examples to show the audience. YouTube Makeup stars like Michelle Phan and Carli Bybel will be invited to participate in these streams, introducing their respective followings to the Covergirl brand.

- Customer Support – Twitter provides a great outlet for Covergirl to directly speak to and engage with customers. As such, Covergirl should use its twitter handle to resolve customer complaints. This increases the activity and visibility of the Covergirl page without oversaturating followers with ads, and has the potential to generate positive PR for the Covergirl brand. Visible, helpful, and personalized online customer support communicates a true consumer-oriented approach to followers. In the modern world, this is an extremely valuable trait.

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<http://simplymeasured.com/freebies/>

· Blog Content – Encouraging and promoting fashion bloggers who feature Covergirl products will stimulate consumer interest, while increasing penetration among older customers. Cosmetic bloggers typically have small but dedicated followings, and generally consist of more mature readers. Covergirl will leverage this by providing high quality products to interested bloggers, and promoting their posts about Covergirl products. This will stimulate interest in Covergirl’s products among blogger’s followings, while increasing traffic to the blog itself. Managed carefully, this feedback loop will develop into a community of bloggers who have a relationship with Covergirl, and regularly feature its products in their posts.

· Price Promotions – 25% of young adults follow social media pages for deals and promotions on products (“Simply Measured,” n.d.) . Covergirl should expand the visibility of these promotions on Twitter and Facebook, adding an incentive for consumers to regularly check these pages. Promotions should not be price related, as lowered prices imply a degradation of quality. Instead, two for one deals, product bundles, and limited edition product variations should be used.

### Implementation

Because Covergirl’s Social Media assets have such a disparity in their following and relative activity, it is essential that all social media assets are incorporated into any social media marketing plan. This promotes synergy between Covergirl’s online communities, and promotes the “crossover” of each portal’s respective communities. Promotions, webinars, and blogging content will also be timed in order to maximize impact. Campaigns will also have “hard stops” built into them, in which all salient marketing activity is ceased if the proportion of negative consumer responses rises above a certain threshold. In this case, the campaign will be stopped, and will be reexamined. If the “hard stop” can be limited to one component of the advertising plan, then the other components will continue with their own scheduled content releases. (i.e.



Covergirl's Facebook ceases posting but the Twitter, YouTube, and Instagram pages remain active). This system will prevent negative content from "snowballing" into a social media disaster.

The total cost of the plan is estimated at 2.5 million dollars. 1 million will be devoted towards hiring and training social media experts, who will develop and new social media content. Another million will be used to hire a large number of interns and entry-level employees, who will use their judgement to evaluate consumer responses to released content. The final \$500,000 will be used to fund contest prizes and celebrity webinar events. Any product promotions or collections used during the campaign will be sourced from Covergirl's existing catalog.

#### Control

Effectiveness will be measured through the observation of five variables.

- Following - A straightforward measurement of the number of fans, followers, or likes a Covergirl page has. Followings will be compared on pre and post campaign size, with measurements automatically recorded every ten minutes.
- Reach – Measures the number of users a page has directly engaged with, and those who may have indirectly been exposed to the Covergirl brand. Reach is measured mathematically as a function of shares, views, and "buzz".
- Amplification – Measures the propensity of followers to share or amplify marketing messages with their own network. Measured by Shares or Retweets.
- Sentiment – This measures the overall consumer response to a post. Typically evaluated by likes/dislikes, and consumer responses to marketing efforts. This variable will be used to guide the "hard stop" mechanic.

· Impact – A measure of the influence of the sites, bloggers, and media outlets that are talking about your brand. The larger the voices involved, the greater the impact of the campaign. The above variables will be measured through a mix of sources. Google Analytics will provide the hard statistical data, supplemented by Twitter and Facebook’s own analytics software. Interns and employees will also be tasked with evaluating consumer responses to marketing campaigns, and determining the disposition of consumers based on their feedback. Relevant or useful Consumer feedback will be referred to the marketing management team, which will determine if action should be taken.

### Goal #3: Cobranding

#### Goal

One of the main objectives of Covergirl is to constantly stay up to date on the current trends of their target demographic (which is typically female college students between the ages of 18-24).

In order for a brand to maintain relevance with a target market, customers must be able to relate to a topic, which is where cobranding comes into play.



#### Strategy

Covergirl has been a major player when it comes to cobranding with wildly successful projects. In recent memory alone, they have achieved great success by partnering with the Hunger games and, arguably their biggest gain, the new Star Wars: The Force Awakens.

Each of these campaigns has been wildly successful in introducing new markets to the Covergirl brand, and in increasing sales from existing customers. Only 1 question remains, how to continue

this cobranding success. In today's society, there is an increase in the importance of women's empowerment. Covergirl should try and implement an aspect of social marketing by cobranding with a topic that is of a similar nature. Therefore, Covergirl should pair with the new hit TV show "Supergirl".

### Tactics

By understanding their target customers wants and concerns, Covergirl can see the usefulness of Cobranding with a cause that is socially relevant to their clientele. Using this social marketing tactic, Covergirl can appeal to the masses to rally around this wildly important topic and thus maintain interest while establishing the brand to be one of the people. Typically make up is viewed by many as anti-woman's rights but by pairing with such a high woman's empowerment TV show, Covergirl can gain a distinct advantage because they can show that they also care about these societal issues. A company showing how much they care about societal issues goes a long way for a client, and helps make sure clients are loyal to the brand.



### Implementation

Covergirl can implement this Cobranding idea in a variety of ways. Covergirl could launch a new line of products all centered on Supergirl so women can show support by buying these specific Supergirl oriented products. Covergirl could also start a social media campaign focused on Supergirl and their products. Users could submit posts with specific hash tags and even send in pictures of them doing something "Supergirl worthy". They could even start a contest centered on user submitted content in which the winner would receive a Supergirl/Covergirl combined prize, which would increase participation in the social media campaign.



### Control

Covergirl can keep see how well the cobranding campaign is doing by maintaining watch over how their implementation stage is doing. They can also track sales of Super Girl branded products, and can add or subtract products from those results. They can also keep watch over their countless social media accounts to see if people are actually participating in their social media campaign, and take possible suggestions from these outlets and continue to grow their campaign around what the people want.

### Conclusion

Covergirl is an established Global brand with a young, vibrant consumer community. But with the increasingly rapid evolution of consumer tastes and preferences, the Covergirl brand risks being caught flat-footed in a highly dynamic marketing environment. As such, the brand needs to maintain flexible product offerings, while promoting a modern image to its community.

Introducing Emma Watson as the next Covergirl will increase brand relevance among younger consumers, while still maintaining a dignified look for more mature customers. Co-branding products with relevant franchises keeps offerings fresh and desirable, and mitigates extensive advertising and test marketing costs. Finally, expanded social media coverage and activity will tie Covergirl's marketing efforts together, expanding digital advertising effectiveness while providing customers with a more personable, relatable brand.

The Covergirl position is well placed for rapid growth in the cosmetics market. Its primary competitors have had trouble adapting to the increasingly dynamic environment, and with these

recommendations the Covergirl brand can better market itself as progressive, relevant, and consumer focused.

COVERGIRL

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