

The Dove® Campaign for Real Beauty:

What's Next for Inclusivity?

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ABSTRACT

This study analyzes the Dove Campaign for Real Beauty, examining the brand's overall implementation of the campaign, as well as its successes and failures. More than ten years after the launch of Dove's first campaign, the advertising world has greatly evolved. In an ever-changing media world, Dove took the first step towards an attempt at an all-inclusive advertising campaign. This study examines the degree to which Dove's innovative campaign set the bar for future advertisements. It demonstrates the importance of corporate social responsibility, brand management, inclusivity and the two-way symmetrical communication model.

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Chapter 1

Introduction

Statement of the Problem

This study will analyze the Dove Campaign for Real Beauty, and will dissect how well the brand implements the campaign—including Dove’s branding successes and failures, corporate responsibilities, and brand management and evolution through a two-way symmetrical model.

This study will explore the Dove Campaign for Real Beauty from a public relations and marketing perspective, as well as through a women and gender studies lens. While Dove’s Campaign for Real Beauty was founded on the idea that all women are beautiful as they are in their natural state, their attempt at creating a healthier and more inclusive view of beauty has many flaws. The campaign did succeed at creating an entire age of female empowerment, but taught the public relations and women and gender studies fields quite a bit about the benefits, drawbacks and responsibilities that come with a social marketing campaign.

According to the American Marketing Association, "A brand is a customer experience represented by a collection of images and ideas; often, it refers to a symbol such as a name, logo, slogan, and design scheme. Brand recognition and other reactions are created by the accumulation of experiences with the specific product or service, both directly relating to its use, and through the influence of advertising, design, and media commentary." A successful branding campaign is one described as increasing product visibility to consumers, as well as product appeal. Branding defeats occur when companies fail to skillfully apply a positive perception about their product or organization into a consumer’s mind.

Background of the Problem

Over the last few years, the Dove Campaign for Real Beauty has been named a lot of things. Critics of the campaign have called the campaign everything from “innovative” and a “game changer,” to “sexist” and hypocritical. While the brand did use ads that featured real women, rather than unrealistic, airbrushed models, the campaign caused a lot of controversy (Celebre, 2014).

The brand launched its Campaign for Real Beauty in 2004, following a global study, *The Real Truth about Beauty: A Global Report*, which announced that only 2% of women around the world would describe themselves as beautiful (Etcoff, Orbach, Scott, & D’Agostino, 2004). Dove designed their campaign preach the idea that all women are beautiful, and their unique differences make them more so. The campaign’s main message was that women’s unique differences should be celebrated, rather than frowned upon, or even ignored. Dove spread their campaign through a multiplicity of platforms, including written magazine spreads and broadcast television commercials and talk shows. Their campaign created a worldwide conversation.

While Dove did create a widely popular campaign that broadened the definition of beauty, it also received much criticism for its mixed messages and lack of representation. Dove encouraged a large portion of women to look at their bodies in a more loving and positive light, while utilizing non traditional, honest marketing techniques. The campaign succeeded by almost completely revamping what the media portrays as beautiful, but it also had some conflicting goals. As a major beauty brand, Dove’s first and foremost goal is to make sales. Consequently, Dove’s campaign was riddled with inconsistencies. For instance, not only can Dove’s Campaign for Real Beauty be described as hypocritical, it can also be described as exclusive to many different groups. All of Dove’s ads omitted the presence of transgender women, as well as

women with physical or mental disabilities. The absence of these women highlighted a serious flaw in Dove's attempt to be all-inclusive. Furthermore, while the ads do feature women from different races and ethnicities, the ads do not honestly or accurately represent different ethnic, racial or age groups. As seen in Dove's "Real Beauty Sketches" video, women from different races are still lighter skinned (Romano, 2013).

Purpose of the Study

The purpose of this study is to take an analytical look at the Dove Campaign for Real Beauty, critically examining its branding strengths and weaknesses, corporate social responsibility and two-symmetrical communication models.

The goal of this study is to neither praise, nor condemn Dove's campaign, but to rather examine Dove's major advertising tactics, focusing on the dynamic relationship between pushing positive, progressive social ideals for women and making sales of products that are designed to make women seemingly more beautiful.

Setting for the Study

This study will be done as part of the data collection for a Senior Project at California Polytechnic State University located in San Luis Obispo, California. Interviews will be conducted with three experts in the following fields: marketing, advertising and women and gender studies. These experts will each be asked the same set of questions and topics. The questionnaire is specifically designed to answer the research questions and fill the gaps in previous literature on the topic of the Dove Campaign for Real Beauty.

Research Questions

1. What is the Dove Real Beauty campaign and what was Dove's campaign objective?
2. What was the campaign's timeline and how was the campaign implemented?
3. How was body image portrayed in the campaign?
4. What was the corporate social responsibility?
5. What were the campaign's strengths, weaknesses and consequences?
6. Why was a two-way symmetrical model crucial for the campaign's success?
7. How does the Dove Campaign for Real Beauty affect the implementation of future campaigns?

Definition of Terms

The following terms are defined to assist the reader and provide context to the study.

Brand: a name, term, design, symbol or other feature that distinguishes one seller's product from those of others (American Marketing Association Dictionary, 2015).

Brand Equity: a phrase used in the marketing industry which describes the value of having a well-known brand name. The concept is based on the idea that brands with well-known names are able to sell more products than brands with less well-known names. (Aaker, 1991).

Brand Image: the impression in the consumer's mind of a brand's total personality, developed over time through advertising campaigns with a consistent theme (Online Business Dictionary).

Brand Lover Marketing: a marketing concept that is designed to replace the idea of traditional brand marketing. It is based on the idea that creating a strong base of customer loyalty

requires making emotional connections with a brand's audience. These connections will generate admiration and loyalty for a brand (52 Types of Marketing Strategies).

Brand Positioning: a marketing strategy that aims to make a brand distinct from relative competing brands, in the mind of the customer. This strategy is applied by emphasizing the distinguishing features of a company's brand or by developing a certain image of the brand. Once a brand is positioned, it is very difficult to reposition it without destroying its credibility (Online Business Dictionary).

Body Image: the concept of how one perceives their body visually, how they feel about their physical appearance, how they think or talk about them self, their level of connectedness to their body and their sense of how other people view their body (Brown University).

Cause-Related Marketing (CRM): a promotional strategy in which a company's sales are linked to a charity or other social cause. CRM is not considered philanthropic, since money spent in cause related marketing is considered a business and expense and is expected to show a return. money (Online Business Dictionary).

Corporate Social Responsibility: a business practice that involves participating in initiatives that benefit society (Taylor, 2015).

Reverse Marketing: the idea is to get the customer to seek out the business rather than marketers seeking the customer. This method is implemented with traditional channels of advertising, such as broadcast, print and online advertising (52 Types of Marketing Strategies).

Social Comparison Theory: the theory is centered on the belief that there is a need among individuals to gain precise self-evaluations. The theory explains how individuals assess their own opinions and abilities by comparing themselves to others in order to reduce uncertainty in their social lives (Festinger, 1954).

Two-Way Asymmetrical Theory of Communication: this tactic involves social science methods to create a more persuasive communication strategy. Generally focuses on attaining a short-term change, and uses feedback from the brand's target audience to govern the structure of a campaign. Company's use this strategy when their goal is to persuade its publics to convert to the brand's way of thinking, rather than changing the policies or views of the company (Grunig, 1984).

Two-Way Symmetrical Theory of Communication: this tactic involves honest give-and-take relationship, utilizing two-way communication with a company's target audience. Instead of seeking one-way persuasion, the brand focuses on mutual respect and understanding. The objective is engage with publics in a way that the brand is willing to adapt its own views and policies to accommodate their consumer base (Grunig, 1984).

Organization of the Study

Chapter 1 includes the statement of the problem, background of the problem, purpose of the study, setting for the study, research questions and a definition of terms. Chapter 2 examines the existing literature surrounding the Dove Campaign for Real Beauty—including a critical analysis of the campaign, the implementation of the campaign, Dove's corporate social responsibility, portrayal of body image, strengths and weaknesses, the two-way symmetrical model and how the campaign has affected the implementation of other campaigns. Chapter 3 discusses the methodology surrounding the methodology of the study. Chapter 4 provides an analysis of the data collected during the original research process. The data will then be examined against the prevailing literature surrounding the topic. Finally, Chapter 5 contains a comprehensive summary of the study, as well as professional recommendations for the

campaign, based on the evolution of the Dove Campaign for Real Beauty and research from the fields of public relations, marketing and women and gender studies.

Chapter 2

Literature Review

The Literature Review centers around prevailing literature surrounding the Dove Campaign for Real Beauty. The literature focuses on the campaign's branding successes and failures, corporate responsibilities, and brand management and evolution through a two-way symmetrical model.

The Dove Campaign for Real Beauty

The Dove Campaign for Real Beauty was rooted in the idea that women should be listened to, and heard. Following the findings of a massive global study, *The Real Truth About Beauty: A Global Report*, Dove launched their first Campaign for Real Beauty. After the study was conducted, Dove saw a need to run a campaign that would ignite the conversation about a global need for a broader definition of beauty (The Dove® Campaign for Real Beauty). The study proved the conjecture that the current standard of beauty was unbelievable unattainable, unrealistic and limiting. The campaign believed that women needed to thrive off their own self confidence, rather than anxiety. One statistic from the study stated that only 2% of women around the world would use the word "beautiful" to describe themselves (Only Two Percent of Women Describe Themselves as Beautiful, 2004). Dove has been implementing various public relation tactic since 2004 that essentially challenge the archaic definitions of beauty, and the stereotypes that perpetuate them. Dove claimed their goal was to invite women to join the global discussion about beauty.

Dove hoped to widen the definition of beauty enough to include all types of women from every category. With the overriding theme that all women are beautiful, Dove set out to prove

this to women globally. The campaign was notoriously successful for the brand. Taking their triumphs where they can

Timeline and Implementation of the Dove Campaign for Real Beauty

According to Dove, their campaign was created and designed to generate discussion and encourage a debate about body image (The Dove® Campaign for Real Beauty).

Dove's Campaign for Real Beauty was first launched in September of 2004. The campaign featured real women whose body types and appearances were atypical of the strict categorizations of beauty. The advertisements, which asked consumers to judge the women's appearances, forced viewers to label women as either oversized or outstanding, and wrinkled or wonderful. Their votes were cast online at campaignforrealbeauty.com (The Dove® Campaign for Real Beauty).

In June of 2005, Dove launched their second, most iconic phase of their Campaign for Real Beauty. This time, their advertisements featured women who were labeled as “real”—curvy and full-figured. Their advertisements featured six real women, who embodied the curvy figure of real beauty. Dove developed this second phase to discredit the conventional idea that only skinny women are beautiful. In response, thousands of women flooded to campaignforrealbeauty.com to start talking about the real issues women are facing over body image (The Dove® Campaign for Real Beauty).

Spain banned all overly-thin and anorexic models from its fashion runways in 2006. The news coverage on the decision ignited a media fire, creating an even larger debate about body image. Dove was able to piggyback off Spain's settlement, since the debate they created closely tied into the mission of Dove's Campaign for Real Beauty. Following the sparked debate, Dove launched their short film *Evolution*. The film, which portrayed the transformation of a real

woman with curves, into a model with a thin figure. The video was designed to advocate awareness about body image, and the unrealistic standards that are associated with the word “beauty” (The Dove® Campaign for Real Beauty).

Dove noticed the increasing amount of young women who develop self-esteem issues about their physical appearance. Consequently, their low self-esteem causes them to have trouble excelling in many aspects of their lives. Dove decided to establish the Dove® Self-Esteem Fund, which was created to act as a liaison of change to educate and motivate young girls and women to see one another all-inclusively beautiful. This phase was developed to target girls and women as agents of change in a larger campaign to broaden the definition of beauty. Dove also released a commercial in 2005, called *Little Girls*. The commercial was aired during the Super Bowl and reached an estimated 89 million viewers, making it one of the most widely seen advertisements by Dove (The Dove® Campaign for Real Beauty).

The campaign rolled into 2007, when Dove decided to continue their mission to broaden the definition of beauty. Their third phase of the Dove Campaign for Real Beauty was implemented in February 2007. The campaign followed in response to Dove’s global study *Beauty Comes of Age*. Research revealed that 91% of women ages 50–64 hold the same beliefs that the time has come for society to make changes to its views on women and aging. Different from Dove’s usual campaign about body image, this campaign was developed to commemorate the spirit of women aged 50 and older, who embody the beauty of age spots, grey hair and wrinkles. Internationally distinguished photographer, Annie Leibovitz, helped Dove develop the campaign to be well-known and globally triumphant. She was able to encompass the beauty of age through her photography, encouraging women to love their own wrinkles and grey hair (The Dove® Campaign for Real Beauty).

Dove focuses on the idea that girls and women are constantly flooded with unrealistic and unachievable images of bodies and beauty that significantly impact their confidence. When the Campaign for Real Beauty concentrated on the fact that women's self-esteem is severely being lowered by these unattainable images, the Dove team partnered the entertainment industry to unveil the reality of what women see in movies, magazines and on television. The reality of the entertainment industry is that what women see on the screen and in tabloids is not real. Women in the entertainment industry are constantly being photoshopped, edited and altered to make them look unrealistic. The problem with this is that real women view women in the entertainment industry as the standard of beauty, when this simply is not the case. To explain this to their audience, Dove produced *Onslaught*, an online film magnifying the bombardment of beauty images young girls and women face (The Dove® Campaign for Real Beauty).

Dove re-continued their Campaign for Real Beauty in 2010, setting a bold new mission for their brand with the Dove Movement for Self-Esteem. This campaign, although a branch of their original Campaign for Real Beauty, set a new goal for action and mentorship. The Dove Movement for Self-Esteem encouraged women to act, and mentor the following generation of women to be confident and celebrate their own beauty. This campaign was much more interactive and actionable than any of Dove's previous campaigns. Women from around the globe were invited to join Dove in helping the brand transform their vision to reality. Many well-recognized organizations, such as the Girl Scouts of the U.S.A, Girls Inc., and Boys & Girls Clubs of America, came together to aid Dove on their mission. Various educational programs and self-esteem building workshops were created to inspire and motivate girls across the globe. In this campaign, Dove reached over 7 million girls, implementing their programs in cities across the world. Dove hopes to continue this campaign, and further implement programs in more

cities, hoping to set a global goal that would reach 15 million girls by the end of 2015 (The Dove® Campaign for Real Beauty).

Finally, Dove released their findings of its last study in 2011. *The Real Truth About Beauty: Revisited* was Dove's largest global study conducted to find research on women's relationship with beauty. The study revealed that concern about beauty begins at a young age, and staggeringly only 4% of women around the world would consider themselves beautiful. The study proved that there is an extreme increasing pressure to be beautiful and have anxiety over physical appearances, since over 1,200 10-to-17-year-olds were questioned, and 72%, said they felt overwhelming pressure to be beautiful. Conversely, only 11% of girls around the world would feel secure in using the word beautiful to describe their appearance. As girls grow up, they start to feel this pressure on them, dictating how they look and act. Having such unrealistic beauty standards to look up to has an undeniably negative consequence on girl's self-esteem as they grow up.

Dove has implemented multiple campaigns over the course of many years, prompting our discussion about beauty to move in a positive direction. While Dove has made many efforts towards improving the climate in which girls grow up, much more work is needed to significantly improve a world where only 11% of girls feel even comfortable using the word beautiful (The Dove® Campaign for Real Beauty).

Body Image

Following the findings of a massive global study, *The Real Truth About Beauty: A Global Report* discovered that only 2% of women around the world would use the word beautiful to describe them (The Dove® Campaign for Real Beauty). Dove realized that there was a need to

ignite a conversation about body image, so they launched their first Campaign for Real Beauty. The vision of their campaign was to prove that the current standard of beauty was unrealistic and unattainable. Not only was the standard of beauty emulated by models unachievable, it was also limiting for real women. Dove saw an opportunity—women needed to see real women and real bodies. They needed to see a new standard of beauty.

Body image includes how we perceive our bodies visually, how we feel about our physical appearance, how we think and talk about our bodies and our sense of how other people view our bodies. In a study done on college students by Brown University, 74.4% of the normal-weight women reported that they thought about their weight and appearance “all of the time” or “frequently. Conversely, only 46% of men stated that they thought about their weight and appearance. Poor body image leads to low self-esteem and sometimes increases the risk for weight control behaviors, such as extreme dieting, bulimia, compulsive exercising and laxative abuse (Body Image).

To combat body image issues, Dove created a campaign with real women, real bodies and realistic standards. Dove has been praised for altering beauty stereotypes that have flooded advertisements for decades. Celebre says, instead of choosing models who conform to the stereotypical norms of beauty (e.g., perfect skin, overly thin), Dove choose real women who would be considered outside these stereotypical norms (e.g., wrinkles, cellulite, overweight). According to Celebre, these women represented a much larger portion of the audience. People respected seeing advertisements that features real women, women who look like them. It was a breath of fresh air for the advertising world. This aspect of the campaign made it fiercely popular and successful. It received much publicity and discussion on media outlets across the board. The Dove models were asked to appear on many popular American talk shows. Models were able to

talk about positive body image on Ellen, The Today Show, The View and Good Morning America. The campaign's message was so popular, Dove received over \$150 million in unpaid media time. The portrayal of body image became such a widely discussed topic, Dove was suddenly becoming seen as an activist brand from all the free media exposure (Celebre, 2014).

While the campaign seemed to be wildly successful, it did receive some criticism. In essence, Dove as manipulated the consumer into believing that if they purchase Dove's products they are aiding in some great humanitarian effort. Unlike advertisements for other beauty products, Celebre says the quality and price point of their products are never mentioned. The purchasing power is based solely off their public relations tactic of creating a mission for the greater good of humanity. When consumers purchase Dove products, they think about positive body image and consequently feel good inside. The campaigns were so powerful they were able to make Dove product synonymous with feeling good. Also mentioned, is the fact that consumer brand loyalty to Dove has increased significantly since the implementation of the first campaign in 2004 (Celebre, 2014).

Dove claims to be all-inclusive in body image, but they omitted many groups from their campaigns. The Campaign for Real Beauty failed to include many members from the trans community. In addition, none of Dove's campaign advertisements featured a woman with a disability - physical or mental. These groups may be small, but to exclude them is definitely not all-inclusive of body types.

Critics took notice of Dove's perceived lack of thoughtfulness in their "Real Beauty Sketches" campaign video. Stamper critiques the video, taking notice of Dove's hypocrisy. This campaign video follows the theme that women are their own harshest critics. The video was designed to inspire women to see themselves as beautiful. An FBI-trained sketch artist first drew

a handful of women, following the women's descriptions of themselves, and then drew the women, following a stranger's description (Stampler, 2015). Stampler points out that the video seriously lacks any real diversity or inclusivity. Four Caucasian, blonde, blue-eyed, thin and relatively young women are the focus of the message. Three black women are briefly shown throughout the entire video, and all of them are lighter skinned. Real diversity would include people of all races, and not simply lighter-skinned races (Stampler, 2015).

Furthermore, Stampler claims the video actually blames women for holding low self-esteem, rather the root of the cause—media and society. Women are being portrayed as foolish for finding flaws about their own appearance. The video lacks to recognize society has the root cause to why women feel the need to pick apart their bodies. Low-self esteem is not innate, it is taught by unrealistic and concrete beauty standards that are constantly being taught and reinforced by society and the media. (Stampler, 2015).

Corporate Social Responsibility

More than 10 years after the launch of Dove's first campaign, and people still remember the iconic, ground-breaking advertisements. People knew instantly that the campaign had struck a chord inside millions of women. According to Molitor, in an instant I knew that this campaign tapped into an intense, emotional issue with women. It was so refreshing to see a brand that actually seemed to care enough to understand women—her self doubts, her conflict with feeling beautiful in the face of stick-thin models held up to represent the ideal of female beauty, and perhaps even the anger she feels about the distorted messages young girls grow up with today. According to Molitor, the most remarkable part about the campaign was that it came from a company in the beauty business. Obviously, Dove is a company and their primary goal is to sell

products and make profits. Women were aware that Dove's ultimate goal was to sell products, but they could not help but appreciate the timeliness, authenticity and value in Dove's Campaign for Real Beauty (Molitor, 2008).

Consumers overlooked Dove's underlying motives, and the fact that they were truly changing the meaning of corporate social responsibility. Molitor says that before Dove arrived in the market, corporate social responsibility could be narrowly seen as "cause marketing." A few years ago, corporate social responsibility simply meant aligning with a non-profit foundation, donating money to a charity or making a comment on social media about your organization's concern for the environment. Molitor stated that the old definition of corporate social responsibility is still worth an acknowledgment, but its marketing potential falls far behind the corporate social responsibility Unilever implemented in their Campaign for Real Beauty (Molitor, 2008).

Instead of just attaching its brand name to a superficial cause or charity, Dove made an emotional connection with women across the globe, on a seriously deep level. This proved to be brilliant for Dove. The brand was able to establish a strong bond between millions of women and its name, creating a powerful foundation of loyal consumers. According to Molitor, Dove created the kind of bond that builds true trust, which can and should be the whole point of corporate social responsibility (Molitor, 2008). Dove perfected and modernized corporate social responsibility. Very few, if any, brands have connected with women the way Dove has, but just about every one of them could, and should (Molitor, 2008).

From a critical standpoint, Molitor states that Dove's communication was very one way, when actions regarding corporate social responsibility should be two-way. Social causes should have a call for action, and Dove never gave women an opportunity to actually become involved

in this social issue. Dove appeared to be making a movement for the greater good of society, but in actuality, their campaign was just smart advertising. If Dove was interested in making a true movement, they would have had to make more sacrifices, and lose precious time and effort. A social issue movement disregards motive or profit. People who are interested in a social cause should not have to worry about whether they are buying the brand's product, but whether the cause is important enough to get involved with. Dove did raise an important social issue about female self-esteem, but why? Molitor quoted Henry David Thoreau by saying, "A corporation doesn't have a conscience, but a corporation of conscientious people is a corporation with a conscience." True corporate social responsibility is not about products or profit, but about changing communities, lives and the world. (Molitor, 2008). Dove was able to enrich the lives of many women, but at the end of the day, their primary goal was to sell products.

Strengths, Weaknesses and Consequences

One of Dove's greatest successes about their campaign was their ability to create a global discussion about body image and its correlation with women's self-esteem. Dove had a mission to question the standard of beauty, and in the process encourage women around the world to widen its standards. They were extremely successful in discouraging the constant use of unattainable, limiting and unrealistic images to depict what characterizes a woman as beautiful. Celebre repeatedly noted Dove's vision to drastically change the culture of advertising by breaking stereotypes and barriers that restrict the limits of beauty. Dove brilliantly chose real women, with real curves and real body types to portray the new definition of beauty. These models embodied wrinkles, extra weight, age spots and cellulite (Celebre, 2014). Women across

the globe loved seeing other women just like them advertise products they could use. In this aspect, the campaign was institutional and brilliant.

Instead of encouraging false representations of what real beauty should look like, Dove broke barriers by using honesty as a marketing tactic. Dove wasn't worried about whether their models fit the conventional idea of beauty, they wanted to appeal to the larger audience, and the larger audience is not model perfect. Their campaign was groundbreaking, and portrayed beauty in entirely new light. Dove's marketing strategy was viewed as a social mission to help inspire young girls and women to develop a positive relationship with beauty. The goal was to help raise their self-esteem and encourage them to push for their dreams, and their strategy was extremely successful.

As stated by Vivek, Beatty, and Morgan, the engagement of Dove's customer base with the Campaign for Real Beauty may build trust because individuals will feel that the company cares about them and has their best interests at heart (Vivek, 2015). After women saw the campaign, they would associate the Dove brand name with a social cause and good feelings, encouraging them to purchase Dove products. According to Molitor, that kind of thinking points to an organic, cultural brand of humanity that infuses the entire enterprise (Molitor, 2008). Dove was able to redefine the marketing technique of corporate social responsibility. They utilized their own social mission as a way create liaison with their customer base.

Although Dove's campaign had many successes and met many of the company's objectives, the campaign also raised much controversy about the brand's authenticity and hypocrisy. Dove positioned itself as a brand that listened to their consumers wants and need, and provided reliable products accordingly. The brand marketed itself as a company that genuinely cared about women as a whole, and the social issues that surrounded them. While Dove wanted

to break the beauty mold, and prided themselves as being all-inclusive in their Campaign for Real Beauty, critics say this isn't so.

The brand, which claims itself to be all-inclusive, excludes groups such as trans women and physically or mentally disabled women. The campaign also fails to include real women who represent any diversity in age or race. Critics like Daum claim the campaign in itself is hypocritical. According to Daum, back in 2005, I called those ads not only hypocritical—by claiming to celebrate ordinary bodies while selling products meant to improve them—but also discomfiting (Daum, 2013). Dove preached messages about women loving their bodies as they are, flaws included, but also tried to market products to women to fix those flaws. Critics were perplexed by the brand's double message, which tried to tell consumers two very different things at once. Although Dove tried to be an activist for this social cause, their profit-making interests were transparent.

In the later campaigns, Dove's messages started to become weak and confusing. In one of the company's last advertisements "Choose Beautiful," women walking into a building were forced to walk through one of two entrances—one labeled "Average" and the other "Beautiful." A campaign that seemingly started out by encouraging women to not have anxiety over their physical appearance, is now reinforcing the idea that women are constantly forced to think and worry about how they look. What started out as a PSA on confidence and self-esteem, turned into a marketing gimmick that ironically reinforced the original message Dove was trying to debunk (Garcia, 2015).

Two-Way Symmetrical Model

Public relations campaigns typically utilize a marketing technique that will persuade their audience to think or act a specific way. When practitioners use social science methods to develop their persuasive communication methods, campaigns are employing the two-way asymmetrical communication tactic. This can also be referred to as “scientific persuasion” (Grunig, 1984).

Two-way asymmetrical communication methods generally focus on achieving a short-term goal or attitude change, rather than a long-term attitude change or overall objective. The method incorporates input and feedback the the brand’s target publics and audiences. While the brand will use information gathered from its publics to influence its campaign decisions, the organization is not necessarily interested in accommodating the beliefs or opinions of its publics. The feedback is primarily used by a brand to create a campaign that will persuade its publics to convert their way of thinking to conform with that of the brand’s. With this communication method, the brand is not interested in changing its own policies or views (Grunig, 1984).

Conversely, some PR practitioners decide to use two-way symmetrical public relations. This method of communication relies strictly on honest and open two-communication with the brand’s target publics and audiences. Rather than being a one-way relationship, the brand emphasizes a symbiotic relationship in which both parties benefit. Instead of one side persuading the other, the relationship is give-and-take. The organization emphasizes mutuality, in which both the brand and its publics respect one another enough to achieve a mutual understanding and goal. In this case, the brand is willing to accommodate the views of its publics, since two-way symmetrical communication focuses on negotiation and an eagerness to adapt, make changes and compromise. Instead of receiving feedback from its publics, the organization is forced to engage with them, and respond by making significant changes to their policies and the ways in which

they operate. Profit-driven companies do not usually use two-way symmetrical communication methods, since their priority is not to accommodate its publics, but rather to sell products and make profits (Grunig, 1984).

Dove, a profit-driven company, claimed to be using two-way symmetrical communication methods in their campaigns, but critics have claimed they did not. If Dove had used two-way symmetrical communication in the development of their campaign, their issues with being all-inclusive, diverse and authentic would have been addressed. Dove could have used open, honest two-way communication to alter their campaign in a way that would have accommodated a much larger population of women.

Effects on Future Campaigns

Although Dove's original campaigns were innovative enough to make them popular, their current campaigns are becoming so diluted that their publics have stopped listening. While they recently lost their leadership in the advertising world, their once revolutionary campaign was so successful, it laid the foundation an entirely new advertising world. Advertisers no longer sought out women as pretty things to look at, and flooded in the new age of female empowerment. The media and advertising world has seen many drastic changes since the launch of Dove's first campaign in 2004.

Despite Dove's campaign mistakes, their overall message, their overall message of self-esteem and female empowerment left a permanent mark on advertising moguls. Companies that market female and beauty products followed in Dove's footsteps soon after. Always came out with their #LikeaGirl campaign and Pantene followed with their #ShineStrong and #NotSorry campaigns. Mallory Russell coined this the "Dove Effect." As a result, according to Russell,

more great examples of female empowerment campaigns that address body image and beauty issues that pay homage to Dove's legacy while pushing the genre forward can be seen. And let's be clear, female empowerment has moved from a trend to a genre unto itself (Russell, 2015). Dove pushed out over five campaigns in ten years, and as a result we are finally beginning to see a strong theme of body positivity and female empowerment in advertisements around the world.

Chapter 3

Methodology

This chapter presents the methods used to collect data for the study, including the data sources, participants, interview design, data collection, data presentation presentation and delimitations.

Data Sources

For this study, one expert from the field of public relations, marketing and women and gender studies were interviewed based on a single questionnaire. This questionnaire was specifically developed to answer the original research questions regarding the development and management of personal brands.

Participants

The public relations expert selected for the interview was Lindsay Zibach. Zibach is the Press Lead at SoulPancake, actor Rainn Wilson's media and production company, as well as the Line Producer at the Hollywood Reporter. As former Associate Producer of the Ellen DeGeneres Show and the Discovery Channel, Zibach has worked all sides of public relations and media production. The marketing expert selected for the interview was Rebecca Alarcio. Alarcio is a member of the California Polytechnic State University, San Luis Obispo Journalism Advisory Board. As a former Director of Public Affairs, Alarcio has worked in marketing and communication for over 30 years. The women and gender studies expert selected for the interview was Dr. Jane Lehr. Dr. Lehr is Chair of Women's & Gender Studies and Associate Professor in Ethnic Studies at California Polytechnic State University, San Luis Obispo. She is

also Director of the Humanities and Science, Technology & Society Minors Programs, specializing in research focusing on the complex relationships between gender, race, culture and education.

Interview Design

The following questions were given to each expert, with exceptions and additions based on each source's specialty.

Questions

1. How would you, as an expert in your field, describe the components of a successful branding campaign?
2. What is corporate social responsibility to you in your respective field of public relations/marketing/women and gender studies? What responsibility does Dove have to it's consumers when it comes to the branding of "Real Beauty?"
3. In what ways do you think the Dove Real Beauty Campaign succeeded in its branding, and what ways it failed?
4. What are the positives and negatives of two-way symmetrical communication? In what ways could Dove have benefited from this communication model?
5. How did the Dove Campaign for Real Beauty, if at all, set the bar for future campaigns?

Data Collection

The method of data collection for this study was three individual interviews with the expert from each field of study. The interviews were conducted during October and November 2015 and lasted approximately 20 - 45 minutes each. Each expert was asked questions from a

single questionnaire during their respective interview. Interviews were designed to provide perspicacity on original research questions.

Data Presentation

The data collected during each interview was recorded on a digital audio recorder. Written notes were taken to highlight important points each interviewee made while answering questions. This method of data collection ensures that the data is presented in the most complete and objective way possible.

Delimitations

There are limitations to this study based on the type of data collected and interview process. The study was conducted to assess the Dove Campaign for Real Beauty in respect to each expert's field of work, as well as their own personal beliefs and opinions. Hence, some limitations may exist on the data collected based on the assumption that the responses are biased and influenced by personal opinions.

Furthermore, school quarter time constraints limited the amount of extensive research that could have been conducted. All three interviews were recorded beginning to end, but some potential limitations may exist based on the informality and clarity of the interview process.

Chapter 4

Data Analysis

This chapter provides descriptions of each of the experts interviewed in the study, and a summarization of the respondent's answers to the questionnaire. All data was collected on recorded interviews that lasted approximately 20-45 minutes long. Since the answers were lengthy and perplex, they will be paraphrased or presented in the form of direct quotations. All answers will be analyzed in comparison to the original research questions and the literature review.

Description of Participating Experts in Related Fields

Public Relations.

The public relations expert for this study is Lindsay Zibach. Zibach, a California Polytechnic State University alum, has seen the ins and outs of the media and media relations industry. She is a former Associate Produce of the Ellen DeGeneres Show and of the Discovery Channel. From working with the top media moguls in the industry at NBC Universal, Zibach has a vast knowledge of the relationship between media and its publics. Zibach is currently the Press Lead at SoulPancake, actor Rainn Wilson's media and production company, as well as the Line Producer at the Hollywood Reporter. Zibach has worked in broadcast, production, story development, media relations and public relations. She has a comprehensive knowledge of the components of a successful media campaign, as well as how to connect with a public.

Marketing.

The marketing expert for this study is Rebecca Alarcio. Alarcio has been in the marketing business for over 30 years. She began working in television and radio, and then shifted into the

industry of marketing where she worked as the Director of Public Affairs for Alan Hancock College. Alarcio has been advising students and faculty in the field of marketing and advertising for years, as she is a member of the California Polytechnic State University, San Luis Obispo Journalism Advisory Board. Alarcio also teaches at the university as professor in communications and marketing.

Women and Gender Studies.

The women and gender studies expert selected for the interview was Dr. Jane Lehr. Dr. Lehr is Chair of Women's & Gender Studies and Associate Professor in Ethnic Studies at California Polytechnic State University, San Luis Obispo. She is also Director of the Humanities and Science, Technology & Society Minors Programs and Faculty Director of the Louis Stokes Alliance for Minority and Underrepresented Student Participation (LSAMP) in STEM Program. She is an women's studies scholar, as well as an activist, serving as elected co-chair of the National Women's Studies Association (NWSA). Lehr is a Postdoctoral Research Officer at the Centre for Informal Learning and Schools (CILS) at King's College, University of London. Her work in women's and gender studies has helped her focus on the complex relationships between gender, race, culture and education.

Dove Real Beauty Questionnaire

Each expert was asked to respond to the following questions and regarding personal branding:

1. How would you, as an expert in your field, describe the components of a successful branding campaign?

Question #1 was asked to better understand the ways professionals would define branding as a marketing tool, helping us understand why it exists in each field. The question was designed to clarify the full definition of the term branding, in order to create a clear understanding of the study.

- Lindsay Zibach: “In a successful campaign, the end goal is to have a call to action. True success isn't just having a point of purchase result, but having a new relationship built. So there is this book called Lovemarks, I forget who writes it, but it is the best summary of how there is access of respect and love. And companies that are really successful, like Subaru with the Golden Retrievers or Cheerios with mixed race families, they know how to find this sweet spot of having mutual respect with a consumer and having love. So in one regard, you have trends and in another you have just plain products. Like Windex, that just means nothing to you. But in this perfect parallel between respect and love for a product, you have this sweet spot called the “lovemark.” And if you hit a lovemark it's because your consumer base no longer thinks of you as something to buy, but as something that's going to influence their behavior for the better” (Appendix A).
- Rebecca Alarcio: “Well first of all, I want to clarify that for me, branding is about the promise that the company is making. Who are they and what are they saying they are going to do for you, and are they in fact doing it. It is not the logo. The logo represents the brand, but is not the brand. So a successful branding campaign would have the components of making sure that they have a goal, and that they have a means of telling their story, and maintaining it. You know, it's not a flash in the pan, it's not like, “Hey we are great and we are going to tell you about it today, and then we are going to go away.” You have to continue to deliver on the promise of whatever that brand is” (Appendix B).

- Jane Lehr: That is actually a really difficult question from within women and gender studies, because of the idea of branding. And so, that is premised on the idea that we should be making money by selling particular products. And the way that we are going to sell particular products and the way that we are going to tell a particular narrative about who women are, or who people are. And for some people in women and gender studies, and this is not necessarily my position, but the idea of talking about successful marketing is itself sort of a paradox. Because there is a question about whether or not you can sort of do ethical marketing. Is there such a thing as feminist, anti racist marketing. Right? Because can marketing be feminist, can marketing be antiracist, can marketing, because by its nature it is about selling, be it truly be challenging cisgender norms?" (Appendix C).

2. What is corporate social responsibility to you? What responsibility does Dove have to its consumers when it comes to the branding of "Real Beauty?"

Question #2 was designed to investigate the variations between corporate social responsibilities and branding within each of the fields. The question was developed to clarify the responsibilities discussed in regards to the Dove Campaign for Real Beauty. This question draws links between typical marketing strategies and marketing through a women's and gender studies lens.

- Lindsay Zibach: "Well, corporate responsibility is just PR unto itself, in that any company that's not going to be putting that first, any corporation because they are corporate, is out to make money. And they use phrases like corporate social responsibility to make it sound less terrifying to the conscious public. So it's just a gimmick from the get go. Dove doesn't genuinely care or prioritize inclusiveness of women, they want your

dollar and they are doing this because they think they are going to get more dollars. If you were starting as non profit, there would be a whole different motivation. So those words to me, mean somebody got in trouble or somebody called the flag on them, and now they have to have someone come in and tell them how to fix it. If you are going to say real beauty, the next question is to define what is real beauty? That is the rhetorical question that follows it. And any attempt real beauty, what that really means, into one print ad or one 15 second TV spot is going to put them in a hard position, because there will always be somebody excluded. You could include the disabled community by having a person in a wheelchair, but then what does that mean for people who are intellectually disabled? Or you could put someone in the trans community, but what if they are trans but actually haven't transitioned? So they put themselves in a bad position by doing that, because they in the outright, the general consensus of the general population right now is that real beauty just means women with curves. And I think they would to have had a much greater mosaic. They should have done something that said it is impossible to encapsulate real beauty in 15 seconds or one page, and they should have had like a massive mural of a 100 women. Or a flickering montage of all these different women. But they put themselves in that position by making it seem like it was about skin tone and size, exclusively” (Appendix A).

- Rebecca Alarcio: I believe that there are businesses that can be in business and also still be socially responsible. But it is unlikely that a business is only going to be socially responsible, but because they have to stay in business. So I think that a business can create what its standards are, and live by those, and try at all points to do the right thing. I think it is actually good business to have corporate social responsibility, because in this

day and age, consumers, when they have a choice between A and B, are going to choose B if B is giving them what they want and they know that they care about the environment, they care about certain issues, whatever it is they have focuses on. So really it is good business, but it is what people will expect now. And when a company doesn't do that, they are really kind of lacking in today's world" (Appendix B).

- Jane Lehr: "It seems like the goal of this campaign is to market Dove. And if the real beauty campaign had not resulted in increased sales, I at least haven't seen evidence and maybe it exists, but I haven't seen evidence that suggests Dove would have continued with it just because of their moral commitment. And so again, when I think of Dove, it is always important to remember it is a marketing strategy and their ultimate goal is to get you to buy their product. But speaking more broadly, and more ideally, I think that we should be working towards a situation where we can hold advertisers accountable for the types of images that they produce. I want to be in a place where you can say, "Okay, you might as a company not have created these narrow beauty norms, but it is dangerous for you to be upholding them." Under that ideal world, Dove would have type of accountability, but we definitely don't live in that world" (Appendix C).

3. In what ways do you think the Dove Real Beauty campaign succeeded in its branding, and what ways it failed?

Question #3 was created to summarize the respondent's opinions about the Dove Campaign for Real Beauty, and its successes and failures. The question was also designed to comprehend advice from each respondent regarding marketing tactics, specific to their field, that should be used when developing a campaign.

- Lindsay Zibach: “From a corporate perspective, exclusively, just branding awareness, those videos went around social media a lot. So they introduced themselves a lot to unique consumers, meaning consumers who have not been aware of the product before or used the product before. In that regard, I think it was successful. In terms of corporate social responsibility, the people to whom it would have really meant something, were probably really educated enough to read it for what it was. So I think they prompted unforeseen questions from the educated public” (Appendix A).
- Rebecca Alarcio: “Obviously they succeeded in some way because I am aware of it. Right? And even though I have never followed the campaign, I was able to give you a general idea of what it was they were doing. So, did they raise the conversation? Did they get themselves out there as part of trying to tell the story about what they believe about all women are equal in the eyes of beauty? Yeah, they probably did. Do you always run the risk of being faulted when you step out there and make a statement? Yeah, that happens. Yes, they have done the right thing, but they are still being criticized. So can you always win? No. Has this been a positive thing for them? Probably, because consumers are not going to dissect it to the level PR professionals are and women's groups are, or those groups who spend the time to think about these things. Some are just going to look at it at face value” (Appendix B).
- Jane Lehr: “I think the Dove Real Beauty Campaign was indeed a huge cultural phenomenon, a huge step forward. Pushing incredibly narrow boundaries around beauty and bodies, whether that is to do with race, age, body size. But it was so narrow that that push didn't actually get us to a place yet that is more fully inclusive, in terms of all bodies” (Appendix C).

4. What are the positives and negatives of two-way symmetrical communication? In what ways could Dove have benefited from this communication model?

Question #4 was designed for specifically for the professionals in the marketing and public relations fields. The question is meant to gain insight on how the two-way symmetrical communication model works in the marketing industry, and more so, how the model could benefit brands like Dove.

- Lindsay Zibach: “The positive is that you are going to have more competition. A positive from the public’s perspective is that your going to have more competition in a healthier way for more brands because you are going to be more and more tailored to your audience with that kind of feedback. The are weeding the audience where they are and giving them what they need, which is more work in the short-term, but less work in the long-term. And then other competing brands are going to have to do the same thing to keep up. So that's good for price, for efficiency, for product quality. The negative of it from the public's perspective is that how is the company going to accurately source that information without just getting, again like only asking white women because they are more accessible for those kinds of survey, or only asking people from a certain geographic area because that's where headquarters is. It's still like a voting population problem. You are still just going to get a tailored response because it’s not possible to get an accurate survey of every woman or of every person in what your target demographic is” (Appendix A).
- Rebecca Alarcio: “I would think there has been lots of conversation and feedback about this campaign. And there has probably been some positive and some negative. I would hope they could take that feedback, and respond, and maybe make alterations and

become a more inclusive campaign. So it certainly allows you to be responsive to your audiences, to your consumers. I don't really think there's a downside to the two-way symmetrical model. Unless, you are just really crappy at what you are doing” (Appendix B).

- Jane Lehr: “So the question is one: should Dove have consulted with a broad array of people when they were launching the campaign, and secondly: what would it look like if they had continued to get feedback? Again a lot of people were excited about the Dove campaign, and so depending on who they asked, this still narrow image of beauty may in fact be what a lot of people might have identified what they wanted to see. I think I would be interested to know more about sort of who is imagined as they people who should be asked. Like clearly, women with disabilities, as you have mentioned, are at least based on what I know, are not part ‘real beauty,’ according to Dove. It is also possible, if they did consultations, that they simply never included the women with disabilities. Because women with disabilities often are invisible as a demographic group, within marketing research. So thinking about when companies like Dove do marketing research, whether that occurs as part of a launch or in the midst of the campaign, just really trying to attend to who is included as the list of people or types of people that would obviously be there, and then what are the absences that remain?” (Appendix C).

5. How did the Dove Campaign for Real Beauty, if at all, set the bar for future campaigns?

Question #5 was created to collect opinions from each expert on the current marketing world, and how it has or has not changed as a result of Dove’s campaign. The question was also designed to examine how Dove altered the marketing tactics used in similar campaigns today.

- Lindsay Zibach: “I think SoulPancake is probably a great answer to that because much of SoulPancake bread and butter has become that ambush makeover for the positive. And we see that in their campaigns. We did a campaign recently where we sent love notes to people, we've done socktober, a lot of the kid president messaging. I guess magazine companies like Darling and Farley are doing this no photoshop rule, so I think it has transferred to editorial in this regard of trying to make real beauty mean non-synthetic. Also celebrities who are willing to show un-retouched photos, like Zendaya, showed the un-retouched version of her and the retouched version of herself, creating a ripple effect” (Appendix A).
- Rebecca Alarcio: “I don't think so. I don't think they ran their campaign much different than others. I mean they took this notion of women’s beauty and they are trying to be more inclusive and all of that, but I don't know that that is much different than other campaigns we have seen. I don't really have an opinion on that, other than that it doesn't really seem that far out from other things we are seeing” (Appendix B).
- Jane Lehr: I mean I know that even still ten years later, even in my classes my students talk about their very powerful first experiences with the Dove beauty campaign. And that sense of finding an alternative, and I think for many people, and I can comment on most of the students I interact with, for many students I talk with here at Cal Poly, the dove real beauty campaign has functioned as a way into bigger questions around beauty, capitalism, race and bodies. It sort of acts as an entry point, and that's amazing right? Because all of these entry points into discussion, we need a multiplicity of them. Your bigger question is, what is the work that the campaign is actually doing? And I think the campaign includes women of color, it includes women who would be categorized as plus-

sized within the modeling industry. And so again, given that particular moment the campaign came out, that was giant. So in other campaigns we have expanded to a certain size, and up to a certain size you are good, but there is still a dividing line between which bodies are a part of the campaign and which bodies are not” (Appendix C).

The Dove Campaign for Real Beauty Research Questions

The following seven research questions were used for the project to critically analyze the Dove Campaign for Real Beauty, and to establish the various strategies and methods that are currently being applied by marketing, public relations and women and gender studies professionals. A literature review was conducted to better analyze the campaign based on expert opinions.

Research Question 1: What is the Dove Real Beauty campaign and what was Dove’s campaign objective?

- The Dove® Campaign for Real Beauty: “*The Real Truth About Beauty: A Global Report*, Dove® launched the Campaign for Real Beauty in 2004. The campaign started a global conversation about the need for a wider definition of beauty after the study proved the hypothesis that the definition of beauty had become limiting and unattainable. Among the study’s findings was the statistic that only 2% of women around the world would describe themselves as beautiful.” (The Dove® Campaign for Real Beauty).

Research Question 2: What was the campaign’s timeline and how was the campaign implemented?

- The Dove® Campaign for Real Beauty: “The Dove® Campaign for Real Beauty was created to provoke discussion and encourage debate. Since 2004, Dove® has employed

various communications vehicles to challenge beauty stereotypes and invite women to join a discussion about beauty. In 2010, Dove® evolved the campaign and launched an unprecedented effort to make beauty a source of confidence, not anxiety, with the Dove® Movement for Self-Esteem” (The Dove® Campaign for Real Beauty).

Research Question 3: How was body image portrayed in the campaign?

- The Good, the Bad and the Ugly of the Dove Campaign for Real Beauty: “One of the greatest achievements of the Dove campaign is that it initiated a global conversation to widen the definition of beauty. The main issue being targeted was the repetitive use of unrealistic, unattainable images, which consequently pose restrictions on the definition of beauty. Dove sought to change the culture of advertising by challenging beauty stereotypes; they selected real women whose appearances are outside the stereotypical norms of beauty (e.g., older women with wrinkles, overweight women). The real women were attractive and likeable to their female audience because they were relatable and provided a “fresh” perspective within the media. The campaign’s success is evident in the tremendous publicity that it has received, for example, with the models being asked to appear as guests on many popular American talk shows, including The View, Good Morning America, The Today Show, Ellen, and Geraldo” (Celebre, 2014).

Research Question 4: What was the corporate social responsibility?

- In Dove We Trust: “It was so refreshing to see a brand that actually seemed to care enough to understand women her self doubts, her conflict with feeling beautiful in the face of stick-thin models held up to represent the ideal of female beauty, and perhaps even the anger she feels about the distorted messages young girls grow up with today. The difference is that the Dove Campaign for Real Beauty didn’t just attach its brand

superficially to a charity or cause; it created a deep soul connection with women on the most personal level. In doing so, Dove created a powerful bond between women and its brand, the kind of bond that builds true trust, which can and should be the whole point of corporate social responsibility” (Molitor, 2008).

Research Question 5: What were the campaign’s strengths, weaknesses and consequences?

- Customer Engagement: Exploring Customer Relationships Beyond Purchase: “Individuals will feel that the company cares about them and has their best interests at heart” (Vivek, 2015).
- Real Beauty, Really Dove?: “Back in 2005, I called those ads not only hypocritical—by claiming to celebrate ordinary bodies while selling products meant to improve them—but also discomfiting” (Daum, 2013).
- The Good, the Bad and the Ugly of the Dove Campaign for Real Beauty: Despite the immense popularity and commercial success of the campaign, it has also been subject to much criticism. Many critics have relentlessly questioned and brought into focus the campaign’s mixed messages, which have left some consumers feeling ambivalent towards the Dove brand. On the one hand, the Dove Campaign for Real Beauty can be viewed as espousing a positive message, with the goal of changing women’s attitudes toward their perception of beauty. On the other hand, consumers are also aware of the campaign’s conflicting goal, one that is imperative and alike to all advertising campaigns, which is to increase sales” (Celebre, 2014).

Research Question 6: Why was a two-way symmetrical model crucial for the campaign's success?

- Managing Public Relations: Two-way symmetrical model uses communication to negotiate with the public, resolve conflict and promote mutual understanding and respect between the organization and its stakeholders” (Grunig, 1984).

Research Question 7: How does the Dove Campaign for Real Beauty affect the implementation of future campaigns?

- How Dove's Campaign for Real Beauty Ushered in New Age of Female Empowerment: “The video space is finally seeing the effects of its influence with a recent outpouring of female empowerment-themed campaigns. From Always' *#LikeAGirl* to Pantene's *#ShineStrong* and *#NotSorry* and GoldieBlox's *The Princess Machine*, Dove's decade long campaign to encourage positive body images in women is still the gold standard of female empowerment. Whatever way viewers chose to interpret the message, it is undeniable that this debate drove media coverage, buzz, and increased viewership for these video and the brand. The increased debate around issues of female empowerment has also paved the way for other brands to join in the conversation.” (Russell, 2014).

Dove Campaign for Real Beauty Data

For this study, it was crucial to gather responses from each of the experts that connected to the research questions. Each of the experts has a specialized knowledge from each of their own field of study. The questionnaire the experts responded to was designed to collect personal opinions that would reflect back on the original research questions. Different opinions and perspectives were gathered to offer insight on the literature review.

Research Question 1: What is the Dove Real Beauty campaign and what was Dove’s campaign objective?

- This research question was developed to better understand the purpose of the Dove Campaign for Real Beauty. Furthermore, the question was intended to unveil the history, intentions and goals behind the campaign, as well as the campaign’s residual effects on each of the fields of public relations, marketing and women and gender studies.
- Experts responded to the question according to their respective field, which helped develop a better understanding of why the campaign exists. All three respondents agreed that Dove used a corporate social responsibility tactic to reach their overall goal, which was to develop brand loyalty and increase product sales.

Table 1

Analyzing branding and the premise of the campaign.

Respondent	The Dove Campaign for Real Beauty	Current tools and tactics used by professionals in relevant fields
Lindsay Indermill	Their goal is not just to sell a product; it is to create a relationship with the consumer.	Have a call to action in the campaign. Success isn't making a sale, but creating long-term consumer loyalty.
Rebecca Alarcio	The brand was not acting as a logo, but rather a promise to Dove’s consumer.	To be successful, brands need to continue to deliver on whatever promise the brand is making.
Jane Lehr	Marketing itself is a paradox. It is impossible to have ethical marketing.	Break the boundaries of what is normal. Advertising needs to include women of all body sizes, colors and abilities.

Research Question 2: How was the campaign implemented?

- This question was designed to better understand the brand management and evolution of the Dove Campaign for Real Beauty over time. Experts discuss branding in terms of the implementation process of spreading information about a company, brand or product to a target public. As variations of the original campaign were released, Dove’s implementation tactics altered.
- Each expert was asked to define branding in respect to each of their fields. In order to better understand the definition of branding, its process and its effects, the respondents described how and why they think a company brands themselves, or one of their products. With the responses from each expert, the question was designed to help differentiate the goals and branding processes companies use overtime.

Table 2

Implementation of the Dove Campaign for Real Beauty.

Respondent	The Dove Campaign for Real Beauty	Examining the timeline and implementation of the campaign
Lindsay Zibach	They sugarcoated the same message other companies are branding. In the end, they just want to make sales.	A good campaign doesn't push the consumer to think of them as something to buy, but something that will change their behavior.
Rebecca Alarcio	Showed that the definition of beauty is not what has been taught by prior advertising.	A good campaign can redefine what the standards are.
Jane Lehr	They created the first step into an all-encompassing and inclusive advertising world. But in today’s terms, they were not as diverse in their ads as they should have been.	Advertisements that claim to be all inclusive should include people from all groups, big and small.

Research Question 3: How was body image portrayed in the campaign?

- This research question was developed to pinpoint the strategy companies are using to tie body image to sales. Public relations professionals are being forced to find a social cause their consumers will believe in. Dove chose the issues surrounding body image in the media. The company used body image and the perception of real beauty to act as the backbone of their campaign. Their advertisements were extremely innovative for their time, featuring women who did not emulate the typical model body type.
- The goal was to understand the relationship between the marketing of “real beauty” and consumer impressions. When consumers received a positive impression of body image from Dove’s advertisements, they were more likely to express customer loyalty and purchase a Dove product over a leading competitor.

Table 3

Body image in the Dove Campaign for Real Beauty.

Respondent	The Dove Campaign for Real Beauty	Personal Standard
Lindsay Zibach	Dove told women that they were beautiful, but their bodies were something that needs improvement, and by purchasing Dove you are on the path to improvement, which is hypocritical.	No campaign that focuses on only a handful of women can possibly be all-inclusive of everybody type.
Rebecca Alarcio	Dove helped teach women the new normal for beauty.	Beauty isn’t being a size 2 or having perfect features.
Jane Lehr	They helped broaden the definition of beauty, but by no means broadened it enough.	Beauty is more than just being curvy or skinny, it is being inclusive of skin color, trans women and the disabled.

Research Question 4: What was the corporate social responsibility?

- Each expert was asked to clarify their definition of corporate social responsibility in. Zibach and Alarcio agreed that corporate social responsibility in today’s marketing is just good business. “Corporate responsibility is just PR unto itself, in that any company that's not going to be putting that first. Any corporation because they are corporate, is out to make money. And they use phrases like corporate social responsibility to make it sound less terrifying to the conscious public. Dove doesn't genuinely care or prioritize inclusiveness of women, they want your dollar and they are doing this because they think they are going to get more dollars” (Appendix A).
- Zibach and Alarcio agree that corporate social responsibility is not genuine, but rather a smart marketing tool. At the end of the day, Dove’s Campaign for Real Beauty was not ultimately trying to change the portrayal of body image in media, they were trying to build a loyal customer base and make sales.

Table 4

Corporate social responsibility in the Dove Campaign for Real Beauty.

Respondent	The Dove Campaign for Real Beauty	Personal Standard
Lindsay Zibach	Dove realized advertisers had a bad rap, and took it upon themselves to make a change.	Corporate social responsibility is PR unto itself.
Rebecca Alarcio	They changed the beauty ideals for women.	Corporate social responsibility is good business.
Jane Lehr	Even with corporate social responsibility, brands still have the ultimate goal to sell you a product.	Advertisers should be held accountable for the types of images they produce.

Research Question 5: What were the campaign’s strengths, weaknesses and consequences?

- This question was developed to clarify the successes and failures of the Dove Campaign for Real Beauty from the perspectives of each expert. After gathering the experts’ definitions of branding goals and objectives, and corporate social responsibility, this question is designed to clarify whether the campaign was overall a success or a failure. From a public relations and marketing position, the campaign was a success.
- Both Zibach and Alarcio agreed that the campaign’s overall goal was to increase brand awareness, and in that aspect, Dove succeeded. “Obviously they succeeded in some way because I am aware of [the campaign]. Right? And even though I have never followed the campaign, I was able to give you a general idea of what it was they were doing. So, did they raise the conversation? Did they get themselves out there as part of trying to tell the story about what they believe about all women are equal in the eyes of beauty? Yeah, they did” (Appendix B).

Table 5

Strengths, weaknesses and consequences of the Dove Campaign for Real Beauty.

Respondent	The Dove Campaign for Real Beauty	Was the campaign successful overall?
Lindsay Zibach	Strengths: Included more body types, set a new bar for advertising, increased sales. Weaknesses: Hypocritical, diluted.	Yes
Rebecca Alarcio	Strengths: Increased sales, widened definition of beauty. Weaknesses: None.	Yes
Jane Lehr	Strengths: More inclusive. Weaknesses: Not inclusive enough.	Yes

Research Question 6: Why was a two-way symmetrical model crucial for the campaign’s success?

- This question was designed to establish a well-rounded perspective on the two-way symmetrical communication model. All three of the experts, as well as the literature, agreed that the two-way symmetrical model was overall an effective communication tactic. The two-way symmetrical model offers much more feedback from the community companies are trying to reach.
- “I would think there has been lots of conversation and feedback about this campaign. And there has probably been some positive and some negative. I would hope they could take that feedback, and respond, and maybe make alterations and become a more inclusive campaign. So it certainly allows you to be responsive to your audiences, to your consumers. I don't really think there's a downside to the two-way symmetrical model”
(Appendix B).

Table 6

The two-way symmetrical model and the Dove Campaign for Real Beauty.

Respondent	Benefits	Drawbacks
Lindsay Zibach	Originally it was innovative.	Currently it reads as inauthentic and diluted.
Rebecca Alarcio	Creates a loyal foundation of consumers.	None.
Jane Lehr	Makes a campaign message more transparent and authentic.	Some groups might be left out.

Research Question 7: How does the Dove Campaign for Real Beauty affect the implementation of future campaigns?

- This final research question was developed to understand the residual effects of the Dove Campaign for Real Beauty on other advertisements. Each expert would agree that to some degree, the Dove Campaign for Real Beauty had a prominent effect on the advertising world.
- While Dove’s all-inclusive message might not have been as large as they had hoped, Dove did take a step forward in the right direction. Ultimately, the campaign was innovating and groundbreaking for its time, setting the bar for future campaigns to come.

Table 7

Effects on future implementation of campaigns.

Respondent	The Dove Campaign for Real Beauty today	Did it set the bar?
Lindsay Zibach	Dove set the bar for change. Companies like SoulPanckae have followed in Dove’s footsteps.	Yes
Rebecca Alarcio	It doesn't really seem that far out or different from other things we are seeing.	No
Jane Lehr	Dove opened the door for companies to keep challenging the norm.	Yes

Chapter 5

Discussion and Recommendations

Summary

This study was conducted following the unprecedented Dove Campaign for Real Beauty. Dove is a globally recognized brand, with new groundbreaking advertisements coming out almost yearly. This study examines the existing literature surrounding the Dove Campaign for Real Beauty, the brand's successes and failures, their corporate social responsibility and brand marketing and evolution, through a two-way symmetrical communication model.

In order to further explore the strategies and practices utilized by professionals in the marketing, public relations and women and gender studies fields. One expert from each of these fields was asked to answer questions in response to the Dove Campaign for Real Beauty. Their interviews for the study were organized around a sole questionnaire containing the following research questions:

1. What is the Dove Real Beauty campaign and what was Dove's campaign objective?
2. What was the campaign's timeline and how was the campaign implemented?
3. How was body image portrayed in the campaign?
4. What was the corporate social responsibility?
5. What were the campaign's strengths, weaknesses and consequences?
6. Why was a two-way symmetrical model crucial for the campaign's success?
7. How does the Dove Campaign for Real Beauty affect the implementation of future campaigns?

Discussion

After analyzing data collected in Chapter 4, links between the responses the experts made during their interviews and the secondary research literature found in Chapter 2, it is practicable to make the following conclusions in respect to the following original research questions.

Research Question 1: What is the Dove Real Beauty campaign and what was Dove's campaign objective?

All three of the respondents communicated their existing knowledge and experience with the Dove Campaign for Real Beauty. They started their responses with their perspectives on branding in general. This research question was developed to better understand the purpose of the Dove Campaign for Real Beauty. Furthermore, the question was intended to reveal unveil the history, intentions and goals behind the campaign, as well as the campaign's residual effects on each of the fields of public relations, marketing and women and gender studies. Experts responded to the question according to their respective field, which helped develop a better understanding of why the campaign exists. All three respondents agreed that Dove used a corporate social responsibility tactic to reach their overall goal, which was to develop brand loyalty and increase product sales.

The literature reflects a similar idea. According to Taylor, in the modern business world, providing a great product and shopping experience will only get you so far. If you really want your customers to keep coming back, you need to let them know that their dollars will be doing some good (Taylor, 2015). The businesses that recognize how important it is to be socially and environmentally conscious and utilize their ability to advertise their charitable initiatives and work for social causes, will benefit immensely. The companies that incorporate a social

responsibility into their business plan will prove that a corporate dedication to a social cause will lead to consumer loyalty and a hearty reputation.

Research Question 2: What was the campaign's timeline and how was the campaign implemented?

This question was designed to better understand the brand management and evolution of the Dove Campaign for Real Beauty over time. Experts discuss branding in terms of the implementation process of spreading information about a company, brand or product to a target public. As variations of the original campaign were released, Dove's implementation tactics altered. Each expert was asked to define branding in respect to each of their fields. In order to better understand the definition of branding, its process and its effects, the respondents described how and why they think a company brands themselves, or one of their products. With the responses from each expert, the question was designed to help differentiate the goals and branding processes companies use overtime.

According to Deighton, Dove mastered brand their brand management and evolution. Over time, Dove re-developed their implementation tactics in response to the ever-changing campaign environment. The development causes the brand team to take a fresh look at the clichés of the beauty industry. The result is the controversial Real Beauty campaign. As the campaign unfolds, Unilever learns to use the Internet, and particularly social network media like YouTube, to manage controversy (Deighton, 2008). Dove mastered their campaign brand management and implementation tactics. The company was able to reevaluate and adjust with every shift in the market.

Research Question 3: How was body image portrayed in the campaign?

This research question was developed to pinpoint the strategy companies are using to tie body image to sales. Public relations professionals are being forced to find a social cause their consumers will believe in. Dove chose the issues surrounding body image in the media. The company used body image and the perception of real beauty to act as the backbone of their campaign. Their advertisements were extremely innovative for their time, featuring women who did not emulate the typical model body type. This research question was specifically designed to better understand the relationship between the marketing of “real beauty” and consumer impressions. When consumers received a positive impression of body image from Dove’s advertisements, they were more likely to express customer loyalty and purchase a Dove product over a leading competitor.

The literature states that the portrayal of body positivity was purely as a result of Dove’s need to act on an important social issue. In a global study, Dove discovered that only two percent of women would describe themselves as beautiful (Celebre, 2014). In response to the study, Dove created the Campaign for Real Beauty to highlight realistic women with natural looking figures and features.

All three experts agreed that body positivity was used as a marketing tactic to increase sales. In fact, Zibach believes the entire campaign was hypocritical. Dove told women that they were beautiful, but their bodies were something that needs improvement, and by purchasing Dove you are on the path to improvement—making the entire point of the campaign duplicitous. Ingenuity unveils the company’s true intentions, which was to increase sales and sell products to consumers.

Research Question 4: What was the corporate social responsibility?

Each expert was asked to clarify their definition and opinion of corporate social responsibility in respect to their professional field. Each expert answered comparably. Both Zibach and Alarcio agreed that corporate social responsibility in today's marketing is just good business. "Corporate responsibility is just PR unto itself, in that any company that's not going to be putting that first. Any corporation because they are corporate, is out to make money. And they use phrases like corporate social responsibility to make it sound less terrifying to the conscious public. So it's just a gimmick from the get go. Dove doesn't genuinely care or prioritize inclusiveness of women, they want your dollar and they are doing this because they think they are going to get more dollars" (Appendix A). Zibach and Alarcio agree that corporate social responsibility is not genuine, but rather a smart marketing tool. At the end of the day, Dove's Campaign for Real Beauty was not ultimately trying to change the portrayal of body image in media, they were trying to build a loyal customer base and make sales. The only way to build a loyal customer base is to connect on a personal level, and that connector is corporate social responsibility.

The literature made similar points. According to Bhattacharya, both company-specific factors, such as the CSR issues a company chooses to focus on and the quality of its products, and individual-specific factors, such as consumers' personal support for the CSR issues and their general beliefs about CSR, as key moderators of consumers' responses to CSR (Bhattacharya, 2001). If a company chooses the right corporate social responsibility to act on—one that consumers will care about—they can control and gauge their consumers' responses. Consumers are more likely to act on a company's call to action if they morally believe in the company.

Research Question 5: What were the campaign's strengths, weaknesses and consequences?

This question was developed to clarify the successes and failures of the Dove Campaign for Real Beauty from the perspectives of each expert. After gaining knowledge about each expert's definition and opinion on branding goals and objectives, and corporate social responsibility, this question is designed to clarify whether the campaign was overall a success or a failure. From a public relations and marketing position, the campaign was a success. Both Zibach and Alarcio agreed that the campaign's overall goal was to increase brand awareness, and in that aspect, the campaign succeeded. "Obviously they succeeded in some way because I am aware of [The Dove Campaign for Real Beauty]. Right? And even though I have never followed the campaign, I was able to give you a general idea of what it was they were doing. So, did they raise the conversation? Did they get themselves out there as part of trying to tell the story about what they believe about all women are equal in the eyes of beauty? Yeah, they did. Do you always run the risk of being faulted when you step out there and make a statement? Yeah, that happens" (Appendix B). Dove's campaign was able to significantly increase brand awareness, making it a marketing and advertising success.

From a women and gender studies position, the campaign's goal was to uphold their corporate social responsibility to accurately portray women of all groups, sizes and skin colors. While Dr. Lehr understands marketing companies have a goal to make sales, she believes in the aspect of corporate social responsibility the company failed. Dove claimed to be all-inclusive of women, but they failed to include representations of women from major groups of society. For example, almost all women who were supposed to represent the black community were all lighter skinned. "I think, as a women and gender studies/ethnic studies scholar, I definitely believe we should be holding corporations like dove accountable" (Appendix C).

The literature made agreeing statements to all three experts. In respect to marketing, the company succeeded by increasing brand awareness and raising the conversation about women's beauty. But in regards to upholding their haughty position of being all-inclusive social activists, Dove was not entirely successful. The literature points out that even 10 years after the campaign, launched, it is still going strong. According to Celebre, one reason may be that despite the critiques, the campaign can still be seen as a step in the right direction. Furthermore, Dove continues to develop new initiatives that promote positive body image (Celebre, 2014). Dove might not have entirely succeeded in their goal to be all-inclusive, but they definitely succeeded in their goal to be more inclusive. Dove broadened the definition of beauty and pushed the topic of body positivity into the right direction.

Research Question 6: Why was a two-way symmetrical model crucial for the campaign's success?

This question was designed to establish a well-rounded perspective on the two-way symmetrical communication model. All three of the experts, as well as the literature, agreed that the two-way symmetrical model was overall an effective communication tactic. The two-way symmetrical model offers much more feedback from the community companies are trying to reach. "I would think there has been lots of conversation and feedback about this campaign. And there has probably been some positive and some negative. I would hope they could take that feedback, and respond, and maybe make alterations and become a more inclusive campaign. So it certainly allows you to be responsive to your audiences, to your consumers. I don't really think there's a downside to the two-way symmetrical model" (Appendix B). If Dove had utilized the two-way symmetrical model more effectively throughout their campaign, they would have received feedback from their audience about the need to include different types of women in

their campaigns. The two-way symmetrical model would have aided in making the campaign all-inclusive.

Research Question 7: How does the Dove Campaign for Real Beauty affect the implementation of future campaigns?

This final question was developed to understand the residual effects of the Dove Campaign for Real Beauty on other advertisements. Each expert would agree that to some degree, the Dove Campaign for Real Beauty had a prominent effect on the advertising world. While Dove's all-inclusive message might not have been as large as they had hoped, Dove did take a step forward in the right direction. Ultimately, the campaign was innovating and groundbreaking for its time, setting the bar for future campaigns to come.

Dove proved to the advertising world that it is okay to challenge the status quo. This message had a critical impact on many future campaigns that surround women's empowerment. Following the Dove Campaign for Real Beauty, Pantene came out with its #NotSorry campaign, which taught girls to not be afraid to speak up and act with confidence. Another example would be Always's #LikeaGirl campaign, which also spearheaded the women's empowerment movement (Russell, 2014).

Dove's campaign affected groups outside of the advertising business. Celebrities are taking it into their own hands to shower women and girls what real beauty is. According to Zibach, celebrities who are willing to show un-retouched photos, like Zendaya, showed the un-retouched version of her and the retouched version of herself, creating a ripple effect (Appendix A).

Recommendations for Practice

After completing the research study, enough information and data has been collected to allow a thorough and prompt analysis of the Dove Campaign for Real Beauty.

Common themes arose from the advice given by each of the three experts interviewed. All common themes are viewed as a recommendation of practice from each of the three fields of public relations, marketing and women and gender studies. In consideration of future practices, some recommendations to uphold your corporate social responsibility. If your company is preaching all-inclusivity, your campaign better be entirely all-inclusive. Do not preach something your company cannot uphold. Another recommendation would be to utilize the two-way communication model to your advantage. The two-way communication model provides a lot of audience feedback, that can help work out kinks in your company's message. Utilization of the two-way communication model would have helped Dove discover their campaign was not entirely all-inclusive.

Be Innovative

The best way to leave a mark on your audience is to be innovative. Groundbreaking campaigns that offer fresh content and challenge the norm are successful. We are living in an era of change, and the upcoming generation wants to see fresh ideas and change. Not only is it important to connect with your target audience on a personal level, but it is important to reach out to your target audience in a creative way that captivates their attention. Unique campaigns that offer memorable factors will stick within the minds of the audience, leaving an everlasting mark.

Be Honest

Public relations tends to have a notorious reputation for being full of dishonest messages. PR practitioners are often accused of lying or cheating their way into the minds of their audience. Companies often use their corporate social responsibility to engage on a deeper level with their consumers. When companies are not entirely invested into a social cause that their brand supports, consumers will view this as disingenuous and will be less likely to develop a relationship with the brand. People appreciate honesty. Companies who are genuinely invested in their campaigns, their social causes and their communities will thrive. Deceit may lure a few followers here and there, but it will be short-lived. Only honest and genuine messages will attract a loyal consumer base.

Be Consistent

As seen in the Dove Campaign for Real Beauty, campaigns that stretch out over an extended period of time tend to evolve. Evolution of a campaign is natural. Shifting a campaign message is not. It is crucial to keep your brand's message consistent throughout any given campaign at any given time. Consumers who receive multiple different messages from a brand throughout a campaign will eventually ride the brand off as phony. Even if your intention is to have the same call to action throughout each campaign, but preach a different message, consumers will only receive a diluted message. Brands need to emit clear messages to their audience, resulting in a clear plan of action. In regards to Dove's latter campaigns, their messages evolved over time, eventually changing entirely from the original message Dove emitted. According to Zibach, now it's not even an original concept anymore and it feels diluted and it reads as inauthentic and disingenuous (Appendix A).

Study Conclusion

In conclusion, Dove's campaign was overall successful in its goal to increase brand awareness, widen the definition of beauty and increase inclusivity in advertising. The campaign was widely successful in its goal to increase brand awareness, since many of the campaign ads were so innovative they went viral, reaching millions of viewers. Dove broadened the definition of beauty and pushed the advertising world to do the same. Following the campaign, many campaigns now stress realistic body images of women. Furthermore, the campaign was innovative in that it included a much more inclusive group of featured women. With that being said, Dove did label themselves as "all-inclusive," and this simply was not true. Dove missed a ton of groups of women who would have been included if Dove actually portrayed an all-inclusive representation of society. Not only did Dove fail to include women with disabilities, trans women and women of more various body types, Dove also failed to include a realistic representation of all women of different skin colors. The campaign was innovative enough to be institutional in regards to the field of public relations and marketing. This study functions as an educational tool for the fields of public relations, marketing and women and gender studies.

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Appendix A

Interview Transcripts: Lindsay Zibach

The following interview was conducted to get an expert opinion from a public relations perspective based on a questionnaire about the Dove Campaign for Real Beauty.

Interviewer: Kelly Indermill
Respondent: Press Lead at SoulPancake and Line Producer
at The Hollywood Reporter (Lindsay Zibach)
Date of Interview: 11/08/2015

Interview Transcript

Kelly Indermill: "What are the components of a successful branding campaign?"

Lindsay Zibach: "In a successful campaign, the end goal is to have a call to action. True success isn't just having a point of purchase result, but having a new relationship built. So there is this book called Lovemarks, I forget who writes it, but it is the best summary of how there is access of respect and love. And companies that are really successful, like Subaru with the Golden Retrievers or Cheerios with mixed race families, they know how to find this sweet spot of having mutual respect with a consumer and having love. So in one regard, you have trends and in another you have just plain products. Like Windex, that just means nothing to you. But in this perfect parallel between respect and love for a product, you have this sweet spot called the "lovemark." And if you hit a lovemark it's because your consumer base no longer thinks of you as something to buy, but as something that's going to influence their behavior for the better."

KI: "Are you familiar with the phrase corporate social responsibility?"

LZ: "Yes."

KI: "Okay, what does corporate social responsibility mean to you? And what responsibility does Dove have to it's consumers when it comes to the branding of 'Real Beauty?'"

LZ: "Well, corporate responsibility is just PR unto itself, in that any company that's not going to be putting that first, any corporation because they are corporate, is out to make money. And they use phrases like corporate social responsibility to make it sound less terrifying to the conscious public. So it's just a gimmick from the get go. Dove doesn't genuinely care or prioritize inclusiveness of women, they want your dollar and they are doing this because they think they are going to get more dollars. If you were starting as non profit, there would be a whole different motivation. So those words to me, mean somebody got in trouble or somebody called the flag on them, and now they have to have someone come in and tell them how to fix it. What was the second part of your question?"

KI: "What social responsibility does Dove have when it brands the phrase "Real Beauty?"

LZ: “Well, if you are going to say real beauty, the next question is to define what is real beauty? That is the rhetorical question that follows it. And any attempt real beauty, what that really means, into one print ad or one 15 second TV spot is going to put them in a hard position, because there will always be somebody excluded. You could include the disabled community by having a person in a wheelchair, but then what does that mean for people who are intellectually disabled? Or you could put someone in the trans community, but what if they are trans but actually haven't transitioned? So they put themselves in a bad position by doing that, because they in the outright, the general consensus of the general population right now is that real beauty just means women with curves. And I think they would to have had a much greater mosaic. They should have done something that said it is impossible to encapsulate real beauty in 15 seconds or one page, and they should have had like a massive mural of a 100 women. Or a flickering montage of all these different women. But they put themselves in that position by making it seem like it was about skin tone and size, exclusively.”

KI: “In what ways do you think Dove succeeded in its branding, and what ways do you think it fell short?”

LZ: “From a corporate perspective, exclusively, just branding awareness, those videos went around social media a lot. So they introduced themselves a lot to unique consumers, meaning consumers who have not been aware of the product before or used the product before. In that regard, I think it was successful. In terms of corporate social responsibility, the people to whom it would have really meant something, were probably really educated enough to read it for what it was. So I think they prompted unforeseen questions from the educated public.”

KI: “What do you think the positives and negatives of two-way symmetrical communication?”

LZ: “The positive is that you are going to have more competition. A positive from the public's perspective is that you are going to have more competition in a healthier way for more brands because you are going to be more and more tailored to your audience with that kind of feedback. They are weeding the audience where they are and giving them what they need, which is more work in the short-term, but less work in the long-term. And then other competing brands are going to have to do the same thing to keep up. So that's good for price, for efficiency, for product quality. The negative of it from the public's perspective is that how is the company going to accurately source that information without just getting, again like only asking white women because they are more accessible for those kinds of survey, or only asking people from a certain geographic area because that's where headquarters is. It's still like a voting population problem. You are still just going to get a tailored response because it's not possible to get an accurate survey of every woman or of every person in what your target demographic is. So you are kind of back to square one.”

KI: “So more specifically, what are the positives and negatives for Dove if they use the two-way symmetrical model?”

LZ: “Years ago when that campaign came out it was really innovative thinking, and it appeals to this pathos of feeling like we are all in this together and let's make the world a better place. So years ago, it was innovative. Now, I don't think it feels that way because companies like

SoulPancake of inundated this space with these like “we took a group of unsuspecting people and we showed them how amazing our product was and then they felt great.” So now it's not even an original concept anymore and it feels diluted and it reads as inauthentic and disingenuous to start doing that kind of thing now. So that's the negative. The positive is that, when done right—and that's the hard part, to do it right—I think right in that situation means having a fresh take. When done right, if someone can find a way to crack the corporate shell to get to an actual situation of social good, it's going to change how business is done, what business means. Especially as our generation gets older, and we flock to things like farmer's markets and away from gigantic supermarkets, and we are really concerned about animal testing on products and we would rather spend the extra dollar. To keep up with the upcoming generation, corporations are going to have to change and not be as focused on that bottom dollar if they want to survive. Which is a complete reversal of what business has always meant. But generations just smarter and more aware of what's going on around them as information is dispersed more widely and i really do think it will be the only way companies do survive. Or else everyone is going to get the SeaWorld treatment, which is that everyone is so aware of what you're actually up to that you have to go out of business one step at a time.”

KI: “So how do you think this campaign set the bar for advertising and future campaigns?”

LZ: “Yeah well I think SoulPancake is probably a great answer to that because much of SoulPancake bread and butter has become that ambush makeover for the positive. And we see that in their campaigns. We did a campaign recently where we sent love notes to people, we've done socktober, a lot of the kid president messaging. I guess magazine companies like Darling and Farley are doing this no photoshop rule, so I think it has transferred to editorial in this regard of trying to make real beauty mean non-synthetic. Also celebrities who are willing to show un-retouched photos, like Zendaya, showed the un-retouched version of her and the retouched version of herself, creating a ripple effect. I am also forgetting what your original question was?”

KI: “How did Dove set the bar for future campaigns?”

LZ: “Oh, okay yeah. So I am trying to think beyond the content, I am trying to think more about strategy. So from a content respect as a ripple effect in beauty, which I guess is the industry that dove would consider themselves. From a strategy perspective, they set this precedent of using what I would consider behind the scenes material as the actual content. so more companies are willing to show the bare bones of putting something together. I think it's Febreze that does these “This is a regular person who is in a really smelly room with a dead cat,” so on one hand, sort of like how reality TV is a cheap version of scripted TV. It saves them time and money because they don't have to pay for any famous people's day rate. And on the whole, it's probably much easier to produce. Its story-based marketing. So now instead of having someone talk at you for 15 seconds, you go through a story arc with somebody where you go from feeling one way and then feeling the other. So what it really set precedence for was feeling a shift of an advertisement where you have emotionally shifted with someone on their own journey. I think that's what it did.”

KI: “Anything else you would like to say that I didn't already ask you?”

LZ: “No, just make clear that they've put this nice sweet label on it, but at the end of the day they are still just trying to sell a product. And this is just a really sugar coated way of forcing the same pill down your throat.”

Appendix B

Interview Transcripts: Rebecca Alarcio

The following interview was conducted to get an expert opinion from a marketing perspective based on a questionnaire about the Dove Campaign for Real Beauty.

Interviewer: Kelly Indermill

Respondent: Associate Professor & Cal Poly Journalism
Advisory Board Member (Rebecca Alarcio)

Date of Interview: 11/05/2015

Interview Transcript

Kelly Indermill: "How would you, as an expert in your field, describe the components of a successful branding campaign?"

Rebecca Alarcio: "Well first of all, I want to clarify that for me, branding is about the promise that the company is making. Who are they and what are they saying they are going to do for you, and are they in fact doing it. It is not the logo. The logo represents the brand, but is not the brand. So a successful branding campaign would have the components of making sure that they have a goal, and that they have a means of telling their story, and maintaining it. You know, it's not a flash in the pan, it's not like, "Hey we are great and we are going to tell you about it today, and then we are going to go away." You have to continue to deliver on the promise of whatever that brand is."

KI: "Okay, so what does corporate social responsibility mean to you?"

RA: "Well, I believe that there are businesses that can be in business and also still be socially responsible. But it is unlikely that a business is only going to be socially responsible, but because they have to stay in business. So I think that a business can create what its standards are, and live by those, and try at all points to do the right thing. I think it is actually good business to have corporate social responsibility, because in this day and age, consumers, when they have a choice between A and B, are going to choose B if B is giving them what they want and they know that they care about the environment, they care about certain issues, whatever it is they have focuses on. If that makes sense to you?"

KI: "Yes, it does."

RA: "So really it is good business, but it is what people will expect now. And when a company doesn't do that, they are really kind of lacking in today's world."

KI: "Going off of that, what responsibility do you think Dove has to its consumers when it comes to the advertising and branding of their campaign?"

RA: “So my recollection of the campaign is what I have either seen in magazines or in television, and it is that not all women have to weigh 90 pounds or have the most gorgeous eyelashes to have real beauty. Is that still one of their active campaigns?”

KI: “Yes, it is still one of their active campaigns. One of the points I am researching is that while yes, they broadened the definition of beauty, they missed a ton of groups. Also, their entire campaign has hypocrisy written all over it.”

RA: “Exactly, I think that they do care about women, even though I’m sure they care about men too and also want them to buy their products, but they are not doing it unless they are selling something. Because what’s the point, I mean they are a business. It is a little bit disingenuous when you are saying, “Oh you are beautiful just the way you are, even with your cellulite, but give you the product to make you more beautiful and give you better skin.” So, I do find that as suspect.”

KI: “In what ways do you think the Dove Real Beauty Campaign succeeded in its branding, and what ways it failed?”

RA: “Well, while I am not sure about the particulars, obviously they succeeded in some way because I am aware of it. Right? And even though I have never followed the campaign, I was able to give you a general idea of what it was they were doing. So, did they raise the conversation? Did they get themselves out there as part of trying to tell the story about what they believe about all women are equal in the eyes of beauty? Yeah, they probably did. Do you always run the risk of being faulted when you step out there and make a statement? Yeah, that happens. Yes, they have done the right thing, but they are still being criticized. So can you always win? No. Has this been a positive thing for them? Probably, because consumers are not going to dissect it to the level PR professionals are and women's groups are, or those groups who spend the time to think about these things. Some are just going to look at it at face value, and go you know, “Look that woman is not 90 pounds and example of what real beauty is, and that makes me feel good.” That is all consumers really think about, and there really isn't more to it. Has it caused their product sales to go up? I would be curious. I bet they did. Do you know?”

KI: “Yes, I believe they did.”

RA: “So has this just caused people to say, “Oh, Dove. I have heard about Dove. I have some good impression of them. Okay, I am going to buy their product?” Maybe. And do they do this for that purpose? Absolutely. In my mind, it all a business proposition.”

KI: “What are the positives and negatives of the two-way symmetrical model?”

RA: “Advertising used to be a one-way think. They wanted to give you this information, and you better like it. And now you can't do that anymore, because there is social media and all these ways that allow you to have a conversation. People expect to have a conversation. So sorry, your question was?”

KI: “What are the positives and negatives of the two-way symmetrical model? And in what ways do companies, but in particular Dove, benefit from that?”

RA: “Well, I would think there has been lots of conversation and feedback about this campaign. And there has probably been some positive and some negative. I would hope they could take that feedback, and respond, and maybe make alterations and become a more inclusive campaign. So it certainly allows you to be responsive to your audiences, to your consumers. I don't really think there's a downside to the two-way symmetrical model. Unless, you are just really crappy at what you are doing. It used to be, and I worked in the PR world before there was social media, and I think I told the class, it used to be about ads. We put an ad out and thought, “Okay, we are going to tell them this, this and this, and boom - we are done.” We never had to think about whether or not they were going to really pay attention to it, because there were so few channels to people to get information so we knew that they were going to read the paper, or we knew they were going to listen to the radio. So we had a way to know how we could corner them. But now there is so much information and so many ways for people to get information, that if you are not being responsive to your audience, then that is stupid.”

KI: “So how would you say the Dove campaign set precedence for other PR campaigns? Do you think they changed the way other PR campaigns will be run?”

RA: “I don't think so. I don't think they ran their campaign much different than others. I mean they took this notion of women's beauty and they are trying to be more inclusive and all of that, but I don't know that that is much different than other campaigns we have seen. I don't really have an opinion on that, other than that it doesn't really seem that far out from other things we are seeing.”

Appendix C
Interview Transcripts: Jane Lehr

The following interview was conducted to get an expert opinion from a women and gender studies perspective based on a questionnaire about the Dove Campaign for Real Beauty.

Interviewer: Kelly Indermill
Respondent: Associate Professor & Chair Women & Gender Studies,
Ph.D. Science & Technology Studies and Women's Studies (Jane Lehr)
Date of Interview: 11/04/2015

Interview Transcription

Kelly Indermill: "How would you, as an expert in Women and Gender Studies, describe the elements of successful branding?"

Jane Lehr: "That is actually a really difficult question from within women and gender studies, because of the idea of branding. And so, that is premised on the idea that we should be making money by selling particular products. And the way that we are going to sell particular is products and the way that we are going to tell a particular narrative about who women are, or who people are. And for some people in women and gender studies, and this is not necessarily my position, but the idea of talking about successful marketing is itself sort of a paradox. Because there is a question about whether or not you can sort of do ethical marketing. Is there such a thing as feminist, anti racist marketing. Right? Because can marketing be feminist, can marketing be antiracist, can marketing, because by its nature it is about selling, be it truly be challenging cisgender norms?"

KI: "Yeah, that is an interesting point."

JL: "Do you want to know what I think the campaign should look like ideally?"

KI: "Sure, that would be awesome."

JL: "I think there was so much excitement about the Dove Real Beauty Campaign, because of this idea of drawing into question the narrow ideas of beauty. And in particular, there was excitement because in a sense the critique that the Dove campaign offers—which says all of these other people are marketing to you by highlighting your flaw, and they are telling you that you can be a better person and your flaws can be hidden if you buy these particular products. And so for Dove to then say that they are not trying to change you through the purchase, rather they are saying you are good the way you are, please buy our product. So the idea that it respects the way you are, I think for a lot of people was incredibly exciting and it called into question at least part of the beauty industrial complex. Because it moved away again from the idea of saying you have a problem, we can fix it, to instead saying something like you are beautiful, we are the product that thinks you are beautiful, buy us. And then I think of course, I know that a lot of people, I mean I know that even still ten years later, even in my classes my students talk about their very powerful first experiences with the Dove beauty campaign. And that sense of finding an alternative, and I think for many people, and I can comment on most of the students I interact

with, for many students I talk with her at Cal Poly, the Dove real beauty campaign has functioned as a way into bigger questions around beauty, capitalism, race and bodies. It sort of acts as an entry point, and that's amazing right? Because all of these entry points into discussion, we need a multiplicity of them. Your bigger question is, what is the work that the campaign is actually doing? And I think the campaign includes women of color, it includes women who would be categorized as plus-sized within the modeling industry. And so again, given that particular moment the campaign came out, that was giant. But then looking at sort of what's the work the campaign is doing now, like how has it gone from just saying, "Oh we can include size 10 or 12 women," to looking beyond a 10 or a 12. We need to look beyond creating a particular zone of normality around body size. So in other campaigns we have expanded to a certain size, and up to a certain size you are good, but there is still a dividing line between which bodies are a part of that campaign and which bodies are not. This is observational, so you should check my data, but just even thinking about the representations of women of color in the campaign, you know Dove has been very good. Typically, they don't just have one woman of color, which a lot of other campaigns do. But I have been curious about, and maybe you have actually done this, if we are looking at different levels of darkness, for example, associated with women of color's skin. My sense is that they will usually have one darker skinned individual and then many other women of color who are much lighter skinned, and also some women who appear to be white. It's better, but many marketing efforts have been accused of exoticizing or animalizing women of color, and I do not think Dove, at least from what I have seen, has done that. But it would still be interesting to see them doing some algorithm about skin tones, and I just have a curiosity for women of darker skin, how many times are they imaged, compared to lighter skin women. Like I'm just looking at this campaign and I see one clearly white woman, and one darker skinned woman. And here is another—one clearly, quote on quote, black woman, who is actually even a lighter skinned black woman. It would be interesting to move beyond just thinking, "Okay, how many women of color do we need," to how many of which skin pigment. I have curiosity about race and Dove. Dove has done some things with race that have pushed marketing forward, but I am not convinced that they have really blown up that sort of beauty racial norms, or even that idea of even who is a normal Dove woman, and who are the other women who are being included. So I'm curious about one—body size, and two women of color, and in particular darker women of color. I think one of the other areas Dove has been critiqued is around maintaining boundaries around who counts as a woman, or maintaining the binary norms. So I think from the campaigns I am familiar with, there are lots of questions. I am curious to see what is Dove doing, are they doing as activists."

KI: "Yeah, it will be interesting to dissect the ways they attempt to normalize beauty. So do you think, from a WGS perspective, that corporations, but specifically Dove, have a corporate social responsibility in the field of marketing. If someone in marketing had a social responsibility towards the betterment of women, what would those responsibilities be?"

JL: "That's a good question, and before I answer I think I want to be more explicit about something I was talking about before. Which is that, it seems like the goal of this campaign is to market Dove. And if the real beauty campaign had not resulted in increased sales, I at least haven't seen evidence and maybe it exists, but I haven't seen evidence that suggests Dove would have continued with it just because of their moral commitment. And so again, when I think of Dove, it is always important to remember it is a marketing strategy and their ultimate goal is to

get you to buy their product. But speaking more broadly, and more ideally, I think that we should be working towards a situation where we can hold advertisers accountable for the types of images that they produce. You see this in Spain, where there need to be some warning labels on particular advertisements, because of Photoshop, or size, or what have you. I think, as a women and gender studies/ethnic studies scholar, I definitely believe we should be holding corporations like Dove accountable. Sometimes my students, when we are in this discussion, some of them will say things like, "Well Dove is just doing what already exists in society, so it's not the company's fault." But I want to be in a place where you can say, "Okay, you might as a company not have created these narrow beauty norms, but it is dangerous for you to be upholding them." Under that ideal world, Dove would have type of accountability, but we definitely don't live in that world. Right?"

KI: "Oh, yeah."

JL: "But I would be really curious to hear what Dove says. I am interested to know what they think about their social responsibility. And another way to frame this question is not about Dove, but us. Potentially working for Dove, or working for other beauty capitalisms, we need to think about our own responsibility. Should we, as individuals, allow ourselves to produce images that can destroy people's emotional, physical and mental wellbeing."

KI: "Yeah, that is a huge question to think about. Okay, well when looking at the campaign in regards to diversity and inclusivity, what ways do you think the campaign was successful and unsuccessful?"

JL: "I was talking a little bit about this earlier, but I think the Dove Real Beauty Campaign was indeed a huge cultural phenomenon, a huge step forward. Pushing incredibly narrow boundaries around beauty and bodies, whether that is to do with race, age, body size. But it was so narrow that that push didn't actually get us to a place yet that is more fully inclusive, in terms of all bodies."

KI: "So when we talk about the methodology behind this campaign, I am researching two-way symmetrical and two-way asymmetrical communication. Two-way symmetrical communication is where Dove doesn't just persuade and use propaganda for a short-term goal, but they take feedback from the public they are trying to reach, and use that feedback to produce their campaign. So if they had used that methodology, what are the positives and negatives of two-way symmetrical communication? And in what ways do you think Dove could have benefitted from using two-way symmetrical communication?"

JL: "I think they have done Dove Real Beauty Events right? Like where the community members go? So the question is one: should Dove have consulted with a broad array of people when they were launching the campaign, and secondly: what would it look like if they had continued to get feedback? Again a lot of people were excited about the Dove campaign, and so depending on who they asked, this still narrow image of beauty may in fact be what a lot of people might have identified what they wanted to see. I think I would be interested to know more about sort of who is imagined as they people who should be asked. Like clearly, women with disabilities, as you have mentioned, are at least based on what I know, are not part 'real beauty,'

according to Dove. It is also possible, if they did consultations, that they simply never included the women with disabilities. Because women with disabilities often are invisible as a demographic group, within marketing research. So thinking about when companies like Dove do marketing research, whether that occurs as part of a launch or in the midst of the campaign, just really trying to attend to who is included as the list of people or types of people that would obviously be there, and then what are the absences that remain? And again, you will be able to see based on your research, if they talk about that.”

KI: “So then, how would you personally suggest to Dove, if they were to run another similar campaign in a different setting, that they run their campaign or advertising differently?”

JL: “Well, it depends what their goals are.”

KI: “Yes, could you examine it from a WGS perspective?”

JL: “Yeah, so I think if we were running a campaign around real beauty here at Cal Poly, we would want to ask, and we would want to be fully inclusive and transparent about an invitation to participate. And we would want to represent all the answers that we receive. so we could do focus groups here, we could do drawings, and we could create this really big project asking, say we got 500 people to participate, I think they key would be to be inclusive and invisible with the invitation. And then secondly, when we get your answers, if they don't fit into what you were already thinking, being accountable to the data. And being truly representative, not writing people out. I think sometimes even when we are doing research, for example in this area, when we are analyzing 500 responses, we are going to talk about what were the trends. And Dove may or may not hit the trends, but for me, as a WGS and ethnic studies scholar, figuring out ways to talk about trends and patterns, but also to not disappear people who's voicing wasn't as present, because when you do that, for example, women with disabilities or trans women, continually drop off because we don't have a critical mass. I think figuring out a way to have an invisible invitation and include all of the data points, all of the perspectives, but I also think If we were running a campaign like this here, our goal may be more about the process of facilitating these discussions around what is real beauty and having the dialogue as a huge part of the outcome, not just the idea of who should be imaged. Because I think, for me, as a teacher, scholar and activist person it's about the dialogue, the reflection, the critical engagement, the proposals. But then that is very different from marketing. Or at least, it is very different from how I understand marketing. But I am also definitely not an expert on marketing.”