



2021 Fashion Scholarship Fund Merchandising Case Study

Dove remerchandises their Amplified Textures into launching CROWN Care, a luxury hair care line devoted to advocating for victims of hair discrimination and garnering support to pass the CROWN Act bill.

*Crown
Care!*

Creating a Respectful and Open Workplace for Natural Hair

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"Black women are

1.5x

more likely to be sent home from the workplace because of their hair. Black women's hair is also

3.4x

more likely to be perceived as unprofessional."¹

For black people across the globe, their hair is their **heritage**, their **identity**, their **crown**. Black hair needs extra care and time in order to tend to each coil, curl, and wave. Many African Americans spend hours in salons and barbershops perfecting their styles and they take **pride** in wearing their natural hair, braids, locs, fades, wigs, and extensions. Black people have also been unable to **graduate**, had championship **titles stripped** from them, and even **fired** over this beautiful form of **self-expression**. Many organizations and legislators are calling for change with what is known as the **CROWN Act**, an acronym for Creating a Respectful and Open World for Natural Hair. The law will **forbid discrimination** at jobs, schools, and public spaces based on hairstyles worn by people of color.

Dove is a major pillar within this movement as the company co-founded the CROWN Coalition. As many Generation Z consumers use their purchasing power to support brands that make a political stance², Dove will create a haircare line known as **CROWN Care** to capture the **zeitgeist** of the **CROWN Act movement**. This inclusion of the CROWN Act movement, as a **social** and **cultural phenomenon**, allows Dove to develop a **luxury** haircare line for African American **men** and **women**, while at the same time maintaining their **brand authenticity**, of being a beauty company that produces **quality** products. This collection will consist of five products that will be launched in an omni-channel rollout at **Ulta** and **black-owned beauty supply stores**. The goal of this zeitgeist inspired line is to **elevate** the pre-existing **Dove Amplified Textures** collection into an online and in-store merchandising campaign advocating for those who have faced hair discrimination, expand Dove's target market to be **more inclusive** of African Americans, and increase **support** for the **CROWN Act**.

¹ "2019 Dove CROWN Study." The CROWN Act, The CROWN Act, 2019, www.thecrownact.com/research.

² Galther, Alison. "Gen Z Beauty Consumer - US - May 2019." Mintel, Academic, May 2019, [reports-mintel-com.colum.idm.oclc.org/display/919294/?fromSearch=%3Ffreetext%3Dshampoo%252C%2520conditioner%252C%2520and%2520hairstyling](https://reports.mintel.com/colum.idm.oclc.org/display/919294/?fromSearch=%3Ffreetext%3Dshampoo%252C%2520conditioner%252C%2520and%2520hairstyling).

CONSUMER & BRAND RESEARCH



SOCIAL PHENOMENON: THE CROWN ACT MOVEMENT

Zeitgeist!

BRANDS THAT CAPTURE THE DOVE VS. SHEA MOISTURE

- Dove is an infamous beauty brand that focuses on hair care, body care, and skin care for men, women, babies, and most recently textured hair types with their **AMPLIFIED TEXTURES COLLECTION**. This collection serves women with curls and coils, and uses **NATURAL INGREDIENTS** such as honey, jojoba, aloe, and coconut oil.⁵ In 2019 Dove created the **CROWN RESEARCH STUDY** and is one of the founding members of the CROWN Act Coalition in efforts to get the legislation passed.⁴ (See Appendix A)
- Shea Moisture also prides itself with being a brand that is focused on natural ingredients without harmful additives such as sulfates, parabens, and the brand does not test on animals.⁶ The brand is infamous for utilizing ingredients such as Jamaican black castor oil to **STRENGTHEN, PROTECT, and RESTORE NATURAL HAIR**.⁶ Shea Moisture is also the top selling African American targeted haircare brand with almost 20% of category sales.⁷
- Both brands have made major strides in natural hair care industry. However, **DOVE** overall captures the **ZEITGEIST** of the social and cultural phenomenon of the **CROWN ACT MOVEMENT** and focuses on promoting the acceptance of natural hair while Shea Moisture focuses on the growth and protection of natural hair. Dove's in-depth research on the effects of workplace discrimination on African American women, demonstrates the **BRAND'S COMMITMENT** to showing equality for all hair types, and makes them the perfect candidate to develop a CROWN Act inspired haircare line.

CROWN CARE

- Ultimately, the social phenomenon that is the CROWN Act movement, an acronym for Creating a Respectful and Open World for Natural Hair would integrate smoothly into a luxury haircare line for African American men and women created by Dove entitled: **CROWN CARE**.

TARGET AUDIENCE OF DOVE AND THE CROWN ACT:

DOVE CONSUMERS: CROWN ACT ADVOCATES:

The market audience for Dove products consists of 52% women between the ages of 18-44 years old. Of these women nearly 70% are white. Creating a haircare line that advocates for natural hair, creates an opportunity for Dove to **INCREASE** their target market of **AFRICAN AMERICAN** consumers from its current segmentation of **ONLY 12%.**³ As younger consumers mature, Black Generation A and the Emerging Generation are likely to be the consumers with the **LARGEST BUYING POWER** within the hair care industry.⁸ To add although **MEN** make up 48% of their target market, only **28%** of men consider purchasing the brand Dove for their haircare needs, presenting the brand with another opportunity to market towards men.⁹

The CROWN Act is primarily supported by African American high school students, college students, business professionals, medical workers, legislators, organizations, and almost anyone in the workforce ranging in age from **16 TO 65** years old. Many of these men and women wear their hair in either **BRAIDS, LOCS, AFROS, TWISTS**, and other styles that are deemed **AFROCENTRIC**, ugly, and have resulted in discrimination at their jobs, schools, and public spaces.¹⁰ Even former First Lady Michelle Obama admits to adopting a "hair strategy" and chose to straighten her natural hair for eight years while in the White House.¹¹ (See Appendix B). Currently the CROWN Act has been passed in only 7 states **CALIFORNIA, NEW YORK, NEW JERSEY, VIRGINIA, COLORADO, MARYLAND, & WASHINGTON**.⁴



³ Health & Beauty Aids Shampoo (For Use at Home) Dove Used in Last 6 Months. 2019 Spring Report ed., GfK Mediarmark Research & Intelligence, 2019, Health & Beauty Aids Shampoo (For Use at Home) Dove Used in Last 6 Months.

⁴ "Home." THE CROWN Act, THE CROWN ACT, 2019, www.thecrownact.com/.

⁵ Bines, Ari. "This Dove Haircare Line Amplifies Natural Hair for under \$10." Yahoo! Sports, Yahoo!, 13 Apr. 2020, 2:35 PM, sports.yahoo.com/2020-04-13-this-dove-haircare-line-amplifies-natural-hair-for-under-dollar10-23976595.html.

⁶ "Our Story." Sheamoisture. Established 1912. @. www.sheamoisture.com/our-story.html.

⁷ Mitchell, Toya. "Black Haircare US - August 2019." Mintel, Education, Aug. 2019, reports-mintel.com.colum.idm.oclc.org/display/919874/.

⁸ Hennigan, Clare. "Shampoo, Conditioner and Hairstyling Products: Inc Impact of COVID-19 - US - April 2020." Mintel, Mintel, Apr. 2020, reports-mintel.com.colum.idm.oclc.org/display/986932/.

⁹ Products, Ted Marzilli CEO Data. "Dove Just Became a Brand for Women and Men." YouGov, 5 Apr. 2018, today.yougov.com/topics/consumer/articles-reports/2018/04/05/dove-just-became-brand-women-and-men.

¹⁰ Bennett, Brad. "CROWN Act Movement Seeks to Protect Black People from Racial Discrimination Based on Hairstyles." Southern Poverty Law Center, 15 Apr. 2020, www.splcenter.org/news/2020/04/15/crown-act-movement-seeks-protect-black-people-racial-discrimination-based-hairstyles.

¹¹ Arneson, Krystin. "Michelle Obama Wore Her Natural Curls, and People Are Living for It." Glamour, Glamour, 8 July 2019, www.glamour.com/story/michelle-obama-natural-hair-essence.



ANALYSIS

CURRENT POSITIONING

- As of 2019, Dove has decreased in worldwide value from **\$4,847 MILLION** in 2018 to **\$4,486 MILLION** in 2019.¹² Working to develop a CROWN natural shampoo could expand the brands audience and thus help to increase the brands worldwide value.
- At the end of 2017, Unilever, a large conglomerate purchased Sundial Brands to allow the brand to continue to grow, but also so Unilever could help the brand give a bigger impact through its community programs.¹³ Such focus on community philanthropy is a great opportunity for the brand to work with organizations such as the CROWN Act movement.
- During Covid-19 Unilever has committed to donating \$108 million dollars in donations of soaps, food, and cleaning supplies to fight the effects of the pandemic, and Dove has committed to expanding its Self-Esteem Project by helping parents support young people's mental health while at home with several new online episodes hosted on their social media accounts. This is a great opportunity for the brand to raise awareness for the CROWN Act movement and encourage the continued protection and education of natural hair.¹⁴

COMPETITIVE ADVANTAGES AND STRENGTHS

- Mintel reports that women will largely like it when their products have a large amount of claims for **HAIR PROTECTION**, such as **MOISTURIZING**, **HEAT PROTECTION**, **GROWTH**, and color-safe. The report also claims that **47%** of consumers are paying more attention to which ingredients are in their hair care goods than they were a year ago.⁸ CROWN Care will market towards both of these trends in the industry, by not only having multiple functions but emphasize the natural ingredients that Dove utilizes.
- A common trend with black women who have been affected by events pre-CROWN Act is the fact that they are often paid **21% LESS** than white women, and thus feel pressure to appear more Eurocentric in order to **FIND EQUAL OPPORTUNITIES**. This pressure leads women to use hair care techniques that are damaging to their hair and body, which is why the CROWN Act is not only about the protection of opportunities but the emphasis on protection of natural hair.¹⁰ CROWN Care will also have the advantage of serving to preserve and strengthen hair.

WEAKNESSES AND OPPORTUNITIES

- Mintel reports that **30% OF 18-24 YEARS OLD**, Generation Z, use social media to discover haircare products, and there are opportunities to grow by utilizing influencer marketing campaigns. Many influencers have created their own hair care companies to fill voids in the industry, and **41%** of adults follow influencers when brands collaborate to create products.⁸ This is a great opportunity for Dove to engage influencers and use content creation to market their brand.
- Many women in this consumer audience are seeing a trend in the media in which the movement favors women with looser hair textures and curls that resemble Eurocentric waves, instead of women with kinky textures.¹⁵ This trend would be a perfect avenue for Dove to improve their image and truly uplift kinky textures and demonstrate the beauty in all hair types. CROWN Care would also be a great opportunity to further highlight and normalize the various hairstyles of men. Many competitors in hair movements often solely focus on women and rarely include men, or women with masculine hairstyles.
- With the current Covid-19 pandemic in place, many Americans are working from home, going out less, and therefore the haircare market is supposed to take a brief hit, but it is expected to **RECOVER** by **2024**. Although the market is expected to take a hit, shampoo makes up **42% OF THE MARKET SALES**, meaning this product category should be one of the least effective items within the hair care industry.⁹

⁸ Hennigan, Clare. "Shampoo, Conditioner and Hairstyling Products: Inc Impact of COVID-19 - US - April 2020." Mintel, Mintel, Apr. 2020, reports-mintel.com.colum.idm.oclc.org/display/986932/.

¹⁰ Bennett, Brad. "CROWN Act Movement Seeks to Protect Black People from Racial Discrimination Based on Hairstyles." Southern Poverty Law Center, 15 Apr. 2020, www.splcenter.org/news/2020/04/15/crown-act-movement-seeks-protect-black-people-racial-discrimination-based-hairstyles.

¹² Shahbandeh, M. "Dove: Brand Value Worldwide 2016-2019." Statista, 29 May 2019, www.statista.com/statistics/1010915/dove-brand-value-worldwide/.

¹³ Hazelwood, Janell. "Unilever Acquires Sundial Brands, Owner of SheaMoisture, For an Undisclosed Amount." Black Enterprise, Black Enterprise, 2 Dec. 2017, www.blackenterprise.com/unilever-acquires-sundial-brands-owner-of-sheamoisture-in-for-undisclosed-amount/.

¹⁴ "Take Care, Be Safe: How We're Caring for Our Community." Dove US, Dove US, www.dove.com/us/en/stories/about-dove/take-care-be-safe.html.

¹⁵ Akutekha, Esther. "How The Natural Hair Movement Has Failed Black Women." HuffPost, HuffPost, 16 Mar. 2020, www.huffpost.com/entry/natural-hair-movement-failed-black-women_L5e5ff246c5b698Sec91a4c70.

Product ASSORTMENT



ITEM	SHAMPOO	CONDITIONER	RECOVERY MASK	LEAVE - IN CONDITIONER	STYLING GEL	TOTAL COST
COST	\$2.50	\$2.50	\$5.00	\$3.50	\$4.50	\$18.00
RETAIL	\$12.99	\$12.99	\$12.99	\$12.99	\$12.99	\$64.95
MARGIN	\$8.49	\$8.49	\$8.49	\$8.49	\$8.49	\$46.95
% MARGIN	80.8%	80.8%	73.1%	61.5%%	65.4%	74.1%

See slides 12, 13, and Appendix E

- CROWN Care represents a luxury haircare line for African American women and introduces men to the line.
- The original Amplified Textures line sells each item at \$6.99⁵ (Utilizing quick costs, it cost \$1.75 to create each item in the Amplified Textures line).
- Will continue the “Moisture Amplifying Blend” formula by featuring honey, jojoba, and aloe for moisture⁵
- These products also include coconut oil as 42% of black women and 34% black men utilize this ingredient for hair growth and to prevent dryness.⁷

CROWN CARE for Her



CROWN CARE for Him



Shampoo
\$12.99

Conditioner
\$12.99

Recovery
Moisture Mask
\$12.99

Leave In
Conditioner
\$12.99

Styling Gel
\$12.99

**20% DONATION TO CROWN ACT
REPRESENTS THAT AFRICAN AMERICANS
MAKE UP 20% OF THE TOTAL HAIRCARE
REGIMEN MARKET ⁷**

⁵ Bines, Ari. "This Dove Haircare Line Amplifies Natural Hair for under \$10." Yahoo! Sports, Yahoo!, 13 Apr. 2020, 2:35 PM, sports.yahoo.com/2020-04-13-this-dove-haircare-line-amplifies-natural-hair-for-under-dollar10-23976595.html.

⁷ Mitchell, Toya. "Black Haircare US - August 2019." Mintel, Education, Aug. 2019, reports-mintel-com.colum.idm.oclc.org/display/919874/.



Merchandising

PLAN

POP-IN LAUNCH EVENT

WITH THIS EVENT CONSUMERS WILL **INTERACT** WITH AN IMMERSIVE RETAIL EXPERIENCE, **LEARN** ABOUT HOW THEY CAN SUPPORT THE CROWN COALITION, **ADVOCATE** FOR THOSE WHO HAVE BEEN DISCRIMINATED AGAINST, **PURCHASE** CROWN CARE, AND **CONNECT** WITH OTHERS WHILE SHARING THEIR EXPERIENCE ON SOCIAL MEDIA.

- This will be a 14-day event at Ulta stores in July 2021. (women who wear their natural hair wash it every two weeks, therefore 14 days).¹⁶
- Professional hairstylists will demonstrate the products, give advice, and discuss the CROWN Act.
- By signing the CROWN Act petition consumers are entered in a giveaway to receive a goodie bag and free hair styling session.
- The CROWN Care products are merchandised in the salon area of Ulta and near the front of the store when consumers walk in (See Appendix C).



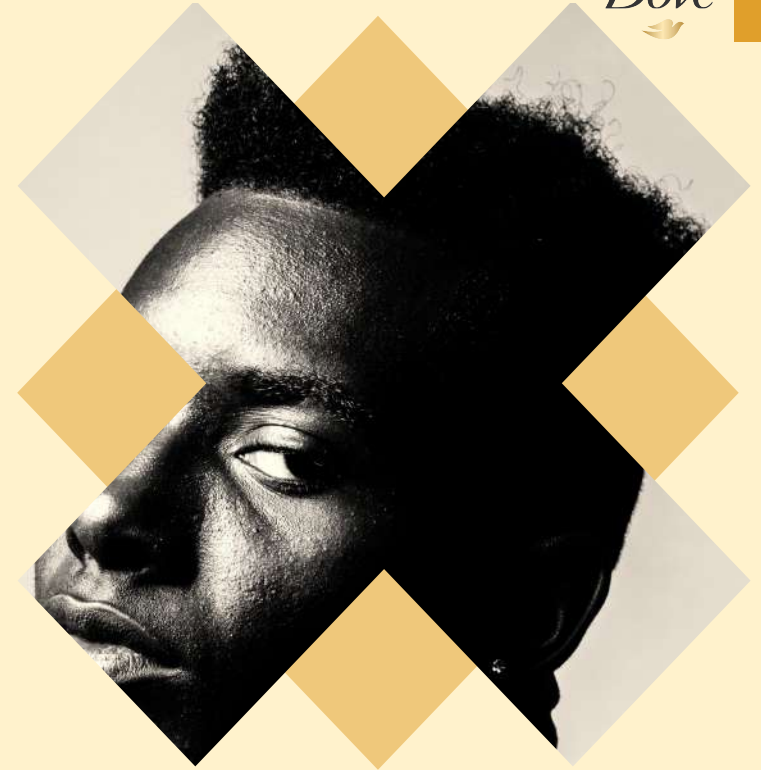
Disruption STRATEGY

TIME

- The CROWN Coalition has declared July 3rd, 2020 National CROWN Day.⁴ Dove will launch the new line on **JULY 3rd, 2021** commemorating this groundbreaking event.
- The **SIX-MONTH LAUNCH PERIOD** will run from July - Dec 2021 for the initial roll-out

LOCATION

- The primary retailer for the launch will be **ULTA**, in stores and online and the 3rd party retailer for the launch will be **BLACK-OWNED NEIGHBORHOOD BEAUTY SUPPLY STORES**.
- 25% of adult Generation Z shop for beauty products at specialty stores such as Ulta. Specialty stores connect with these consumers because they provide them with experiential retail, while also having high performance rates on their e-commerce and retail app channels.²
- Beauty Supply stores are growing increasingly important to African Americans because they are buying back stores from Koreans who previously racially profiled and shut out blacks even though they were their most prominent consumers.¹⁷ These stores also provide entrepreneurial opportunities for young blacks and represent staples in black communities.¹⁷ In the future, CROWN Care could provide grants to those who want to open a black-owned beauty supply store (See page 14).
- The stores for the launch will be in the **35 STATES** that the CROWN Act is not yet being considered in or has not passed⁴ See Appendix D.



HOW MANY

- **80%** of black women are more likely to change their hair to meet social needs at work¹⁸, therefore the launch will occur in **80 NEIGHBORHOOD BLACK-OWNED BEAUTY SUPPLY STORES** as 3rd party retailers, the **TOP 800 ULTA STORES**, Ulta.com, and as a celebratory event on the second year anniversary of National Crown Day.
- Each retailer will feature signage explaining and advertising the important significance of numbers within this launch.

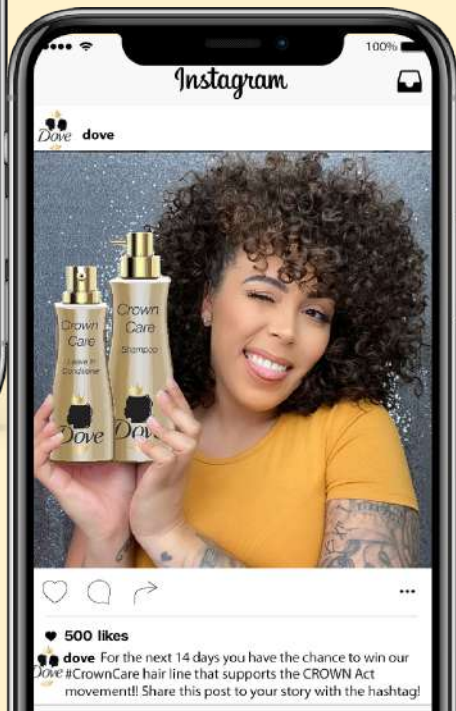
2 Galthier, Alison. "Gen Z Beauty Consumer - US - May 2019." Mintel, Academic, May 2019, reports-mintel-com.colum.idm.oclc.org/display/919294/?fromSearch=%3Ffreetext%3Dshampoo%252C%2520conditioner%252C%2520and%2520hairstyling.
4 "Home." The CROWN Act, THE CROWN ACT, 2019, www.thecrownact.com/.
17 Houseworth-Weston, Lenora. "Breaking Barriers: Why Black-Owned Beauty Supply Stores Are Important And On The Rise." Essence, Essence, 23 Aug. 2018, www.essence.com/beauty/black-owned-beauty-supply-stores-important/.
18 Robert, Yola. "Shonda Rhimes Partners With Dove To Lead The Charge In The Fight Against Hair Discrimination." Forbes, Forbes Magazine, 13 Nov. 2019, www.forbes.com/sites/yolarobert/2019/11/13/shonda-rhimes-partners-with-dove-to-lead-the-charge-in-the-fight-against-hair-discrimination/.

Omni Channel

LAUNCH PLAN

CHANNELS:

- PRIMARY RETAILER: **Ulta Beauty Inc.**
- ONLINE RETAILER: **Ulta Beauty.com**
- 3rd PARTY RETAILER: **Black-Owned Beauty Supply Stores**
- INSTAGRAM – **not a sales channel, a marketing channel**
- A typical store averages about **50 units** per store this launch averages **75 units** per store, and will be increased or decreased accordingly based on sales and inventory turnover.
- See Appendix E.



WITH AN OMNI CHANNEL LAUNCH
CONSUMERS ARE ABLE TO...
INTERACT WITH A PHYSICAL AND DIGITAL
RETAIL EXPERIENCE,
LEARN ABOUT HOW THEY CAN SUPPORT
THE CROWN COALITION,
ADVOCATE FOR THOSE WHO HAVE BEEN
DISCRIMINATED AGAINST,
PURCHASE CROWN CARE, AND
CONNECT WITH OTHERS WHILE SHARING
THEIR EXPERIENCE ON SOCIAL MEDIA

INSTAGRAM LAUNCH SPECIFICS:

- 14-day giveaway counting down to launch of CROWN Care.
- Each day the Dove Instagram account will live broadcast with the CROWN Coalition Instagram to feature a hairstylist demonstrating the products, giving advice, and a featured speaker who has a firsthand account of hair discrimination.
- By sharing the post on their page, tagging three friends, and signing the CROWN Act petition consumers are entered in the giveaway, and sent a discount code for CROWN Care that they can present in Ulta or any Beauty Supply Store where the product is carried.
- The online campaign is meant to spread awareness of the CROWN Coalition, increase profitability of Dove CROWN Care, and grow the social media followings of both Dove and the CROWN Coalition.

Allocation between CHANNELS



30



PRIMARY RETAILER: ULTA BEAUTY

- There are 235 A doors (20%), 517 C doors (44%), and 422 D doors (36%) out of 1,1754 Ulta stores.¹⁹
- Using these percentages we can determine that CROWN Care will launch in 160 A stores, 360 B stores, and 280 C stores out of the 800 Ulta stores of the initial launch.
- All assumptions are based on traffic observations of a local Ulta store in a large suburban town.
- CROWN Care will also be sold on Ulta.com.
- See Appendix C for more bottoms-up assumptions.

ULTA STORES ALLOCATION

See Appendix E

STORE TYPE:	A - 160	B- 360	C - 280	ONLINE	TOTAL
IN-STORE UNITS	140	88	60	N/A	
INVENTORY ON HAND	22,400	31,680	16,800	288	71,168u
AVERAGE PRICE	71,168u x \$12.99 =				\$924,472.32

PERCENT

OF
NEIGHBORHOOD
BEAUTY SUPPLY
STORES ARE
OWN BY
AFRICAN
AMERICANS²⁰

3RD PARTY RETAILER: BLACK-OWNED BEAUTY SUPPLY STORES

- According to Black Enterprise, as of August 2018, there were 3,000 black owned beauty supply stores in America.²⁰
- Using the same percentages from above, we will launch CROWN Care in 16 A stores, 36 B stores, and 28 C stores.

BEAUTY SUPPLY STORES ALLOCATION

See Appendix E

STORE TYPE:	A - 16	B- 36	C - 28	TOTAL
IN-STORE UNITS	68	44	32	
INVENTORY ON HAND	1,088	1,584	896	3,568u
AVERAGE PRICE	3,568u x \$12.99 =			\$46,348.32

¹⁹ United States, Congress, Washington DC 20549. "Ulta Beauty, Inc." Ulta Beauty, Inc., 2019, p. 22.

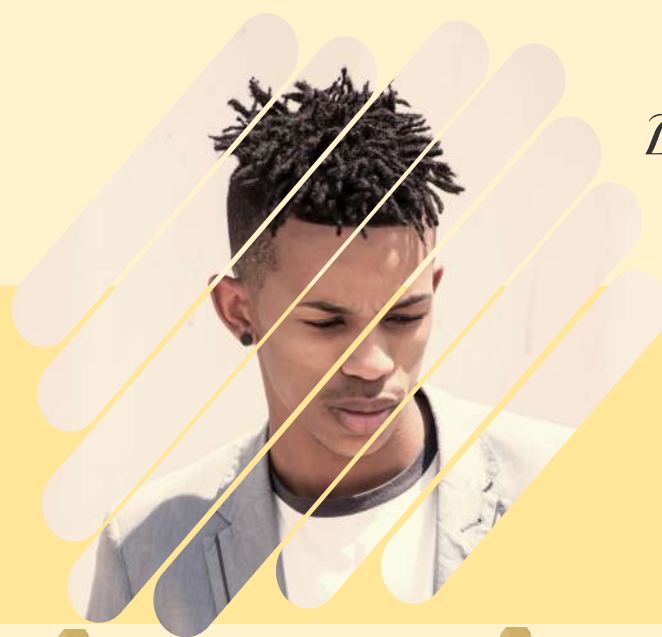
²⁰ Hill, Selena. "Black-Owned Beauty Supply Stores Are Growing." Black Enterprise, Black Enterprise, 22 Feb. 2019, www.blackenterprise.com/black-owned-beauty-supply-stores-growing/.

Marketing

TACTICS:

OBJECTIVE:

TO MAXIMIZE **AWARENESS** AND **ELEVATION** OF THE ZEIGIEST INSPIRED DOVE AMPLIFIED TEXTURES LINE, WHILE **ENCOURAGING** AND **ENLIGHTENING** CONSUMERS TO **ADVOCATE** FOR THE CROWN ACT MOVEMENT, GARNERING SUPPORT THROUGH **PRODUCT PURCHASES**.



ADVERTISING:

- The #CROWNCare will be featured online and on in-store posters with pictures of Dove consumers embracing their natural tresses, including further education on why each number was chosen, and a QR linking readers to sign the petition.
- Dove mobile app features a CROWN Care section providing hairstyle ideas, pro tips, and a community for natural hairstyles.



SOCIAL MEDIA:

- Dove develops a YouTube and Instagram series highlighting micro influencers such as teachers and local natural haircare enthusiasts using CROWN Care showing how they incorporate it into their wash days, similar to #WashDayLive (beauty vloggers feature over 700 million views per month and have more influence in 13-24 year old than celebrities).²¹



EVENTS:

- Dove will relaunch Crowns and Conversation mini-conventions in various states that have not yet passed the CROWN Act featuring activities, guest speakers, and giveaways²² (See Appendix D). These events would be specifically hosted at schools, universities, and community centers to educate young people at an impressionable age that their hair is beautiful.



PROMOTIONS:

- Dove's sustainable vending machines advertise that their bottles are made of recycled plastic by giving out a free bottle of body wash in exchange for consumers' used plastic bottles.²³ Instead of giving out body wash Dove will give out a free bottle of CROWN Care in exchange for used plastic bottles. (See Appendix D)

²¹ D'Adamo, Ann. "What Hair Care Brands Are Doing Right And Wrong: WMI." Stella Rising, 11 Sept. 2015, www.stellarising.com/blog/2015/09/digital-hair-care-marketing/.

²² Evans, Shalwah. "Dove And The CROWN Coalition Continue The Fight To Expand Legislation Protecting Natural Hair In The Workplace." Essence, Essence, 6 July 2019, www.essence.com/awards-events/2019-essence-festival/dove-crown-coalition-petition-crown-act/.

²³ Sanchez, Rudy. "Dove Installs Plastic Vending Machine To Highlight Packaging Change." Dieline, 5 Feb. 2020, thedieline.com/blog/2020/2/5/dove-installs-plastic-vending-machine-to-highlight-packaging-change.

STYLISH STEVE AND TRENDY TONYA?

- 18-24 Gen Z,
- <\$25k
- part-time or full-time jobs
- high school or college graduate
- single or dating
- Steve often switches up his style from locs, low cuts, to twists or braids.
- Tonya wears wigs, weaves, braids, extensions to protect her hair and does not use any chemicals on her hair, and has a devout stylist.



HANDSOME HENRY AND NATURAL NINA?

- 35 + older millennials
- \$75k+
- college grad with full time careers
- married or divorced
- Henry has regular barber visits, does not experiment with his looks and has a classic cut.
- Nina uses a variety of products, follows influencers, did the big chop years ago and now sports her natural texture proudly.

CLASSIC CARL AND ADVENTUROUS ASHLEY?

- 24-34, older Gen Z and young millennials
- varying work and income
- some college
- mostly dating or young parents
- Steve wears a simple fade and does his own hair.
- Ashley styles her own hair and is willing to try any styles for her own pleasure, and gets advice from influencers.
- Both are focused on health and natural products for black consumers.

BOTTOM LINE:

THE POLITICAL GENERATION Z

- A large majority of the consumer for this product is made of Generation Z consumers between the age of 12-24.²
- Political messaging is a major way to capture the attention of Gen Z, and they use their buying power to support brands with political undertones that also donate to causes they care about.²
- Gen Z uses their political activism as a part of their identity, and is almost as equally as important as their heritage.²
- **The marketing of this haircare line needs to drive the importance of the CROWN Act movement and highlight stories of those who have been effected to draw the attention of Gen Z consumers.**

SPECIALIZED AND PREMIUM PRICE

- 60% of black men use products specific for black hair, and 72% of black women use hair care products specifically for black hair.⁸
- Almost half of black men and women believe premium priced haircare works better than lower end price goods.⁸
- **Therefore the marketing of CROWN Care needs to highlight that it is a product made with black hair textures in mind set at a luxury standard.**

Profit and Loss STATEMENT



TOTAL PROJECTED SALES:

\$1,465.0

TOTAL RECEIPTS:

\$1,855.0

TOTAL MARKDOWNS:

\$150.0

AVERAGE INVENTORY:

\$562.5

COST OF GOODS SOLD:

\$254.6

GROSS MARGIN:

\$1,210.4 | 82.6%

ASSUMPTIONS:

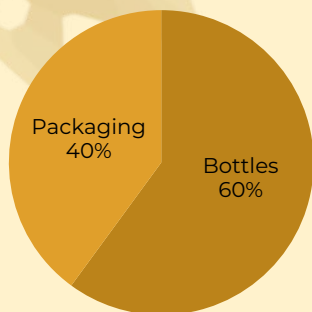
- All financials are based on a bottoms up approach and are based on observations from a Ulta in a large suburban town.
- Average 96 units for Ulta stores.
- Average 288 units for Ulta.com.
- Average 47 units for Beauty Supply Stores.
- Average \$4.50 wholesale cost per unit.
- Average \$12.99 retail sale per unit.
- Based on foot traffic at Ulta and beauty supply in a large suburban town.
- See Appendix E and F for SKU details and full 6 month plan.

	COSTS	RETAIL	MARK-UP
BOP	\$0.0	\$0.0	74% BMU
Purchase Receipts	\$482.3	\$1,855.0	74% IMU
Freight	\$117.0	--	
Stock Available	\$599.3	\$1,855.0	67.7% CMU
Markdowns	--	\$150.0	
Shortage	--	\$75.0	
Employee Discount	--	\$15.0	
EOP	\$48.5	\$150.0	67.7% CMU
Cost of Goods Sold	\$254.6	--	
Gross Margin \$	--	\$1,210.4	
Gross Margin %	--	82.6%	

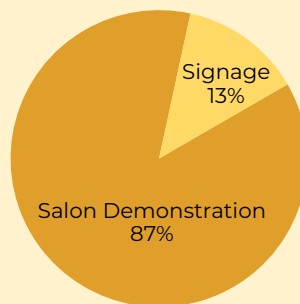
Operating EXPENSES



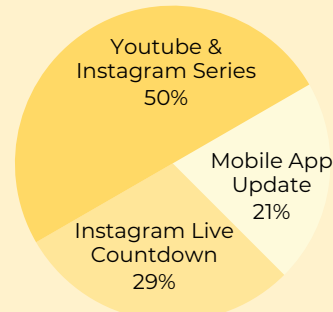
PRODUCT DEVELOPMENT



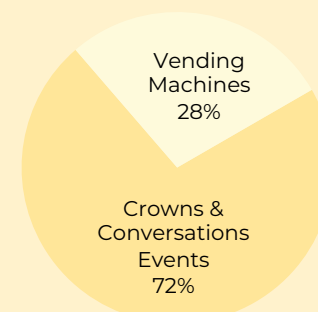
IN-STORE ADVERTISEMENT



SOCIAL MEDIA



ONLINE EXCLUSIVES



Product Development

Bottles	\$22.7
Packaging	\$15.1
Grand Total	\$37.8

In-Store Advertisement

Salon Demonstration	\$272.0
Signage ²⁶	\$41.6
Total	\$313.6

Social Media

Mobile App Update ²⁷	\$10.0
Instagram Live Countdown ²⁸	\$14.0
YouTube & Instagram Series ²⁸	\$24.0
Total	\$48.0

Public Relations

Crowns and Conversation Event ²⁹	\$450.0
Vending Machines (Return One, Give One) ³⁰	\$175.0
Total	\$625.0

ASSUMPTIONS:

Product Development

- Bottles & Packaging – average hair care bottles made of hard plastic cost .30 cents and with printing brings total to about .55 cents per bottle²⁴. With 75,600 bottles as an initial launch, the total expense is \$37.8 thousand.

In-store Advertisement

- Salon Demonstration – costs \$340 per demonstration setup²⁵ and there will be displays at 800 Ulta stores, totaling \$240.0 thousand.
- Signage – costs \$10 per sign²⁶, there will be 5 signs per Ulta store, 2 signs per beauty supply store, 4,160 total signs, and a cost total of \$41.6 thousand.

Social Media

- Mobile App Update – cost about \$10.0 thousand²⁷ and will be an update to Ulta's current application.
- Instagram Live Countdown – cost about \$1.0 thousand per post²⁸, running for 14 days up until the launch, totaling about \$14.0 thousand.
- YouTube and Instagram Series – cost about \$2.0 thousand²⁸ for production, with 12 posts, totaling \$24.0 thousand.

Public Relations

- Crowns and Conversation Events – conferences cost about \$90.0²⁹ thousands, with 5 in regions targeting the East, West, Midwest, North, and South (See Appendix D). Totaling \$450.0 thousand.
- Vending Machines – cost about \$5.0 thousand³⁰, with 35 states not considering or passed the CROWN Act (See Appendix D), totaling \$175.0 thousand.
- Giveaways and Donation – accounted for in markdowns (See Appendix)

²⁴ "Price Bottle Shampoo Shampoo Shampoo Empty Bottle Low Price Wholesale 250ML 500ML Empty Plastic Pump Bottle For Soap Shampoo.", Shampoo Bottle Price Suppliers and Manufacturers at Alibaba.com,

²⁵ "Blog," THE IN GROUP, www.theingroup.co.nz/blog/test-post-2/.

²⁶ Aland, Maggie. "Storefront Signs - How to Choose the Right Sign For Your Business." Fit Small Business, 18 Mar. 2020, fitsmallbusiness.com/storefront-signs/.

²⁷ Volski, Alex. "How Much Does It Cost to Update an App?" Software for Enterprise, www.softwareforenterprise.us/how-much-does-it-cost-to-update-an-app/.

²⁸ Conklin, Audrey. "How Much Money Do Social Media Influencers Make?" Fox Business, Fox Business, 30 Mar. 2020, www.foxbusiness.com/lifestyle/social-media-influencer-pay.

²⁹ ulius, Katie. "How Much Does It Cost to Host a Convention?" Homeschool411.Com, 26 July 2015, www.homeschool411.com/decisions/how-much-does-it-cost-to-host-a-convention-2/.

³⁰ Group, Vending. "Frequently Asked Questions." Vending Solutions, www.vendingsolutions.com/faq

If deemed a successful launch based on the key performance factors of sales, gross margin, media impressions, inventory turnover, the amount of signatures added to the CROWN Act petition, and when the CROWN Act is passed in the 35 states, then CROWN Care should scale in the following manner:

PLANS

COSMETOLOGY SCHOOLS:

- CROWN Care will be provided in beauty schools for educational purposes, and Dove and the CROWN Coalition will send out representatives for 14 day courses to teach students how to properly care for natural hair, braid, twists, and create dreadlocks.
- Cosmetology schools are only meant to teach students about hair theory and how to pass the board exams, and the requirements have not been updated since the 1950's.³¹
- Beauty schools offer no hands-on training for ethnic hair and often have students straighten hair before the lessons begin.
- Only 19 states require formal training in natural hair styling.³¹
- CROWN Care would also provide grants to students who wish to open their own black owned beauty supply stores to further that impactful entrepreneurial opportunity.



TO

CHILDREN'S CROWN CARE

- CROWN Care will extend the collection to create a line for African American children with natural hair types and styles.
- The CROWN Care YouTube and Instagram series will be expanded to be led by black moms and natural stylists to teach non-black parents with adopted or fostered black children how to care for their hair.
- Many of these parents do not have African American friends to ask for tips, and much information online only validates Eurocentric stereotypes.³²
- Several adoptee parent groups such as the Facebook group, "Not Just Hair", have failed due to racial biases and lack of leadership.³²

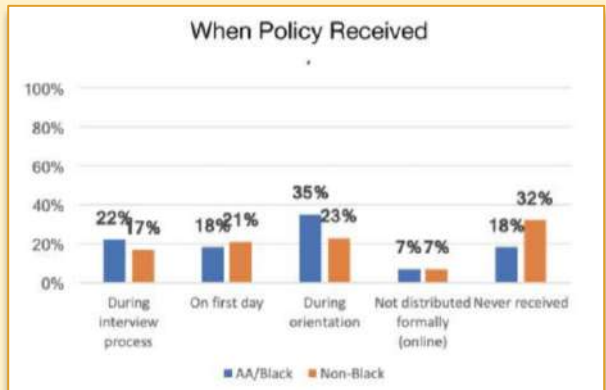
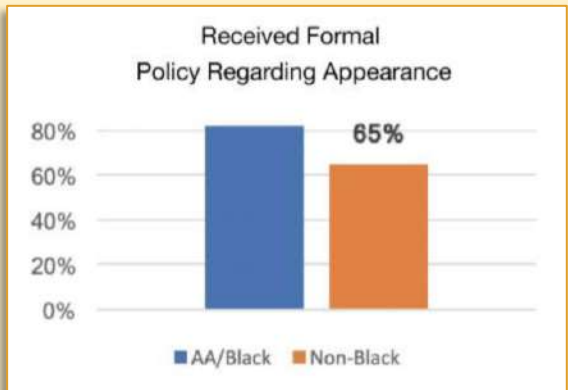
Scale!

³¹ "Do Cosmetology," ThePuffCuff, thepuffcuff.com/blogs/news/do-cosmetology-schools-teach-curly-hair-care.
³² Fox, Tamar. "What a Group of Black Moms Taught Me About My Daughter's Hair," The Cut, The Cut, 19 Mar. 2018, www.thecut.com/2018/03/a-group-of-black-moms-taught-me-about-my-daughters-hair.html.

DOVE 2019 CROWN RESEARCH



A survey conducted on 2000 women, 1000 Black, and 1000 non-black, ranging in age of 25-64 years old in the United States that currently work in an office, sales, or worked in a corporate space within the last 6 months. 92% of the non-black women were white.¹



KEY FINDINGS:

- Black women are more likely to be made aware of grooming policies than white women. 35% of black women received the grooming policy during orientation compared to 23% of non-black women who received the grooming policy. 32% of non-black women also report never receiving the grooming policy.¹
- Black women are 50% more likely to be sent home or know of a black woman sent home from work because of her hair.³³
- Black women's hairstyles were also rated lower or "less ready" for job performance.¹
- Black women fear discrimination and criticism when wearing their natural hair in the workplace. 80% agree that they change their hair from its natural state to fit in at the office.¹
- 83% of black women are more likely to report being judge more harshly on her looks than others.¹

¹ "2019 Dove CROWN Study." The CROWN Act, The CROWN Act, 2019, www.thecrownact.com/research.
³³ "The Crown Coalition." Dove US, www.dove.com/us/en/stories/campaigns/the-crown-act.html.

VICTIMS OF HAIR DISCRIMINATION:



BRITTANY NOBLE JONES - New mom, Brittany who is a black journalist for WJTV in Jackson, Mississippi faced problems at her job in 2018 because she stopped straightening her hair and began to wear it in its natural state.³⁴ She asked her boss if she could stop straightening her hair in which he replied yes, but only a month later stated that her hair was a problem. Jones notes that her hair change was for protection but also a protest of the station being unable to tell stories from black perspectives.³⁴ She made several formal complaints and memos about her hair, but her studio and its parent company turned them all down. She was soon fired, and the company released a statement saying it was due to her excessive absenteeism. After being declined initially and receiving a poor performance review after refusing to wear a wig, the US Equal Employment Opportunity Commission finally agreed to take her case.³⁴



CLINTON STANLEY JR. - In Orlando Florida, on 6-year-old Clinton Stanley Jr.'s first day of first grade an administrator stopped him and his father at the entrance demanding the child cut his hair as the school policy bans locs.³⁵



DEANDRE ARNOLD - DeAndre Arnold received an in-school suspension and eventually was banned from attending his Texas high school graduation because of his locs.³⁶



MICHELLE OBAMA - First Lady Michelle Obama was seen in her natural hair for the first time leaving the White House in 2017 and again at the Essence Fest in 2019. Mrs. Obama has been open about her hair strategy being a frustrating reality while in the White House but also as a black woman in politics. She ultimately explains that no matter what, she wanted her hair to remain healthy and leave the White House with her curls intact.¹¹



ANDREW JOHNSON - A referee in New Jersey forced a high school wrestler, Andrew Johnson, to cut his locks before he could complete his match. Following the event the referee was suspended for two seasons.³⁵



FAITH FENNIDY- 11-year-old Faith Fennidy was sent home from her Catholic school in Louisiana because she wore thick braided extensions that the administration deemed as violating school policy.³⁴

BOTTOM LINE:

- Each of these individuals were **black** and merely trying to **express** themselves while **protecting** their natural hair.
- Hair discrimination has **no age** or **gender**, as young as 6 years old Clinton Stanley Jr. had asked his parents to grow his hair into locs since he was 4 years old so that he could look like his uncle, an NFL player, that he strongly admires.³⁵
- African Americans are **prevented** from completing **simple daily activities**, that many take for **granted**, all due to the **crown** that they wear upon their head that in many cases takes **hours** sometimes even **years** to develop.

¹¹ Arneson, Krystin. "Michelle Obama Wore Her Natural Curls, and People Are Living for It." Glamour, Glamour, 8 July 2019, www.glamour.com/story/michelle-obama-natural-hair-essence.
³⁴ Edwards, Breanna. "Black Women Against The World: They Can't Take Our CROWNS." Essence, Essence, 27 Nov. 2019, www.essence.com/news/black-women-crown-act/.
³⁵ Ellis, Niquele Terry, and Charisse Jones. "Banning Ethnic Hairstyles 'Upholds This Notion of White Supremacy.' States Pass Laws to Stop Natural Hair Discrimination." USA Today, Gannett Satellite Information Network, 14 Oct. 2019, www.usatoday.com/story/news/nation/2019/10/14/black-hair-laws-passed-stop-natural-hair-discrimination-across-us/3850402002/.
³⁶ Cox, Chelsey. "Texas Teen Banned by High School from Attending Graduation after Refusing to Cut Dreadlocks." USA Today, Gannett Satellite Information Network, 24 Jan. 2020, www.usatoday.com/story/news/nation/2020/01/24/black-texas-teen-barred-high-school-after-graduation-not-cutting-dreadlocks/4562210002/.

ULTA MERCHANDISING DETAILS



(Salon demonstration on page 6)

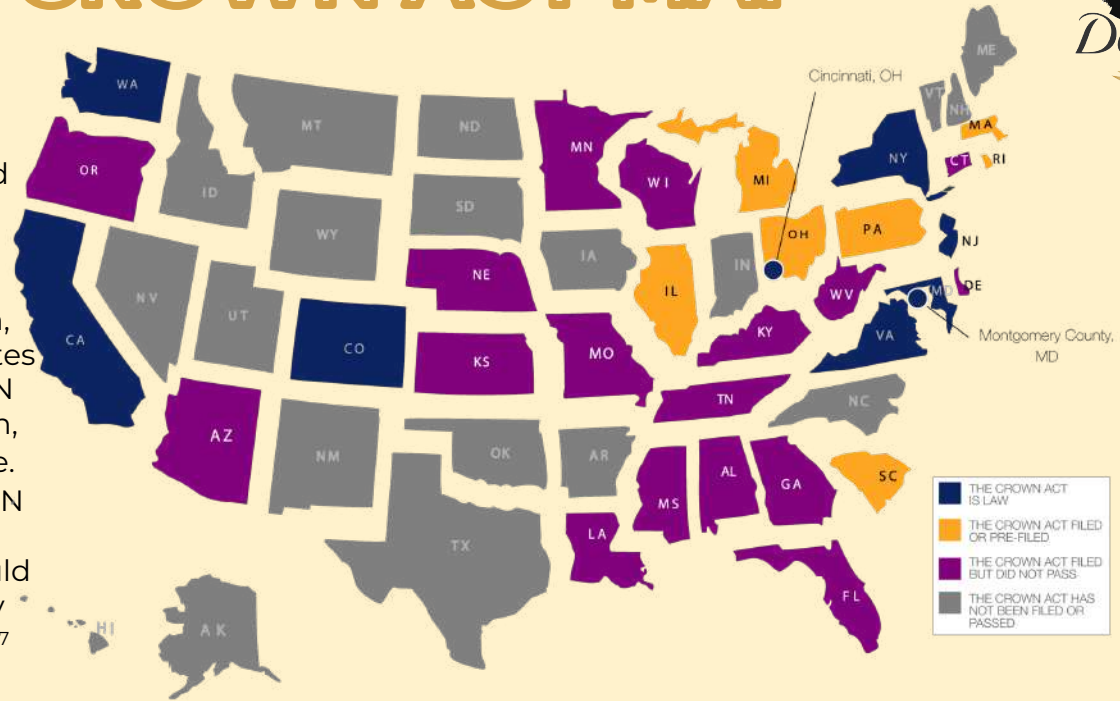
- From observations, when Ulta features a new product or collaboration the brand creates a large display near the entrance.
- The retailers uses gray nesting shelves so that consumers can immediately see them when they walk in.
- A large CROWN Act poster will also be near the entrance, posing as advertisement for the demonstration located in the salon as well as serving as a photo opportunity for shoppers.
- Since beauty supply stores are primarily entrepreneurial ventures, it will be up to the store owner how they choose to merchandise the line.

CROWN ACT MAP



CROWNS AND CONVERSATIONS EVENT

- The first event was held in 2019 hosted by Dove's parent company, Unilever's COO to celebrate the CROWN Act.²²
- The rebirth of these events will take place in five regions, West, East, North, South, and Midwest specifically in states and cities not considering the CROWN Act, as shown in the map such as Utah, Texas, North Carolina, Iowa, and Maine.
- As of September 21st, 2020 the CROWN Act was passed in the House of Representatives and these events could be the final push for it to be passed by the Senate, where it currently awaits.³⁷



(actual vending machine)

SUSTAINABLE VENDING MACHINES

- The initial line of Dove vending machines were used as a promotional campaign to advertise that all their bottles are made from 100% plastic. This first vending machine was located in New York's Grand Central Terminal.
- Consumers deposited their used plastic and received a free bottle of Dove Body Wash in exchange.²³ The same model will stand, however consumers will receive a free bottle of product from the CROWN Care collection.
- Prior to receiving their bottle they will be prompted to choose if they would like to sign the CROWN Act petition and if they would like the male or female shampoo.
- These large and costly vending machines will be incorporated into the CROWN Care launch, and would be placed in the 35 states that the CROWN Act is not being considered or has not passed.
- This form of guerilla marketing gives consumers samples of the products while also advocating for support of the CROWN Act in places that it is not being discussed or has failed to pass.

²² Sanchez, Rudy. "Dove Installs Plastic Vending Machine To Highlight Packaging Change." Dieline, 5 Feb. 2020, thedieline.com/blog/2020/2/5/dove-installs-plastic-vending-machine-t-highlight-packaging-change.

²³ Evans, Shalwah. "Dove And The CROWN Coalition Continue The Fight To Expand Legislation Protecting Natural Hair In The Workplace." Essence, 6 July 2019, www.essence.com/awards-events/2019-essence-festival/dove-crown-coalition-petition-crown-act/.

³⁷ Givens, Dana. "The House of Representatives Pass Anti-Hair Discrimination Bill, The CROWN Act." Black Enterprise, 24 Sept. 2020, www.blackenterprise.com/the-house-of-representatives-pass-anti-hair-discrimination-bill-the-crown-act/.

Appendix E

6 MONTH PLAN

Plan - This Year (CROWN Care for Him & Her)									
Plan	July	August	Sept	Oct	Nov	Dec	Jan	Total	Actual Markdown
Beg.Month Stock	\$0.0	\$892.0	\$925.0	\$816.0	\$633.0	\$514.0	\$481.0	\$4,261.0	\$150.0 / 10.2%
Sales	\$78.12	\$114.19	\$269.38	\$269.38	\$210.82	\$253.27	\$269.38	\$1,465.00	
Sales % Total	5.20%	7.80%	18.40%	18.40%	14.40%	17.30%	18.40%	100.00%	Average Stock
Markdowns	\$12.0	\$20.0	\$25.0	\$25.0	\$19.0	\$21.0	\$28.0	\$150.0	PLN \$562.5
Markdown % Total	8.00%	13.30%	16.60%	16.60%	12.60%	14.00%	18.60%	100.00%	Turnover
Purchases	\$982.0	\$166.95	\$185.50	\$111.30	\$111.30	\$241.15	\$55.65	\$1,855.0	PLN 2.60
End Month Stock	\$892.0	\$925.0	\$816.0	\$633.0	\$514.0	\$481.0	\$239.0	\$4,501.0	STS
									PLN .37:1
									Avg. Monthly Sales
									\$209.2



ULTA STORES SKU DETAILS

SKU's		Locations						Unit	TOTAL	Unit	TOTAL	Margin \$	Margin %
Description	Color	Sizes	A	B	C	ONLINE	Total	Wholesale/Cost	WHOLESALE/COST	Retail	RETAIL		
ULTA			160	360	280								
Shampoo	Women's Bottle	11.5 fl oz	3200	4320	2240	160	9920	\$2.50	\$24,800.00	\$12.99	\$128,860.80	\$104,060.80	80.8%
	Men's Bottle	11.5 fl oz	2400	3600	2240	120	8360	\$2.50	\$20,900.00	\$12.99	\$108,596.40	\$87,696.40	80.8%
TOTAL							18280		\$45,700.00		\$237,457.20	\$191,757.20	80.8%
Conditioner	Women's Bottle	11.5 fl oz	3200	4320	2240	160	9920	\$2.50	\$24,800.00	\$12.99	\$128,860.80	\$104,060.80	80.8%
	Men's Bottle	11.5 fl oz	2400	3600	2240	120	8360	\$2.50	\$20,900.00	\$12.99	\$108,596.40	\$87,696.40	80.8%
TOTAL							18280		\$45,700.00		\$237,457.20	\$191,757.20	80.8%
Leave-In Conditioner	Women's Bottle	11.5 fl oz	2400	2880	1400	120	6800	\$3.50	\$23,800.00	\$12.99	\$88,332.00	\$64,532.00	73.1%
	Men's Bottle	11.5 fl oz	1920	2880	1400	96	6296	\$3.50	\$22,036.00	\$12.99	\$81,785.04	\$59,749.04	73.1%
TOTAL							13096		\$45,836.00		\$170,117.04	\$124,281.04	73.1%
Recovery Mask	Women's Bottle	8 fl oz	1280	2160	1120	80	4640	\$5.00	\$23,200.00	\$12.99	\$60,273.60	\$37,073.60	61.5%
	Men's Bottle	8 fl oz	1280	2160	1120	80	4640	\$5.00	\$23,200.00	\$12.99	\$60,273.60	\$37,073.60	61.5%
TOTAL							9280		\$46,400.00		\$120,547.20	\$74,147.20	61.5%
Styling Gel	Women's Bottle	10.5 fl oz	2400	2880	1400	120	6800	\$4.50	\$30,600.00	\$12.99	\$88,332.00	\$57,732.00	65.4%
	Men's Bottle	10.5 fl oz	1920	2880	1400	96	6296	\$4.50	\$28,332.00	\$12.99	\$81,785.04	\$53,453.04	65.4%
TOTAL							13096		\$58,932.00		\$170,117.04	\$111,185.04	65.4%
ULTA GRAND TOTAL			22400	31680	16800	1152	72032		\$242,568.00		\$935,695.68	\$693,127.68	74.1%

BEAUTY SUPPLY STORES SKU DETAILS

SKU's		Locations						Unit	TOTAL	Unit	TOTAL	Margin \$	Margin %
Description	Color	Sizes	A	B	C	ONLINE	Total	Wholesale/Cost	WHOLESALE/COST	Retail	RETAIL		
BEAUTY SUPPLY STORES			16	36	28								
Shampoo	Women's Bottle	11.5 fl oz	160	216	112	N/A	488	\$2.50	\$1,220.00	\$12.99	\$6,339.12	\$5,119.12	80.8%
	Men's Bottle	11.5 fl oz	112	180	112	N/A	404	\$2.50	\$1,010.00	\$12.99	\$5,247.96	\$4,237.96	80.8%
TOTAL							892		\$2,230.00		\$11,587.08	\$9,357.08	80.8%
Conditioner	Women's Bottle	11.5 fl oz	160	216	112	N/A	488	\$2.50	\$1,220.00	\$12.99	\$6,339.12	\$5,119.12	80.8%
	Men's Bottle	11.5 fl oz	112	180	112	N/A	404	\$2.50	\$1,010.00	\$12.99	\$5,247.96	\$4,237.96	80.8%
TOTAL							892		\$2,230.00		\$11,587.08	\$9,357.08	80.8%
Leave-In Conditioner	Women's Bottle	11.5 fl oz	112	144	84	N/A	340	\$3.50	\$1,190.00	\$12.99	\$4,416.60	\$3,226.60	73.1%
	Men's Bottle	11.5 fl oz	96	144	84	N/A	324	\$3.50	\$1,134.00	\$12.99	\$4,208.76	\$3,074.76	73.1%
TOTAL							664		\$2,324.00		\$8,625.36	\$6,301.36	73.1%
Recovery Mask	Women's Bottle	8 fl oz	64	108	56	N/A	228	\$5.00	\$1,140.00	\$12.99	\$2,961.72	\$1,821.72	61.5%
	Men's Bottle	8 fl oz	64	108	56	N/A	228	\$5.00	\$1,140.00	\$12.99	\$2,961.72	\$1,821.72	61.5%
TOTAL							456		\$2,280.00		\$5,923.44	\$3,643.44	61.5%
Styling Gel	Women's Bottle	10.5 fl oz	112	144	84	N/A	340	\$4.50	\$1,530.00	\$12.99	\$4,416.60	\$2,886.60	65.4%
	Men's Bottle	10.5 fl oz	96	144	84	N/A	324	\$4.50	\$1,458.00	\$12.99	\$4,208.76	\$2,750.76	65.4%
TOTAL							664		\$2,988.00		\$8,625.36	\$5,637.36	65.4%
BEAUTY SUPPLY STORES GAND TOTAL			1088	1584	896		3568		\$12,052.00		\$46,348.32	\$34,296.32	74.0%

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