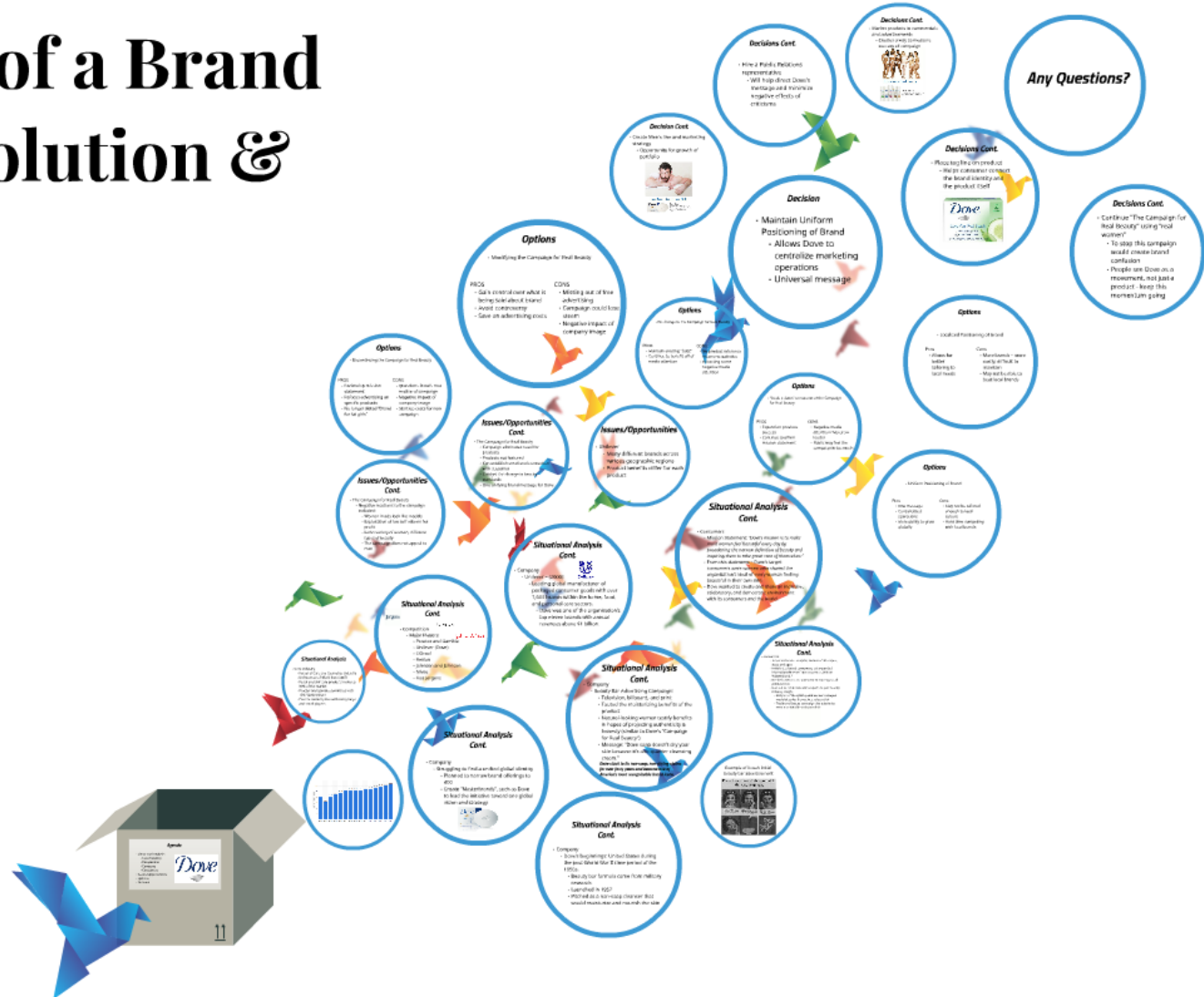


Dove Evolution of a Brand Harvard Case Solution & Analysis



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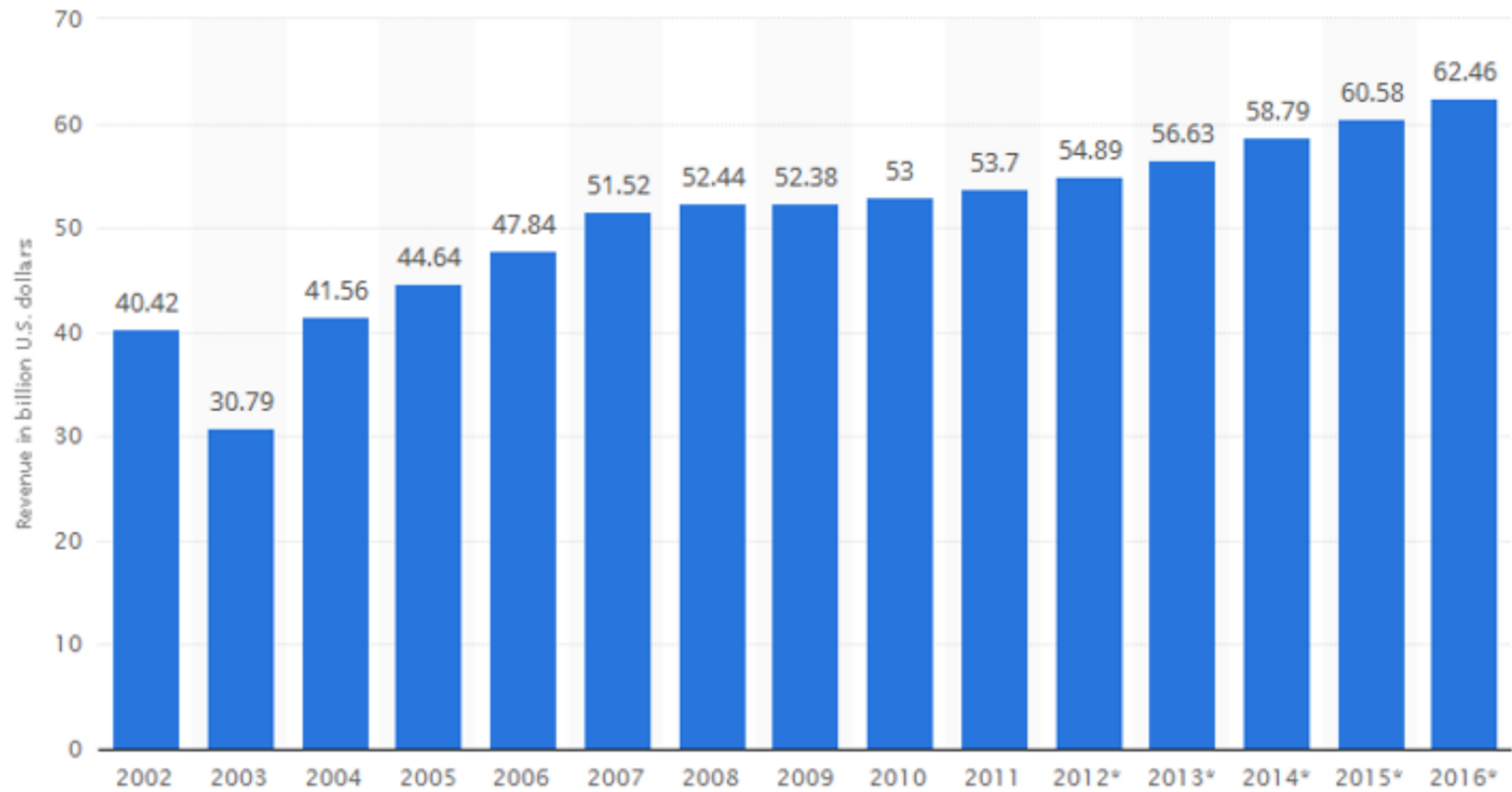
Agenda

- Situational Analysis
 - Core Industry
 - Competition
 - Company
 - Consumers
- Issues/Opportunities
- Options
- Decision



Situational Analysis

- Core Industry
 - Personal Care and Cosmetics Industry
 - US Revenue of \$52 Billion (2007)
 - Facial and Skincare products make up 30% of the market
 - Proctor and Gamble dominates with 15% Market share
 - Diverse market place with many large and small players



Situational Analysis

Cont.

Jergens

REVLON®

L'ORÉAL

- Competition
 - Major Players:
 - Proctor and Gamble
 - Unilever (Dove)
 - L'Oreal
 - Revlon
 - Johnson and Johnson
 - Nivea
 - Koa Jergens

Johnson & Johnson



Situational Analysis Cont.

- Company

- Unilever – (2000):



Unilever

- Leading global manufacturer of packaged consumer goods with over 1,600 brands within the home, food, and personal care sectors.
 - Dove was one of the organization's top eleven brands with annual revenues above \$1 billion.

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