

Leadership in Action

News from the Beauty Industry's Think Tank

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L'Oréal/FIT: 100,000 Years of Beauty

by Melinda Fried, Class of 2009

On February 3, L'Oréal and FIT partnered to host a thought-provoking panel discussion of *100,000 Years of Beauty*, a major editorial undertaking by L'Oréal's Corporate Foundation. The five volume book is the culmination of a four year study, exploring the many approaches to beauty in all civilizations over the ages, including a look into the future. *100,000 Years of Beauty* brought together 300 writers of 35 different nationalities and 20 different disciplines. The panel was followed by a celebratory cocktail reception, and was the first event of the 10th Anniversary year for the FIT Master's Program.

Moderated by Professor Stephan Kanlian, the panel discussion combined leading experts from academia and the publishing world – Elisabeth Azoulay, editorial director of *100,000 Years of Beauty*, content contributors Michael Bisson, Professor of Anthropology at

McGill University and Maxine Craig, Associate Professor of Women and Gender Studies at the University of California, along with *Allure* Editor-in-Chief Linda Wells. The discussion covered a wide range of topics, from traces of beauty in pre-historic times, to understanding the meaning of the ethnic beauty culture, to the perception of beauty in the modern age. In a memorable introductory statement, L'Oréal's Executive Vice President of Corporate Communications and CEO of the L'Oréal Corporate Foundation, Béatrice Dautresme, explained, "Above all, *100,000 Years of Beauty* is the illustration of how beauty is a universal, vital and central factor in the history of humanity." This reinforced the notion that where *humanity exists, beauty exists* and this quest for beauty is both transversal and everlasting. ■



Prof. Kanlian leading panel discussion with (left to right) Maxine Craig, Michael Bisson, Elisabeth Azoulay, and Linda Wells

FIT/Wharton Conference on Retailing

by Erin Armendinger, Managing Director, Wharton's Jay H. Baker Retailing Initiative

On April 21, FIT's Master's Program and Wharton's Jay H. Baker Retailing Initiative are co-sponsoring a half-day morning conference, "Refreshing Retail: Back to Basics or Back to the Drawing Board?" in FIT's Haft Auditorium. The conference will examine whether retailing, buffeted by the global recession, needs reinvention or inspired retooling

focused on its key pillars (consumer, experience, merchandising, value and product mix).

The keynote speaker will be from IDEO, one of *Business Week's* 10 most innovative global companies, and there will be two discussion panels. The first panel, "Innovative Retail: How to Make

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Program Celebrates 10th Anniversary

by Marina Maher, President, Marina Maher Communications (Chairperson, 10th Anniversary Committee)

Ten years ago, history was made with the inception of the FIT Master's Degree Program. The goal was straightforward – to educate our rising stars in preparation for their role as the leaders of tomorrow. Combining unparalleled industry collaboration with a dedicated leadership team, the program has evolved into an industry think tank, imparting innovative ideas in all aspects of our field. It is truly a one-of-a-kind program deserving of celebration.

Following kick-off events in early February – the L'Oréal Corporate Foundation's *100,000 Years of Beauty* initiative and the annual Executive Mentor Luncheon - a year long schedule of events are planned to inspire the next decade of achievement and celebrate the program's success. Please mark your calendars with the dates below and watch your inboxes for further details. Join us in the celebration! ■

Save the Date!

**FIT/Wharton Conference:
Refocusing Retail: Back to Basics
or Back to the Drawing Board?**
Wednesday, April 21, 2010

**Capstone 2010:
The Future of Beauty**
Wednesday, May 19, 2010

**Cosmetics & Fragrance
Marketing and Management
10th Anniversary Breakfast**
Wednesday, September 22, 2010

J. Crew's Drexler Captivates Alumni



The first alumni breakfast event of 2009-10 featured retailing icon Mickey Drexler, Chairman and CEO of J. Crew Group. This followed recent speakers including Polo Ralph Lauren's

David Lauren and former Burberry CEO Rose Marie Bravo. Drexler captivated the audience of over 100 FIT Cosmetics & Fragrance Master's and Wharton Retailing alumni with his candor and insights. He remained at the podium for over an hour, fielding audience questions well past the scheduled close.

Drexler became CEO of J. Crew Group in

January, 2003, following 18 years at Gap, Inc., where he was named President in 1987 and CEO in 1995, building that business from \$400 million to \$14 billion. In his 6 years to date at J. Crew, he has more than doubled sales, though he described that as controlled and not an attempt at maximizing growth.

Drexler spoke about what he believes is needed to be a winning merchant. He discussed his focus at J. Crew on broadly appealing, classical fashion and quality along with the details of retailing. He expressed joy at returning to a hands-on merchant focus at J. Crew, enabled by the company's more manageable size (last year sales \$1.4 billion through 226 stores) versus his need ultimately to focus primarily on the investment community at the much larger Gap, Inc. ■

Master's Program Establishes Alumni Association

by Kristin Finn, Class of 2004

The FIT Master's program is an incredibly enriching experience for students and great resource for the beauty industry. And we all know the ideas don't stop flowing just because one graduates. So we're excited to formally introduce the official Alumni Association for FIT's Cosmetics and Fragrance Marketing and Management MPS program.

The mission of this Alumni Association is to keep alumni connected to the FIT Master's program and each other, and to provide valued services to members via targeted initiatives designed to generate thought leadership, enhance the visibility of the program, and provide opportunities for continuous career enrichment.

The Alumni Association Board, co-chaired at launch by Kate Foster (2004) and Rebecca Heck (2007), is comprised of members of each graduating class. Additionally, two Board members serve as co-chairs of each of the three committees: Events, Communications, and Professional Development. The Board meets

quarterly, most recently on January 13, to set priorities, share progress, and report on key initiatives.

Many initiatives are already underway. For example, the Communications Committee has established Linked In and Facebook groups to help alumni stay connected. The Professional Development Committee has conceived a number of tangible educational and career enrichment possibilities, which it recently shared with the program Corporate Partners' Professional Development Committee for potential collaboration.

How can you stay involved? Start by updating your contact information as you move around the world and up the beauty industry's ranks. Next, join our Linked In and Facebook groups for the latest in alumni and industry news. Most important, join the Alumni Association for ultimate access to future social media outreach and alumni news and events. Get involved today at www.fitalumniassociation.org. ■

FIT/Wharton Conference

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Retail a Destination for Consumers," will be moderated by WSL Strategic Retail CEO Wendy Liebmann, and feature speakers from innovative retailers across multiple product categories. "The Youth Market: How to Approach Them as Consumers and Employees" will be the topic of a second panel, exploring Gen X,

Y, and Millennial consumer patterns, and how these employees might be key to driving innovation. It will be moderated by Marc Gobe, author of the forthcoming book *Emotional Branding 2.0*.

Further information and tickets will be available to the public through the websites of both educational programs (www.fitnyc.edu/cfmm) or by contacting Vicki Guranowski (Vicki_Guranowski@fitnyc.edu). ■

David Greenberg Named Chair of Industry Advisory Board



DAVID GREENBERG, President of L'Oréal's Maybelline/Garnier division, was named Chair of the Master's Program Industry Advisory Board effective January 1. He had been serving as

Vice Chair under Heidi Manheimer, CEO of Shiseido Cosmetics America. The Industry Advisory Board provides program guidance to ensure maximum student learning and industry benefit.

Greenberg brings broad experience to this role. Since joining L'Oréal in 1993 for senior marketing management positions in the L'Oréal Paris hair care and colorants business, he has served as General Manager of the consumer products division of L'Oréal Mexico, worldwide General Manager of Matrix, and Senior Vice President of Human Resources for L'Oréal USA.

David Greenberg's history of involvement in and support of the FIT program is extensive. He joined the program's Professional Development Committee in 2004, while heading Human Resources for L'Oréal USA, and served as committee Chair. He joined the Industry Advisory Board in 2007, and served as Vice Chair from Fall 2008 through becoming Chairperson in January 2010. David was the keynote speaker for the L'Oréal USA-sponsored Capstone in May 2005, and was also responsible for securing the commitment from global CEO Jean Paul Agon that L'Oréal would sponsor an employee from each of its four major divisions into the FIT Master's Program each year. ■

L'Oréal Gift to FIT



L'Oréal Executive Vice President, Beatrice Dautresme, presents \$10K gift from the L'Oréal Corporate Foundation at the FIT Mentor Luncheon on 2/5, to honor the Program's 10th Anniversary year.

Faculty Additions

As anyone who has ever attended the FIT Master's program knows, a key to the program's excellence is its faculty. It is therefore our pleasure to introduce our newest faculty additions.



LESLIE HARRIS joined us this fall to teach the History of Beauty class. A program graduate herself, Ms. Harris was named Outstanding Scholar of the class of 2008. She earlier earned a BA from

Wellesley and an MA in Fashion History and Theory from the London College of Fashion. Ms. Harris is currently Director, US Skincare Product Development for the Maybelline/Garnier division of L'Oréal USA. She was previously Global Marketing Director for Kiehl's.



ROCHELLE UDELE also joined us this fall, to teach Advanced Topics in Marketing. Ms. Udele is one of the top creative professionals in beauty and fashion. She is currently Senior Vice President & Creative

Director for Chico's. Earlier positions include Executive Vice President & Creative Director for Revlon, President of Fairchild Internet, Senior Vice President of Brand Development for The Limited, and Editor-in-Chief of SELF. She holds a BS from Brooklyn College and an MS from Pratt. ■

Profile: Entering Class of 2011

The entering class sustains the tradition of exceptional talent and professional diversity that has come to define the FIT Master's Program. Representing 11 employers (beauty companies Avon, Chanel, Elizabeth Arden, The Estée Lauder Companies, International Flavors & Fragrances, Johnson & Johnson, L'Oréal, LVMH, Shiseido, and Victoria's Secret Beauty, plus one pharmaceutical company), the class of 2011 received undergraduate degrees from a range of top tier schools, with nearly half receiving formal academic honors. Four already hold advanced degrees, including a Ph.D in the sciences, and a J.D. Professional backgrounds cover a broad range including marketing, sales, R&D, legal and finance. Two-thirds of the class have studied and/or worked abroad, and a comparable number are proficient in one or more foreign languages. ■



Class of 2011 Experiences Europe, Seeks Opportunities for US

by Stephanie Dishart with contributions from Evelyn Lu and Lindsay Vonnegut, Class of 2011

This October, the Class of 2011 traveled to London and Paris for the annual CFMM experience and exploration of the European beauty landscape. Reinforcing their classroom learning of the first semester, Innovations in the Development of the Beauty Industry course came to life in London's Victoria and Albert Museum, Les Arts Décoratifs in Paris, and the lacquered Chinese-screened walls of Coco Chanel's apartment. Presentation Skills were observed in innovators and industry leading strategists and tuned in creating their own presentations for Consumer Behavior.

In both cities, students focused on discovering unique trends, consumer insights and merchandising tactics to inspire tangible implications for the US market. With the globalization of the beauty industry and its consumers, macroscopic differences are harder to find than clear similarities. Particularly in 2009-2010, the economy-sensitive "global recessionista" is searching everywhere for value and not willing to sacrifice quality for price. She is more educated and vocal than ever; she is a "consumer consultant" advising brands to her needs and tastes. Moreover, the saturated marketplace is more competitive than ever in all developed markets, as evidenced by the continuous flurry of sales and promotions.

Yet it is the few distinct differences between New York, London and Paris which make them the ultimate destinations for creative learning and inspiration. Rooted in their long history,

versus the young ever-evolving US, these European cities present a fascinating juxtaposition of old and new, "a culture of contrasts," which is omnipresent in art and architecture and mirrored in fashion and beauty. The exaggerated and externally bold London-look with straight-sleek or sky-high hair and enormous lashes reigns, while the beautifully understated Parisian remains dedicated to her institut and internal well-being.

Additionally, the unique hybrid high-low distribution channel seen in London's Boots and Monoprix's Beauty Monop in Paris left an impression on the students, inspiring thoughts for our market. These stores presented a symbiotic coexistence of mass and prestige, with an envious level of service and merchandising across price tiers, addressing how many of today's consumers really want to shop. Bright bold signage with clean well-lit trays showcased Cetaphil® and Clinique™ alike. Educated beauty advisors recommended products across brands and aisles based on specific well-diagnosed consumer needs.

These noteworthy retailers represent the closing quality gap between mass and luxury. With this convergence, we are more than ever speaking to a singular consumer looking for product categories and price tiers to suit every need. We must look beyond the traditional, simplistic, price-based distribution and product category standards, with the "consumer consultant" as our guide. ■

Leadership in Action: Experts Share Thoughts

Where is Beauty Today? What Must Be Addressed – NOW?

by Karen V. Grant, Vice President and Global Industry Analyst, NPDI Group (member of FIT Industry Advisory Board)

Beyond the economy, prestige beauty, and in fact the entire beauty industry across channels, is at a moment in time when consumers are re-evaluating the relevance and purpose of beauty products in their lives. Before the economic downturn, NPDI began to report a trend of less women using beauty products. That trend has continued. In just the past year, an additional estimated 2.3 million women, age 18-64, did not use beauty products. For years, the focus of this trend has been on the fragrance category. Now, this trend is in evidence across all three major categories - fragrance, makeup, and skincare. This

shift away from beauty is absolutely the most important factor that the industry must address.

Where do we begin? How do we begin? Look at what is working. Then, instead of copying, adapt and translate those insights into our individual brands, categories, and retail environments.

- In fragrance, during the course of the year, growth was at both ends of the price spectrum.
- In makeup, capitalizing on the increased consumer interest in having a more natural look, new products that complemented this trend experienced

outstanding success.

- In skincare, going where the consumer needs are worked, even while the overall category struggled.

Now, as we begin 2010, the reality is that business will still be challenging. The other absolute reality is that we see that consumers do still love beauty. Like any great love affair, if we want them to fall in love and stay in love with us, we will have to continue to “bring our best game”. Our consumers will try, they will stay, they will buy – where they see the value. It is our call to action to bring them our very best. ■

The 2010 Edition of G-Ometer Report

by Judy Galloway, Founder and CEO of G-Group Market Research (FIT Adjunct Professor)

Tracking the characteristics, contours, and contradictions of our culture, G-Group Market Research presents 8 trends to incorporate into your perspective and planning.

1. Collaboration is Capital Well Spent.

Forget managing up or managing down. Collaboration is the new best thing. The most successful brands are emphasizing interdisciplinary collaboration and are heavily collaborating with their customers. Figure out how to collaborate at every level of your endeavor and success will be faster.

2. Small is BIG. Expect smaller wardrobes, smaller meals, smaller cars, smaller product sizes – smaller everything. Attention spans are shorter, budgets have been slashed, and energy is scarce. Building better, higher power options in smaller sizes and offering smaller assortments while working with smaller staffs is critical to success.

3. Urban Everything. Exurbia and suburbia are blending into the urban space and culture. Urban environments are magnets for the smart, the creative, the social, the strivers, the innovators. It is where the action and opportunity is. The mythical and idealized memory of rural America and, most of all, a reverence for nature's allure will increase, but urban strategies are the entire ballgame.

4. Work Never Ends.

The 24-hour schedule is on the horizon. Through the Internet, most businesses already offer their products 24-7 and offering services on the same schedule is not far behind. Consumers will demand and love the schedule.

5. Health and Wealth Merge. Large cities, with many medical specialists and cutting edge treatments, already have “no insurance accepted” practices. The best, brightest and wealthiest will fuel concierge health services. A majority of consumers will better manage their health through online research, better diets, increased exercise and mind-body disciplines.

6. Animal Magnetism. 37% of US households have at least one pet dog and 32% have at least one pet cat. Owners spend \$40 Billion on their pets. Pets lower blood pressure, mediate loneliness, increase safety, prompt exercise and offer the love everyone needs. Pet products are already exploding but look for the therapeutic and psychological benefits of pets to expand. Pets are people.

7. Search for Happiness. Americans are realizing that material possessions alone do not bring contentment. New romantic and friendship models, family structures and partnerships are taking flight. Social media breeds 24-7 contact and community. The search for happiness increases through spirituality, new work styles, new family models and new therapeutic and

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mindful solutions of all kinds. People start seeing their lives in a new light putting the joy and heart back in life. Business becomes a crusade.

8. Not to Worry, Youth Is Here. The Millennials are amazing. They understand and use technology with an ease and abandon older generations will never master. They are greater risk takers, more entrepreneurial, smarter and social in new enlightened ways. They care about the environment, are more accepting of others and loaded with ideas and energy. Their mastery of social media is truly astounding and has already revolutionized the way we communicate and market products and services. Do not despair. Youth will turn around what's holding us back. Get out of their way. They can save the day. ■