Leadership in Action
News from the Beauty Industry’s Think Tank
Volume 3, Issue 2 | Summer 2011

Beauty for All: Innovations in Mass Retail
Target Sponsors 2011 Capstone Projects and Event

On May 19th, graduating students from the Class of 2011 presented their Capstone projects, with over 700 people from the beauty industry in attendance. This was the second year that it was necessary to hold this event in Haft Auditorium, in order to accommodate a wider industry audience, including members of the trade and consumer press.

Laurie Lam, Director of Marketing at L’Oréal Professionnel and the new Chairperson of the Alumni Association, opened this year’s Capstone with a visual journey of Capstone presentations made over the past decade. She illustrated specific examples of how student predictions and recommendations became future indicators of industry change. Lam emphasized the ability of the FIT Think Tank to always have its finger on the pulse by adding, “It’s as if we possess a hidden power within the industry, for the industry, and undoubtedly, it’s this power that brings you all back to the Capstone event every year.”

Next, were the Capstone Presentations, the main event of the evening. This year’s assignment brief from Target was to imagine the future of beauty at Mass, considering key growth categories such as prestige, naturals and fashion. The students researched, prepared and presented a business case, merchandising strategy and marketing plan, taking into consideration demographic and cultural trends, as well as technology. One area that was a significant part of all three projects was the key role that digital/social media and technology play in the future of retail at Mass. In this issue, starting on page 3, you will find all three Capstone White Papers. Visit fitnyc.edu/cfmm to see the videos from this exciting event.

Dr. Joyce Brown, President, FIT, welcomed everyone to the event on behalf of FIT, and was followed by keynote speaker, Will Setliff, Vice President Marketing at Target. Mr. Setliff noted the importance of focusing on the Beauty for All: Innovations in Mass Retail

Corporate Finance Students (Class of 2012) visit NASDAQ

As part of her Corporate Finance course, Dr. Brooke Carlson arranged for the Class of 2012 to participate in NASDAQ/NYSE’s closing stock market ceremony on May 10. The students are pictured with (left to right) Dawn Duncan, vice president for Development; Dr. Carlson, assistant professor, and Stephan Kanlian, program chair. The students received a tour of the stock exchange, and the FIT logo appeared on the Times Square Jumbotron. By using New York City as a “Living Laboratory,” this visit allowed the students to witness firsthand the inner workings of the business world and a key aspect of our industry.
Alumni Faculty Members Achieve Career Milestones
by Stephan Kanlian, Chairperson, FIT Master’s Program

There can be no greater evidence of the continued success of our talented graduates than our two alumni faculty members, Mark Polson (Class of 2002) and Leslie Harris (Class of 2008). Both were promoted this year to roles as corporate Vice Presidents and both are leading corporate initiatives under the direction of the chief marketing officers at their respective companies, The Estée Lauder Companies and L’Oréal USA.

Polson, a trained industrial designer, parlayed his graduate education at FIT into an innovation and training role in Global Management Strategies at The Estée Lauder Companies (ELC). With his unique background, he pioneered the curriculum for a course in Managing the Creative Process on the FIT graduate program in 2007, and serves on the FIT program’s Professional Development Committee. At ELC, Mark has created programs in Innovating for Excellence and Greenhouse Leadership, as well as working on William Lauder’s Brand Equity Symposium and the Bringing Out Your Best program. Mark also works with leading academics from Harvard’s Business School on customized content for ELC’s Bryn Mawr College internal training program. He was recently promoted to Vice President, Global Business Creativity and Innovation, and is partnering with the Corporate Marketing team to create and support their programs, including the MX: Marketing Excellence Forums and Global Digital Education. For the past several years, Mark has served as a faculty evaluator for the FIT program’s annual Capstone projects.

Harris, who entered the FIT graduate program with a Bachelor of Arts degree in Economics from Wellesley College (cum laude) and a Master of Arts degree in Fashion History and Theory from the London College of Fashion (first honors and distinction), started her career as a financial analyst in the venture capital industry, then joined L’Oréal USA in 2005 on the Kiehl’s marketing team. In 2009, Leslie joined Garnier, in new category development, and at FIT she brought her knowledge of fashion history to the faculty of the graduate program, teaching the course in History and Strategic Development of the Beauty Industry. This year, she was promoted to lead the Garnier Skincare Product Innovation team as AVP Product Innovation, and tapped by L’Oréal’s CMO to lead a corporate-level skin care innovation team.

As members of the program’s faculty, Mark and Leslie also serve as an example of excellence among our alumni and as an inspiration in the classroom to incoming cohorts of future industry leaders.

Alumni Association
by Alumni Association Chair, Laurie Lam, and Vice-Chair Douglas Bender

It’s shaping up to be a bustling year for the Alumni Association. In March, we were passed the baton from former co-chairs Rebecca Heck, Class of 2007, and Viviana Barrera, Class of 2008, to continue to lead and grow our Alumni Association. Since then our focus has been on solidifying and strengthening the foundation of this group. This summer we welcome the Class of 2011 to our esteemed family of over 170 alums.

Our Alumni Association is committed to building a long-term relationship between the FIT Master’s Program, its graduates and corporate partners. Our first priority is to ensure that our alumni feels supported post-graduation. This involves strengthening the long-standing relationship and support received within sponsoring companies. We will also look for unique opportunities for alumni to continue connecting and engaging.

We are the only program of its kind to provide specialized advanced education opportunities for emerging executives that also serves as a think tank of innovative leadership for the beauty industry. This is the heart and soul of the FIT Master’s Program. Doug and I have heard from many graduates and they too have expressed the desire to continue engaging in the creative thinking, problem solving, research, and dialogue they had experienced in our classrooms and think tank initiatives.

Together as a group, we’ll continue to dive deep into brainstorm and think tank workshops with industry partners and external firms to do what we love most. It will be a multidisciplinary approach to propose viable solutions, recommendations, and ideas to everyday business challenges we face as an industry.

LOOKING AHEAD
As our careers, responsibilities and job titles evolve, it will be important to leverage our industry network and to provide ongoing training programs, career counseling/development, and executive mentorship opportunities. This will be possible thanks to support from the Industry Advisory Board, Professional Development Committee, executive mentors, respective human resource entities, program supporters and, of course, our growing network of over 170 graduates to date. You will be seeing some exciting changes to the Alumni Association following the feedback we are receiving from surveys with the graduates and their supporting companies. Please join and get involved.

Join the Alumni Association

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Introduction

Fashion and beauty are inherently linked and women throughout time and all over the world understand this. In today’s over-saturated world, companies have wooed consumers with personalization and customization and brands across all industries are starting to take note. For years, consumers have received fashion and beauty tips from their favorite magazines. However, fashion and beauty are not merchandised and marketed together at Mass, the way they’ve always been linked in magazines. Conversely, prestige companies such as Dior and Chanel have been leveraging this connection in order to create one common message to the consumer. While Mass brands have successfully made the connection by sponsoring major fashion events such as Maybelline’s tie with Fashion Week, they have not yet translated that connection into the retail space.

In the consumer’s eyes, the lines have blurred. She is shopping in multiple channels for beauty products and apparel, and looking for value in each. She sees high and low fashion being mixed on the pages of her favorite magazines. The traditional channel approach is now irrelevant. According to Wendy Liebmann, CEO of WSL Strategic Retail, “This Mass channel shopper is smart.” While 68% of consumers say they learned lessons during the recession, they continue to shop and are looking at purchases differently. 72% of shoppers pay attention to price and they expect good quality at low prices. Additionally, this shift in value will not end as the economy continues to improve. 64% of shoppers are proud to be frugal and cautious. Today, Mass retailers use lower prices to attract and retain consumers. The next challenge is to offer an enhanced shopping experience, framing it as additional value in order to retain these consumers as brands and retailers continue to compete for this frugal yet sophisticated shopper.

There are three overarching trends that are shaping consumer behavior in-store, out of store and online: the popularity of one-stop shopping, the advice of curators, and the proliferation of fast fashion and fast beauty. By understanding these trends, retailers must ask themselves how they can leverage the fashion and beauty connection while further driving the Mass consumer. Additionally, how might retailers encourage the consumer to link purchase decisions between the two categories? By speaking to her in a way that is familiar and connecting beauty with fashion is the way retailers can grow sales of two of the highest margin categories at Mass.

Traditional media has changed and with the rise of instant communication brands have adapted their marketing to a more expressive generation. With this in mind, retailers must develop a 360 approach that links fashion and beauty at every step of the consumer’s life: enticing her with in-store merchandising, entertaining her with events, enamouring her outside of the store and engaging her on the go with digital strategies. In doing so, she will recognize that convenience, value, and engaging experiences are now available at her favorite Mass retailer.

Entice Her In Store

When it comes to enticing consumers with visually disruptive merchandising in an environment that deliberately prolongs browse time, IKEA’s global strategy has made them an industry leader. Their one-way layout encourages customers to see the store in its entirety, which helped the Swedish company earn over twenty-three billion euros in 2010. Their merchandising strategy showcases product in various lifestyle concepts to appeal to as many customers as possible. This strategy is not limited to IKEA’s 300 stores across the globe. 712 million visitors/year visit the IKEA website and 197 million catalogues are published in twenty-nine languages, all of which leverage this disruptive merchandising strategy.

Creating a similar journey throughout a Mass retailer, consumers can experience fashion and beauty in their natural habitat: together. By blurring the boundaries between beauty aisles, apparel departments and fitting rooms, Mass retailers can provide curated assortments that make “getting the look” both convenient and fun. In today’s oversaturated and busy world, getting “in and out” is often-
encourage sampling and trial.

While fitting rooms at Mass retailers are oftentimes uninspiring, consumers who try on clothes result in a 67% conversion rate compared to 10% for those who don’t. Knowing she may be in a hurry, express dressing rooms throughout the apparel department will entice her to quickly try on apparel, increasing the likelihood of purchase. While she’s in the dressing room, simple mirror decals highlighting the color of the season will remind her to pick up the latest beauty products on her way out.

By upgrading the experience in the main fitting room area, retailers can entice her to buy beauty and fashion. Creating a fun communal space and leveraging the digital media seen in the beauty and accessories aisle will encourage her to spend more time trying on clothes, driving conversion, transactions and average dollars per sale. Strategically placing impulse beauty towers around fitting room lines promotes impulse purchases and potentially captures new customers who may not have shopped the beauty aisles. Positioning a virtual vanity near the fitting room serves as an incremental beauty destination, giving vendors exposure that rivals the current beauty aisle endcaps. In lieu of testers, the vanity is outfitted with an iPad on which she can give herself a virtual makeover and then add corresponding shades to her basket.

According to an InsightExpress study, “82 percent of consumers already use mobile phones during their shopping trips, so it’s critical that retailers understand and embrace this new shopping behavior.” Incorporating QR technology and iPads inside of fitting rooms allows consumers to scan apparel and receive recommendations of fashion and beauty products that complete the look. Dragging pictures of the various items into a digital basket triggers a merchandise runner that collects the items to put aside at guest services for her to pick up.

By utilizing fixtures that showcase fashion and beauty together, and offering consumers curated assortments throughout the store, Mass retailers can entice consumers to stay longer and spend more money. This strategy answers the need of convenience and value of time, while also offering her an elevated shopping experience which will retain her in the long run.

Entertain Her in Store

Once the consumer is in the store, how do retailers keep her entertained and coming back for beauty and fashion? In many Mass retailers beauty and fashion are often an afterthought. The consumer is in the store for their weekly shopping and beauty and fashion purchases are often an impulse. Another way to bring beauty and fashion together in Mass is by making it an exclusive focus in Mass.

Taking a nod from events like “Fashion’s Night Out” and exclusive registry events at stores like Crate and Barrel, Mass retailers can use existing store space and re-merchandise it to hold monthly events catered around fashion and beauty. A Fall 2010 “Fashion’s Night Out” event in Harlem, NY drove a 50% increase in foot traffic with 75% of customers purchasing product.

A First Friday’s “Get the Look” event, would work perfectly in Mass. Every first Friday of the month would feature the latest looks and beauty concepts displayed together in the existing fashion space. Featuring fun drinks and appetizers that are sold in the grocery department, these added touches give the consumer the event feel that is usually only available at an upscale department store. One stop shopping, with a complete look, curated for the consumer.

The space is an exciting way for Mass retailers to promote and leverage existing designer collaborations within the store. In Target for example, the “Get the London Look” event would feature existing beauty brands like Rimmel and Boots and fashion from British designer Luella Bartley. Representatives from the brands would be at the event to help increase awareness, and show the latest beauty and fashion looks from across the pond. A partnership with the airline Virgin Atlantic would offer a trip to London, so shoppers can wear their new look on an actual trip to London.

Once a shopper has attended a First Friday event, they will get an online preview and invite to the next event, so they can RSVP to assure a spot. In a Mass retailer like Kohl’s, the event space would be the perfect opportunity for a Vera Wang “Get the Look” event. Completed looks from her flirty Simply by Vera clothing line and her new makeup line could be debuted and sold together in the space. The First Friday’s event could also feature beauty and fashion by season, with the latest boot styles and lip-gloss shades to get you ready for fall. It could also be featured by color, with fragrance, clothing, and nail polishes all in coordinating-of-the-moment shades.

The event space would also be a perfect place to leverage the booming bridal market. Since many brides are already registering in stores like Target, First Friday’s could launch exclusive limited time collections, where a curator selects everything you need to get a complete look for a rehearsal dinner, wedding shower, and honeymoon. All from one store.

Enamour Her Out of Store

In order to continue to capture the consumer’s attention and reinforce the connection that fashion and beauty can be linked at retail, it is necessary to enamour the consumer outside of the store. Retailers need to continue the in-store conversation with interesting marketing and merchandising concepts in the world outside their doors. Pop up stores, college campus events, retailer sponsored movie nights and home shopping partnerships all offer the opportunity for retailers to continue the fashion and beauty conversation.

Pop up stores first came on the scene in 2003 and flourished through the recession due to the increased availability of vacant retail space. Now mainstays for luxury and Mass brands and retailers, pop-up stores provide a unique opportunity for Mass retailers to enamour consumers and showcase what is new, while also creating buzz. The popularity continues to grow; for example, Toys R’Us opened 600 pop-up stores across the US in 2011 compared to 90 in the previous year. Open for a limited time in highly trafficked urban locations, these stores would provide penetration into markets where Mass retailers do not have brick and mortar stores.

Mothers and daughters continue to shop together and with limited bonding time available in our increasingly busy world, retailers have the opportunity to provide a cross-generational family experience. A pop-up store centered around back-to-school shopping for the daughters and back-to-beauty-school shopping for mothers, would allow a Mass retailer to focus on age appropriate looks and highlight the season’s trends. Pop-up stores could also be opened during New York Fashion Week and allow consumers to share in the runway experience. Set up to resemble the backstage of a fashion show, stores would be outfitted with vanity mirrors, make up artists, hairdressers
and clothing racks. Retailers could easily showcase the season’s latest fashion and beauty in a single space.

Retailers can continue to enamour her by taking fashion and beauty to her directly. Marketing tour buses operate as a sort of mobile pop-up store and adding a social media dimension can further entice consumers to participate. A “Campus Cube” would update the traditional campus tour bus. The promotional cube would allow students to sample new looks, shoot videos of themselves and upload and share their new looks on Facebook and on Twitter enticing their friends to participate. Outfitted with a selection of fashion and beauty merchandise, the Cube would create an experience that speaks to how students communicate and express themselves today. Calvin Klein recently relaunched the CKOne unisex fragrance using a combination of social media, applications, and pop-up events. Launched in March 2011, the CK One Virtual box has connected 80,000 consumers.

Highlighting fashion and beauty products during retailer sponsored movies is yet another way to enamour her out of store. In April 2010, P&G and Wal-Mart kicked off the family movie night initiative when they presented the premiere of “Secrets of the Mountain.” In the one year since the partnership began, Wal-Mart and P&G have reached 16 million viewers. Retailers could adapt this concept to showcase beauty and fashion by sponsoring a “Movie and A Make Over” night on television. Makeover spots would appear during commercial breaks and show consumers how to get an up-to-date look of her favorite movie characters, showcasing the latest styles and trends all available in-store.

Co-branding, co-marketing and cross-selling are marketing tactics increasingly utilized to leverage assets and combine the strengths of two or more brands. A partnership between a Mass retailer and a home shopping channel would provide the retailer access to the 90 million households that home shopping channels reach every day. The association would provide an excellent way to tell the story behind fashion and beauty, while offering her the authentic and personal communication consumers are seeking today. An easy way for a Mass retailer to access this channel would be through a collaboration. Pairing a beauty brand like Sonia Kashuk with the fashion of Calypso St. Barth for Target, would be the perfect match for showcase on HSN. This would give Target the opportunity to explain the concept behind the collections, highlight their beauty partnership, reach consumers at home and draw them into store.

Engage Her Online

In recent years, strategies to engage consumers online have led to double digit growth of e-commerce, digital technologies and social networks. All of which have impacted the consumer’s behavior. While shopping, she “digs” through “delicious” products, “facebook” her friends to “meet up” on “foursquare” and compare prices of product in stores nearby. The consumer is in control of her shopping experience and sharing that experience with her friends. In order to stay relevant in the face of this empowered consumer, retailers are trying to complete a digital check-list to resonate with her. Wal-Mart’s acquisition of Kosmix (a social media platform) for $300 million shows that retailers are trying to accomplish it, whatever the price.

However, simply checking off boxes is not enough to win the game; retailers must engage the consumer. As stated in the “New Rules of Retail” by Robin Lewis and Michael Dart, “Well-edited retail brands... which know their consumers’ likes and dislikes, provide an emotionally connecting experience in which less is more.” To engage the customer and connect fashion and beauty online, there are three concepts that could easily help her get the look: combining augmented reality with social commerce, utilizing a digital personal stylist and the creation of a unique flash sales site.

The concept of combining augmented reality and social commerce is right on trend and is a natural next step for retailers. The retail potential is huge. According to freelance podcaster, Paul Skeldon, “You turn the augmented reality technology into something that creates genuine revenue streams. Retail and gaming are the obvious areas that can deliver revenues with augmented reality right now. The real money lies in turning augmented reality into the consumer space with games, entertainment and education. In the next 12 to 24 months you will see it everywhere, changing how people shop, by bringing the advantages of the Web to the in-store experience.” In the comfort of her home, a consumer “virtually” tries on fashion items, and then the site recommends beauty products to her to complete the look. Discounts prompt her to join a synchronized shopping session to share her look with friends in real-time via social networks, all of that while she is shopping. Beauty brands like M.A.C are already starting to implement these “synchronized” social shopping sessions. It is a great opportunity for retailers.

Second, a beauty and fashion personal stylist could leverage all brands sold under a retailer’s roof to create a connection between fashion and beauty. For example, Target could launch “TARGET MY STYLE.” On the website, a consumer would take a quiz answering questions about her favorite beauty products, runway looks and fashion accessories. Then, the beauty and fashion personal stylist would curate assortments and email her suggested looks weekly. This concept could be applied in-store with a style consultant asking a consumer to fill out the same quiz on an iPad and then helping her locate items. This concept is similar to the popular website sendthetrend.com, which tailors collections to subscribers after they’ve created a fashion profile online. Now, imagine the impact if a retailer could curate looks across multiple categories and brands – leveraging its natural expertise of one-stop shopping place for beauty and fashion either in-store or online.

Finally, flash sale sites have changed the retail model and, they are here to stay. However, to avoid over-saturating the consumer’s inbox, this flash sale site offers a new proposition. Twice a month, curated looks would be picked by beauty and fashion bloggers. Similar to Gilt, Rue La La, Ideeli and newly launched My Habits by Amazon, this site would offer deals but also, engage with fashion and beauty mood boards to show the customer how easy it is to get a deal and a look in just one click.

Conclusion

Our world is driven by connections. Consumers are not only connecting with each other, they are also connecting to brands, causes and technology, all at a speed unlike any generation has experienced before. Mass retailers must become even more connected to the consumer conversation. They must entice her in-store, entertain her with events, enamour her at home and engage her online. If retailers continue to ignore the natural connection between fashion and beauty, they just might get disconnected from the conversation.
**Authors:** Stephanie Dishart, Pei Wong, Tanja Lindermeier, Evelyn Lu, Lindsay Novellano

**Introduction**

In the US, the natural category grew 12% last year versus 2% total beauty according to Kline. Due to this tremendous growth, Ulta, Walgreens and many other retailers have created specialty sections. However, today the challenge is that it is no longer just indie brands introducing truly natural products for niche consumers. Major Mass natural introductions from Unilever, Procter & Gamble, L’Oréal and Johnson & Johnson, have met previously deterring price and performance thresholds for their consumers, often going beyond specialty standards. For example, L’Oréal recently introduced Garnier Pure Clean with claims on 94% biodegradable formulas that are paraben, dye and silicone free in 100% recyclable, 50% post-consumer recycled bottles. Mass is shifting the natural definition.

This paradigm is not just in beauty. Naturals are omnipresent across categories, even in some unexpected places. For example, this fall, Wendy’s introduced Natural Cut Fries with Sea-Salt, resulting in a 17% increase in fry orders at launch. Lays new tagline is “Lays, we make them natural, you make them fun.” New launches for bleach, fertilizer, and paint are “green,” “organic” and “natural” respectively. The bold contradiction of these introductions is merely a symptom of mainstream America’s wellness fever. Even paper towels, the epitome of commodity, have become powerfully emotional with natural’s safe authenticity. With major corporate sustainability commitments and marketing campaigns to leverage them, plus an engaged gen Y and baby boomer population, this is just the beginning. However, the challenge is that today, even the word “green” is still grey for consumers. Despite ongoing efforts from agencies, corporations, retailers and beyond, natural and organic certifications abound with no clear authority.

The line between beauty and pharmacy has also blurred, but the numbers tell a very clear story. According to the American Society of Plastic Surgeons, 12,000 teens had Botox injections last year and cosmetic surgery rose 9%. Unregulated claimed levels of actives have risen to meet this demand for efficacy. In the U.S., cosmeceuticals will continue to outpace nutricosmetics, yet globally both, with close proximity to the pharmacy, have exponential opportunity. Global Industry Analysts reported last month that the global nutricosmetics market will grow 14%, reaching $4.2 Billion by 2017. If a new product is not natural, it is the epitome of science with supercharged results giving fearful aging consumers another avenue for wellness in their search for the fountain of youth.

This parallel is a global phenomenon. Last year, natural beauty grew 21.3% in Brazil and 13.3% in China, according to Kline. Yet cosmeceutical brands like Vichy, La Roche Posay, and Eucerin, as well as nutricosmetic brands like Japanese Fancl, are top-selling, new introductions in Watson’s and traditional Chinese medicine shops alike. From our travels to China this March, it is clear that “Better City, Better Life,” the theme of the World Expo, was not just about sustainability, but a shift in the Chinese consumer’s mindset. For the first time since 2001, economic growth parameters set by the government have been reduced to 7%. A new focus has been put on happiness, intellectual property and financial stability, the fundamentals of wellness.

Together, naturals and cosmeceuticals represent the spectrum of beauty options global consumers need today as an integral facet of their wellness lifestyle. Yet they also represent the ultimate in consumer confusion and the need for awareness, education, and engagement. Today, consumers need solutions, not just in beauty, but in every category, so that consumers can live looking good, feeling good and doing better. Mass retail is the only place this can happen with its price democracy and all-encompassing assortment. In essence, its ubiquity represents a tremendous opportunity for positive impact. In conjunction, we must be realistic that most of the U.S. population would much rather wear toning shoes and drink a V8 than hit the gym or cut up celery. Wellness at Mass needs to be easy, creating choice and saving time – the crux of convenience, the number one reason after price that consumers shop at Mass. Through simple solutions in service, education, and merchandising, and through authentic connections, Mass retail becomes the wellness authority.

**Service Solutions**

Every day, we are reminded that American health is declining. Over 63% of Americans are either obese or overweight. Diabetes and heart disease are national crises. A compounding factor is that healthcare costs are rising, and unaffordable to many Americans. In fact, 1 in 6 Americans do not have health insurance, and the average cost of a single doctor’s visit without health insurance can be well over $200. All the while, a large proportion of our population is aging, and in need of more regular health maintenance. Already, we see corporations stepping up to meet this national challenge.

At this year’s NACDS, P&G, no doubt inspired by the success of their “Lookfab Moments” popup boutiques, expanded their services from beauty and grooming into wellness. In the Wellness center, a dentist was on hand to measure plaque while a doctor consulted on visitors’ true heart age. Pharmacies are already evolving into mini health clinics to meet the demand for smart, simple, medical solutions. 76% of Americans shop the Mass channel – more than any other channel. Therefore, this is where we have the greatest opportunity (and the largest square footage) to make the biggest impact. Beyond just providing convenience, Mass retailers are in position to make a real impact on total family health and national consumer wellness.

The Wellness Center is a destination for smart simple services. It will take the Mass concept of one-stop-shopping into one-stop-shopping-AND-services. To be a true destination for health and wellness, this center will take care of a consumer’s most common medical needs. In addition to prescription drugs, the health center will offer services such as flu and allergy shots, vaccinations, and diet and nutrition counseling.

If the consumer needs more information about his or her health condition, they can experience the total body diagnostic of the future. It will measure vitals, screen for deficiencies, and make recommendations for diet, supplements, and even skincare products. These results are stored online, so the consumer can track health progress on an ongoing basis. This is an opportunity to leverage the expertise of the pharmacy and health clinic to drive front-of-store sales while making a positive impact on overall consumer health.

For services of a more indulgent variety, consumers can make use of the Beauty Bar. Consumers get a pedicure while shopping on an iPad, picking up the order on the way out...
with a fresh coat of polish. The best part is, if she liked the nail polish she tried, it is for sale in the same store. What’s unique about this beauty bar concept is that each station will be sponsored by a different beauty brand every month. For Mass brands that typically don’t have their own spas or salons, this presents an opportunity to showcase their latest products and collect valuable consumer feedback.

There will also be medical spa services, leveraging the authority of the in-store pharmacy. We are, after all, entering the age of lunch-hour facelifts and drive-by Botox. Such services will only build credibility for the Mass retailer as a comprehensive wellness authority. A retail partnership with Allergan would be akin to JCPenney’s partnership with Sephora: more distribution for Allergan’s products, more accessibility for the consumer, and more revenue for the retailer. For brand manufacturers, imagine what a lip plumping service would do for lipstick sales in the next aisle.

Education Solutions
As previously mentioned, the Wellness Center will be an obvious touch point for education. However, education must also exist outside its walls. The proliferation of products and skus available at Mass is astounding. Consumers are overwhelmed and confused. Something as simple as choosing a shampoo quickly becomes a daunting task. This makes education just as, if not more critical for Mass shoppers than prestige shoppers. Moving the traditional Beauty Advisor model into Mass has not proven successful. However, we believe the following educational solutions will be successful in Mass retail.

67% percent of consumers research a product or ingredient on a manufacturer’s website before purchasing. Online is the natural platform for information. What Mass retailers can do immediately is establish a sponsored microsite. It should be separate from the e-commerce site but seamlessly link back to it. Mywellness.com is a digital platform that lives online or on your phone. The format is uniquely linked to storytelling. Because this site’s sole purpose is to educate, consumers will identify it as a reputable source of information. To elevate the site’s legitimacy, it will include testimonials and information from experts like dermatologists and aestheticians. If consumers require customized educational guidance, they can set up an account, log in and make mywellness.com a digital destination for their personal wellness.

If consumers are looking to optimize their personal wellness education in the store, they have the option to speak directly with health and beauty experts via a skyping kiosk. Strategically located between beauty, pharmacy, and grocery, this kiosk provides the option to call one of several types of experts. With Microsoft’s recent acquisition of Skype and its 170 million users, you can imagine the potential.

Finally, the shopping cart can use a state of the art makeover. Introducing the Electronic Cart Companion. This updated shopping cart will feature a touch screen and a high tech product recognition system. As consumers shop and place items in the basket, facts about products, ingredients, and usage pop-up on the shopping screen. This new shopping cart also checks off shopping lists and features a GPS guide to add in the ease of finding products.

To entertain children sitting in the basket, the settings can be changed to feature games and movies.

Ensuring that consumers feel educated is critical to ensuring the success of Mass as a wellness authority. After all, feeling smart feels good, and shoppers that feel good are sure to return again and again.

Merchandising Solutions
A GPS for products is worthless if retailers cannot keep the consumer happy at the most important place of all – the shelf. In 2010, about 30% of women surveyed found it confusing to choose a beauty product. In fact, according to WSL, with the burgeoning market for private-label brands, 14% of consumers bought store brands by mistake. Mass retailers and brands must add in the beauty section at the shelf without confusing or overwhelming the consumer.

Time is often the difference between a good day and an exhausting one. For consumers who simply need more time in the day, the Wellness Zipline. Designed to get consumers in and out, this area of the store is organized by non-browsing categories with top-selling skus. As a result, consumers can quickly complete their shopping lists for everyday essentials like prescription pickups, milk, and toilet paper. The Zipline can also be expanded to an urban model. Like a corner convenience store, Mass retailers can truly reach the urban consumer, stocking the same top-selling skus and offering the same discounts without the big city inflation. Additionally, the Zipline could also be a potential housing for private-label brands.

On the main floor, beauty products need to be better distinguished and should be categorized according to the regimen consumers follow at home. This would not only help consumers filter products but educate them on how to use the product as a regimen from the first steps of exfoliating and cleansing to the last steps of what type of sunscreen they should be wearing.

End-caps should be used for more than just promotions. For instance, imagine an end-cap filled with products that contain key trend ingredients like vitamin A or beauty recommended spices? An even more perfect opportunity resides in the travel-size retail section. This location would be ideal for products inspired by places like the Amazon Rain Forest and Asia, especially when it comes to naturals.

Obviously, there is only so much retail space to execute new ideas and logistically, it is expensive to change end caps for every new concept. Introducing a simple solution – the Roving End-Cap, a truly versatile cart that affords many options, including platforms that allow for brand sponsorship. Cross-selling products can be easily accomplished. For example, a Roving End-Cap with an “Energize” theme could carry fragrances that excite you, supplements that wake you up, and facial products that make your skin glow.

To top it all off, consumers get a free smoothie highlighting foods that help revive the mind and body. Retailers not only gain incremental sales but additional retail space that is easy to change and can be used to test pilot new ideas, products and concepts. Best of all, the Roving End-Cap can easily go where the traffic is and helps guide consumers to the right product.

Authentic Connections
Retailers can contribute to consumers’ better health and well-being by helping them make the right product choices by making authentic connections between 1) pharmacy and beauty, 2) products, and 3) products and community. This leads to increased consumer satisfaction and ultimately increased loyalty and sales.

Retailers can help consumers make better health and wellbeing choices by clearly connecting the pharmacy with the beauty
aisle. Introducing the Care Cabinet, a virtual medicine and beauty cabinet that is the ultimate resource for the online consumer. First, like Fresh Direct, the Care Cabinet stores current products for online re-order or pick-up. One added benefit is that based on usage recommendations, it can auto-refill and send products so that you never run out of prescriptions, toothpaste or night cream. It also suggests products based on previous shopping habits or changing seasons. Second, like CVS and Walmart.com, the Care Cabinet houses OTC drugs and provides a diagnostic tool. However, the Care Cabinet also indicates drug interactions and needs based on items already in it. For example, if a prescription creates sun sensitivity, the Care Cabinet will suggest a sunscreen. This Care Cabinet allows consumers to narrow the digital space and connects pharmacy, beauty and personal care in a way that is impossible for traditional bricks and mortar.

If retailers want to become the authority for wellness and help U.S. consumers shift behavior towards a healthier lifestyle, they should focus specifically on women, who make 85% of household purchase decisions. Since most of them are mothers, they are the gatekeeper to the family’s health and wellbeing. It is important to help her choose the right products, and also set a good example for her children. In leveraging the scientific expertise and equity of brands, retailers can create the authority to offer higher value solutions like wellness programs to consumers.79

The Wellness Guide is for mothers and is available online and as a mobile application. This Wellness Guide will empower mothers to create rituals at home for herself or her children that are scientifically proven to work, thereby helping her to easily achieve her wellness goals. Multiple wellness programs will be available within the three wellness benefits of “Looking Good,” “Feeling Good” and “Doing Better.” Each wellness program will be sponsored by a brand and developed in partnership with their scientific experts to ensure quality outcomes. For example, the Wellness Guide could feature a weight management program supported by Nivea or a better sleep program supported by Tylenol.

The Wellness Guide concept also has potential application in the store. In this scenario, in-store merchandising would be more consumer-centric in that it would group products in a problem/solution format. For example, if the consumer is having trouble sleeping, she can visit the “Sleep Well” aisle in the store. This aisle would feature cross category products for better sleep, such as fabric softener, night time skin repair serums, aromatherapy, bath salts, and moisture wicking pajamas. The online and in-store execution of the wellness guide benefits the retailers since consumers see better results through product combinations, which increases consumer satisfaction and loyalty.

While product performance is an important criterion for purchase, more and more Americans choose products with a triple bottom line. In fact, in 2010 the market for certified, sustainable products went up to $56 billion. This environment forces retailers to take a stand on sustainable and ethical sourcing, as shown by UK consumers’ vote for the “the greenest” supermarkets.

One way retailers reinforce their ethical sourcing in the eyes of the consumer, is offering sustainable certified products. However, as mentioned earlier, the plethora of certifications dilutes the authenticity of the certification. Retailers should go one step further and offer sustainable sourcing partnerships with local farms such as organic olive, wine or aloe farms. Products from this exclusive partnership would be offered to consumers, thereby allowing them to support the farm while ensuring transparency of the product’s organic skincare ingredients’ origin. Such an exclusive retailer-owned product line would increase consumer engagement. This unique story telling value could be leveraged to enhance consumer loyalty programs by offering unique opportunities like family trips to local farms to learn about organic farming. Furthermore, 64% of consumers are willing to pay a premium for products that support a cause they are interested in, boosting the potential for incremental sales.

Conclusion

Wellness is no longer the absence of sickness or wishful thinking. It is approachable and holistic.

Instead of right and wrong, eco, natural, green, or cosmeceutical, wellness is about conscious consumption and the role products play in your life. “Is Tom’s of Maine toothpaste really green if consumers leave the water running while they brush their teeth? Is an Energy Star-rated light bulb really green if it remains on after everyone leaves the room?” It is about the choices we make to live looking good, feeling good and doing better.

Introducing Swellness: Integrated and simple wellness solutions in service, education, merchandising and connections. This concept leverages serious sustainability, health and societal issues with a positive twist for an all-encompassing destination to help eco-conscious, sophisticated and every-day consumers alike “Live a Swell Life.” Through Swellness, Mass retail becomes the consumers’ wellness authority. By offering the consumer experiences, helping them to reach their goals and by saving them time, their experience online or in-store leaves them transformed. A perfect fit with beauty, Swellness brings back the feel-good power of the lipstick factor that we have lost. With an integrated approach, Mass retailers gain incremental sales and magnetic loyalty.

Swellness is not naive of the Mass environment. Instead, it utilizes its power, addressing serious issues with the potential to make a difference in the lives of millions. It has the power to do even more. In mid-March, AdAge called $400 billion-plus Wal-Mart the “biggest and most vigorous of a new breed of private-sector regulators.” With government-like mandates Wal-Mart and their obliged suppliers will reduce greenhouse gas emissions, invest in the community, reduce sodium by 25% and trans-fatty acids by 100% by 2015 among other impressive goals. In 1996, Target walked away from cigarettes. Can you imagine if all Mass retail followed suit? This may not be too far away and the impact would be epic.

In conclusion, Mass retail is powerful and today through simple solutions for wellness it becomes the Swellness authority. ■


**Beauty For All: The Future of Prestige at Mass**

**Authors:** Alison Aidlin, Elizabeth Del Pozo, Devin Homsey, Anahita Mekanik, Liza Rapay

**Shifting Consumer Demands**
- From Needing Stuff to Demanding Experiences
- Conformity to Customization
- Plutocracy to Democracy
- Wanting New to Wanting New + Now + Everywhere
- Self to Community

Consumers are in control and we need to listen. In their eyes, the lines between Mass and prestige are more blurred than what we see. As the demand side shifts, we must cater to consumer needs and build a symbiotic relationship where retailers, manufacturers and brands, can benefit from one another. As Mindy Grossman of HSN said, “The days of trying to get a consumer to come to you are over. You really have to be in the consumer’s world, wherever, whenever and however.”

**The Mind and Heart Connection**

It’s no longer about the physical connection of products or services. What’s important is building the mind and heart connection. We define this as neuro-emotional connectivity. Just as we pay $4.00 for a cup of Starbucks coffee, it’s not just coffee; it’s a home-away-from-home experience.

**Prestige in Mass**

Our goal is to strengthen the consumer connection in-store and online by offering prestige in the Mass environment and presenting a little something unexpected.

- **MERCHANDISING:** Understanding how a consumer shops in a particular store is key. How do we draw her to beauty? This is a huge opportunity where the retailers and brands can leverage each other’s strengths.
- **PRODUCT ASSORTMENT:** A strategic balance between core and limited offerings. Core products that she expects to find and limited offerings that are unexpected, injecting newness and creating excitement.
- **MICRO-MARKETING:** Mass marketing is a strategy of the past; micro-marketing is a new way of satisfying her demands. With access to consumer information, we can now better localize and segment our offerings.
- **DIGITAL CONNECTIVITY:** We are all chasing digital insights. Let’s transform the quantitative data mining into a qualitative experience that is more relevant and useful. Lynne Greene said it best, “Follow the behavior. Lead the thinking. Capture the heart.”

**Social Responsibility:** Michael Porter of the Harvard Business Review said, “There’s a connection between competitive advantage and social issues.” This is crucial to the Millennials who are more diverse ethnically, socially, and economically than any other generation in history. Brands cannot ignore their power.

**MERCHANDISING**

The brands that make a mark on us fully engage our five senses. They have in common that indefinable love factor we instinctively recognize. As Kevin Roberts, CEO Worldwide of Saatchi & Saatchi says, “The senses are the fast track to human emotions.” Lovemarks such as Cirque du Soleil offer their fans an experience in which they can inject their own emotions, fantasies, tastes and smells.

Drawing inspiration from such brands, we aim to transform the next generation Mass beauty aisle into an experiential outlet beyond a convenience destination. How? By offering her what she is not expecting from Beauty brands in Mass today: an inspiring source of product discovery through a unique 6-perience that engages her five senses and her mind.

**From Consumerism to Culture:** Iconic prestige brands (Prada, Apple) have already abolished the boundaries between fashion, architecture, design and contemporary art. They offer distinctive, intimate, yet public spaces which people love to be in and interact with their products. This meshing of consumption and culture has heightened consumers’ expectations.

**From high productivity to high product- connectivity:** Our merchandising philosophy builds upon the trademark attributes of Mass – accessibility, freedom and value – to elevate the overall shopping environment. Our new floor design is both inviting and inclusive, breaking away from the traditional linear layout to create a new mindset of sharing and shopping together. High-product-connectivity becomes the new lens to drive sales.

**INTRODUCING The BeautySphere:** A multi-sensory playground where she can discover great products and connect with a tribe of like-minded beauty lovers. The circular design is organized around three rings of exper-tise. A dedicated Beauty hostess is present to welcome shoppers and assist them if they’d like. Headsets are also available with thematic tutorials, guided tours throughout the beauty and fashion department, or the latest audio books available in the store.

**Level 1 – The human touch.** The first sphere helps consumers define their needs or areas of interest. It is a source of education and story telling for the brands and the retailer. There are 4 modular stations equipped for on the go! services such as makeovers and skin analysis, as well as a virtual beauty post where consumers may scan QR codes for detailed product information, access the store website to post their product review on the spot, or place an order for home delivery.

**Level 2 – The playground.** This sphere is the heart of the playground in which products are regrouped by category. The objective of this new classification is to better assist in finding the perfect product for her. Dedicated product displays include the Color Bank, Skin Solutions, the Fragrance Bar and Body Rituals. There is also an interactive display for pop-ups with a Microsoft Touch screen. These counter-top height fixtures allow consumers to freely touch and try products. Stock is stored under each section for easy replenishment like wine bottles. The first two spheres are also the models for smaller urban stores.

**Level 3 – The full mix.** The third sphere is comprised of open-sell units, which blend product display, visual communication and stock for easy self-navigation. Best Sellers and Newness are also highlighted within these units. Combining intent-based shopping with discovery and play is only one facet of our model for we all know it won’t suffice unless she can find her favorite beauty toys.

**PRODUCT ASSORTMENT**

When shopping for beauty and fragrance, consumers look for delivery on a heartfelt emotional desire just as much as functional use. Mass tends to just sell products as commodities without nearly as much aspiration and emotion as we see in Prestige.

How do we elevate the product assortment? With a 3-tier strategy to elevate the Product Assortment Model – focusing on The Heroes, The Experientials and The Prestige.

**The Heroes:** Mass is
full of iconic products. The first tier focuses on existing core brands to showcase their hero products in much the same manner that Prestige does. Creating heroes will elevate the customer’s experience to enhance the product and brand perception. According to Estée Lauder’s Jane Hudis, “the hero product becomes the engine that fuels the brand.” With the 40th anniversary of Maybelline’s Great Lash, this is a perfect opportunity to celebrate the product and its heritage and connect with the consumer.

The Experientials: The second tier merchandises by lifestyle to create emotional relevance. Products will be curated across categories – for instance, a slumber party collection features mud masks to a classic sleepover DVD. Collections will capitalize on what is in the news as well as partnerships with role models whose popularity spans to not only animate Beauty, but allow Beauty to be merchandised seamlessly in other departments. If she’s not shopping in Beauty, let’s bring Beauty to where she is.

The Prestige: The third tier brings prestige products to Mass. The consumer wants what she wants where she wants it. The first step would be to revive brands that already have credibility and cachet with limited distribution such as Paula Dorf or Dr. Brandt. This creates a renaissance that re-introduces these prestige brands to lapsed and new consumers. The second is to create limited partnerships with contextually relevant prestige brands to introduce a new product, or feature icons like the Clinique 3-Step Program.

What Are The Benefits? Strategic planning is paramount for brands to maintain relationships within the traditional channels. The products would differ so as not to compete, available in smaller sizes. Much like HSN and QVC appearances boost sales in other channels, featuring these limited prestige products would drive foot and e-commerce traffic, and lead to incremental share and sales growth. The benefit to Mass, in addition to elevating the assortment, is the halo effect for existing brands and lift to core business. Visiting the store or going online to see what the buzz is all about generates brand awareness and helps boost the retailer’s credibility and expertise in Beauty.

Moving beyond the product assortment, let’s engage her through customized initiatives and relevant communication opportunities. To reach individual communities, more emphasis and resources need to be placed on local marketing. It’s all about “Mass personalization.” Providing relevant promotions to enrich the consumer experience creates a winning situation for all. The benefits? Increases in sales, reductions in inventory and markdowns, and more importantly it loyalizes beauty customers.

A higher level of engagement can be reached by: Localizing the Customer, Personalizing the Message, and Maximizing Resources.

Localizing: Content in the right context. Localize the message by integrating the use of geo-fence marketing tactics to segment and target the RIGHT customer. Using retailer customer databases, prestige brands will be able to “fence-off” geographic areas to send messages to customers who opt-in to their service. Starbucks is implementing this tactic in select locations and customers who come within a one-mile vicinity of the store will get a coffee coupon. Geo-fence can be arranged near an event or location that is related to the brand/store.

Personalizing: For prestige to engage in Mass, we propose delivering personalized messages for complimentary limited services. Using customer profile databases, the brand can send a targeted message to loyal customers in select locations based on gender, ethnicity, age group, profession and interests. And to increase retention, a personalized customer care message could be sent post-event.

In beauty we envision Elizabeth Arden’s Red Door Spa Services being offered to customers in select locations through Groupon for an exclusive time period. This promotion would only come to life when the qualifying number of customers pre-purchase the service.

Maximizing: Our approach in beauty will maximize resources and reduce risk. Prestige brands would set the parameters and qualify the criteria to receive the discounted service. Aligning resources, the prestige brand will bring its expertise and the retailer will facilitate the pop-up event. This allows prestige to engage in a Mass environment while protecting its cachet and price point.

ENGAGE with Pop-Up Activity: Prestige comes to life in Mass through a calendar of pop-up events, a beneficial value proposition for the brand, retailer and customer.

Mother’s Day: The store will create a bonding experience for Mothers and Daughters in collaboration with Bumble and Bumble, offering on the go services to promote a curated selection of products. The brand will benefit from exposure to new customers and the store will leverage its on-premise facilities such as the photo-studio to keep the customer in the store longer and give their customer the ability to share the experience with friends and family.

August: The busiest time for back-to-school shopping, Clinique will engage all these shoppers by offering a limited edition 3 Step trial kit. The set would be merchandised in the Beauty Sphere and in key touch points such as the jeans department and the school supplies aisle.

The ULTIMATE shopping companion: We will engage the consumer with the ultimate shopping companion – the Smartphone. A recent Google study shows that 79% of smartphone owners look for local information on their devices and 88% of those owners act within one day. This will be a key tool to announce localized collaborations in Mass merchants.

DIGITAL CONNECTIVITY

From virtuality to reality, how do we offer an experiential connection beyond the store? The answer: Digital Connectivity. According to Natalie Massenet, “When you’re selling from a digital screen you need to reach out to the consumer in entirely new ways... give them a reason to come to your website.” Digital connectivity is integrated into the online experience by entertaining, educating and evolving with the consumer.

ENTERTAIN me: Introducing Beauty 4 You. The website combines the fun of discovery with the best of multifunctionality. Our consumer wants to dream. And we need to INSPIRE her!

The main home page is the gateway to the digital playground. From here consumers explore product assortment through sub domains, with the central beauty image resembling a makeup vanity. When a product is selected, it POPS up into the per-
sonal beauty vanity. Add everything! Remove items, switch shades, swap brands. Build a personal beauty wardrobe! This play on reality offers a differentiated online experience that is more relevant and personal to her.

Consumers are looking for play and intimacy. Gaming through social media, online quizzes and apps enhance the interaction and provide a sense of adventure and escape outside of their daily routines. In the “Eye Spy” Beach Game, customers search for hidden items like a sunscreen bottle. Once the object is found, questions are asked about skincare protection or beach safety.

EDUCATE me: The Virtual Beauty Stylist is that great combination of beauty expert and personal friend. Socialize via emails, texts or video chats – 24 hrs a day. Upload your photo from Facebook and the Virtual Beauty Stylist will match your perfect foundation shade and suggest complementing color palettes. Leveraging targeted micro-marketing initiatives the Beauty Stylist will send personalized weekly emails, including “Best in Beauty” picks, invitations to pop-up services, or sneak peeks into limited edition products and survival kits.

EVOLVE with me: Beautiful For the Future (BFF Club) is the loyalty program that targets the mind, body and heart. The basis of this program is to leverage social connectivity as a form of value for today and tomorrow. BFF Members receive points (from dollars spent, writing product reviews or commenting on the Beauty Stylist’s blog), which they turn into rewards.

Playing online games and entering contests can earn you points as well as community activism through volunteering, donating, or recycling beauty packaging. Once points are accumulated, they can be gifted to family and friends or to charities. BFF Points can also be redeemed for beauty samples, limited edition products or complimentary services like a nail polish change.

Because inner beauty is just as important as outer beauty, let’s make our future beautiful together.

Future of Prestige at Mass

Through a multisensory playground, an expanded assortment, localized and personalized experiences, digital engagement, and social responsibility, we can inject NEW values that focus on the consumer. Because it’s all about the customer.

■ Engage her senses. Without the experiential dimension, she won’t be engaged.
■ Curate for her. Make it easy for her to find products she wants and discover something special.
■ Target the right customer. Collaborate to personalize the message.
■ Capture her heart. Make the online experience personal and relevant.

From the company to the consumer, and the community, BEAUTY IS FOR ALL!

Capstone 2011

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“guest” (Target’s term for their customer) and always searching for new ways to meet the wants and needs of their guests and to “delight” them. This was Target’s second event collaboration with the FIT Master’s Program.

The Graduation Awards Ceremony followed the student’s presentations. The Scholarship Recognition Awards were presented this year by Dr. Brooke Carlson to: Devin Homsey, Chanel; Evelyn Lu, Zeel.com; Anahita Mekanik, IFF; Lindsay Novellano, Elizabeth Arden; and Pei Wong, Chanel. The Outstanding Scholar Award was presented on behalf of the faculty to Stephanie Dishart, L’Oréal USA. Shashi Batra, President, Victoria’s Secret Beauty presented the Victoria’s Secret Beauty Recognition for Outstanding Leadership award, as selected by her peers in the Class of 2011, to Kadi Thompson of Victoria’s Secret Beauty.

Normally awarded to an adjunct faculty member, this year’s Estée Lauder Companies Faculty Leadership Award, presented by Jane Hertzmark Hudis, Global Brand President, was a surprise write-in campaign for new full-time faculty member, Dr. Brooke Carlson.

Professor Stephan Kanlian presented the evening’s final award, the Department Medal. The award is selected by the faculty, and awarded to the graduating student who has excelled throughout the program in every area: academically, professionally, in the area of leadership in and service to the program and fellow students. This year’s recipient was Stephanie Dishart of L’Oréal USA.

The evening concluded with a wonderful reception hosted by Target, where students, alumni and industry executives got a chance to meet and greet and discuss the exciting ideas presented earlier that evening. ■

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Professor and Advisory Board member Mary Manning with Class of 2010 Capstone Group Leaders Nichole Kirtley (L’Oréal) and Marixsa Rodríguez (VSB).
Leadership in Action: Recognizing Achievement

Shashi Batra, President of Victoria’s Secret Beauty (VSB), presents the VSB Leadership Award to Kadi Thompson, a VSB employee and Capstone Group Leader, as voted by her peers in the Class of 2011.

Professor Brooke Carlson receives the Estée Lauder Companies Faculty Leadership Award from the brand’s Global President Jane Hudis.

FIT Program Chair Stephan Kanlian presents the Department Medal to L’Oréal’s Stephanie Dishart, who also received the Outstanding Scholar Award for the Class of 2011.

Liza Repay of Clinique, Class of 2011, presents digital engagement as a key component in the future of Mass retail.

Executive Mentors for the FIT Program Rochelle Bloom, President of the Fragrance Foundation, and Camille McDonald, President of Bath & Body Works.

Professor Brooke Carlson with Scholarship Recognition recipients (left to right) Lindsay Nollano (Elizabeth Arden), Pei Wong (Chanel), Anahita Mekanik (IFF), Devin Homsey (Chanel) and Evelyn Lu (zeel.com).

Waiters dressed in red and a jazz trio were revealed at the end of the event to welcome attendees onstage for a Target-sponsored reception.

Save the Dates!

Class of 2014
Application Deadline
(for Fall 2012 admission)
Thursday, March 15, 2012
For details visit our website: fitnyc.edu/cfmm

Capstone Presentations
Class of 2012
Thursday, May 17, 2012
Haft Auditorium at FIT

FIT Program Chair Stephan Kanlian presents the Department Medal to L’Oréal’s Stephanie Dishart, who also received the Outstanding Scholar Award for the Class of 2011.