

# MY BABY IS UGLY

OLAY Story

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*Luzern, Apr 26<sup>th</sup> 2016*

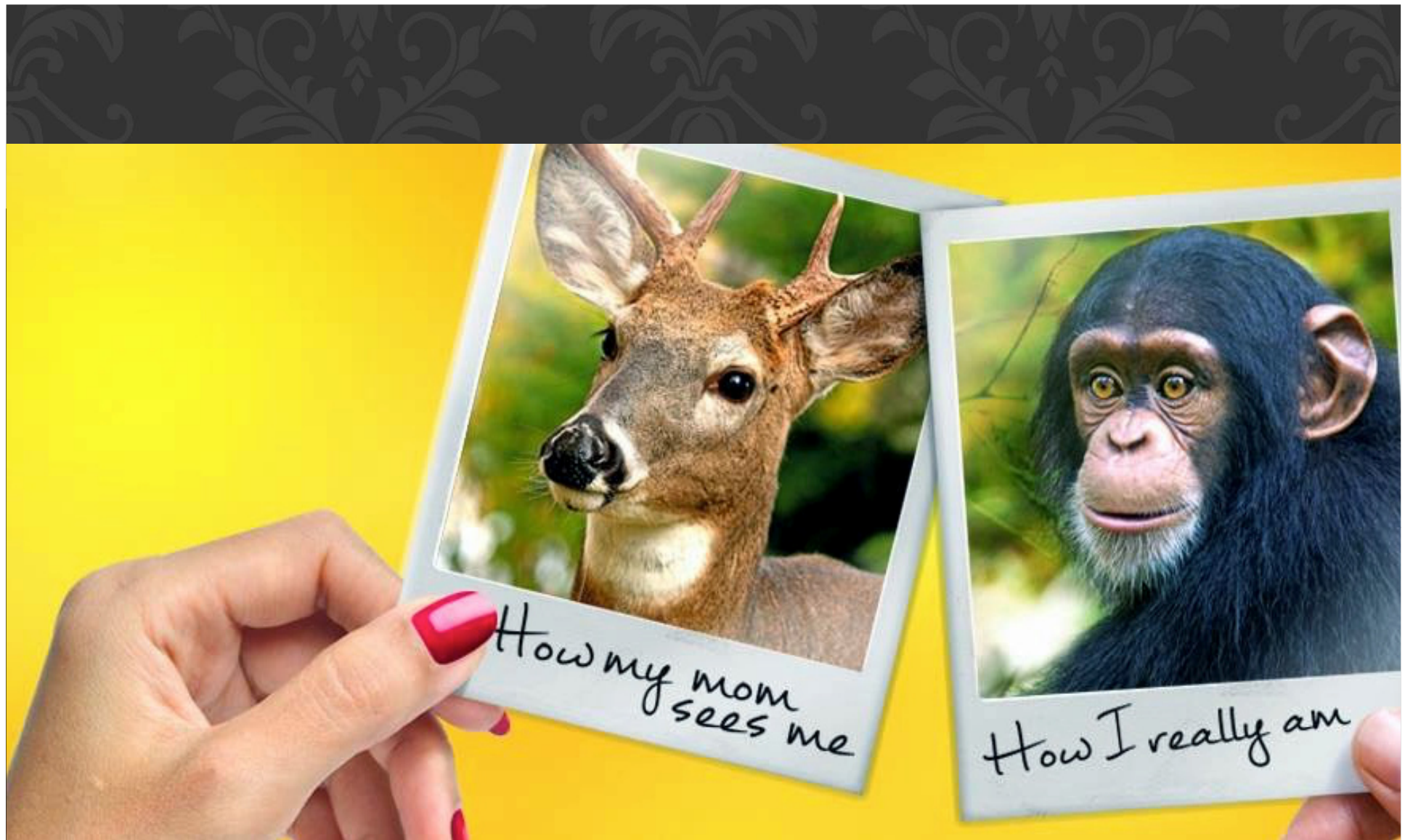


## I Love My Kids

My kids are THE MOST BEAUTIFUL, the  
SMARTEST, the most INTELLIGENT, the, the , the...

Simply said, they are the BEST





It hurts to hear criticism concerning our kids  
It hurts to hear that our baby does actually look like a monkey

LIKE BABIES/LIKE PRODUCTS

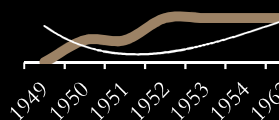
“PROUD of my Brand and my Products”

“I BELIEVE in my Product”

“My Product success is my success”

“Rewarding it is to see my product growing and becoming market share leader”

OLAY



PRO X



BN





## OLAY PRO-X

PRO X



\$50



DOLCE & GABBANA

Dior

The Art of Beauty  
**la prairie**  
SWITZERLAND

Regenerist



\$30

Total Effects



\$20

Anti-Wrinkle



\$5

Essentials



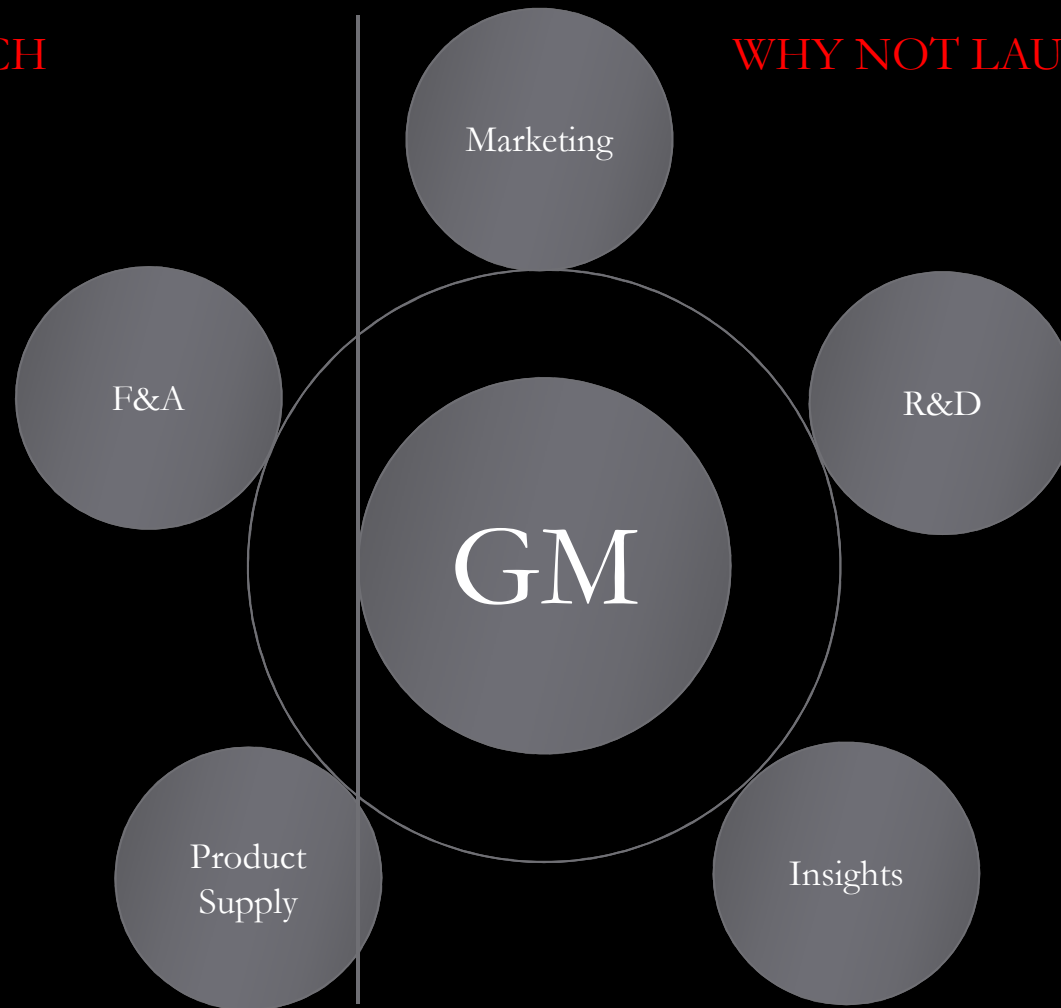
\$5

Value For Money **RED FLAG**

## ORGANIZATION REALITY

DO NOT LAUNCH

WHY NOT LAUNCH?







We Launched

Sales did not come

What to do?

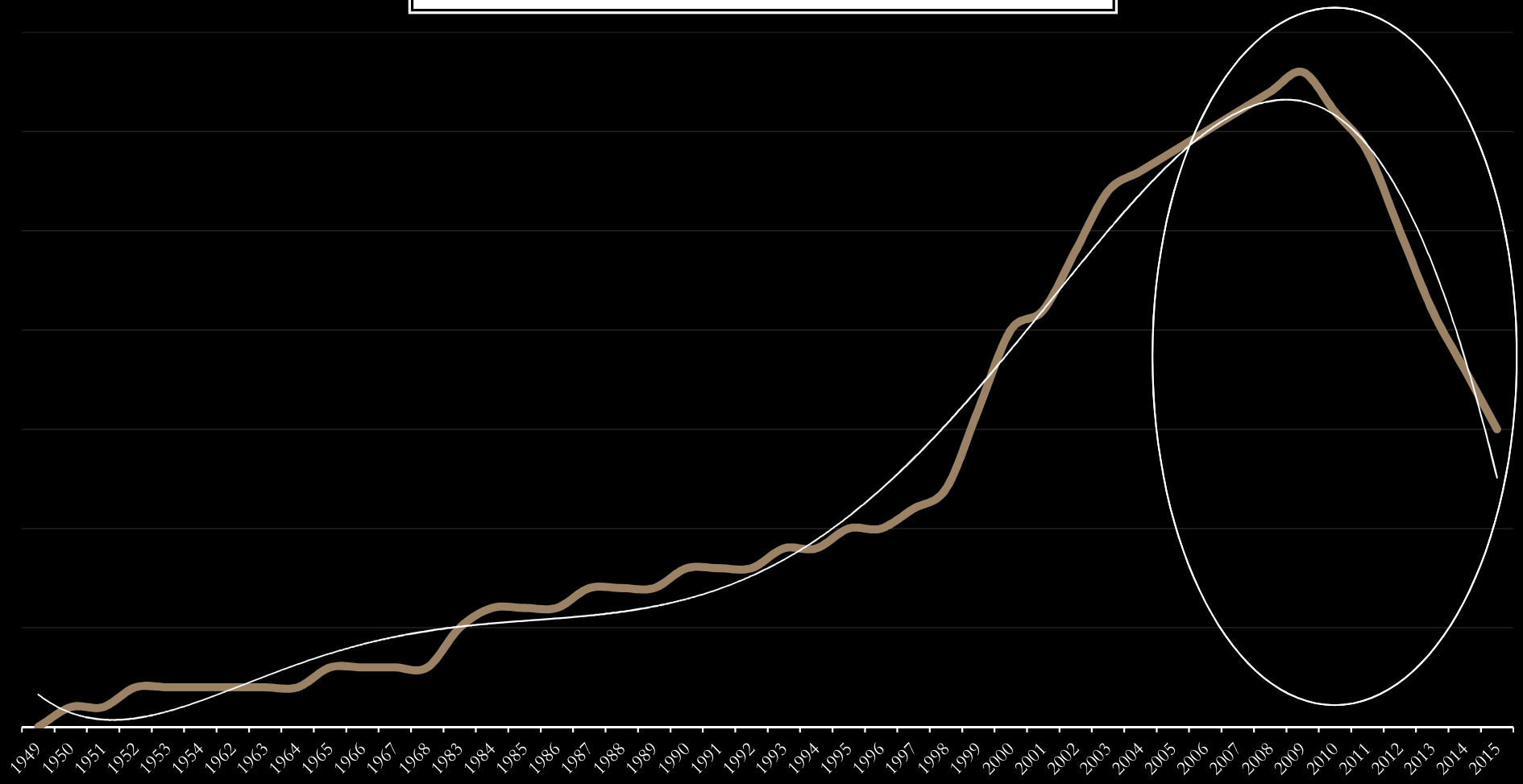
Fuel sales with MONEY

No results

Through MORE MONEY

Still NOTHING

## WHY DID THIS HAPPEN?

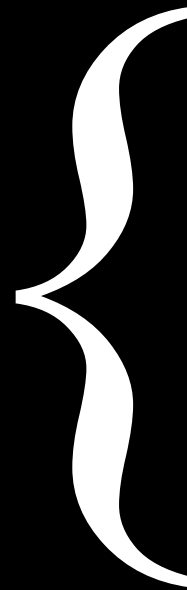


# CANNIBALIZATION



# CANNIBALIZATION

CANNIBALIZATION



**Concept**

**Shelf**

**MSE** (Marketing support  
Expenses)

# MSE

\$100 M



\$100 M



## SHELF





# SHELF

[illegible]

## IN STORE BEAUTY CONSULTANT



...more CANNIBALIZATION

RESOURCES

Energy

TIME

FOCUS

FRUSTRATION

TRUST

CREDIBILITY

SO....

Trust your gut feeling, but NOT ALL THE TIME

MEET and observe YOUR CONSUMERS

SEEING IS BELEIVENG - HEARING IS BELEIVING

LISTEN

Consumer & Business INSIGHT is in an organization mindset.



THANK YOU