

# FINAL REPORT

## **We Are Honestly All-In: Embracing Inclusion & Diversity in Families**

**Prepared for :**

Dr. Nithya Muthuswamy

**Project Name :**

CMGT 541

Honest For All

The Honest Company 2021-2022

Integrated Marketing Communication Plan

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# Welcome



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Yasuko Yui

Chief Executive Officer

Management

Marketing

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Yiming Fan

Business Manager

Management

Marketing

Advertisement



Julia Stelter

Project Manager

Management

Marketing

Advertisement

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## Introduction

# HONEST FOR ALL

Before we dive into the problems entangling The Honest Company, we want you to close your eyes and recall some baby product advertisements. What do you see in your head? Guess what? I can't do mind reading, but I believe that the similarity might stick out to you: Whenever parents are featured in those advertisements you have imagined, they are all mothers. Perhaps for some of you, the difference is a little less evident: They are somewhat ethnically diverse mothers. But what about the same sex couples, the interracial couples, the single dads, and the single mothers? Younger generation embraces a more pluralistic standard; they believe that there is not a single definition of what a mother should be. More specifically, motherhood is not confined by being a woman, or being the primary caregiver who stays with their children 24/7. Many of them believe that males have already stepped into this role, and they should do so. Single fathers, gay couples, lesbian, bi-racial couples raise children too. They constitute an integral portion of millennials, and their voices should be heard. Generation by generation people are evolving, this is the new reality for millennials, which are the future of the Honest Company.

At this moment in time, The Honest Company is facing a major brand challenge. Although the Honest Company is targeting a niche of millennials, the brand is not in line with the Millennials' values. They value inclusivity, but The Honest Co. fails to embrace a more eclectic definition of family that is the reality today. Therefore, they are failing to connect and build a strong consumer relationship with their intended audience.

# Situational Analysis

## Company

The Honest Company is a baby and household product retailer, emphasizing ethical consumerism and eco-friendliness. Inspired by the 2008 birth of her first child, the founder Jessica Alba launched the company in 2012 with 17 products, partnered with Brian Lee, Sean Kane, and Christopher Gavigan (Blakely, 2014).

In terms of the financial situations, The Honest Company's annual revenue is increasing continuously. In 2013, a year after its launch, The Honest Co.'s sales were \$50 million (Lizette, 2014). After then, its annual revenue has been steadily increasing. In November 2014, the company had expanded to 275 employees and was projected to achieve \$150 million in sales, and eventually reached \$170 million in sales in 2014. Moreover, its brand valuation had exceeded \$1.7 billion (Macmillan & Winkler, 2015). The company had \$250 million in 2016 sales, but its valuation had shrunk to shy of \$1 billion as of October 17 due to a series of brand public relations crises from complaints of product quality and lawsuits. In early May 2017, customers were complaining about the dark spots found on the baby wipes. Multiple tests were done and the report confirmed that there were mold in

some of their products (Serena, 2018). To make matters worse, the company had paid millions of dollars to settle down a wake of multiple lawsuits accusing the company of mislabelling ingredients and faulty products. Despite the 2017 slump and media's declaration of the Honest Company as "no longer a unicorn", the company quickly bailed out of it and turned the tide by hiring a new CEO and changed the brand's business model and story around with the financial support of L Catterton, the LVMH-backed private equity (Schiffer, 2020). Consequently, for 2020, the company is approaching over \$350 million in sales.

## Products

The product mix of The Honest Company can be grouped into two broad categories: baby products and beauty products. Within the big category of baby products, The Honest Co. sells diapers, wipes, bath and body care products, cleaning and laundry products, and skincare products. Of the beauty products, The Honest Co. produces skincare, makeup, and body care products. As the current report primarily focuses on its branch of baby care products, the brand's consumer base has been heavily coastal and millennial (Schiffer, 2020). In words, it serves a particular segment

of the market with customers ranging from 22 to 38 years old. Its products do not target the mass market: The price of its products is generally 20% higher than its competitors (Spurrier & Schmitz, 2018). Therefore, the company's products lean toward the domain of branded commodities. Meanwhile, the brand is differentiated enough to stand out against the competition with the concept of strict ingredient selection and quality control. In terms of the brand equity, the risks associated with the perception of the brand relative to other brands in the market is poor product quality, sloppy quality control, and bad customer relation management, which are all against the brand image the company heavily advertises.

### **Distribution**

For years since 2017, the company's distribution strategy shifted from mono channel to omnichannel, from staying online to landing in offline retailers. Schiffer (2020) reported that the brand is maintaining its business on Amazon while entering 14,000 physical retail stores from Nordstrom to Boots. The business now is split between digital and retail. The percentage of its online sales have been intentionally reduced from 80% to 57%, combining the sales from Honest official website and Amazon. Meanwhile, the company has increased its investment to gain control over production, ingredients standards, and accelerate product shipment.

### **Competitors**

According to a 2017 online survey asking about the reputation of diaper brands (Statista, 2017), The Honest Company ranks the fifth out of ten baby product brands. The brands that rank in front of it are Huggies, Pampers, Luvs, and Parent's Choice. Besides the difference in brand awareness, the gap between The Honest Co. and other big-name competitors is also reflected in their financial capabilities. Huggies, the brand that ranked the first in the survey, is a subsidiary brand of Kimberly-Clark. As of December 3rd, 2020, Kimberly-Clark's net worth is \$47.05 Billion (Macrotrends, 2020). In 2018, Huggies accounted for about a third of the company's \$18 billion in sales (Meyersohn, 2018). Similarly, Pampers is P&G's top-selling brand, bringing in more than \$8 billion a year in 2018 (Meyersohn, 2018). In other words, The Honest Company is facing a fierce competition with two of the industry's leading players for diapers and wipes. For other baby products and home goods, such as bath & body care products, the top competitor is Johnson's Baby. It's parent company, Johnson and Johnson, has reached a net worth of \$389.98 Billion (Macrotrends, 2020). Therefore, as a California unicorn company with a valuation of less than \$1 billion, The Honest Company is facing the challenge to gain a considerable market share out of the competition.

## Brand Audit

We have investigated The Honest Company and its two major competitors, Pampers and Johnson's Baby and conducted a brand audit (see Appendix C). For the mission, The Honest Co. and Pampers are similar: The Honest Co. manages to "empower people to live happy and healthy lives" while Pampers is dedicated to every baby's happy, healthy development ("Honest", 2020). Johnson's Baby's mission (2020) focuses more on the aspect of research and development, claiming that "we bring the science and sense of sight to life through world-class innovation and patient experiences." As for the brand image, The Honest Co. labels itself as honest, safe, transparent, and engaging. Pampers portrays itself as reliable, popular, high quality, and safe. The brand image of Johnson's Baby is positive; it produces family-friendly, safe, gentle, mild, and affordable products. For the messaging, the three companies adopt different styles. The Honest Co.'s communications stress value, safety standards, and transparency. For Johnson's Baby, it stresses gentleness, effectiveness, and product safety for sensitive babies. Finally, the brand experience of the three is very different from each other. The Honest Company is haunted by negative brand experiences. Negative reviews can easily be found on social media,

which are composed of customer narratives of their negative shopping experiences. In contrast, Pampers brand experience is overall positive: It is known as the top brand for disposable diapers and most mothers report positive experiences. Johnson's baby is also entangled by negative experiences, with concerns such that their baby products contain carcinogen, lotions not as nourishing, etc. But there were relatively more positive brand experiences.



# Consumer Research

## Survey 1

### Method

**Participants.** 81 participants (36 males, 44 females, and one non-binary) were recruited from Amazon's Mechanical Turk for a study with the description "Baby Products Survey" for which they were paid 10 cents. Participation was limited to participants located in the United States with a past approval rating in the Mechanical Turk system above 70%. The majority of participants (60.5%) were aged between 26-44. Most participants were Caucasian (71.6%).

**Procedure.** An online survey was used to collect data from October 5, 2020 until October 8, 2020. The survey contained 45 questions (see Appendix D) and was divided in four sections: current product usage, factors that influence purchase decision, opinions on different baby product brands, and online user experience. The first section, current product usage, assessed participants' opinion on baby product brands they are currently using; an example question was "What is your favorite brand for baby products." The next section, factors that influence purchase decisions, examined the factors that participants consider as important when purchasing baby products; an example question

was "How likely do product reviews influence your purchasing intentions." The next section, opinions on different baby product brands, assessed participants' perception towards different characteristics of the brands; an example question was "What is your perception of the quality for the following brands: Pampers, Johnson's Baby, and The Honest Company." The final section, online user experience, assessed participants' experience of using the brands' website and social media platforms; an example question was "How would you rate your experience navigating The Honest Company's website." The majority of questions were answered via a 5-point Likert scale, ranging from "not at all satisfied" to "extremely satisfied." The remaining questions used a 5-point Likert scale and multiple choice options.

### Results

Analysis revealed that Johnson's Baby (35.8%) was the participants' favorite brand for baby products. The least favorite was The Honest Company (3.7%). A series of one-sample t test was conducted to evaluate participants' opinions on different baby product brands, and The Honest Company scored significantly lowest for brand awareness ( $M= 3.64$ ,  $SD= 1.01$ ), brand image ( $M= 3.76$ ,  $SD= .90$ ),

perceived quality ( $M = 3.86$ ,  $SD = .85$ ), perceived transparency ( $M = 3.70$ ,  $SD = .99$ ), likelihood of recommending the brand ( $M = 3.67$ ,  $SD = 1.04$ ), and overall trust ( $M = 3.85$ ,  $SD = .91$ ).

Analysis revealed that 61.7% of participants chose comfort and 44.4% of participants chose price as one of the top three factors that influence their purchasing decision, compared to only 7.4% of participants choosing eco-friendly as one of the top three factors. Participants were also influenced by product reviews ( $M = 3.00$ ,  $SD = .87$ ), and the one-sample t-test was significant,  $t(80) = 10.39$ ,  $p < .001$ .

Correlation test was conducted and the awareness level of The Honest Company was found to have a significant positive correlation with frequency of purchasing natural/organic baby products ( $r = .52$ ,  $p < .001$ ). More specifically, mothers who have a child/children under the age of three ( $M = 3.76$ ,  $SD = .95$ ) had higher levels of awareness for The Honest Company than those who did not have children under the age of three ( $M = 3.41$ ,  $SD = 1.21$ ). The independent-samples t test was significant,  $t(78) = 1.44$ ,  $p = .108$ . One-way ANOVA tests were also conducted to evaluate if awareness for baby product brands differed depending on age. Consumers who are ages 26-34 ( $M = 3.96$ ,  $SD = .89$ ) had higher levels of awareness for The Honest Company, and the test was significant,  $F(4, 75) = .86$ ,  $p = .490$ .

Meanwhile, consumers who are ages 45-54 ( $M = 4.45$ ,  $SD = .69$ ) had higher levels of awareness for Pampers, and consumers who are ages 55-64 ( $M = 4.33$ ,  $SD = .58$ ) had higher levels of awareness for Johnson's Baby.

## Interview

### Method

**Participants.** A total of 15 participants, 12 current and three expecting mothers, took part in the interviews (Table 1). Participants aged between 21-49, and most were Caucasian (60%). All of the participants were from the United States of America: California, Oregon, Michigan, Kansas, Pennsylvania, and Florida. 10-15 minute interviews were conducted through Zoom, Instagram, and email, depending on participants' comfort level. 11 interviews were conducted on Zoom, three interviews were conducted through Instagram's direct messaging, and one interview was conducted through email. Interviews were conducted and used for data analysis from October 2, 2020 until October 10, 2020.

**Procedure.** 15 participants were recruited based on Instagram hashtags, i.e., #HonestCompany, #Pampers, and #JohnsonsBaby. Each respondent that agreed to participate was then asked to conduct an interview. The interviewers gave consent to record or not to record. All participants gave consent to use the interview for academic purposes. Each interviewee was asked the same questions. The questions

consisted of the participants' baby products usage, factors influencing buying baby products, and consumers' impressions of baby products' major brands (Appendix E). During each interview, interviewers typed the participants' answers on a computer. If interviewees allowed for recordings, the interviewers transcribed the audio.

## Results

First of all, the qualitative analysis revealed that participants shared mutual values regarding purchasing baby products (Table 2). Most participants stated that the product's quality was the most prominent factor influencing a purchasing decision, while the price was also a significant consideration. For example, a 27-year-old mother of one child chose not to purchase Pampers because "they are costly and the quality is not good at all" (Participant 3). Another interviewee's primary considerations when purchasing baby products was the "affordability and reliability, especially for newborn babies, you want good quality" (Participant 6). Although only one participant stated that price was the most important factor, 67% of the participants included price as one of the top three factors that influence purchase decisions. Therefore, product prices also played a substantial role in what products mothers purchase. There were also significant consistencies in how the interviewees viewed The Honest

Company, Pampers, and Johnson's Baby. First, The Honest Company was a prominently trustworthy brand: 60% of the participants stated that they trusted The Honest Company regardless of whether they are a current user, and 60% were aware of the natural ingredients used in the products (Table 3). Pampers was commonly known for its brand recognition, but 60% of the participants described its products to have "poor quality" (Table 4). As for Johnson's Baby, most participants agreed that its products were easily accessible and cheap (Table 5). Overall, the participants' perception of the image and quality of the different brands were consistent. Moreover, participants also described each brands' consumers similarly. The following represents participants' views of what an Honest Company consumer is, which were mainly based on personal attributes: "mothers who care about their children," "eco-friendly mothers who have a purified lifestyle," "eco-friendly, health-conscious mothers" (Participant 1; Participant 6; Participant 10). In comparison, Pampers and Johnson Baby consumers were defined upon the economic class and a broad class of target audience such as: "everyday people," "anyone," "busy mothers," "low-middle income moms" (Participant 5; Participant 7; Participant 1; Participant 9). The Honest Company consisted of one type of community; mothers

who are knowledgeable about health and cares about the environment, whereas Pampers and Johnson's Baby were brands for mothers of all backgrounds, classes, and lifestyles. Solely focusing on The Honest Company, the interview analysis revealed that The Honest Company's consumers have a limited audience reach than Johnson's Baby and Pampers. More than half of the participants (N = 10) identified high product prices as the main weakness of The Honest Company (Table 3). For example, a 21-year-old caucasian mother of one shared, "some people cannot afford it," and a 23-year-old Hispanic expecting mother also shared, "some of the products are too expensive," which was why she has not considered purchasing Honest products. Nine participants were Honest users, but only five participants favored the brand; the other four who did not favor the brand stated the price point as The Honest Company's weakness (Table). The high price is a barrier for new mothers and a factor that makes consumers choose other competitors' products instead. Overall, the interview showed consistent results across consumers as more than half of the participants were loyal consumers of The Honest Company. Mothers and soon-to-be mothers had similar attitudes towards influencing their purchasing decisions, brand perceptions, and media consumption patterns. The only significant difference

was how they gained informational sources upon baby products. Honest users tended to rely on more private sources, such as friends or family recommendations and other mothers' reviews. However, non-Honest users tended to rely on generalized sources, such as reviews from Target, Amazon, and simple Google searches.

### **Sentiment Analysis**

#### **Method**

**Sample.** To analyze consumer reviews online, Facebook pages, and two review sites, Family Rated and Amazon, were chosen as samples in the study. The study consisted of a purposive sample (N = 90) of 30 most recent reviews for each company, i.e., Pampers, Johnson's Baby, and The Honest Company, that were posted until October 4, 2020. On Facebook, any posts that included only hashtags were excluded. On Family Rated, the top five products that appeared on each company's product review page were selected, and two of the most recent comments from each of the products were reviewed. On Amazon, 10 of the most recent reviews for the first product listed on Pampers' "Registry," Johnson's Baby's "Bestsellers," and The Honest Company's "Registry Faves" were analyzed, respectively.

**Procedure.** Consumer reviews were evaluated based on the following characteristics: general sentiment towards the brand, commonly-listed factors, and intentions. The general

sentiment was measured by the number of positive and negative keywords in a comment, and feelings associated with the brand. Factors were determined by examining the most commonly discussed aspects of the brands. Intentions were measured by consumers' presence, explicitly stating whether they were interested or disinterested in buying the products in the future. Coders were randomly assigned to a review site and were asked to evaluate ten comments for each brand.

## Results

Out of 30 reviews, 80% of the Pampers' reviews were positive (Table 6). Most of the Pampers' consumers praised the top mark quality of its products (Image 1 & 2). Consumers who commented negatively on Facebook were generally concerned about the Pampers' diapers (Image 3). Overall, the majority of Amazon and Family Rated comments showed that Pampers' consumers were satisfied with the experience, were willing to stay loyal to the brand, and were more likely to recommend Pampers to other moms. Results suggest that Pampers is a critical player in the baby product market, especially for diapers. Similarly, 63% of Johnson's Baby's reviews were positive (Table 6). Consumers who commented positively generally loved its products' pleasant odor and gentle quality. They expressed satisfaction and general liking towards the brand, exclaiming that they

"totally love it and use it all the time" and would highly recommend it (Image 4). Facebook users were worried about the ingredients and chemicals used in its products, but overall, Johnson's Baby's products were generally well-acclaimed for their smell and soft quality.

On the other hand, general consumer sentiment for The Honest Company was negative (Table 6). Poor customer service was one of the leading problems that led to consumers' distrust towards the brand. Consumers refused to "give (my) money to a company who ... does not stand behind its products," and even long-time consumers were "extremely unhappy" with the bad customer service (Image 5 & 6). 70% of the Facebook comments expressed disappointment towards customer service and product quality, and 80% were disinterested in repurchasing Honest products. However, Family Rated showed a strong relationship with the brand, for most of the comments were praising the "great" quality and "cute designs" of the diapers (Image 7). Still, the majority suggested that low product quality and customer service did not reflect the brand's honesty. To prevent brand equity from being damaged, The Honest Company has to provide consistent consumer experiences, like what Pampers do.

## Survey 2

To explore why The Honest Co. scored the lowest for all aspects, Survey 2 was conducted. Survey 2 allowed for

further insight into why there is a gap between the target audience, the Millennials, with The Honest Company.

## Method

**Participants.** 46 participants (25 males, 20 females) were recruited from Amazon's Mechanical Turk for a study with the description "Baby Products Survey" for which they were paid 10 cents. Participation was limited to participants located in the United States with a past approval rating in the Mechanical Turk system above 70%: The majority of participants (56.8%) were aged between 25-34 and had children under the age of three (57.1%). Most participants were Caucasian (71.6%).

**Procedure.** An online survey was used to collect data on October 27, 2020. The survey contained 20 questions (see Appendix G) and was divided in three sections: opinions on gender roles, types of families, and portrayals of families in advertisements. The first section, opinions on gender roles, assessed participants' attitudes towards gender roles within a family; an example question was "Do you believe in practicing traditional gender roles?" The next section, types of families, examined the participants' pre-existing thoughts on family structures; an example question was "Please rate: One parent can bring up a child as well as two parents together". The next section, portrayals of families in advertisements, assessed participants' perception of gender

roles portrayed in brand advertisements; an example question was "For advertisements of current major baby product companies, do you think there is a stereotype against women?" The majority of questions were answered via a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree". The remaining questions used a 5-point Likert scale with other ranges and multiple choices.

## Results

**Gender roles.** A chi-square test indicated that there was a tendency for people between the ages of 25 to 34 to believe that there is a stereotype against women,  $\chi^2(4) = 3.03$ ,  $p = .55$ . Furthermore, there was a higher tendency for all races to believe both mom and dad should be responsible for child caring, and the majority were white (65.2%). More than half of participants (51.1%), especially those who are ages 25-34, were more likely to believe that both female and male should be responsible for child caring.

**Family structure.** Out of 45 participants, most participants (80.4%) are currently a parent. The number of male (46.2%) and female (53.8%) who are primary caregivers of their children are almost equal. 44% of male participants are single dads and 50% of female participants are single moms. Majority of the participants ( $n = 27$ ) are co-parents. Out of those who co-parent, 59.3% are ages 25-34. Moreover, an independent-sample t



test suggested that people who believe that advertisements should include portrayals not limited to moms agree more with the statement that a same sex male couple can bring up a child as well as a male-female couple ( $M = 4.07$ ,  $SD = 1.01$ ) than those who do not believe it ( $M = 3.00$ ,  $SD = 1.414$ ). The test was significant,  $t(44) = 2.15$ ,  $p = .04$ . Portrayals of families in advertisements. Analysis revealed that the majority of participants (89.1%) think baby product companies should feature portrayals not limited to moms in their advertisements. Most people like a great deal to see both parents (54.3%) in baby product advertisements. Values are shifting towards inclusivity and traditional gender roles in families are breaking down.

### **Secondary research**

Secondary research investigated the societal structures and values of the Millennials. Findings state that the family structure is evolving and younger communities are valuing inclusion. Millennials are much more liberal than older adults, supporting same-sex marriage and underrepresented groups. They favor brands that display diversity and inclusivity.

### **Family Structure**

Millennials are verging away from what was once a nuclear family structure, according to Business Insider (Hoffower, 2019). A nuclear family structure is defined as women being dependent on men for financial needs

and being the primary caretaker for their children. We identified why millennials are verging away from this traditional family structure and what household dynamic is most prevalent today. In 2016, the largest number of single-mother households are headed by Millennials (Fry, 2017). Among heads of household, compared with Gen Xers and Boomers, Millennials were the generation with the largest number identifying as multiracial (Fry, 2017). Furthermore, 63% of LGBTQ Millennials plan to grow their families by becoming first-time parents or by having more children (Miller, 2019).

### **Prevalence in Pregnancy**

To justify that we target the right audience, further research analyzed the Millennials' age segmentation of pregnancy. Forbes states that the average first-time mother increased to age 21 to 26 and fathers from 27 to 31 (Stahls, 2020). Since the target audience is Millennials, ages 24-39, our target audience is, in fact, consistent with their business objective.

### **Inclusion**

In terms of understanding Millennial values when purchasing from brands, we found that the majority (77%) favor brands that reflect their value of inclusivity (Stein, 2019). Furthermore, 81% of Millennials' favorite brands represent underrepresented groups, giving them a voice and a platform. Aside from ethical values, it is essential to understand their

morals. Statistics present that 74% of millennials favor same-sex marriage, the highest percentage compared to previous generations (Statista, 2019). Thus, The Honest Co. has the correct target audience of millennials; however, they fail to represent the audience's value, inclusivity.



# Inventory & Evaluation of Current Marketing Communications



Image 8. Commercial Logo.

## Current Marketing Communications

Despite experiencing an absurd level of growth, hitting \$250 million of revenue in just three years after launch, the Honest Company is not active on traditional platforms (O'Connor, 2015). Radio and billboards were not found, and their TV commercials only ran from 2014 to 2017. Most of their personal stories feature real-life mothers sharing their personal stories of how Honest products, specifically baby essentials such as diapers and shampoo, have brought happy, clean, and healthy lives to their babies and homes (e.g. "Make Change," "Bath Time," "Life Can Get Messy," etc). Website link appears at the corner throughout (image 8) and also at the end of commercials, sometimes also providing information about additional places to shop (image 9). As for print, Jessica Alba was featured on the cover page of magazines such as Forbes and More (image 10), where

she talked about The Honest Co.'s success and its value on all-organic and plant-based ingredients, but no more prints were issued after 2015.

The Honest Co.'s official website is comprehensive and the home page changes frequently, tailoring to different seasons and promotional events that they have in the meantime. Currently, the first thing the audience sees is a promotion of their beauty products (image 11), which is odd as that would give the audience a first impression that The Honest Co. is a beauty brand. Here, they're not effectively communicating that their core products are the baby lines. Since the target audience for each line most likely varies, with the baby line targeting new and pregnant moms and the beauty line targeting a broader age range of females, The Honest Co. would be more effective at reaching their intended audience by distinguishing the baby and beauty line more



Image 9. Honest Company Shopping Logo.

explicitly. So, instead of having a separate webpage for the “baby clothing” (image 12), The Honest Co. should have a separate webpage for the beauty line. The Honest Co. uses a variety of social media platforms to stay connected and engaged with the audience, including Instagram, Facebook, Twitter,

share pictures of their babies using the Honest products (image 14). The Honest Co.’s strategic use of UGC allows new parents, who are mostly millennials as Pew Research Center suggests, to find a relatability and build a connection with the brand (Livingston, 2018). On Facebook, The Honest Co. mostly reshares one to two of



Image 10. Forbes and More Magazine Covers Featuring Jessica Alba.

Pinterest, etc. On Instagram, where they are most active, The Honest Co. shares content that portrays babies, moms, and baby essential products, almost everyday. Moreover, most of their content is user-generated, where real-life mothers share their sincere experience as first time moms (image 13) and

their Instagram posts every month, but the long text is not native to the platform, often hiding the shopping link, which is the most important information (image 15). The Honest Co. is least active on Twitter. There’s a huge blank of time between November, 2019 and June, 2020, but they have become more active recently to

prepare for the holiday season. Furthermore, their Pinterest consists of multiple categories of boards from “beauty skincare and make up” to “back to school,” and some boards have zero pins but they still appear on the page. Although The Honest Co. is attempting to connect with the audience on Instagram, the low frequency of their posts on other platforms and the lack of ingenuity with which they approach different mediums is showing that they are not putting enough effort toward showing care and respect for their community.



Image 13. Shared Real Life Experiences on Instagram.

Image 14. Honest Product's on Instagram.



Image 11.

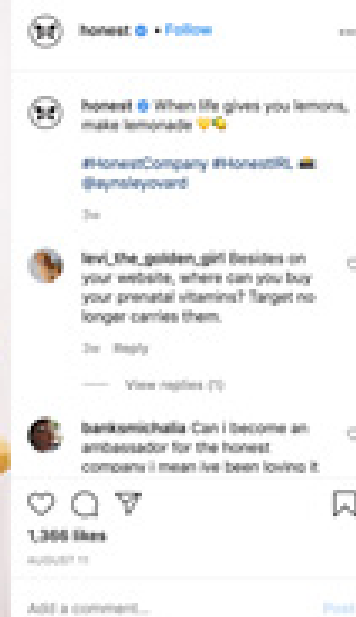
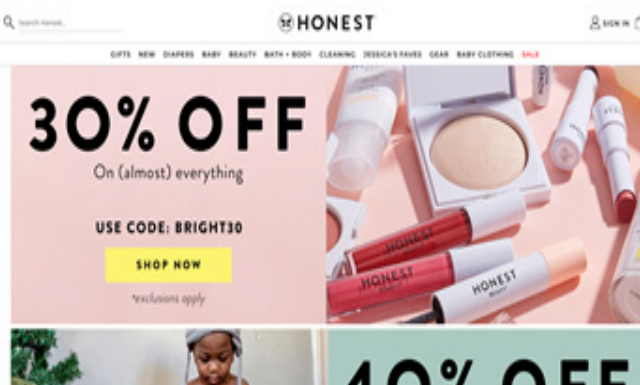


Image 12.



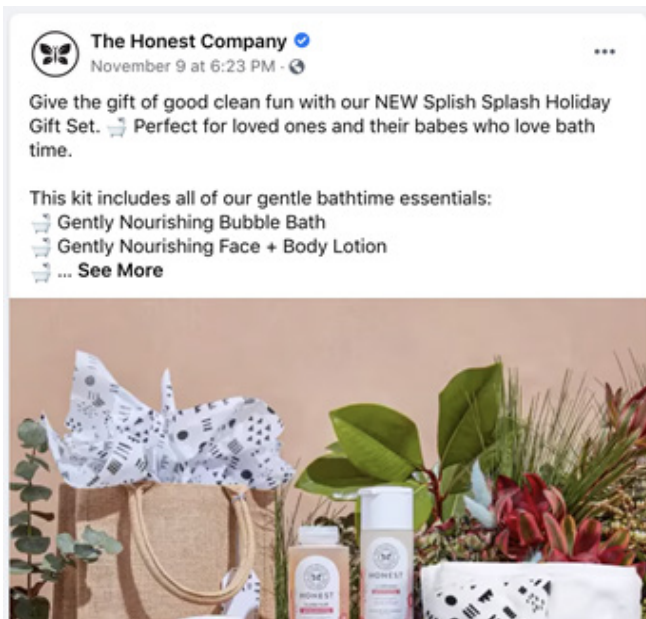


Image 15. Information on Facebook.

### Overall Evaluation/ Integration of Marketing Communications

As one of the processes to ensure marketing communications are integrated, companies often share various links on their marketing platforms, or connect across media, to create a network in which consumers can develop stronger brand associations by having the chance to visit all at once. The Honest Co. similarly provides website and social media links on multiple platforms, achieving a certain level of connection across media, but they still have room for improvements. Their Facebook “About” page contains the most exhaustive list of their links, but they are not clickable links (image 16). Consumers have to go through the hassle and copy-paste the link if they want to visit the specific platform, which negatively impacts customer engagement with the brand.

To approach integrated marketing, companies also combine content in novel ways, or blend content across media, to create new value to their content and spike the audience’s interest to visit their platforms. As illustrated in the previous section, The Honest Co.’s content on Instagram is mostly user-generated; instead of merely selling the products, they are creating an additional layer of value to their products through personalized storytelling, allowing young parents to visualize the healthy and happy lifestyles that can be brought to them by purchasing Honest products. However, the problem is that the same personal stories are shared multiple times on each social media platform; the impact of blended content may be powerful initially and if companies consistently think of innovative ways to blend content across media, but once the

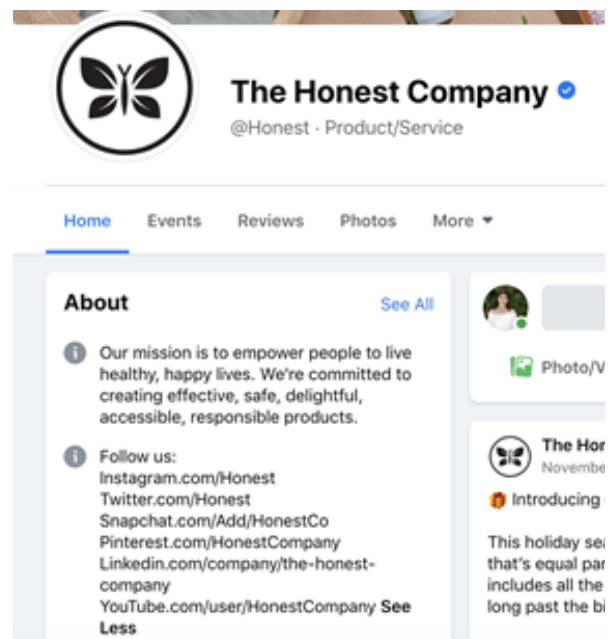


Image 16. The Honest Company's Facebook About Page.



content is repetitive, the impact will lose its freshness day by day, which is where The Honest Co. is at currently.

Moreover, companies that achieve integrated marketing communications ensure that they are promoting a consistent message through multiple platforms and strategies that complement and reinforce one another. The Honest Co. effectively communicates a consistent message and the tone of the brand across mediums, however, the platforms and strategies to promote the message are limited. One of the messages that the Honest Co. values and portrays is the honest experiences of new parents (or mothers specifically), with the emphasis on racial equality that is evident from posts and ads of babies and mothers representing different racial groups. While the happy images of moms and babies on Instagram make it seem like motherhood is easy and exciting, there's also a TV commercial in the past, "The Big One," that displays an ethnically diverse group of mothers in labor, featuring a black and white effect and reflecting a more serious tone. As a viewer, it is difficult to identify this ad as an Honest ad, as most of the typical appeals the company uses are absent (i.e. the usage of colorful pastel colors), leading to a minor inconsistency between execution. However, the Honest Co. is still staying authentic to motherhood by also illustrating the hardship endured by

mothers, which includes giving birth. In other words, the Honest Co.'s social media and traditional platforms effectively reinforces each other and consistently conveys that motherhood is rewarding, and troubling at times, but these are the beauty of being a mother and all of these apply to mothers of all races. However, the reach and impact of the Honest Co.'s message is now limited as they are no longer active on traditional platforms and no longer involves a mix of tactics and channels to reinforce its message and values. As a result, the Honest Co. fails to provide an exhaustive experience for consumers to interact with the brand. Therefore, along with their limited connection and blend of content, the Honest Co.'s marketing communications are not integrated to its fullest potential.

With that being said, the ineffectiveness of their current marketing communications also supports the argument that the Honest CO. is not achieving fully integrated marketing communications. Through authentic messages of motherhood and personalized storytelling, the Honest Co. is attempting to build a strong consumer relationship and a sincere connection with their target audience, who are new and millennial parents. Therefore, effective marketing communications for the Honest Co. would be achieving that goal, which is to develop an emotional link between the brand itself and its target audience and increase

their involvement with the brand, inviting them to the Honest community. However, despite allocating most of their resources and energy into promoting its brand through social media platforms, The Honest Co.'s follower status and user engagement do not correlate. For example, at 2.2M followers, Facebook only has a median engagement rate of 20 comments and 100 to 500 likes per post. At 1M followers, its Instagram only has a median engagement rate of 500 to 1000 likes per post. These evidence suggests that the Honest Co. is not producing quality content that attracts the interests of its target audience.

### **Marketing Communications of Main Competitors**

The partially integrated marketing communications of The Honest Co. becomes even more apparent after observing how its main competitors are going all in in integrated marketing communications to build brand recognition and trust, to reach large audiences, and yield higher revenues. Pampers, for example, is a key player in the baby diaper market and a major competitor of The Honest Co. They not only have a unique and powerful central message that focuses on the benefits of their products, Pampers also stands out in its 360° integrated communication. Pampers primary target is first-time mothers, and the company knew that the most effective way to reach out and communicate

to them was in the maternity wards, hospitals, and nurseries. Leveraging this knowledge to its fullest, Pampers sponsored large numbers of maternity wards and hospitals and provided first-time product trials, which resulted in Pampers Swaddler diapers becoming the #1 choice of hospitals in North America (Callou, 2016). Furthermore, Pampers justifies its expertise as a leading baby brand and provides useful information regarding every development stage of babies on social media, which is what most first-time mothers are in search of. Its success in digital execution is apparent from its 18M followers and 18M likes on Facebook. But Pampers doesn't stop there; they also reinforce their message through email marketing that includes vouchers, which is an effective call-to-action after conveying how absorbent and comfortable their diapers are and an effective way to build consumer loyalty (Hishamodien, 2018).

Johnson's Baby, under Johnson & Johnson, is also a major competitor of the Honest Co. for other baby products (e.g. shampoo, lotion, etc), and home goods (e.g. soap, sanitizing spray, etc). Johnson's Baby is targeting young parents who are concerned with health, so they position itself as a "safe, mild and gentle product for babies" (Bhasin, 2019, para. 3). Moreover, they create awareness, spread their message, and build brand trust through advertisements via different media,

including social media, newspapers and magazines, TV commercials, etc. Johnsons & Johnsons is known for frequently coming up with various campaigns, such as “Having a Baby Changes Things” and “Safe Kids Worldwide,” to promote their brand, and also to emphasize that the company encourages healthy lifestyles and that the company is here to support those who care for the health of others (“Company Initiatives,” n.d.). The company effectively meld all aspects of marketing communication to create a unified experience for consumers, and this is also evident from our survey analysis of 81 participants, which revealed that Johnson’s Baby (35.8%) was the consumers’ favorite brand for baby products.

### **Recommendations**

The observation of the Honest Company’s competitors’ marketing communications reveal that a complete understanding of and sharing the same interests with consumers is significant to establish an effective market segmentation. The Honest Co. should spend more budget strategically targeting millennial parents to establish a loyal consumer base, and one way is to try to understand and align with their values and exhibit that the company also values what they value. Moreover, a strong brand is also defined by how much it fuels the conversation and engages the audience in its 360° integrated communication. In other words, the Honest Co.

should put more effort into increasing audience engagement on social media first to build a stronger consumer connection, and the only way to achieve this is through extensive hours of observation of and constant experimentation with platforms to figure out the native language of each platform, see what works and what doesn’t to effectively communicate and reach the hearts of their intended target audience. Next, the Honest Company should consider incorporating traditional and other online media to spread their message, to build brand trust, and to increase audience reach, specifically new and young parents.

# SWOT Analysis

The strength of The Honest Company is its reliance on personalized storytelling. Instead of merely selling the products, the company reposts user-generated content, allowing the audience to visualize the healthy and happy lifestyles that can be brought to them by purchasing Honest products. Meanwhile, selling a storyline that resonates with Millennial parents should achieve a strong customer connection.

The weakness is its low social media engagement. As a baby and household product retailer, they are not in sync with changing family structures. Nuclear family is still more prominent but there's an increase in single parents and cohabiting parents; familial roles are changing where men are no longer the primary breadwinners; same-sex parents are emerging as well. But from our Content Analysis, we analyzed 50 most recent Instagram posts of THC (starting Nov 9). The majority of the posts (n=21) only portrayed mom. Dad, both mom and dad, and two moms were all portrayed once respectively.

The opportunity for The Honest Company is to be the first baby brand to celebrate diversity of parents and babies in regards to sexual orientation. This works because we are

seeing changing values in society. 77% of millennials said their favorite brands value inclusivity, with 79% saying they want ads to showcase diversity, which aligns with our primary research as well (2019).

Our second survey indicated that more than half of participants (51.1%) were more likely to believe that both female and male should be responsible for child caring. Younger audiences (18-24) want to see baby product ads not limited to mothers' portrayal, as they strongly believe that same sex male couple/ same sex female couple can bring up a child as well as a male-female couple

The threat for the Honest Company is less expensive options provided by Big-Brand Competitors in the market.



# Integrated Marketing Communication Plan

## Creative Strategy

It's time for the Honest Company to step out of the comfort zone. For a company based in California, being conservative or containing conservative thoughts seem to be unacceptable. Unfortunately, previous investigations discovered that the Honest Company is being too conservative about who the products are going to sell to. In other words, the Honest Company still sticks to the obsolete, aka "traditional" definition of U.S. families, failing to embrace a more evolved understanding of modern family structure.

For the upcoming integrated marketing campaign, the ultimate goal of the creative "big idea" is to create content that portrays inclusivity for all parents within the niche of millennials. Currently, the Honest Company is portraying millennial parents more often across their mediums, and their message centers around new parenthood. The creative "big idea" aligns with the values of millennials with supporting evidence from both primary and secondary research. The second survey indicates that more than half of participants were more likely to believe that both female and male should be responsible for child caring. Young adults want to see both parents being portrayed in baby product

advertisements. Meanwhile, the secondary research yielded similar results. The study discovered that the family structure is evolving and younger communities are valuing inclusion. They favor brands that showcase diversity. Therefore, the "big idea" of leveraging advertisements and marketing campaigns that portray inclusivity works with the target audience.

In addition, the "big idea" is also in accordance with the UMP. Our UMP is "An Honest Start". It means that many millennials are new parents and we promise to provide honest, safe, clean, and memorable first experiences to parents of all race, sexual orientation, and family structures. Both the creative "big idea" and "An Honest Start" symbolize that the Honest Company has entered a new chapter. In the upcoming 2021 and future, the Honest Co. will stand for parents coming from various sexual orientation and family structures, leaving no one behind.

The Honest Company's communication objective is to reflect the consumers' values and reaffirm relationships with the Millennial parents. The creative "big idea" is able to implement this idea by focusing on promoting the value of inclusivity. In this manner, conducting marketing campaigns by following the "big idea" is



Image 17. #HonestForAll Roadmap.

to make an effort to align with their values and show that the Honest Company also values what their target audience value. Overall, the creative “big idea” will help the company to achieve its communication objectives by meeting the needs of its target audience.

**Introduction**

#HonestForAll is a one-year campaign, with a three stage process, launching from February 1st, 2021 until February 1st, 2022. The start of February gives the Honest community’s audience a tunnel vision for the #HonestForAll campaign instead of starting January 1st where consumers are distracted by the New Year. Refer to (Image 17) for breakdown of each phase. Phase one focuses on growing the audience’s awareness and understanding of the campaign, this is essential in order for the audience to move to Phase two, “Interaction.” The ending of the #HonestForAll campaign,

Phase three, “Understanding, Having Fun With it and Appreciation,” ties all the aspects of the campaign together.

# Phase 1: Awareness and Understanding

Phase One launches the first #HonestForAll social media content, airs a 30-second commercial and places digital ads on Amazon. By the end of phase one, the goal is to build awareness for the campaign and prove that The Honest Co. understands its consumers, that they share the same interests, and that they understand the issues that matter to them, thus establishing a stronger relationship with the target audience.

**Social Media.** Starting on February 1st, The Honest Company's Instagram page will unravel the campaign's meaning and name in nine days. Near the end of the nine consecutive Instagram posts, the audience will be inches away from knowing the campaign's name #HonestForAll (Image 18). For example, by the 7th day, The Honest Co. followers will have viewed

Image 18. 9-Day Instagram Launch of #HonestForAll



Image 19. Valentine's Day>Mother's Day \_LGBTQ Day

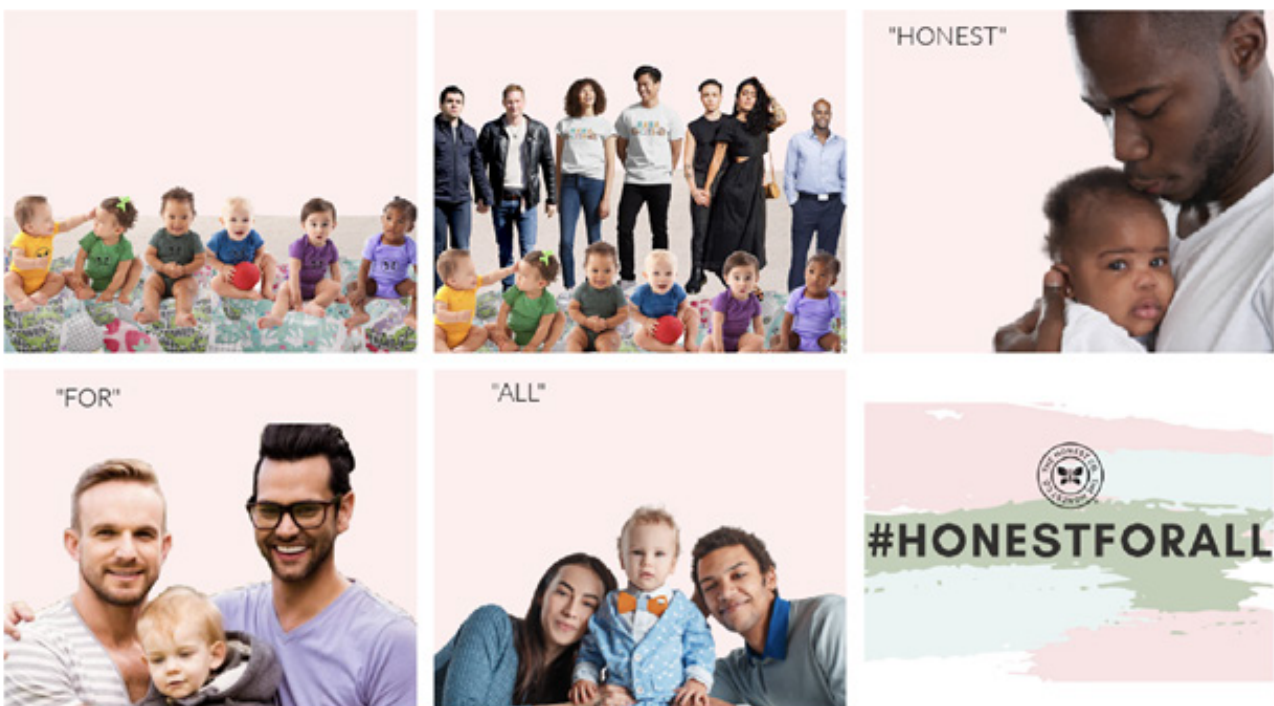


pictures of different family structures, different ethnicities, and colorful images with the words “all” and “for”. Not only does this build suspense but the audience will be intrigued in the campaign, as they look for what is next.

As in every phase, #HonestForAll has specific holidays which are utilized for building a relationship with the audience and most importantly furthering their understanding of the campaign. From February to May, there are three important holidays that represent #HonestForAll, including Valentine’s Day, Mother’s Day and International LGBTQ Day, as shown in Image 19. Each tailored holiday post will promote multiracial family structures, babies and most importantly involve central messages that is relatable to both the campaign and the holiday i.e. Love AL(L)ways wins #HonestForAll.

**Traditional Media (TV).** The commercial releases two central messages: 1) the honest company is inclusive regardless of race, sex, gender and family structure 2) the campaigns name: #HonestForAll (See Image 20). In the first frame, babies of different ethnicities are shown in The Honest Company’s colorful apparel, playing on a pile of diapers. The overall mood is upbeat and happy as the babies interact with one another. Slowly, the parents will approach their babies. The parents here should appear as ordinary everyday parents who are representative of different family structures, ethnicities, and sexual orientation. As the parents lean in to pick up their kid(s), a close-up will capture this moment. Frame 3-5 captures the audience’s emotions, as the parents authentically interact with their children.

Image 20. #HonestForAll Commercial Storyboard.



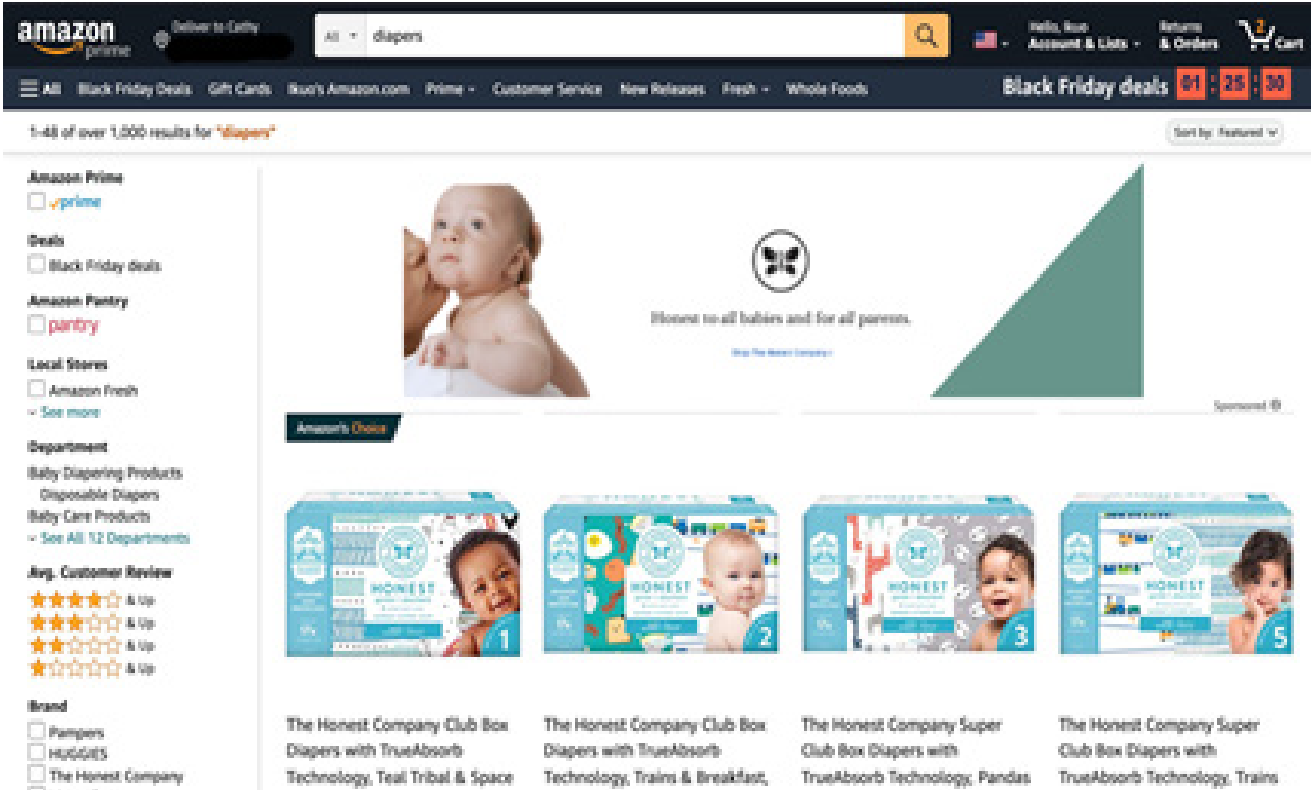


Frame 3, will focus up-close on one of the families as the parent or parent(s) say "Honest," followed by frame 4 of a same sex couple stating "For," ending with a heterosexual couple together saying "All." Lastly, the audience will view the #HonestForAll logo. To provide consistency of the campaign, the new #HonestForAll campaign logo will be used on all platforms.

**Digital Ads.** Since our research findings stated that the majority (73%) of participants shop for baby products via Amazon or Target (Table 2), The Honest Co. will be a sponsored brand on Amazon. The #HonestForAll banner, with the tagline "Honest to all babies and for all parents," will be the first that appears on Amazon under the search of "Diapers."

The advertisement will appear as shown in Image 21. The Honest Co. has also worked with Amazon advertising in the past and has built a strong relationship, which is why #HonestForAll ads will effectively build awareness to Honest Amazon shoppers.

Image 21. Amazon #HonestForAll Advertisement.



## Phase 2: Interaction

Once the basic understanding is provided for the #HonestForAll campaign, social media and commercials are brought to the next level to encourage interaction to its full potential.

**Social media.** Instagram will launch a live stream conversation between Jessica Alba and a family expert, who will share common problems that parents encounter, provide solutions and talk about the evolving family structures and changing familial roles (Image 22). One day prior to the livestream, The Honest Co. will encourage people to ask questions/ concerns they have about parenting on its Story and also to build awareness for the actual livestream. The audience is also given the opportunity to interact during the live by asking questions, commenting and sharing emojis. The recorded Instagram live will be published on Instagram, YouTube, and Facebook. Since we will have a live in the next phase as well, this brings excitement for those who did not attend or want to attend in the future. In addition, the #HonestForAll challenge gives families the opportunity to post a picture that represents their different types of family structures on Instagram. This two-week challenge encourages the Honest Community to take part in displaying the core

message “honest for all,” and also become active advocates of inclusion & diversity. See Image 23 as an example of what the user-generated posts will appear as when searching the campaign. The requirements are as follows: Participants must have a public profile, must follow The Honest Co., must tag the company and use the hashtag #HonestForAll. During the two week #HonestForAll challenge, The Honest Co.’s Instagram and Facebook page will repost pictures, with the tags #HonestForAll, as user-generated content. 10 participants will be randomly selected and granted the Honest Company’s newest summer printed diaper box to appreciate them for sharing their stories.

Similarly, Phase Two consists of two important holidays: Children’s day and Father’s Day (see Image 24).

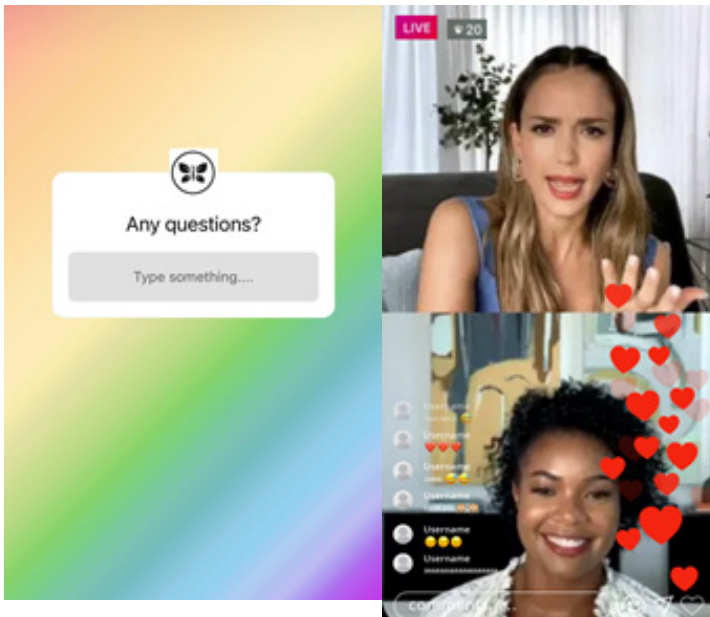


Image 22. Instagram Live Featuring Jessica Alba & Family Expert.



Image 23. #HonestForAll Challenge: Instagram Search.



Image 24. Father's Day & Children's Day.

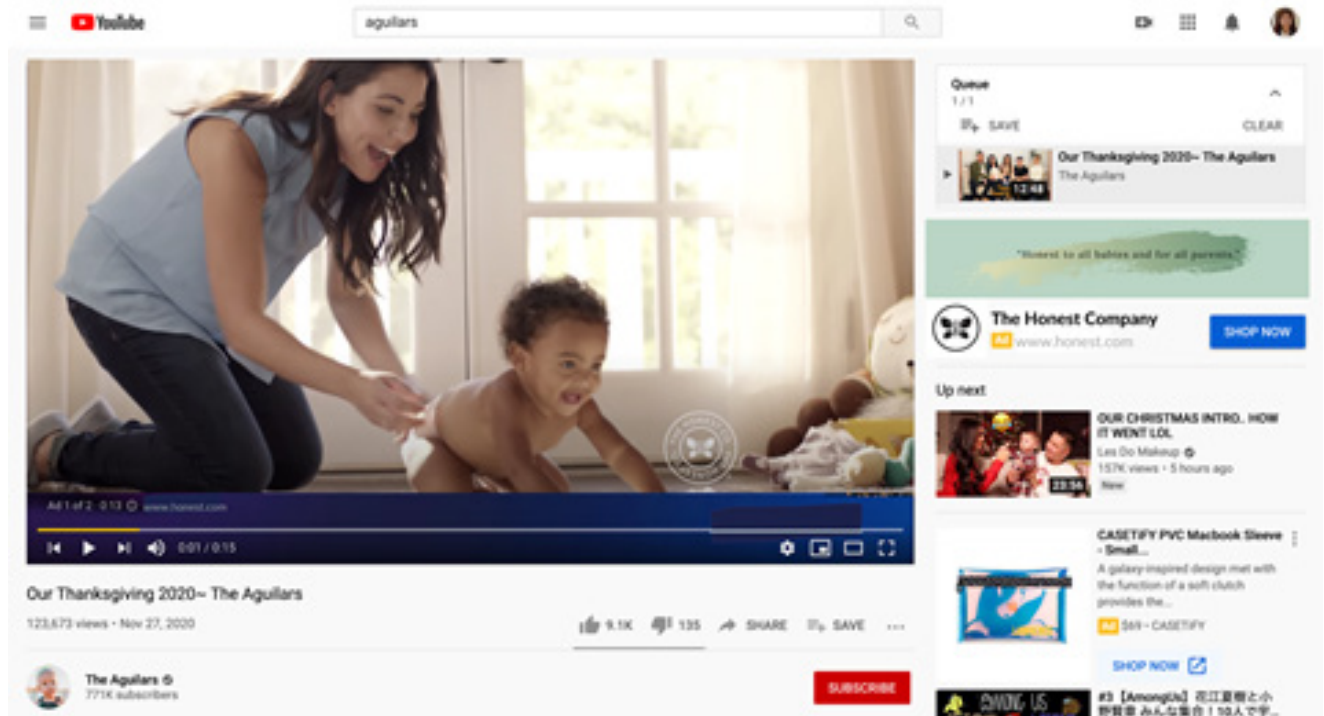


Image 25. Youtube Family Channel Ads.

**Influencer Marketing.** With YouTube reaching millennials more than any other TV network, this platform is essential for #HonestForAll campaign to connect with multiracial family channels (e.g. Daily bumps, with 5M subscribers; Pantons squad, with 2.6M subscribers; etc), LGBT Parenting Channels (e.g. Team2Moms, with 360K subscribers; Dustin & Burton - Raising Buffaloes, with 59.4K subscribers; etc) and single mom and dad channels. While partnering up with these channels, they will share personal stories regarding their sexual orientation and family structure while featuring the hashtag on the bottom of their screen #HonestForAll.

Digital Ads will be placed before family channels on YouTube and target those who seem to be expecting or searching baby products (Image 25). The power of ad blockers is strong; however, 29% of Millennials watch YouTube ads all the way through and the majority of Millennials claim they would watch it if it targets their interests (Fullerton, 2017). With that in mind, YouTube will be a very effective platform.



## Phase 3: Appreciation, Understanding, Having Fun with it

The primary focus of Phase Three is for the participants to have fun as well as appreciating inclusion. However, Phase Three differs from previous phases. Since, at this point, the Honest Community understands #HonestForAll and interaction is high, phase three advocates the campaign subliminally.

**Social Media.** Jessica Alba will host another Instagram livestream conversation, this time with a LGBT family specialist, and they will discuss topics of sexual orientation in families. Again, the Instagram live will be reposted on YouTube and Facebook. Furthermore, the holiday seasons represent in full effect of the element “Having Fun with It.” The audience has one giveaway challenge to enter for each holiday: Halloween and Christmas. Halloween consists of a dress up challenge (Image 26). Since the Honest Community is already aware of the central message of the campaign, it is not necessary to focus the pictures on their family structures. However, the message will subliminally show by the different family structures, sexual orientation, and ethnicities through the shared post on Instagram with the hashtag #HonestForAll. For the Christmas season, the #HonestXmasForAll challenge becomes active,

encouraging the Honest community members to post family photos, dressed up in pajamas, or pictures in general related to the holiday season (Image 27). Since the campaign started with excitement, the campaign will end by showing appreciation to The Honest Community for willing to be a part of the positive change. We will post on Instagram and Facebook, “For all the members of our #HonestForAll community, here is a 10-dollar coupon. We appreciate you!”

**TV Commercial.** The last TV commercial ends with a message of sincerity (Image 28). #HonestForAll acknowledges the values of consumers, while being involved with the Honest company community. The Honest Co. will give members of the Honest Community a chance to be in the final commercial. This informal interview commercial starts off with asking the kids, “Who is your superhero?” In each frame, kids will give their response such as “my mom’s because they do everything for me.” Then parents will be asked, “Who do you want your kid to be when they grow up?” with a response such as “honestly all I want is for her to be happy. To love herself.” This commercial brings every phases of the campaign together, as it cultivates understanding, interaction and appreciation.

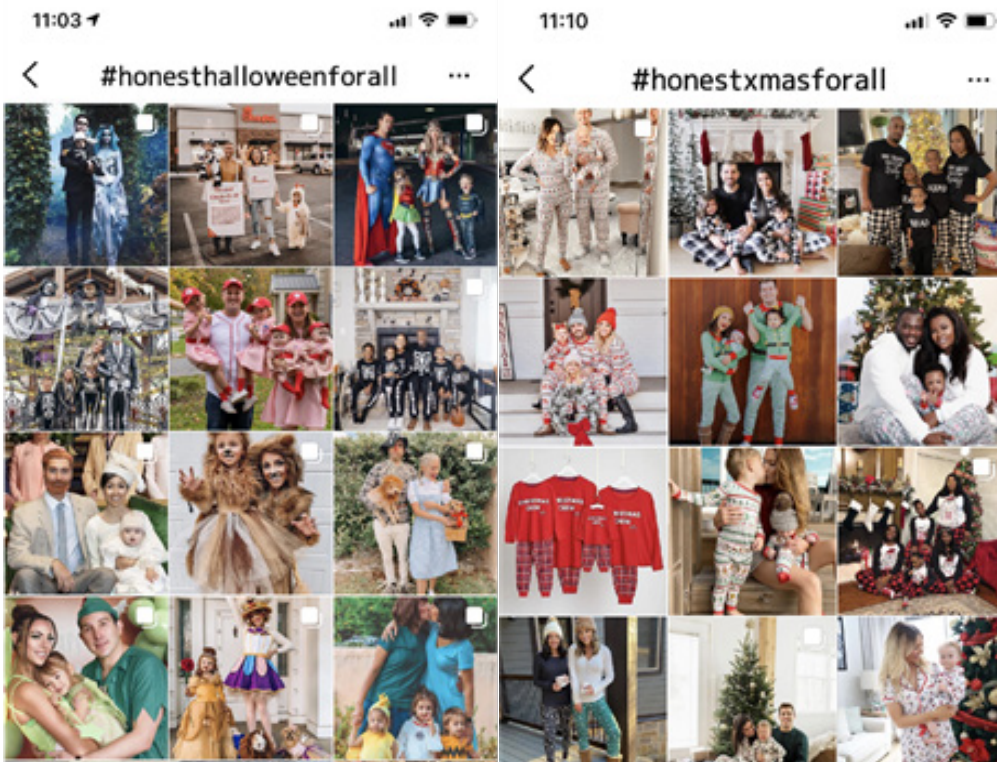


Image 26,27. Halloween Dress Up Challenge | Christmas Dress Up Challenge.



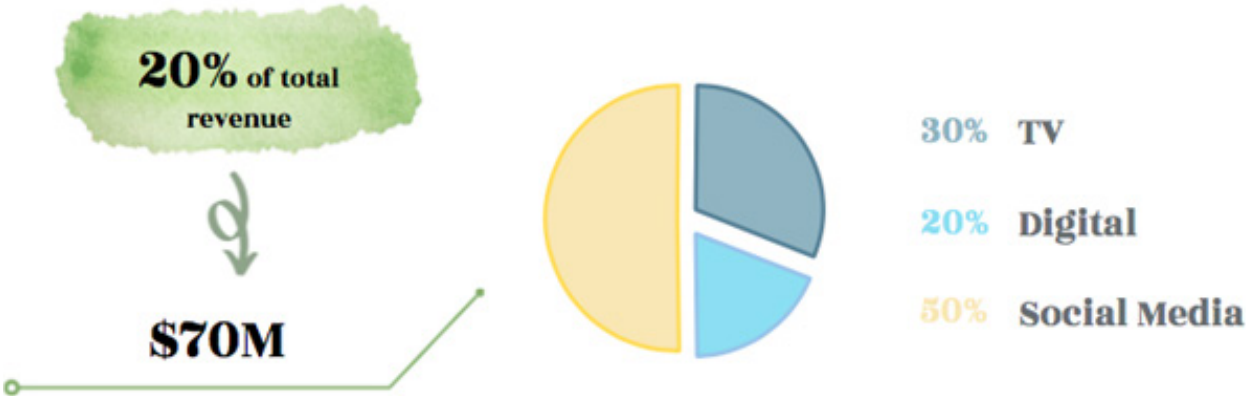
Image 28. Interview Commercial Storyboard.

### Budget

The Honest Company has been on a good trajectory in terms of sales today, with sales increasing 20% in the last year (Schiffer, 2020). This year, business and economic impacts caused by the COVID-19 pandemic and lockdown are devastating. On the other hand, The Honest Company's sales have grown 32% during the quarantine period, approaching over \$350 million in sales, which comes mostly from its self-care products, including hand-sanitizers and sanitizing wipes (Schiffer, 2020). According to Nick Vlahos, the current CEO of The Honest Company, the team has determined to spend \$10 million more on marketing this year, totaling \$40 million, to build on the ground they have gained with new customers during the quarantine. (Shiffer, 2020). Taking into account the company's growing financial health and the main objective of the #HonestForAll campaign, which is to reaffirm consumer relationship with the current and larger market

base, it's reasonable for The Honest Co. to spend even more on marketing for the immense and exciting initiative that will be executed in 2021. Not only would the company reach the hearts of the target audience by providing quality content and interactive experiences through the Internet, they would also further promote their brand awareness by revitalizing their presence on TV. Therefore, the total budget for the #HonestForAll campaign will be \$70 million, which is 20% of its \$350 million annual sales in 2020 (See Image 29).

Image 29. #HonestForAll Media Budget.



## Media Mix

With the \$70 million budget, 30% (\$21 million) will be allocated to TV, 20% (\$14 million) will be allocated to digital, and 50% (\$35 million) will be allocated to social media.

TV viewing habits of consumers have changed drastically with the increasing popularity of streaming services. In a research study by YouGov in 2019, who asked Millennials about TV networks, 84% of the participants cited Netflix as “most popular” (Johnson, 2019). However, a huge proportion (70%) still favors “pay TV” networks, such as Animal Planet, Nickelodeon, National Geographic Channel, Cartoon Network, etc. Statista (2019) also shows that NBC was the leading ad supported TV network among US adults who are ages 18 to 49, with 1.73 million average viewers. The Honest Co.’s past TV commercials also played on NBC shows (e.g. Single), Animal Planet, and Food Network. With these statistics and reports in mind, the campaign commercials will play on NBC and Animal Planet for pregnant millennials, and Nickelodeon and Cartoon Network for millennial parents who have child(ren) under the age of 3. The Honest Co. hasn’t been active on traditional marketing recently, however, TV is still effective to generate large audience reach and brand awareness (“The State of Traditional TV: Updated With Q1 2020 Data,” 2020). While acknowledging the power of TV marketing, it

is still significant to note that 18 to 34-years-old are spending three times as much time on their smartphone apps and the web than watching traditional TV (“The State of Traditional TV: Updated With Q1 2020 Data,” 2020); therefore, the main focus of marketing will still be executed on the Internet.

Digital population is visibly growing. Internet users now constitute 57% of the global population, and specifically, almost all Millennials now say they use the Internet (Bailey, 2020; Vogels, 2019). Not surprisingly, 100% of our Interview participants claimed that the Internet was their most often used media, and 73% of them shopped on Amazon (Table 2). In regards to influence on purchase behavior, research shows that 75% of Millennials are influenced by online ads and 64% are influenced by Youtube influencers (5WPR’s 2020 Consumer Culture Report). Moreover, 64% of social media users stated that they would use Youtube more during the period that they are confined to their homes during the coronavirus (Statista, 2020). As a result, Amazon and Youtube ads will be carried out. Originally, billboards were considered; however, by focusing more on digital marketing, The Honest Co. has more opportunities to target a specific audience, engage and establish a one-on-one relationship with the consumers, and also collect measurable data, which is useful for evaluating the impact of the campaign. Although



more efforts are put into digital marketing, less budget is spent digitally than on TV, because traditional marketing is relatively more expensive.

The rest of the budget goes to social media marketing, with a focus on Instagram, and Facebook. From 5WPR’s 2020 Consumer Culture Report, 77% of Millennials claimed that they are active on Facebook daily, followed by Instagram at 70%. Our interview results also showed that 73% of participants used Instagram most often and 53% of participants used Facebook most often. With the #HonestForAll campaign lasting for a year, keeping the target audience’s attention is as significant as getting their attention. Therefore, on Instagram and Facebook, The Honest Co. would encourage interactive experiences in different ways to keep the target audience interested in our campaign and share user-generated content to establish a sincere connection with the millennial parents, which is especially effective as research shows that Millennials are

50% more likely to trust user-generated content than they do for other forms of media (Benson, 2018).

As for the flying schedule (Table 7), TV commercials will run for three months for the first phase for initial exposure and to build basic awareness, and different TV commercials will run for two months for each following phases to keep the audience engaged. Digital ads, for example Amazon ads, will run during the biggest months in terms of sales volume to increase the rate of exposure (Charlton, 2020). November to January will be the last spurt of the campaign, with Black Friday, Cyber Monday, and Christmas bringing more consumers to Amazon. For Youtube ads, to make sure The Honest Co. is targeting the right person at the right time for maximum effectiveness, the focus will be on July through October as those are the busiest birth months as research suggests (“What is the Most Popular Birth Month?” n.d.). The rest will be spread out as expecting parents will start

**Table 7.** #HonestForAll Flying Schedule

	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan
TV (30%)	x	x	x		x	x			x	x		
Digital (20%)		x			x	x	x			x	x	x
SM (50%)	x	x	x	x	x	x	x	x	x	x	x	x

browsing frantically for baby brands as the busiest birth months approach. Last but not least, social media marketing will be executed throughout the whole year, as our target audience are social media savvy. To create emotion for the audience to resonate with, The Honest Co. will create tailored posts and share user-generated stories for each relevant holiday.

### **Evaluation Plan**

The campaign's main objective is to reaffirm consumer relationships with the millennials, therefore, audience engagement is the main metric. Since the target audience is millennials, online measures are implemented to evaluate the success of the campaign, which is most likely the safest way amidst the pandemic and the most definite way to get responses and data.

One way is to send out online surveys to consumers, asking them about perceived brand image, attitudes towards brand, connection with brand, willingness to purchase or recommend the brand in the future, etc. These surveys will suggest if audience interaction with The Honest Co. has improved or not. Another way is to run google analytics, measuring the buzz and sentiment towards the brand, such as exploring what the millennials are searching for via google trends and if The Honest Co. has appeared in trends. General public's reaction will be observed as well, to inquire if The Honest Co. has attracted new

consumers' interest. Most importantly, social media reach is measured as the campaign mainly focuses on executing creative strategies on social media. Some metrics include the amount of comments, likes, and mentions of the brand. To evaluate TV ads, The Honest Co. will use the data and information provided by Nielsen and measure the effective reach, tracking the percentage of the possible audience that sees a commercial and how often that commercial is viewed. Depending on the reach of the target audience in certain regions, the marketing team will balance the frequency of exposure to ensure the target audience is watching enough ads to be effective but also to prevent over-exposure which might negatively impact consumers.

As for the time intervals for the campaign evaluation, four stages of measures are conducted. The #HonestForAll campaign initiates in February 2021, so the first stage is conducted a month before the campaign starts, in order to give the data analytics team enough time and statistics to project the trajectory and set a more explicit goal of the campaign. The next stage is conducted two weeks into the start of the campaign, after the first social media content has launched, which takes a total of nine days to complete introducing the campaign. The second stage is conducted to get an idea of what the target audience's initial reactions are. The third stage is

conducted six months into the campaign, which is the mid of the second phase, or August 2021. The Honest Co. has already started encouraging interaction within the audience for a while and the next step is to examine how interactive experiences impact consumer attitudes and perceptions towards the brand. The final stage is conducted two months after the campaign ends, in order to measure the impact of the campaign and whether it has achieved the objective. At this point, the goal is to increase audience engagement with the brand and have the target audience fully acknowledge that The Honest Co. aligns with their values and shares the same interests.



## Conclusion

# HONEST FOR ALL

At this moment, the Honest Company is facing brand challenges. Millennials value inclusivity, but The Honest Co. fails to embrace a more evolved definition of a family, which is evident in their current marketing campaigns. In order to reflect the consumers' values and reaffirm relationships with the target audience, #HonestForAll, the big marketing campaign taking place from 2021 to 2022, celebrates all kinds of parents and families out there. The intended goal goes beyond merely visually portraying ethnically diverse mothers and babies. It is about sexual orientation and family structures as well. That's why The Honest Co. is #HonestForAll. Through the campaign, the company will realign its values with their consumers' and further encourage the consumers to be active advocates of positive change in the area of inclusion & diversity, together with the brand and the community. The Honest Co. is not just doing business with mothers, but they are actually caring about the young generation, and the next generation to come!



# Appendix A

## The Honest Company / #HonestForAll Campaign Executive Summary

### **Brand Challenge**

THC is targeting a niche of millennials, but they are not in line with their values. Millennials value inclusivity, but THC fails to embrace a more eclectic definition of family that is the reality today.

### **Communication Objective**

The general goal of the Honest Company's communication objective is to reflect the target audiences' values and reaffirm relationships with them.

### Target Audience

All parents & soon-to-become parents from 24-39 years old (also known as Millennials).

### **UMP**

An Honest Start. Many millennials are new parents so we promise to provide safe, clean, honest, and memorable first experiences to them; therefore we want to make sure we are establishing a strong connection with our community.

### **Creative Big Idea**

The ultimate goal of the creative "big idea" is to create quality content that portrays inclusivity for all parents within the niche of millennials.

### **Media Strategy**

Use a mix of media (with a focus on social media) for three phases. First, we build awareness & understanding of the Honest Co.'s renewed values; next, we encourage consumers to engage and interact with our content and to make a positive differences in their lives; last, we integrate the first two phases altogether and deliver the important message of thanking our consumers for being a part of the positive change.

### **Evaluation Plan**

To measure if we have reaffirmed consumer relationships with Millennial parents...

- Online surveys: evaluate perceived brand image, attitudes towards brand, connection with brand, willingness to purchase or recommend the brand in the future, etc
- Google Analytics: buzz, sentiment, social media reach
- Nielsen (for TV commercials):

### Time Intervals:

- One month before campaign launch □ two weeks into campaign launch □ six months after campaign launch □ two months after campaign ends

# Appendix B

## #HonestForAll Campaign Creative Brief

### **Deliverables:**

A 360 campaign made of: 30s TV spots for broadcast, online, and PR use; digital ads (e.g. on Amazon, Youtube, etc); social media content (e.g. creative videos and images, live streams, etc)

### **Communication Objective(s):**

Inform our consumers that The Honest Company stands with their core values and understands the issues that matter to them. We need to rise above the competition and give consumers a reason to believe that we are the next-generation brand. Establish a stronger connection with our consumers and also create a positive brand image.

### **Positioning:**

For new and soon-to-become parents, 24-39, who believe in values of inclusivity, The Honest Company is your one-and-only baby essential brand that provides safe, clean and honest lives because the brand strives for inclusion, leaving no one behind.

### **Unique Marketing Proposition:**

An Honest Start.

### **Target:**

US parents & soon-to-become parents from 24-39 years old (Millennials), middle income, tech/ social media savvy, shops online more often.

### **Reasons To Believe:**

- **A formed community.** From the start of #HonestForAll, the consumer will switch into a community member through sharing pictures, stories and interacting with the shared post, live videos and contents.
- **#TheHonestForAll campaign let's voices be heard.** The hashtag #HonestForAll does not just represent the campaign's core message; it gives people an opportunity to creatively generate content that is representative of them. We give them power to their voices.
- **Representative of the Millennials' interest and values.** The top two values of millennials are inclusivity, furthermore brands that represent inclusivity. With having inclusivity at the core of our message, millennials will see that through the diverse family structures, sexual orientation and ethnicities, why they should choose Honest and remain with Honest over any other brand.

**Tone:**

Upbeat, casual, friendly, & approachable. Evoke emotional resonance using visual storytelling.

**Mandatories:**

Honest logos should appear prominently in on-screen graphics at the end of the commercials, as well as on every social media and other digital graphics.

**Insights:**

- The Honest Company values have not been reflected in the Millennials due to this they are losing loyal customers and do not have a connection with their current community.
- Each execution will represent inclusion of different family structures, ethnicities and sexuality.

**Budget:**

\$21 million for TV commercials, \$14 million for digital/online ads, and \$35 million for creative marketing on social media.

**Contacts:**

Yiming (Benjamin) Fan, Julia Stelter, & Yasuko Yui

**Schedule:**

Final mix of 1st 30-sec spot by: January 10, 2021

Final mix of 2nd 30-sec spot by: May 10, 2021





Final mix of 3rd 30-sec spot by: Sep 10, 2021

	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan
TV (30%)	x	x	x		x	x			x	x		
Digital (20%)		x			x	x	x			x	x	x
SM (50%)	x	x	x	x	x	x	x	x	x	x	x	x

# Appendix C

## Brand Audit

	Your Brand	Pampers	Johnson
<b>Mission:</b> point of existence	Empowering people to live happy, healthy lives	Pampers is dedicated to every baby's happy, healthy development.	We bring the science and sense of sight to life through world-class innovation and patient experiences
<b>Vision:</b> <ul style="list-style-type: none"> <li>- what we hope for the long term</li> <li>- What we see in the long term</li> <li>- Ex: good food at a cheap price</li> </ul>	To create safe, effective products for families	To continually learn from the babies, thus making their world better and helping their healthy development	We help people see better... connect better... and live better.
<b>Positioning:</b> we have to infer	For everyone who shops, The Honest Company is the one-stop baby and beauty retailer that provides safe and healthy products to customers with transparency.	For everyone who shops, Pampers is the Top Brand for disposable diapers that provides high quality and safety for babies.	For young parents, Johnsons' Baby is the "go-to" brand for easily available, safe, and gentle products for babies.
<b>Brand Image</b>	Honest, Safe, Transparent, Engaging	Reliable, popular, high quality, safe	Family-friendly, safe, gentle, mild, affordable
<b>Voice</b>	Maternal, sincere	User-friendly, soft, clear	Soft
<b>Company Name</b>	Descriptive name	Made up name	Founder Name
<b>Brand Architecture</b>	The Honest Company is divided into two brands, Honest for baby products and Honest Beauty for cosmetics.	<u>Pamper's</u> is a branch of Procter & Gamble. Pampers individually sells products or services branded for <u>it's</u> own target market.	Falls under the 'Branded house' architecture, in which they are named J&J baby powder, J&J baby lotion, etc.

<p>Logo</p>			
<p>Visual Vocabulary</p>	<p>The Honest Company uses black and white for logos. A combination of white background and warm colors in its content. And dark green for banners in social media platforms</p>	<p>Love Sleep &amp; Play</p>	<p>Blue text for baby products → symbolizes serenity, relaxation, calm, and stability; a perfect color for baby products</p>
<p>Messaging</p>	<p>The communications stress value, safety standards, and transparency</p>	<p>The communications stresses safety and comfort.</p>	<p>The communications stress gentleness, effectiveness, and safety of products for babies, who tends to have sensitive skin.</p>
<p>Tagline</p>	<p>Empowering people to live happy, healthy lives</p>	<p>"Better for baby"</p>	<p>Eg. "Best for the baby - best for you," "Johnson's: For every little wonder," "Choose gentle," etc</p>
<p>Brand Experience</p>	<p>Haunted by negative brand experiences (we can easily find negative reviews on social media; customers narrate their negative experiences).</p>	<p>Pampers is known as the top brand for diapers. Mothers report positive experiences. The brand is the top seller for disposable diapers.</p>	<p>Negative brand experiences: concern that their baby products contain carcinogen, lotion not as nourishing, etc. But there were relatively more positive brand experience: calming scent, relaxing, gentle on skin, safe, works its magic, etc)</p>
			

## Appendix D

Intro: This survey seeks to understand the factors that influence your purchase decision of baby products and your opinions on different baby product brands. This survey should take about 10 minutes to complete. Your answers will be anonymous and kept confidential. Thank you for your participation.

### Product Usage

1. What is your favorite brand for baby products?
  - a. Chicco
  - b. Pampers
  - c. Huggies
  - d. Johnson's Baby
  - e. The Honest Company
  - f. None of the above
2. Overall, are you satisfied with the baby products you are using currently?
  - a. 1 (Not at all Satisfied) - 5 (Extremely Satisfied)

### Purchase Influence/ Behavior

3. What are the top 3 factors that influence your decision when purchasing baby products?
  - a. Price
  - b. Safety
  - c. Comfort
  - d. Fragrance
  - e. Reliability
  - f. Appearance
  - g. Brand Recognition
  - h. Customer Service
  - i. Natural/Organic
  - j. Eco-friendly
4. Where did/do you get baby product recommendations from?
  - a. Friends and family
  - b. Mommy groups/other moms
  - c. Pediatrician
  - d. Internet
  - e. None of the above
5. Do you read online reviews for baby products?
  - a. Yes / No
6. Which online platforms do you use the most for baby product reviews?
  - a. Facebook
  - b. Instagram
  - c. Twitter
  - d. Amazon
  - e. None of the above
7. How often do you read online reviews for baby products?
  - a. 1 (Never) - 5 (Always)
8. How likely do the product reviews influence your purchasing intentions?
  - a. 1 (Not at all likely) - 5 (Extremely likely)

### Perception of Organic products

9. When shopping for baby products, how important are the following label claims to you?
- a. all-natural/ 100% natural
  - b. organic/ USDA certified organic
  - c. Plant-based materials
  - d. Eco-friendly
  - e. Non toxic
  - f. All
10. How much are you willing to spend on natural, organic baby products?
- a. More than \$25
  - b. \$20-\$25
  - c. \$15-\$20
  - d. \$10-\$15
  - e. No more than \$10
11. How often do you buy natural organic baby products?
- a. 1 (Never) - 5 (Always)

### Brand Perception

12. What is your level of awareness for the following brands (Pampers, Johnson's Baby, The Honest Company):
- a. 1 (Not at all aware) - 5 (Extremely aware)
13. What is your perception of the brand image of the following brands (Pampers, Johnson's Baby, The Honest Company):
- a. 1 (Very Negative) - 5 (Very Positive)
14. What is your perception of the quality from the following brands (Pampers, Johnson's Baby, The Honest Company):
- a. 1 (Very Poor) - 5 (Excellent)
15. What is your perception of transparency for the following brands (Pampers, Johnson's Baby, The Honest Company):
- a. 1 (Very Poor) - 5 (Excellent)
16. How likely are you to recommend the following brands (Pampers, Johnson's Baby, The Honest Company):
- a. 1 (Extremely Unlikely) - 5 (Extremely Likely)

### User Experience

17. Have you visited Pampers'/ Johnson's Baby's/ The Honest Company's website before? (skip logic: skip to next brand if participants haven't visited website before)
- a. Yes / No
18. How would you rate your experience navigating Pampers'/ Johnson's Baby's/ The Honest Company's website?
- a. 1 (Not at all satisfied) - 5 (Extremely satisfied)
19. Overall, I trust the baby products for the following brands:
- a. 1 (Strongly disagree) - 5 (strongly agree)



## Demographics

What state do you currently live in?

- Text box:

How old are you?

- Under 18
- 18 - 25
- 26 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65+
- Prefer not to answer

With which gender do you identify?

- Male
- Female
- Prefer not to answer

With which race/ethnicity do you identify?

- White
- Hispanic/ Latinx
- Black/ African-American
- American Indian/ Alaskan Native
- Native Hawaiian/ Pacific Islander
- Asian
- Middle Eastern/ North African
- Other:
- Prefer not to answer

What is your household income?

- Under \$25,000
- \$25,000 - \$49,999
- \$50,000 - \$74,999
- \$75,000 - \$99,999
- \$100,000+
- Prefer Not To Say

Are you currently pregnant?

- Yes / No

Are you currently a mother of a child/children under the age of 3?

- Yes / No

How many children under the age of 3 do you have?

- 1
- 2
- 3 or more
- None

# Appendix E

## Interview Questions

### 1. Product Usage (wasn't used in analysis)

- a. Are you currently using baby products for your children/child?
- i. General probe: What kind of products?
- b. Do you use different brands for specific baby products?

### 2. Buying Behavior

- a. How often do you purchase baby products?
- b. Where do you typically purchase baby products?
- c. What considerations will you take into account when purchasing baby products?
  - i. Specific probe: Price? Ingredients? Brand reputation? Quality?
- d. What is the most important factor that influences your purchasing decision?
  - i. General probe: If so, how will you do that?
- f. What is your favorite brand for baby products? Why?
  - i. General probe: How often do you buy from this brand?
  - ii. Specific Probe: What are three words that describe this brand?
- g. What is your least preferred brand for baby products? Why?
  - i. General probe: Have you ever purchased products from this brand before? If so, what was the experience?
  - ii. Specific Probe: What are three words that describe this brand?

### 3. Perception of Brands

- a. Who do you think are the key competitors of baby products?
  - i. What kind of baby products do you think they are most well known for?
- b. What are three words that describe Pampers? Why?
  - i. Have you made purchases from this brand before?
    - 1. General Probe: Why?
    - 2. General Probe: What specific baby products?
  - ii. Overall, are you satisfied with the brand?
  - iii. What are the strengths and weaknesses of this brand?
  - iv. How would you describe the consumers of Pampers products?
    - 1. Why?

(Continue to ask the same questions for Johnson's Baby and The Honest Company)

### 4. Trust

- a. Do you trust the Pampers' products? Why?
- (Continue to ask the same questions for Johnson's Baby and The Honest Company)

### 5. Navigation

- a. Have you been on the Pampers' website?
    - i. What's your experience in using this website?
- (Continue to ask the same questions for Johnson's Baby and The Honest Company)

6. Media Consumption

- a. What media do you use most often?
- b. Which social media platforms do you use most often?
- c. What brands do you follow on social media platforms?
- d. Do you rely on social media promotions to get the latest updates on baby products?

7. Demographics

- a. What state are you currently living in?
- b. How old are you?
- c. With which race do you identify with?
- d. What is your household income?
- e. Are you currently a parent?
- f. How many children under the age of 3 do you have?
- g. Are you a new/expecting mom?

Table 1: Demographics of interview participants

Table 2: Buying behaviors of interview participants

Table 3: Perception of and attitudes towards The Honest Company

Table 4: Perception of and attitudes towards Pampers

Table 5: Perception of and attitudes towards Johnson’s Baby

Demographics				
Participant	Race	Expecting/Current	Honest User: Y/N	Age
1	Hispanic	Current	Y	39
2	White	Current	N	22
3	Hispanic	Current	N	27
4	Hispanic	Current	N	49
5	White	Current	Y	21
6	Asian	Expecting	N	22
7	White	Current	Y	24
8	Hispanic	Expecting	N	23
9	White	Current	Y	29
10	White	Current	Y	35
11	White	Current	Y	33
12	White	Current	Y	28
13	White	Current	Y	33
14	White	Current	Y	32
15	Asian	Expecting	N	25

Buying behaviors							
#	How often	Where	Influential factors	Most important factors	Research?	Favorite Brand & why	Least preferred brand & why
1	Weekly	Costco; Target	price & ingredients	ingredients	Yes: Amazon, Target	Honest Company	Huggies: rash/ bad reviews ; cheap, imitating, careless
2	Weekly	Online; Target	ingredients	ingredients; safe and healthy	Yes: Social Media Reviews but not often	Burt's Bee's: cheap safe comfortable	Pampers
3	Weekly	Grocery Store	price & quality	Quality	Yes: reviews	Avenno: moisturizer, price	Pamper: expensive
4	Monthly	Target	Brand reputation, Price, Quality	Quality	No	Johnson; smell quality, no imitation	Pampers
5	Weekly	Online; Target	Quality, ingredients	ingredients	Depends: read reviews; ask family & friends	Shea moisture; clean, organic, natural	Johnson; chemicals, toxic
6	Weekly	Online (Amazon); Target	price, reliability, accessibility	quality	Yes: Amazon, Target	Huggies: brand recognition, convenient	N/A
7	Monthly	Online (Amazon)	safety, price, eco-friendly	ingredients	Yes: Amazon, Friends	Honest Company: good quality, good for planet	N/A
8	Weekly	Online (Amazon, Buybuybaby); Target, Walmart	reviews, brand recognition	experience	Yes: Target, Blogs, Friends	Huggies & Pampers: trusted, reliable, cheap, convenient	Target store brands: lack of reviews
9	Weekly/ Monthly	Online (Amazon); Target, Meijer	ingredients, quality, reviews	quality	Yes: Google searches, Friends	Hello Bello: ingredients, quality, cute design	Huggies: leak
10	Monthly	Online (official website); Target	appearance, ingredients, price	sustainability	Yes: Amazon, Target, Friends	Honest Company: ingredients, quality	Huggies: rash
11	Monthly	Online or small shop stores near by that carry particular products	price or if its a natural product, looks of the product	price	Yes, like to read other customer reviews	Very happy with Huggies diapers/wipes, work well, no skin	N/A
12	Weekly	Target, Walmart, Amazon	price, reviews, healthiness	effectiveness, durability	Yes, mom reviews, ingredient labels	Luvs, MAM, Munchkin, Cetaphil	Target, Pampers, Nuk
13	Weekly	Amazon, Target, various websites	quality, cleanliness, price	quality	Yes: friend recommendations	Beautycounter, the Honest Company	Johnson & Johnson
14	Weekly	Amazon, Target	quality, price, brand reputation	quality	Yes, I read reviews on social media	Huggies and Honest Company: good quality	Pampers: Bought once but experience was horrible
15	Monthly	Amazon	quality, appearance, reviews	quality and good appearance	Yes, Amazon & IG recommendations	Honest Company. Looks promising	N/A

The Honest Company							
#	3 Words	Purchase History	Satisfaction (Y/N)	Strengths	Weaknesses	Consumers	Trust
1	Honest, Caring, Economically	Yes: creams/lotions/wipes/diapers	Y	Trust, like them and CEO	price point	Mothers who care about their children	Y
2	N/A	N	N/A	N/A	N/A	Super into health	Y
3	Less variation, not cost friendly	N bc too expensive	N	Good products	Not Cost friendly	N/A	N
4	N/A	N	N/A	N/A	N/A	mom's that have time to research	N/A
5	affordable, convenient, clean ingredients	bath & body wash/lotions/ diapers	Y; cute designs	inexpensive, affordable, diverse products	some people can't afford it	trendy	Y
6	Eco-friendly, Home-grown, Natural	Y: makeup	Y	Trustworthy	Brand Awareness	Eco-friendly mothers, have purified lifestyle	Y
7	Reliable, Eco-friendly, Safe	Y: diapers, wipes, shampoo, lotion	Y	Good quality, Safe for planet and baby	price	Eco-friendly mothers	Y
8	Expensive, Natural, Likable	N	N/A	Ingredients	Brand Awareness/ too expensive	Eco-friendly mothers	N/A
9	Expensive, Trendy, Cute	Y: diapers&wipes	okay	Ingredients, Cute	Poor Quality/ high price	Eco-friendly, health-conscious	N
10	Health-conscious, Quality, Safe	Y: diapers and wipes	Y	Ingredients	Brand Awareness/ price	Health-conscious moms	Y
11	cute prints, expensive, trendy	diapers, wipes, and bath/skin products	Y	Good quality	price	Responsible and eco-friendly mothers	Y
12	clean, small, worthy	diapers and wipes	Y	clean products, reasonable price, support women on social media	price	Responsible moms	Y
13	Pricier, Clean, Accessible	diapers and wipes	Y	good quality	price	eco-friendly and affordable moms	Y
14	trendy, clean, boutique	diapers and wipes	Y	ingredients	poor customer service	Moms with high social-economic status	Y
15	eco-friendly, good-looking, expensive	N	Y	ingredients, community, social media marketing	price	responsible mothers	Y

Pampers							
#	3 Words	Purchase History	Satisfaction (Y/N)	Strengths	Weaknesses	Consumers	Trust
1	Okay, Inexpensive, Ordinary	Yes: wipes &diapers	Neutral, just okay	Reliable, Available everywhere	not preferred	N/A	No, learning about the company i.e. landfills
2	Cheaply Made, Not for sensitive, Not up to date	No; baby shower	Y; but prefer others	Good product/ Affordable	Diapers are not absorbent	N/A	Y, don't prefer
3	Cheaply Made	N: baby shower	N	Keep their business	Products not made well	N/A	N
4	Bad quality, inexpensive	Y; diapers	Neutral	Pricing	Didn't hold baby's pee	Want reliable products	Y
5	Diaper, Baby, Convenient	Yes; diapers & wipes	Y, but not cute and peeing out of	convenient, simple, affordable	leak out of them, rash, uncomfortable	everyday people	Y
6	Big brand, Popular, Trustworthy	N	N/A	Big brand, Popular, Reliable	Not eco-friendly	Practical	Y
7	N/A	N	N/A	N/A	N/A	N/A	N/A
8	Big brand, Convenient, Inexpensive	Y: diapers	Y	Big Brand	N/A	Thorough	Y
9	Inexpensive, Big brand, Variation	Y: diapers & wipes	Y	Reliable	N/A	Everyday moms, middle class	Y
10	Big brand, Sturdy, Not for sensitive	Y: diapers & training pants	N	Big Brand, Notoriety	Skin irritation	Busy moms	N
11	cheap, smell, leak	diapers/wipes	N	Big Brand	poor quality	Average moms	N
12	soft, expensive, loose	diapers	N/A	big brand, product is soft	expensive, poor quality	N/A	Y
13	essential, easy, reasonable	N	N	accessible	cleanliness, safety	Everyone	N
14	Big brand, mediocre, accessible	N	N/A	"can never go wrong with pampers"	product quality	Everyone	N/A
15	Big brand, good customer service, affordable	N	Y	many choices, affordable, safe	N/A	Everyone	Y

Johnson's Baby							
#	3 words	Purchase History	Satisfaction (Y/N)	Strengths	Weaknesses	Consumers	Trust
1	Not a good company, high markets on ingredients	Yes/ Stopped bc Bad brand. Shampoo, lotion wipes, creams	N	everywhere, cheap, people have heard of the brand	Ingredients	Average mom, Baby shower, gifts	N; ingredients
2	toxins	N	Y; reviews bad	N/A	N/A	Don't look into baby's health	N
3	Cost efficient, Skin sensitive, Diverse	Yes, curly head line & friends	Y	Low Cost, Efficient	Dont Have One	Parents/Mom's cheap and effective	Y
4	reliable, durable, good prices	Y	Y	Quality, Price, Accessible	N/A	Quality in Products, Money Constraints	Y
5	harsh, toxic, inexpensive	No	N	N/A	N/A	Unknowledgable/Don't Care	N/A
6	Long-lasting, Inclusive, Well-respected	Y: baby powder	Y	Product variation	N/A	Everyday person	Y
7	Fragrance, Accessible, Cheap	Y: baby lotion (for self)	Y	Fragrance, reliable,	N/A	Anyone	Y
8	Essential, Accessible, Cheap	Y: baby lotion (for self)	Y	Quality, fragrance	small market	Anyone who has sensitive skins	Y
9	Big brand, Accessible, Cheap	N (baby shower gift)	okay	Accessible, cheap	ingredients	Low-Middle income moms	Depend on products
10	Big brand, Ubiquitous, Cheap	N (baby shower gift)	Y	Accessible, fragrance	ingredients	Anyone, families	Y
11	chemicals, drugstore, cancer	Never	N	N/A	ingredients	Irresponsible moms	N
12	classic, simple, and skeptical	No	N/A	Brand Name	ingredients	Anyone	Depend on products
13	well-marketed, easy, inexpensive	No	N	Accessible, strong marketing	cleanliness, safety	Anyone	N
14	innovative, essential, big brand	Y	Y	Big product mix, quality	N/A	Families	Y
15	Smells good, affordable, big name	N	Y	ingredients, price	poor customer relations	Everyone	Y

# Appendix F

Table 6: Different Review Site vs. General Sentiment Towards the Brands

	Pampers			Johnson's Baby			The Honest Company			Total
	Positive	Neutral	Negative	Positive	Neutral	Negative	Positive	Neutral	Negative	
Facebook	5	0	5	3	0	7	1	1	8	30
Family Rated	9	0	1	9	1	0	7	1	2	30
Amazon	10	0	0	6	0	4	4	0	6	30
Total	24	0	6	18	1	11	12	2	16	90

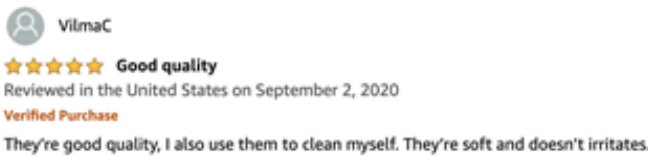


Image 1



Image 2



Image 3

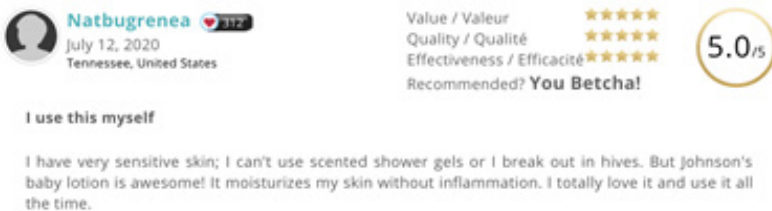


Image 4



Image 5

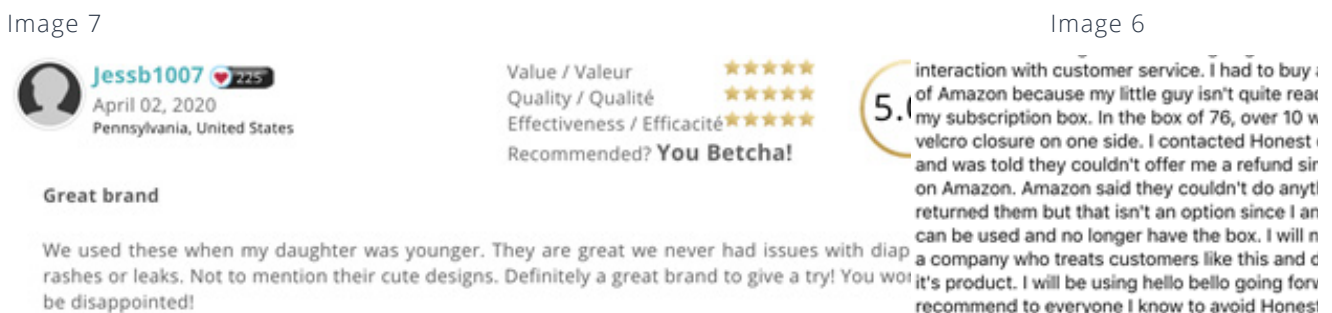


Image 6

# Appendix G

This survey examines your attitudes towards gender roles in family and care-giving practices. This survey should take about 10 minutes to complete. Your answers will be anonymous and kept confidential.

## Gender Roles

1. Do you believe in practicing traditional gender roles?
2. Traditional Gender roles: how we're expected to act, speak, dress, groom, and conduct ourselves based upon our assigned sex (e.g. Woman as housewives, Man as breadwinner)
  - Yes
  - No
3. Who do you think should be responsible for child caring?
  - Female
  - Male
  - Both
4. Please rate the following statements: 1(strongly disagree)- 5(strongly agree)
  - Both partners should contribute to the household income.
  - A man's job is to earn money; a woman's job is to look after the home and family.
  - The increasing number of women working for pay outside the home has made it easier for families to earn enough to live comfortably.
  - Working women has made it easier for parents to raise children.

## Types of Families

5. Rate the following statements: 1(strongly disagree) - 5(strongly agree)
  - One parent can bring up a child as well as two parents together.
  - A same sex female couple can bring up a child as well as a male-female couple.
  - A same sex male couple can bring up a child as well as a male-female couple.

## Advertisements

6. For advertisements of current major baby product companies, do you think there is a stereotype against women?
  - Yes
  - No
7. For a baby product company, do you think it should feature portrayals not limited to moms in their advertisements?
  - Yes
  - No
8. What portrayal of roles would you like to see in baby product advertisements? 1-5
  - Fathers (males appear as primary caregivers)
  - Mothers (males appear as primary caregivers)
  - Parents (both opposite gender and same gender)



## Demographics

9. Are you currently in a relationship?

- Yes
- No

10. What kind of relationship are you in ?

- Male- Male
- Male- Female
- Female- Female
- Other
- N/A

11. Are you currently a parent?

- Yes
- No
- Expecting

12. How many children under the age of 3 do you have?

- 1
- 2
- 3 or more
- None

13. Are you the primary caregiver of your child/children?

- Yes
- No
- We are both caregivers
- N/A

14. Are you a single dad?

- Yes
- No

15. Are you a single mom?

- Yes
- No

16. Do you co-parent? Co-parenting: share the duties of raising (a child) of parents who are separated or not in a relationship.

- Yes
- No

17. How old are you?

- Under 18
- 18 - 25
- 26 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65+
- Prefer not to answer

18. With which gender do you identify?

- Male
- Female

- Other:
- Prefer not to answer

19. With which race/ethnicity do you identify?

- White
- Hispanic/ Latinx
- Black/ African-American
- American Indian/ Alaskan Native
- Native Hawaiian/ Pacific Islander
- Asian
- Middle Eastern/ North African
- Other:
- Prefer not to answer

20. What is your household income?

- Under \$25,000
- \$25,000 - \$49,999
- \$50,000 - \$74,999
- \$75,000 - \$99,999
- \$100,000+
- Prefer Not To Say

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