

Change the Board Game / SMD

Background

When creating the media plan for the "Changing the Board Game" campaign, e.l.f. Beauty was already recognized as a progressive, inclusive brand committed to affordability and diversity. The brand had successfully carved a niche in the competitive beauty industry with its message of "every eye, lip, and face," appealing to a diverse customer base. However, e.l.f. saw an opportunity to expand its influence beyond beauty by addressing a critical issue: the lack of diversity in corporate leadership.

The primary challenge was the entrenched lack of diversity in corporate boardrooms, particularly among publicly traded companies on the NYSE and NASDAQ. Despite e.l.f.'s progressive stance, the company faced the challenge of breaking through a corporate environment resistant to change. It needed a bold approach to reach its target audience—C-level executives, board members, and the investment community.

This campaign gave e.l.f. the chance to position itself not only as a leader in the beauty industry, but also as an advocate for diversity in corporate America. By showcasing its own diverse board, e.l.f. aimed to challenge other companies to follow suit and demonstrate the business benefits of inclusive leadership. The situational analysis identified the risks and rewards of taking this bold stance, leading to the decision to launch a high-impact, in-your-face OOH campaign targeting Wall Street.

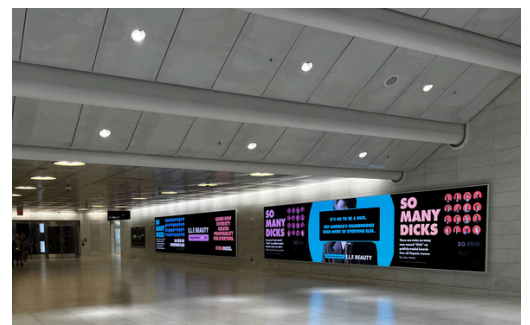
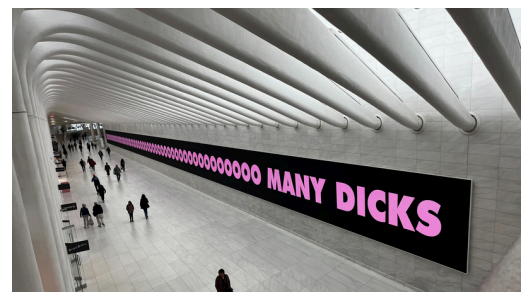
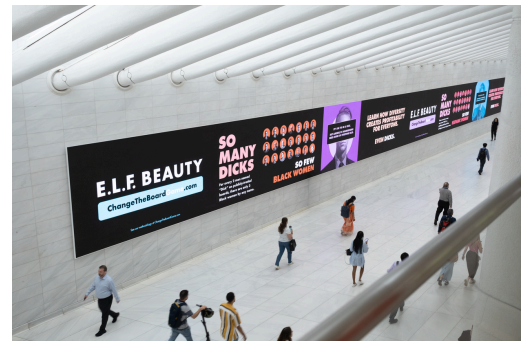
Objective

Build General Awareness

The primary objective of e.l.f. Beauty's "Changing the Board Game" campaign was to raise awareness about the lack of gender and ethnic diversity in U.S.-based companies listed on the NYSE and NASDAQ, and to inspire a movement toward greater inclusivity at the corporate leadership level. The campaign aimed to spotlight these disparities by targeting key decision-makers—C-level executives, board members, and the investment community—who have the power to influence corporate governance.

The focus was on engaging these groups to spark a conversation that challenges the status quo and encourages tangible change. By highlighting the lack of diversity, the campaign sought to inspire broader action and rally support for creating a more equitable corporate environment. The ultimate goal was not only to highlight the issue but also to lead by example, driving change that benefits future generations.

Demographically, the campaign targeted a predominantly male and white audience at the top levels of corporate America, while also appealing to diverse leaders and advocates for inclusivity. High-impact OOH placements in key locations like Wall Street were used to maximize visibility and engagement.



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Strategy

e.l.f. Beauty's strategy to raise awareness about the lack of diversity in U.S. corporate leadership used bold OOH advertising in key locations to target C-level executives, board members, and the investment community.

- **OOH Advertising in Strategic Locations:** The campaign featured large-scale digital and static ads in high-traffic Wall Street areas, including the World Trade Center Oculus and across from the New York Stock Exchange, ensuring maximum visibility.
- **Bold, Provocative Creative:** The message, "There are so many Dicks, yet so few of everyone else," used humor and stark statistics to highlight the diversity gap, sparking conversation among the target audience.
- **Leveraging Brand Credibility:** e.l.f. Beauty showcased its own diverse board (two-thirds women, one-third diverse) to demonstrate that diverse leadership is both possible and beneficial.
- **Expert Media Buying:** Strategic media buying overcame initial resistance, securing prime locations to ensure the message reached the right audience.
- This bold approach challenged the status quo, driving the conversation toward greater inclusivity in corporate leadership.

Plan Details

Campaign Posting Dates: May 13, 2024 - June 19, 2024

Markets Selected: New York City

OOH Formats Used: Digital Billboards, Windowscapes,

Additional Media Formats Used (if any): TV, Audio, Digital, Social and Print

Target Audience: C-level Executives, Board Members, and the Investment Community

Results

The "Change the Board Game" campaign delivered remarkable results, making a significant impact in both corporate and consumer spheres:

- **98.2% Positive Media Sentiment:** The campaign achieved 1.2 billion media impressions in just two weeks, highlighting its broad appeal and relevance.
- **Purpose-Driven Impact:** e.l.f. Beauty is committed to increasing the growth rate of women and diverse candidates on U.S. corporate boards.
- **Key Statistics Spotlighted:**
 - Only 27% of U.S. corporate boards have women, but gender-diverse boards are 27% more likely to outperform financially.
 - Ethnically diverse boards are 13% more likely to outperform, yet 88% of corporate boards are 88% white.
- **Partnerships:** The campaign partnered with Billie Jean King to amplify awareness of boardroom inequality.
- **Strategic Action:** e.l.f. sponsored 20 women and diverse participants in the National Association of Corporate Directors' Accelerate program, preparing future board members.
- **Provocative Campaign:** The "So Many Dicks, So Few Everyone Else" message humorously revealed that men named Richard, Rick, or Dick outnumber women and people from diverse backgrounds on corporate boards.

The campaign effectively challenged the status quo and drove meaningful conversations on diversity and inclusion in corporate leadership.

