



*Old Spice*

**CASE STUDY**

“Moms and Sons Agree, It Practically Smells Itself”  
SMAD 443- CREATIVE ADVERTISING CAMPAIGNS  
Julia Danis, Colleen Hall, Kristin Taylor, Greta Wolking





<b>PART 1.....</b>	<b>4</b>
<b>Company History.....</b>	<b>5</b>
Founding, Purpose, Principles, Evolution	
Financial Reputation	
Corporate Social Responsibility Reputation	
Image	
<b>Brand.....</b>	<b>9</b>
Consumer Benefits	
Evolution of Old Spice	
Source and Ingredients	
<b>Target.....</b>	<b>11</b>
Demographics/Geo-Demographics	
Psychological Profile	
Need vs. Want View of Brand	
Packaging	
<b>Competition .....</b>	<b>10</b>
<i>Axe</i>	
<i>Dove Men+Care</i>	
<i>Degree</i>	
<b>Previous Campaign Approaches.....</b>	<b>18</b>
<b>Agency Profile.....</b>	<b>20</b>
<b>PART 2.....</b>	<b>22</b>
<b>Campaign Needs/Purposes.....</b>	<b>23</b>
<b>Target Market.....</b>	<b>23</b>
<b>Style.....</b>	<b>23</b>
<b>Approach Mix.....</b>	<b>24</b>
<b>Campaign Dates.....</b>	<b>24</b>
<b>Media Used to Deliver Campaign.....</b>	<b>24</b>
<b>Campaign Uniqueness and Memorability .....</b>	<b>25</b>
<b>How the Campaign Extends or Alters .....</b>	<b>25</b>
<b>Costs .....</b>	<b>25</b>
<b>Chatter .....</b>	<b>26</b>
<b>Legal.....</b>	<b>26</b>
<b>Examples of what Targets Saw/Heard.....</b>	<b>26</b>
<b>PRESENTATION.....</b>	<b>28</b>
<b>WORKS CITED.....</b>	<b>39</b>

4



**“Moms and Sons Agree, it Practically Smells Itself”**

**Company: *Old Spice (Procter & Gamble)***

**Date: July 7, 2017**



# PART 1

# BACKGROUND



6



## Company History



## Founding, Purpose, Principles, and Evolution

- **Procter & Gamble History**

- *Procter & Gamble (P&G)* is one of the largest consumer good companies with products in the beauty, health, fabric, home, baby, feminine, family, and personal care sectors.
- *P&G* brands include *Always*, *Tide*, *Bounty*, *Crest*, *Head & Shoulders*, *Swiffer*, *Olay*, and *Old Spice*.
- The company distributes its products in mass retailers such as grocery stores, member stores, baby stores, specialty beauty stores, pharmacies, drugstores, and it operates in over seventy countries.
- *Procter & Gamble* was founded in 1837 in Cincinnati by brother-in-laws William Procter (a candle maker) and James Gamble (a soap maker) to sell their candles and soaps.
- The company sold over thirty soaps including *Ivory* by 1890, and due to the growth of popularity from print advertisements, the company expanded to Kansas City, Kansas and Ontario, Canada.
- In 1911, *P&G* invented *Crisco* which serves as an economical and healthier alternative to butter.
- William Cooper Procter took over the company in 1907, and by 1911 he created an initiative to institutionalize the relationship between *P&G* and its employees by saying “the interests of the company and its employees are inseparable.”
- *P&G* created its own market research department in 1924 to better understand customers and their buying habits.
- Richard R. Deupree takes over the company in 1930.



- In 1946 *Tide* was invented which brought *P&G* even more success and recognition. *Crest* toothpaste (the first toothpaste to contain fluoride), *Folgers Coffee*, *Downey*, and *Pampers* followed soon after.
- By *P&G*'s 150th anniversary, the company started to play an important role in the healthcare and cosmetics/fragrance industry.
- The company reached \$10 billion in sales in 1980.
- *Procter & Gamble* purchased *Old Spice* fragrances, skincare, anti-perspirant, and deodorant products in 1990 in an effort to expand to the male personal care mark.
- In 2000, *P&G*'s stock declined and resulted in a \$50 billion loss (“A Company History”).

- ***Old Spice* History**

- *Old Spice* was originally *Early American Old Spice For Women* which was introduced in 1937. The scent was inspired by founder William Schultz's mother's potpourri.
- One year later (1938) the *Old Spice* for men was released, and the products were manufactured by the *Shulton Company* which was founded in 1934.
- In the 1980s *Old Spice* had a market share of 17% but was not growing.
- After *P&G* purchased *Old Spice*, it was still difficult to sell to twenty-five year old men because they saw the product as their father's deodorant.
- *Old Spice* changed its approach and targeted the product to teenagers using deoderant for the first time. *Chicago Bear*'s linebacker Brian Urlacher did a TV spot for the campaign (Leveré).
- By 2003, *Old Spice* became the second-best selling deodorant behind *Right Guard* (Lagamayo, 2015).





## Financial Reputation

- *P&G's* grooming sector sales decreased by 1% in the April-June 2017 quarter. However, this was due to reduced prices of products in the United States (“*P&G Announces Fourth Quarter,*” 2017).
- Billionaire investor Nelson Peltz was in a proxy fight for a board seat at *P&G* and criticizing *P&G's* marketing expenditures.

## Corporate Social Responsibility (CSR) Reputation

- Even though *Old Spice* as a brand does not do anything regarding corporate social responsibility, *P&G* does a lot for sustainability.
  - *P&G* integrates sustainable practices in their business, products, operations, innovation, brand building, and culture.
- *P&G* has corporate programs including:
  - Teaching healthy hygiene habits to children.
  - Children’s Safe Water Drinking Water Program which provides drinkable water to 75 countries.
  - A vaccination program with *Pampers* and *UNICEF* to combat maternal and neonatal tetanus.
  - Disaster relief.
  - Partnership with *Habitat for Humanity* (“Sustainability”).

## Image

- *Old Spice* brings “authenticity, performance, and confidence to male grooming and offers a wide product portfolio for today’s man.”
- *Old Spice's* seventy year dominance in the male grooming market has made the brand an American Icon.
- The products evoke a sense of authority and classic American style.
- *Old Spice's* use of advertising brings a fun approach to an old classic, making the brand as relevant as ever to men of all ages (“About Old Spice”).

10



**Brand**



## Consumer Benefits

- Sweat fighting
- Odor Absorber
- Fragrance
- Skin Conditioner
- Mom and sons both love it (“Clear gel ingredients”)

## Evolution of *Old Spice*

- Embraced a nautical theme with colonial ships initially and then yacht ship.
- Previously associated with older gentlemen, grandfathers (O’Neill, 2010).
- 2008 launched Swagger campaign to compete with younger men’s products, such as *Axe*.
- Confidence theme (Sauer, 2017).

## Source and Ingredients

- Made in the USA (Coolidge, 2016).
- “Aluminum is our prized fighting ingredient that reduces how much you sweat,” (“Clear gel ingredients”).



**Target**





## Demographics

- Males
- 12-34 years of age, with most popular being 12-24 (Infoscout).
- Hispanic and Caucasian
- Single
- Makes about \$20,000-\$40,000 a year (Infoscout).
- No college or some college

## Geo-demographics

- Living in the Midwest, Southwest, or Western regions of the United States.
- Purchase product at dollar stores, mass/grocery stores like *Walmart*, and drug stores (Infoscout).
- Live in urban and suburban areas.
- Live with their parents and/or with friends in apartments.

## Psychological Profile

- Evolving employment; high temporary unemployment.
- Use video and video games as a form of fantasy.
- Are fun loving
- Are imitative
- Rely heavily on public transportation.
- Are the center of low-status street culture.
- Desire to better their lives but have difficulty in realizing their desire.
- Wear their wealth (VALS™).
- They believe in basic rights and wrongs to lead a good life.
- Rely on spirituality and faith to provide inspiration.
- Want friendly communities.
- Watch TV and read romance novels to find an escape.
- Want to know where things stand; have no tolerance for ambiguity.
- Are not looking to change society.
- Find advertising a legitimate source of information.
- Value constancy and stability (can appear to be loyal).
- Have strong me-too fashion attitudes (VALS™).
- Heavily influenced by their families, specifically their mothers.
- High school, college students, young professionals.
- Loyal customers



(Psychological profile cont.)

- Live active and busy lives.
- Large users of social media.
- Value friends and social status in community.

## Need vs. Want View of Brand

- Need for hygienic men.
- Hard to get potential customers to join loyalty because they are loyal to other brands.
- *Old Spice* uses advertisements to make the consumer seem like they need this deodorant to smell like a man, be a man, smell good, be socially accepted, etc.
- The advertisers of personal hygiene, especially to men, involve selling to the American Dream and the “American fantasy,” which promises sex, power, and success (Krauss).

## Packaging

- Well-known, distributed well, bright packaging, classy, mature.
- Bright red packaging with brand name clearly labeled on the front.
- Has incorporated photos to target young demographics and grab attention.
- More modern looking as demographics shifted to young audiences.



# Competition



## AXE

- Demographics
  - Males
  - Ages 18-44
  - Most popular age group being 25-35 (Infoscout).
  - Hispanic and Asian
  - Has children
  - Makes <20k-60k a year (Infoscout).
  - Many consumers without a college education
- Geo-demographics
  - Southwest or Western regions of the United States.
  - Purchased mainly in drug stores or mass grocery stores.
- Relative position
  - Older consumers
  - More diverse consumer base.
  - Consumers have higher average annual income.
  - Over \$1 billion dollars annually.
- Differences
  - Sales on body sprays have decreased, while broadening its range of grooming products (Unilever Annual Report).
  - Recently stopped advertising “The Axe Effect,” with bikini-wearing women flocking to men.
    - Over exaggerated the effect of using Axe using humor.
    - Taking a more serious approach with a focus on CSR.
- Reputation
  - Rebranded itself through a campaign called “Find Your Magic.”
  - Its social mission is to inspire “guys to embrace what makes them unique, authentic and ultimately attractive to the world around them.” This campaign features a video advertisement that includes a more diverse set of men with a few intersections of race, sexuality, and ability.
  - CSR entails partnering with a NGO called *Ditch the Label*, a anti-bullying organization (Axe).
  - Released a daily fragrance for women called Anarchy for Her (Anarchy for Her).





## *Dove Men+Care*

- Demographics
  - Males
  - Ages 18-44
  - Most popular age group being <24.
  - African American, Hispanic, and Asian
  - No kids
  - No college
  - Makes \$20- \$40,000 a year
- Geo-demographics
  - Southwest and Western regions of the United States.
- Relative position
  - Relatively similar age groups.
  - More diverse customer base.
  - Buyers are overwhelmingly men in comparison to *Old Spice*.
  - Strong growth of *Men+Care* in 2016 (Unilever Annual Report).
- Differences
  - *Dove Men+Care* also originated as a company for women's grooming products but, unlike *Old Spice*, continues to sell women's products today.
  - *Dove Men+Care* was originally looking to reach the 35+ age group.
  - Takes a serious approach in advertising.
- Reputation
  - Care makes a man stronger.
  - "Real strength is shown through the care you give to the people that matter – and that includes you," (Men+Care).



## *Degree*

- Demographics
  - Males
  - Ages 18-44
  - Most popular age group being 25-34.
  - African American and Hispanic
  - Has kids
  - No to some college
  - Makes \$20- \$40,000 a year.
  - Second largest group earns \$80-\$100,000 a year.
  - Purchases happen mainly in drug stores and drug stores.
  - Thirds most popular place to buy is mass markets and grocery store chains.
- Geo-demographics
  - Southwest and Southern regions of the United States.
- Relative position
  - Older consumer age group
  - Men with children rather than younger, single men
  - Earns similar annual salaries, similar amounts of education
- Differences
  - Takes a serious approach in advertising.
  - *Degree* also sells women's deodorant and advertises separately as such.
- Reputation
  - Makes deodorant for busy, active people, both men and women.
  - Its product fits consumers despite what it is they do while wearing it.
  - Advertises new MotionSense technology in its antiperspirants that sense movement and protect its users the more they move.
  - Partnered with Lightwave to power its MotionSense Lab where research is conducted on movement and emotional factors that make people sweat (Feldman).



# Previous Campaign Approaches



## Past Campaigns

- Father and Son Aftershave Commercials, 1957
  - Boy dreams of being like his father and using *Old Spice*, so easy to use, a kid could do it
  - Something to pass down through the generations
  - Sells the product by showing how it is used and what why it works so well (TV Toy Memories)
- Untitled, 1965
  - Whether you are single or married, *Old Spice* is for you
  - Many reasons for a bachelor to use *Old Spice* are the many women he dates
  - The reason for a married man is to please his wife, because she loves it (MattTheSaiyan)
- Swagger, 2003
  - Brian Urlacher commercial kicked off this campaign as *Old Spice* was beginning to rebrand.
  - These commercials featured celebrities showing the audience fake home videos from each respective celebrities teenage years.
  - Commercials used humor to show that, with *Old Spice*, anything was possible— even becoming a star football player (Levere).
- “Smell Like a Man, Man,” 2010
  - Research found that over 50% of women were making body wash purchases for their partners.
  - *Wieden+Kennedy* turned this into the commercial “the man your man could smell like” to kick off the campaign.
  - The *Old Spice* Guy, humorous, witty, and attention grabbing with wild scene changes behind an effortlessly cool guy.
  - Responded to hundreds of fan messages with online YouTube videos (D&AD).
- "It's always our goal to engage our consumers in a way that s not only entertaining but also relevant, humorous in our own *Old Spice* tone and worthy of their attention. Digital is perfect because you can quickly gauge the reaction as people are very open to providing feedback to the advertising." -James Moorhead, Brand Manager



**Agency Profile:  
Wieden + Kennedy**



## History

- *Wieden+Kennedy* became popular in the 1980s with its *Coke*, *Starbucks*, and *Nike* campaigns.
  - *Wieden+Kennedy* created the “Just Do It” *Nike* slogan.
- The company originated in Portland, Oregon.
- Dan Wieden and David Kennedy founded the agency in 1982.
- The agency was one of the first to stray away from the New York, Chicago, and Los Angeles axis of advertising.
- The agency became popular due to its controversial and irreverent work that pushed the boundaries of advertising.
- In addition, the agency used a different approach to advertising by avoiding research and traditional elements (“Dan Wieden and David Kennedy,” 1999).

## Organizational structure

- *Wieden+Kennedy* is a global agency with offices in Portland, Sao Paul, New York City, London, Amsterdam, Delhi, Shanghai, and Tokyo (“Wieden Kennedy”).
- Brand teams have a strong trust and chemistry which produces a great campaign (Parekh, 2011).

## Reputation

- “Independent, creatively driven agency that creates strong and proactive relationships.”
- The company atmosphere is casual: there is a basketball court, sunny deck, and a room called “the nest” in the Portland office
- It is known for its independence and award winning work
- Notable clients include *Nike*, *Honda*, *Target*, *Coca-Cola*, *KFC*, *ABC Television*, *Bud Light*, *Spotify*, *Sprite*, and *Sainsburys* (“Wieden Kennedy”)

## Length of Association With Client

- In an effort to outsell brands such as *Axe* and *Dove Men*, *Old Spice* hired *Wieden + Kennedy* in 2006 (Lagamayo, 2015)



# PART 2

# CAMPAIGN





## Campaign Needs & Purposes

- *Old Spice* knew the cliché that if teenage boys think something is “cool,” moms can’t like it, and if moms like something, it isn’t “cool.”
- Created a humorous ad calling out this cliché, where teenage-boy marketing and mom advertising are combined” (Nudd 2017).
- Needed to create an ad that appealed to both target markets, who like very different things in their ads.
- Advertising brings a fun approach to an old classic, making the brand as relevant as ever to men of all ages.

## Target Markets

- Young guys including those in middle school, high school, college, and in early adulthood.
- Mothers, especially of teenage boys. Directed at mothers who don’t trust advertising and/or are tired of being advertised to.

## Style

- Appearances by Wolfthorn, one of the mascots of the campaign, who represents the Wolfthorn scent in *Old Spice’s* Wild Collection.
- Moms are main spokespeople.
- Random humor and satirical takes on old advertising gimmicks.
- “Shamelessly” transitioning from moms talking about how advertisers do anything to exploit consumers, into doing just that— selling products in an exaggerated way.
- Captured the attention of a whole new audience who appreciates creative, eccentric advertising.
- Consumers who appreciate satire or who are tired of feeling sucked into advertising appreciate the take on this new campaign.





## Approach Mix

- Advertising- The campaign was created in order to sell its new “Wild Collection” and featured two 30 second commercials and 5 second spots.
- Direct- The campaign featured commercials that went directly to televisions and streaming devices.
- Social Media- The full commercials, gifs, and photos were all featured on *Old Spice*’s social media.

## Campaign Dates

- The Moms & Sons Agree it Practically Smells Itself campaign started on July 7, 2017 with the release of two 30 second commercials, nicknamed “Beach Budz” and “Alpha Dawg,” as well as a handful of 5 second spots.
- The campaign is still running.
- Earlier in January 2017 *P&G* announced plans to review all agency contracts and terminate any that contained fraudulent advertising reports (Swant, 2017)
- Around the time of the campaign in July, *P&G* was making headlines for their somewhat controversial decision to cut digital ad spending by \$100 million in the June quarter (Johnson, 2017).
- Cut digital due to ineffectiveness and poor measurability, such as fake traffic due to bots.
- The cuts are mostly in digital, and tv spending for *P&G*’s beauty/skincare brands such as *Old Spice* are likely not being decreased significantly (Bruell, 2017).
- *P&G* did make cuts in agency and production spending for advertising, but it is unclear how much.
- Competitor Unilever also cut down on marketing in the first half of 2017, but are aiming to increase advertising spending in the second half of the year (Team, 2017).

## Media Used to Deliver Campaign

- The media used to deliver the campaign is strictly digital.
- There were no print advertisements associated with the campaign.
- The advertisements were released on *YouTube*, television, *Facebook*, and *Twitter*.
- GIFs from the commercials were posted on *Facebook*, *Twitter*, and *Instagram*.



## Campaign Uniqueness and Memorability

- The campaign is unique in the way that it targets two different audiences: Teenage boys and mothers.
- Since both target audiences are impressed by different types of advertising, *Wieden + Kennedy* decided to merge the two together in one commercial.
- The campaign plays up stereotypes (such as commercials targeted to teenage boys being obnoxious and loud while commercials targeted to mothers are hyper-feminized and in constant disapproval of what sons are interested in).
  - The campaign does not aim to offend audience with stereotyping (Jardine, 2017).
- Other campaigns created for *Old Spice* by *Wieden + Kennedy* are equally as over the top. Compared to the other campaigns, it still features mothers (such as with 2014's "Momsong.")
  - It is different from other *Old Spice* advertisements in the way it does not feature a spokesperson such as Terry Crews or Isaiah Mustafa.
- The overall tone is consistent with other *Old Spice* campaigns.
  - The campaigns' irreverent absurd tones make *Old Spice* advertisements memorable (Lagamayo, 2015).

## How the Campaign Extends or Alters What Has Been Done Before

- *Old Spice* changed how advertisers sold products to consumers by turning more subtle problem-solving product advertisements into a blatant attempt to get consumers to buy.
- Uses similar approach in trying to reach two very different audiences:
  - Men and Significant others, as seen with the "Smell like a Man, Man" campaign that spoke to both men and women at the same time.
  - Men/ Young Men and their mothers, as seen in this "Moms and Sons."

## Costs

- *P&G* spent 7.1 billion dollars on advertising in 2017 ("Procter & Gamble").
- *Old Spice* specific financial data is currently unavailable for this 2017 campaign, but for reference in 2010 (the year of several successful *Old Spice* campaigns, including "The Man your Man could Smell Like") they spent \$45.2 million in advertising (Newman, 2012).



## Chatter About Campaign

- No talk show mentions, buzz mainly on social media when target markets reside.
- Positive reviews overall on social media
  - Youtube comments include:
    - “This is how you advertise”
    - “I’m sold”
    - “Wolfdog rocks”
    - “If the dog says so, I do”
  - Twitter comments include:
    - “Your ad company is on the cutting edge”
    - “Just saw this on tv...so hilarious!”
    - “Bottom of the barrel of commercials...beyond stupid and ineffective”,
    - “Most random, convincing ad ever”
    - “No ad will ever top the wolfdog”
  - Facebook comments were limited, but include: “very funny”

## Legal details and Copyrighted Components (“*Old Spice: Alpha Dawg*”)

- The Production Service Company: ICON Films
- Editorial Company: MacKenzie Cutler Editorial
- VFX Company: The Mill
- Sound Company: MacKenzie Cutler
- Original Music: Beach Buds
- Music Company: Marmoset
- Composer: Graham Barton
- Mix Studio: Joint

## Examples of what Targets Saw/Heard (Evolution of the Campaign)

- The campaign still airs on television and is posted on social media.
- Audiences overall enjoyed the way it poked fun at advertising and its satire.
- The character from the spot is popular and has his own *Pinterest* board (Gunree, 2017)

28



# PART 3

# PRESENTATION





Julia Danis  
Colleen Hall  
Kristin Taylor  
Greta Wolking

## Moms & Sons Agree It Practically Smells Itself

Campaign Start Date: July 7, 2017

Campaign End Date: Still Running





## Old Spice Corporate History

- Procter & Gamble: Founded in 1837
- Old Spice: Founded in 1937
- P&G purchased Old Spice in 1990
- Current Owner: David S. Taylor

## Old Spice Competitors

### AXE

- Males, 25-35 years old
- Hispanic and Asian
- Has children
- No college



### Degree

- Males, 25-34 years old
- African American and Hispanic
- Has children
- No to some college



### Dove Men+ Care

- Males, <24 years old
- African American, Hispanic, and Asian
- No children





Who do you think purchases  
Old Spice?

Does anyone know what is  
going on with Procter &  
Gamble this year?



## P&G 2017 Financials

- January 2017: Call for transparency
- July 2017: Reported budget cuts

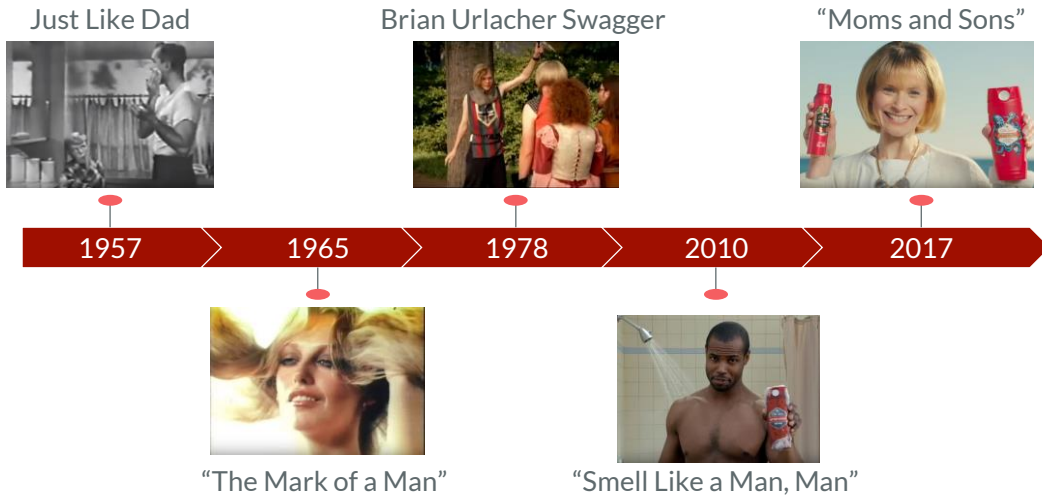
What comes to mind when  
we say Old Spice?

Are there any Old Spice  
commercials that you recall?





## Previous Campaign Approaches



## Moms & Sons Agree It Practically Smells Itself

- July 7, 2017 Release
- Wieden & Kennedy
- Two 30 second ads
  - Alpha Dawg
  - Beach Budz
- Featured Products: Wild Collection



First Impressions?



Who do you think this spot is targeted to?

### Old Spice Brand Overall Target

- Males 12-34
- Hispanic and Caucasian
- Single
- Makes about \$20,000-\$40,000 a year
- No college or some college



## Target

- Young guys including those in middle school, high school, college, and in early adulthood.
- Mothers, especially of teenage boys. Directed at mothers who don't trust advertising and/or are tired of being advertised to.

## Target, Continued

- Geo-demographics
  - Living in the Midwest, Southwest, or Western regions of the United States.
  - Purchase product at dollar stores, mass/grocery stores like *Walmart*, and drug stores (*Infoscout*).
  - Live in urban and suburban areas.
  - Live with their parents and/or with friends in apartments.



## Target, Continued

### ● Psychological Profile

- Live active and busy lives
- Use video and video games as a form of fantasy.
- Are fun loving
- Are the center of low-status street culture.
- Wear their wealth (VALS™).
- They believe in basic rights and wrongs to lead a good life.
- Want friendly communities.
- Large users of social media.
- Want to know where things stand; have no tolerance for ambiguity.
- Find advertising a legitimate source of information.
- Value constancy and stability (can appear to be loyal).
- Heavily influenced by their families, specifically their mothers.
- High school, college students, young professionals.
- Loyal customers

## Target, Continued

### ● View of Brand

- Need for hygienic men.
- Hard to get potential customers to join loyalty because they are loyal to other brands.
- *Old Spice* uses advertisements to make the consumer seem like they need this deodorant to smell like a man, be a man, smell good, be socially accepted, etc.
- The advertisers of personal hygiene, especially to men, involve selling to the American Dream and the “American fantasy,” which promises sex, power, and success (Krauss).



## Moms and Sons

- Campaign needs
  - If teenage boys think something is “cool,” moms can’t like it, and if moms like something, it isn’t “cool”
  - Needed to create an ad that appealed to both target markets, who like very different things in their ads
  - Make the brand as relevant as ever to men of all ages

Questions?



# PART 4

## Works Cited



## Works Cited

- About Old Spice. (n.d.). Retrieved October 17, 2017, from <http://news.oldspice.com/about>
- A Company History* [PDF]. (n.d.). Cincinnati : Procter & Gamble. Retrieved from [https://www.pg.com/translations/history\\_pdf/english\\_history.pdf](https://www.pg.com/translations/history_pdf/english_history.pdf)
- Anarchy For Her Daily Fragrance*. (2017). *Axe US*. Retrieved 18 October 2017, from <https://www.axe.com/us/en/products/fragrance/anarchy-for-her-daily-fragrance.html>
- Axe*. (2017). *Unilever global company website*. Retrieved 18 October 2017, from <https://www.unilever.com/brands/our-brands/axe.html>
- Bruell, A., & Terlep, S. (2017, July 27). P&G Cuts More Than \$100 Million in 'Largely Ineffective' Digital Ads. Retrieved October 17, 2017, from <https://www.wsj.com/articles/p-g-cuts-more-than-100-million-in-largely-ineffective-digital-ads-1501191104>
- Clear Gel Ingredients. (n.d.). Retrieved October 17, 2017, from <https://oldspice.com/en/ingredients/clear-gel>
- Coolidge, A. (2016, September 20). P&G shrinks factory footprint. Retrieved October 17, 2017, from <http://www.cincinnati.com/story/money/2016/09/20/pg-shrinks-factory-footprint/90124648/>
- Dan Wieden and David Kennedy. (1999, March 29). Retrieved from <http://adage.com/article/special-report-the-advertising-century/dan-wieden-david-kennedy/140201/>
- D&AD. *Case Study: Old Spice Response Campaign*. (2017). *D&AD*. Retrieved 17 October 2017, from <https://www.dandad.org/en/d-ad-old-spice-case-study-insights/>



Feldman, R. *Degree® Deodorant Partnering With Bioanalytics Innovator Lightwave To Launch The Degree MotionSense Lab.* (2017). *Prnewswire.com*. Retrieved 18 October 2017, from <https://www.prnewswire.com/news-releases/degree-deodorant-partnering-with-bioanalytics-innovator-lightwave-to-launch-the-degree-motionsense-lab-300213679.html>

Gunree, S. (2017, July 18). A Wild Take on Moms and Sons Coming Together with Old Spice. Retrieved October 18, 2017, from <https://redheadmom.com/2017/07/moms-and-sons-come-together-with-old-spice/>

Infoscout. (2017). Old Spice Consumer Insights and Demographics. Retrieved October 12, 2017, from [https://infoscout.co/brand/old\\_spice](https://infoscout.co/brand/old_spice)

Jardine, A. (2017, July 07). Old Spice: Beach Budz. Retrieved October 17, 2017, from <http://creativity-online.com/work/old-spice-beach-budz/52165>

Johnson, L. (2017, July 28). Procter & Gamble Cut Up to \$140 Million in Digital Ad Spending Because of Brand Safety Concerns. Retrieved October 17, 2017, from <http://www.adweek.com/digital/procter-gamble-cut-140-million-in-digital-ad-spending-because-of-brand-safety-concerns/>

Krauss, K. (2011). Boys Will Be Boys: the Male Image in Old Spice Advertising in the 1950s and 2000s. *Factivia* , 39(4), 1-11. Retrieved October 12, 2017, from <https://illiad.lib.jmu.edu/illiad/pdf/622931.pdf>.

Lagamayo, A. (2015, January 17). The Brand Your Brand Could Be Like: How Old Spice Went Viral. Retrieved from <https://www.fastcompany.com/3040106/the-brand-your-brand-could-be-like-how-old-spice-went-viral>

Levere, J. (2003). *THE MEDIA BUSINESS: ADVERTISING; A guy's guy tired of plain old soap? Old Spice is counting on it..* *Nytimes.com*. Retrieved 17 October 2017, from

<http://www.nytimes.com/2003/08/01/business/media-business-advertising-guy-s-guy-tired-plain-old-soap-old-spice-counting-it.html>

MattTheSaiyan. (2015). *1965 commercial for Old Spice after shave lotion*. YouTube.

Retrieved 17 October 2017, from

<https://www.youtube.com/watch?v=epiie5MMkJY&index=7&list=PLoEJbNYpDi28MD-JXIMdoHBKTGptBNSSN>

Men+Care, M. (2017). *Welcome to Dove Men+Care. Dove US*. Retrieved 18 October 2017, from <https://www.dove.com/us/en/men-care.html>

MSW-ARS Research/The Brand Strength Monitor. (n.d.). United States: Brand preferences for Axe Men's APDO in Q1 2016 and Q1 2017, by age. In *Statista - The Statistics Portal*. Retrieved October 13, 2017, from <https://www.statista.com/statistics/716527/us-brand-preferences-for-axe-mens-by-age/>.

Neff, J. (2008). The battle of the brands: Old spice vs. Axe. *Advertising Age*, 79(43), 12. Retrieved from <https://search.proquest.com/docview/208376706?accountid=11667>

Newman, A. A. (2012, January 31). A Brand Too Strong to Stay in Its Own Ad. Retrieved from <http://www.nytimes.com/2012/02/01/business/media/old-spice-too-strong-to-stay-in-its-own-ad.html>

Nudd, T. (2017, July 07). Old Spice Finally Made Some Ridiculous Ads That Both Teen Boys and Their Moms Can Love. Retrieved October 17, 2017, from <http://www.adweek.com/brand-marketing/old-spice-finally-made-some-ridiculous-ads-that-both-teen-boys-and-their-moms-can-love/>

Old Spice: Alpha Dawg. (2017, July 07). Retrieved October 17, 2017, from <http://creativity-online.com/work/old-spice-alpha-dawg/52167>

O'Neill, M. (2010, July 22). How Old Spice Swaggerized Their Brand And Men Everywhere. Retrieved from

<http://www.adweek.com/digital/how-old-spice-swaggerized-their-brand-and-men-everywhere/>

Parekh., R. (2011, January 24). Wieden & Kennedy Is Ad Age's Agency of the Year.

Retrieved from

<http://adage.com/article/special-report-agency-alist-2010/wieden-kennedy-ad-age-s-agency-year/148369/>

P&G Announces Fourth Quarter and Fiscal Year 2017 Results. (2017, July 27). Retrieved from

<http://news.pg.com/press-release/pg-corporate-announcements/pg-announces-fourth-quarter-and-fiscal-year-2017-results>

Procter & Gamble. (2017). *2017 Annual Report*. Retrieved from

<http://www.pginvestor.com/Cache/1001226614.PDF?O=PDF&T=&Y=&D=&FID=1001226614&iid=4004124>

Sauer, A. (2017, July 17). From Old Spice Guys to Moms, P&G Doubles Down on Brand Absurdity. Retrieved from

<http://www.brandchannel.com/2017/07/06/old-spice-guys-moms-070617/>

Sustainability. (n.d.). Retrieved from <https://us.pg.com/sustainability>

Swant, M. (2017, January 30). Procter & Gamble Is Reviewing All Agencies to Promote

Better Transparency and Measurement. Retrieved from

<http://www.adweek.com/digital/procter-gamble-is-reviewing-all-agencies-to-promote-better-transparency-and-measurement/>

Team, T. (2017, July 21). Key Takeaways From Unilever's Fiscal First Half Results.

Retrieved from

<https://www.forbes.com/sites/greatspeculations/2017/07/21/key-takeaways-from-unilevers-fiscal-first-half-results/#6de564d26ebc>

TV Toy Memories. (2012). *VINTAGE 1957 OLD SPICE SHAVING CREAM - BOY WANTS TO ACT JUST LIKE DAD, WHILE DAD IS SHAVING*. (2017). *YouTube*. Retrieved 17 October 2017, from <https://www.youtube.com/watch?v=Spo-kgjyvul&index=6&list=PLoEJbNYpDi28MD-JXIMdoHBKTGptBNSSN>

Unilever Annual Report and Accounts(2017). *Unilever.com*. Retrieved from [https://www.unilever.com/Images/unilever-annual-report-and-accounts-2016\\_tcm244-498880\\_en.pdf](https://www.unilever.com/Images/unilever-annual-report-and-accounts-2016_tcm244-498880_en.pdf)

VALS™ | VALS™ Types: SBI. (n.d.). Retrieved from <http://www.strategicbusinessinsights.com/vals/ustypes/strivers.shtml>

Wieden Kennedy | Full Service Integrated Advertising Agency. (n.d.). Retrieved from <http://www.wk.com>

## Image Thumbnails

Axe Logo [Digital Image]. (2017). Retrieved from

<https://www.prnewswire.com/news-releases/axe-wants-to-take-your-cool-to-the-next-level-at-the-axe-black-chill-challenge-2-25179262.html>



Degree Men Logo. [Digital Image]. (2010). Retrieved from

<http://hispanicprwire.com/en/degree-men-kicks-off-its-2010-mexican-national-team-partnership-with-futbol-fieta-celebrations-across-the-country/>



Dove Men+Care Logo. [Digital Image]. (2017). Retrieved from

<http://www.superbowlcommercials.co/dove-mencare/profile/>



Moms and Sons Agree. [Photograph]. (2017). Retrieved from

<https://redheadmom.com/2017/07/moms-and-sons-come-together-with-old-spi>  
ce



*Old Spice Logo* [Digital Image]. (n.d.). Retrieved from [http://news.oldspice.com/sites/oldspice.newshq.businesswire.com/files/logo/image/Old\\_Spice\\_Logo\\_highres.jpg](http://news.oldspice.com/sites/oldspice.newshq.businesswire.com/files/logo/image/Old_Spice_Logo_highres.jpg)



Screen Capture. (2017). *VINTAGE 1957 OLD SPICE SHAVING CREAM Video* [digital image, screen capture]. Retrieved from <https://www.youtube.com/watch?v=Spo-kgjyvul&index=6&list=PLoEJbNYpDi28MD-JXIMdoHBKTGptBNSSN>



Screen Capture 2. (2017). *Old Spice Advert from 1978 Video* [digital image, screen capture]. Retrieved from <https://www.youtube.com/watch?v=WQWVROjxYFY>



Screen Capture 3. (2017). *Brian Urlacher Old Spice Swagger Video* [digital image, screen capture]. Retrieved, from <https://www.youtube.com/watch?v=kNUCsUUaevk>



Screen Capture 4. (2017). *The Man Your Man Could Smell Like* [digital image, screen capture]. Retrieved from <https://www.youtube.com/watch?v=owGykVbfgUE>



Screen Capture 5. (2017). *Beach Budz* [digital image, screen capture]. Retrieved from <https://www.youtube.com/watch?v=woXzxKid5qM>

