

The Business of Beauty

BEAUTY INC

AN ISSUE OF **WWD**

THE GOLD STANDARD

BEAUTY'S
MOST
POWERFUL
BRANDS

BRITISH
INVASION
HOW BOOTS
PLANS TO
CONQUER
THE U.S.

SERENITY
ON DEMAND

GETTING TO
KNOW YOU
CUSTOMIZATION
COMES OF AGE

#WWR0000120444/3# 12SEP18 FCNMM



THE HONOREES

1. GEMMA LIONELLO
EXECUTIVE VICE
PRESIDENT, GENERAL
MERCHANDISE MANAGER
OF ACCESSORIES AND
BEAUTY, NORDSTROM
@glionello

FIRST JOB: Nordstrom
beauty counter manager
for Visage Beauté

2. LORETTA MIRAGLIA
CORPORATE GLOBAL
SENIOR VICE PRESIDENT,
PRODUCT DEVELOPMENT
AND INNOVATION, LA MER
@lavin_joretta_loca

FIRST JOB: Extra/actor for
Labine-Meyer Productions'
Ryan's Hope

3. BARBARA CALCAGNI
PRESIDENT, NARS
@NARSsist

FIRST JOB: Marketing
assistant at The Perfumer's
Workshop

4. KELLY VANASSE
VICE PRESIDENT,
COMMUNICATIONS, GLOBAL
BUSINESS UNITS, PROCTER
& GAMBLE
@KellyFVanasse

FIRST JOB: "Movie theater
attendant, because it was
the only job that hired
under-16-year-olds!"

5. MAUREEN KELLY
FOUNDER AND CHIEF
EXECUTIVE OFFICER, TARTE
COSMETICS
@tartecosmetics.com

FIRST JOB: Lifeguard

6. JAMIE KERN LIMA
COFOUNDER AND
CHIEF EXECUTIVE OFFICER,
IT COSMETICS
@jamiiekernlima

FIRST JOB: "I had three
jobs at ages 14 and 15 to
save up for my first car,
including bagging groceries
at Safeway, selling popcorn
at Swapmeet and coaching
gymnastics."

THE TRAILBLAZERS

The winners of this year's **CEW ACHIEVER AWARDS** are an eclectic group of women who personify the rapidly expanding scope of the industry itself.

By **JENNY B. FINE**

NOT EVERY ballroom-based beauty event will bring a tear to one's eyes, but at the CEW Achiever Awards, veteran attendees know to come with copious amounts of Kleenex. Now in its 42nd year, the event is where the personal and professional converge. (Industry insiders are *still* talking about the moving introduction Estée Lauder's Joe Gubernick wrote when he presented Anne Carullo with her award—and that was in 2002.) "What con-

stitutes achievement is taking risks and having persistence," says Carlotta Jacobson, president of CEW, of the key attributes of the award. "It is the ability to collaborate and develop teams. It is not you alone. And it is not about power, but accomplishment." This year, there are six honorees from a diverse group of companies and backgrounds. As they prepare to accept their award on Sept. 15, we asked them to share their experiences in rising to the top of the beauty ecosystem. Here, their responses.

What are the personal qualities that enabled you to rise to the top? What skills are most essential for the next generation of leaders?

JAMIE KERN LIMA: It's critical to never let hearing "no" translate or equate to doubt in your head. Sometimes when you have an innovative idea or vision, other people simply don't get it right away. It's important to believe in yourself and your vision unremittently.

MAUREEN KELLY: I never take no for an answer. ▶

When I first started Tarte, I was working out of my apartment. When beauty buyers failed to answer my calls, I (admittedly) fibbed my way into an order with Henri Bendel by telling them I had a commitment with another retailer. Knowing your market, trusting your instincts and having confidence in what you've created is key, but determination can be even more important. Don't be afraid to be strong-willed and believe in yourself.

GEMMA LIONELLO: Setting goals has always helped me keep my eye on the ball and stay focused, and a strong work ethic helps me push forward toward those goals. I also hold being a collaborator and team builder as extremely important qualities because doing so ensures that we bring all the best practices to the forefront. Lastly, being a student of the business allows me to stay current with trends and services. The next generation of leaders will need to be completely focused on the customer and in tune with their shopping needs. Other skills: curiosity, ability to remain nimble and act fast, ability to adapt to change quickly.

KELLY VANASSE: Collaboration, critical thinking and bias for action. In a world that is changing faster each second, the ability to see around corners, and to anticipate and lead teams through uncertain times is and will continue to be critical. This requires strong foresight, incredible flexibility, courage to try the untried and a willingness to make mistakes and—most important—to learn from them.

BARBARA CALCAGNI: Being authentic and passionate—principles I owe to François Nars. He has taught me some of the most important lessons in my career. Be the best. Love what you do. Take risks. Push the boundaries. I encourage the next generation of leaders to do the same, and above all, be curious, have a strong desire to grow and learn.

LORETTA MIRAGLIA: Throughout my career I've been fueled by my passion and love for creation. As a scientist and an artist, I've learned to use both my right and left brain to inform my perspective. My multidisciplinary background and ability to fluidly shift my focus from big picture to tactical details has helped me tremendously. The next generation of leaders will excel if they learn to translate a diverse set of knowledge and apply it to their passion.

As a veteran executive, how do you stay in touch with the Millennial mind-set and ensure you're on the cutting edge of Generation Next?

JAMIE KERN LIMA: Our mission is to make the world more beautiful, through our products, our actions and our commitment to change the conversation about how beauty is defined. Millennials want to be a part of something meaningful and bigger than themselves, so we are grateful to have many Millennials as part of our It team.

MAUREEN KELLY: Staying connected with our fans and influencers on social media is essential to our DNA, as is always being looped in and willing

to go for the next big thing. For example, Tarte was one of the first beauty brands to join Musical.ly and we're seeing incredible engagement there.

GEMMA LIONELLO: I am very engaged on social media with fashion news and publications, blogs, etc., and try to keep in touch with and connect our teams in our stores and buying office and customers. I seek inspiration when I travel and try to not only stay current but also seek what's on the horizon. We do focus groups and connect via social media with our customers to understand their likes and dislikes, how they shop and to make sure we have the right services for them. I also look at internal and external search data to identify trends in what our customers are shopping and looking for.

BARBARA CALCAGNI: We have an amazingly talented team with great expertise in digital innovation, including the Digital Center of Excellence, which is constantly teaching, informing and challenging us to think differently. In addition, I have

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Kelly Vanasse, Procter & Gamble

two Millennial children who keep me very relevant and current—I like to know what's trending!

KELLY VANASSE: I have teenage kids and nieces and nephews. They and their friends keep me in touch (joining their social media platforms is the only way to keep in touch with them!). I've been told that I'm “woke,” which I take as a good sign. And of course, I follow all of the key beauty influencers to stay in touch with what's hot and emerging in the space.

LORETTA MIRAGLIA: I laugh with them, think with them, learn from them and above all listen to them.

Where do you see the most opportunity in beauty and why?

JAMIE KERN LIMA: I see opportunity in how the image and definition of beauty are represented. Most of the images we see in ads are still an unrealistic and unattainable definition of what is aspirational. I hope It Cosmetics' success is proof

that you can show real women and still resonate. One of my dreams is to revolutionize the way all beauty brands show models and images to girls and women.

MAUREEN KELLY: Breaking down beauty boundaries. All of our formulas are formulated without parabens, mineral oils, phthalates, triclosan, sodium laurel sulfate, or gluten, and every one is dermatologist tested. A huge percentage of our products are also vegan. Makeup lovers are realizing that they don't have to choose between beauty that works and beauty that's good for you.

GEMMA LIONELLO: There is (and always will be) an opportunity to better serve our customer where, when and however they're shopping. Similar to the other merchandise departments at Nordstrom, we see an opportunity to continually introduce our customers to amazing new brands and product categories—for example, our successful Charlotte Tilbury launch, as well as our Korean Beauty and Natural Beauty launches.

KELLY VANASSE: Beauty is a chaotic industry (albeit fun chaos). The number of new entries each year is truly mind-blowing. Each arrives to the market with a new set of claims and promises, and many without the research or proof to back them up. The consumer is confused at best and misled at worst. Our greatest opportunity is to help them discern what is truly safe and effective in the sea of options so they make well-informed decisions.

BARBARA CALCAGNI: There is immense opportunity in digital—from exploring new technologies to leveraging the social community—to engage and convey the brand story. With the level of noise increasing across social media, there is going to be a greater need for extremely targeted messaging. Hypertargeting, more individualized, relevant content and integrating social media into CRM programs allows brands to cut through the abundance of stimuli that beauty consumers are experiencing.

LORETTA MIRAGLIA: In beauty there's always an opportunity to communicate with more meaningful and mindful language. We know that consumers are incredibly savvy and value each choice that they make. That's why our mantra is to deliver the best of the best by developing products that inspire word of mouth and create meaningful experiences.

What is the thorniest issue you are currently facing?

JAMIE KERN LIMA: Getting over my perfectionism. Building a team of incredible women who are smarter and more talented than me (and a few men, too) is helping me to solve this!

MAUREEN KELLY: Cyber-bullying. Having such a large social media presence really opened my eyes to all of the unnecessary negativity out there (I've seen it firsthand on people we repost and even to our own employees). It's what inspired our #kissandmakeup campaign—we partnered with the Tyler Clementi foundation and are actively working to spread kindness on the Internet and make



Key initiatives from this year's CEW Achievers include Nordstrom's Yorkdale in Toronto beauty floor (1), the It Cosmetics counter at Selfridges (2), and recent launches from La Mer, Nars and Tarte (3, 4, 5).



it a safer place for everyone.

GEMMA LIONELLO: Because our customers' needs and how they shop constantly and rapidly evolve, our challenge is to ensure that we stay on top and ahead of trends and anticipate those needs. We also see this as an incredible opportunity for us to serve our customers in a better and different way.

KELLY VANASSE: The thorniest issues are always with people: ensuring they are doing what they love instead of feeling tied to a role; helping them become more aware of how their behavior affects others; attracting great new talent with the right skills, capabilities and spirit, and helping all grow and develop. We are all people, with lives, families, life aspirations and deep experiences that shape the way we show up to the world. I find that even the thorniest issues can be resolved well when we keep empathy and understanding at the core of our connections with one another.

BARBARA CALCAGNI: As a global brand, we are experiencing rapid growth. It can be challenging to stay nimble and maintain an innovative spirit in a larger organization. To support this growth and set the stage for the future, we must ramp up in terms of process and evolve the structure. What I am striving for is maintaining the delicate balance of operating like a small entrepreneurial company in this fast-changing environment.

LORETTA MIRAGLIA: Demand is definitely outpacing our supply.

Who do you look to outside of beauty for

inspiration and why?

JAMIE KERN LIMA: I am inspired by women in all fields who are changing the game. Women who dream big and aren't afraid to take huge risks whether it's to move things like human rights and equality forward, or to give back in a big way or to commit their lives to helping others live their best life.

MAUREEN KELLY: My mom. She raised five kids on a small income and always managed to pull it together and focus on what's important in life—family and friends. Her resilience and determination have always been an inspiration to me.

GEMMA LIONELLO: I find inspiration during my travels, particularly in Europe and Asia. While abroad I always make time to visit flagship stores and boutiques, as well as restaurants and other service-oriented businesses, and in doing so, I always come back with new ideas and ways in which we can engage with and serve our customers.

KELLY VANASSE: I have a deep passion for dance and nature. Both are filled with inspiration for me, from the "joy-release" of participation in dance and movement to the deep emotion of observing it. I find the athleticism, physical storytelling and art deeply moving. Similarly, engaging in nature and natural spaces holds an elevated space in my life. It's almost mystical in its vibrancy and "energy-giving."

BARBARA CALCAGNI: I always look to leaders in different business categories, whether it be a

consumer or tech or service brand. I'm inspired by brands with a unique business model like Amazon, which has incredible insight into their consumers' experience.

LORETTA MIRAGLIA: I'm inspired by the beauty of innovation. I work with up-and-coming artists, TED colleagues, international think tanks, electronic gurus and leaders in the food and toy industry to ensure that every project I work on always explores a new realm of possibility.

What do we have to do better as an industry to groom the next generation of female leadership?

JAMIE KERN LIMA: This year I was part of the Harvard Women's Leadership Forum Class of 2017 and it blew me away [to learn] in more detail how biased everyone is without realizing it (even women) toward hiring and promoting women, and it needs to change. It starts with awareness. We still have huge strides to make to achieve equal pay as well, even in the beauty industry. We need to go from thinking of ourselves as girl bosses to simply bosses.

MAUREEN KELLY: Competition keeps us innovative, but being kind and compassionate to one another goes a long way, too. We as women need to support each other. We all know nobody shops entirely from one brand, so focus on making your products with your own unique point of view that'll fit into a makeup routine amongst other brands' products. There's always room for everyone to carve out their own special niches.

GEMMA LIONELLO: Throughout my career, I have benefitted greatly and received mentorship from many strong leaders at Nordstrom. I personally mentor future and coming leaders on a regular basis. It's the responsibility of all leaders to provide the mentorship, guidance and support to the next generation.

KELLY VANASSE: We (women and men!) need to be explicit about mentoring young women, placing them in important, key roles within our organizations and supporting them through critical times in their lives when work and life become the most intense. Establishing strong policies and programs is a good start, but actually creating an environment where women will take advantage of them without fear of setback is where we need to do better.

BARBARA CALCAGNI: We need to encourage the next generation of female leadership to be bold and think differently. Challenge the status quo—old rules don't apply. Take risks and don't be afraid of failure.

LORETTA MIRAGLIA: The greatest leaders know how to teach, listen and synthesize ideas. It's important that we teach these valuable leadership skills and share our knowledge while also nurturing their unique talents. Most importantly, we need to teach them to see endless possibilities—to see themselves as future leaders. ■