



# *Glossier.*

## **The Glossier Edit: Beauty by the Numbers**

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# What is the Problem?

- Sales down 26% due to poor market adaptation
- Reputation hit from internal issues and value misalignment
- Limited accessibility from DTC-only model; slow retail expansion
- Brand identity confusion from over-diversification



# Managerial Decision Problem

How can Glossier effectively recapture its appeal with Gen Z consumers?



# Research Problem



- Do Gen Z consumers prefer to shop for Glossier products in stores, on Glossier's website, or from third-party retailers like Sephora?
- What elements of the shopping experience at each of these channels are most important to consumers?
- How do you perceive Glossier's brand and products compared to other beauty brands you purchase from?
- What are consumers' perceptions of Glossier's variety and how important is variety to Gen Z consumers?
- What new product categories or beauty trends would Gen Z like to see Glossier incorporate to better fit your beauty preferences?



# Methodology Overview

## Research Design

Exploratory qualitative research to understand shifts in Gen Z brand loyalty

Allowed for open-ended insights, hypothesis generation, and theme development

## Data Sources

One virtual focus group (Zoom)

Conducted with 9 participants, moderated by team member

Encouraged idea-building and dynamic discussion

## Data Collection

9 Gen Z college students (ages 18–22)

Participants included past Glossier users and those who've switched to competitors

Recruited for varied familiarity with the brand, and exposure via social media, word-of-mouth, and direct experience





# What We Noticed



## 1. Aging Out of the Brand

- Users loved Glossier in high school but outgrew it
- Brand hasn't adapted to shifting Gen Z needs

## 2. Weak Marketing & Visibility

- Low presence on platforms like TikTok
- Relied too much on word-of-mouth

## 3. Brand Identity & Competition

- Lost distinctiveness with rise of similar brands (e.g., Merit, Saie)
- No longer stands out in the “clean girl” market

## 4. Pricing Concerns

- Quality seen as good, but not worth the price
- Competitors offer better value for similar results



# Descriptive Research



- Selected an online survey as our primary data collection method
- Designed the survey with highly structured, close-ended questions
- Survey topics included brand awareness, marketing perceptions, competitor comparisons, and product opinions
- Targeted a sample size of 100 Gen Z participants
- Implemented strategies to maximize response rates

- Target sample size: 100 responses
- Target demographic: U.S.-based Gen Z
- Participant traits: Diverse in age, location, brand familiarity, and lifestyle
- Gender: Inclusive of all genders
- Brand experience: Open to all levels of brand awareness.
- 92/102 participants were women
- 95/102 participants were college age (18-22)

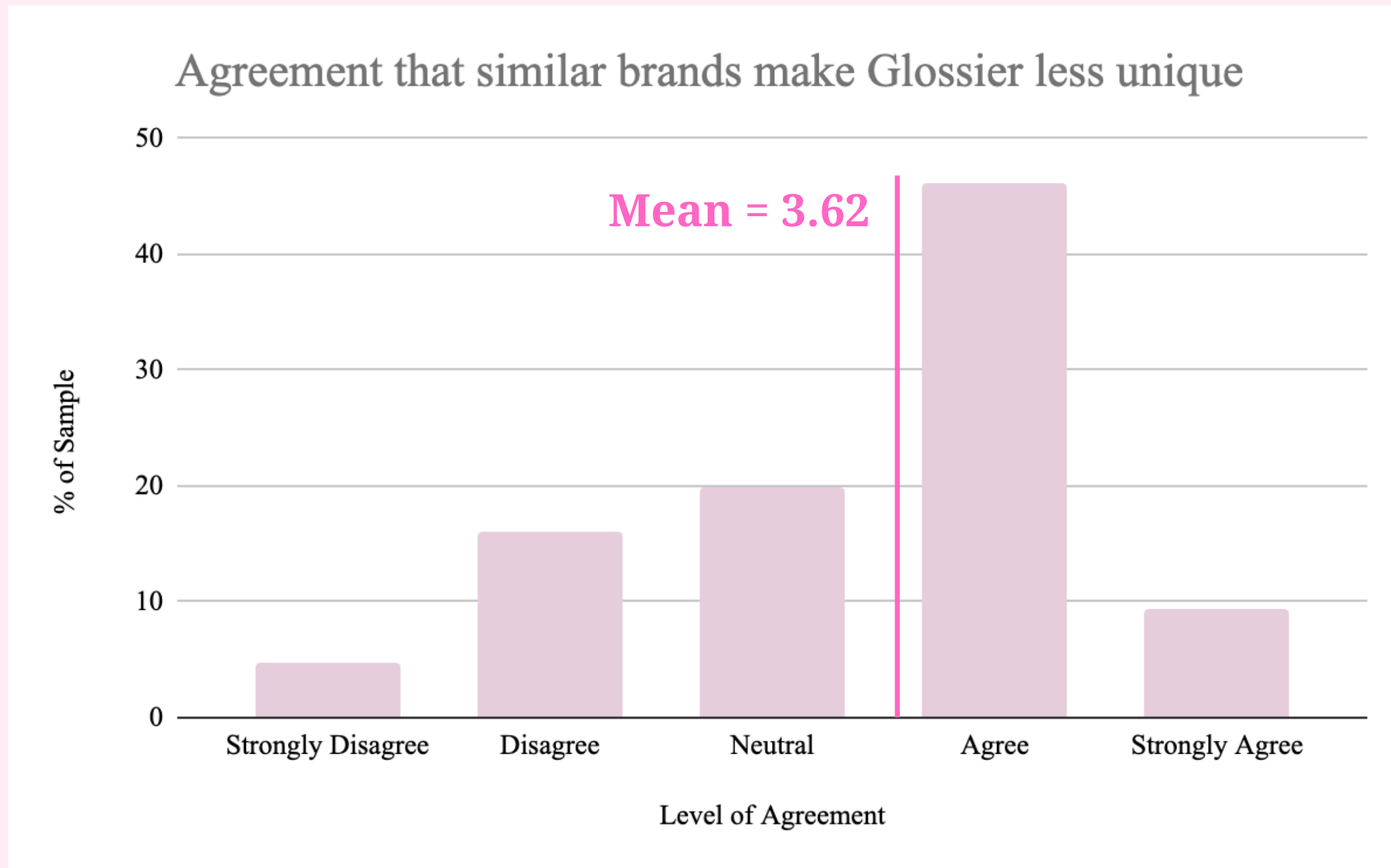


## Sampling Plan



# Uniqueness is an important factor to consumers

## Is Glossier Losing Its Uniqueness?



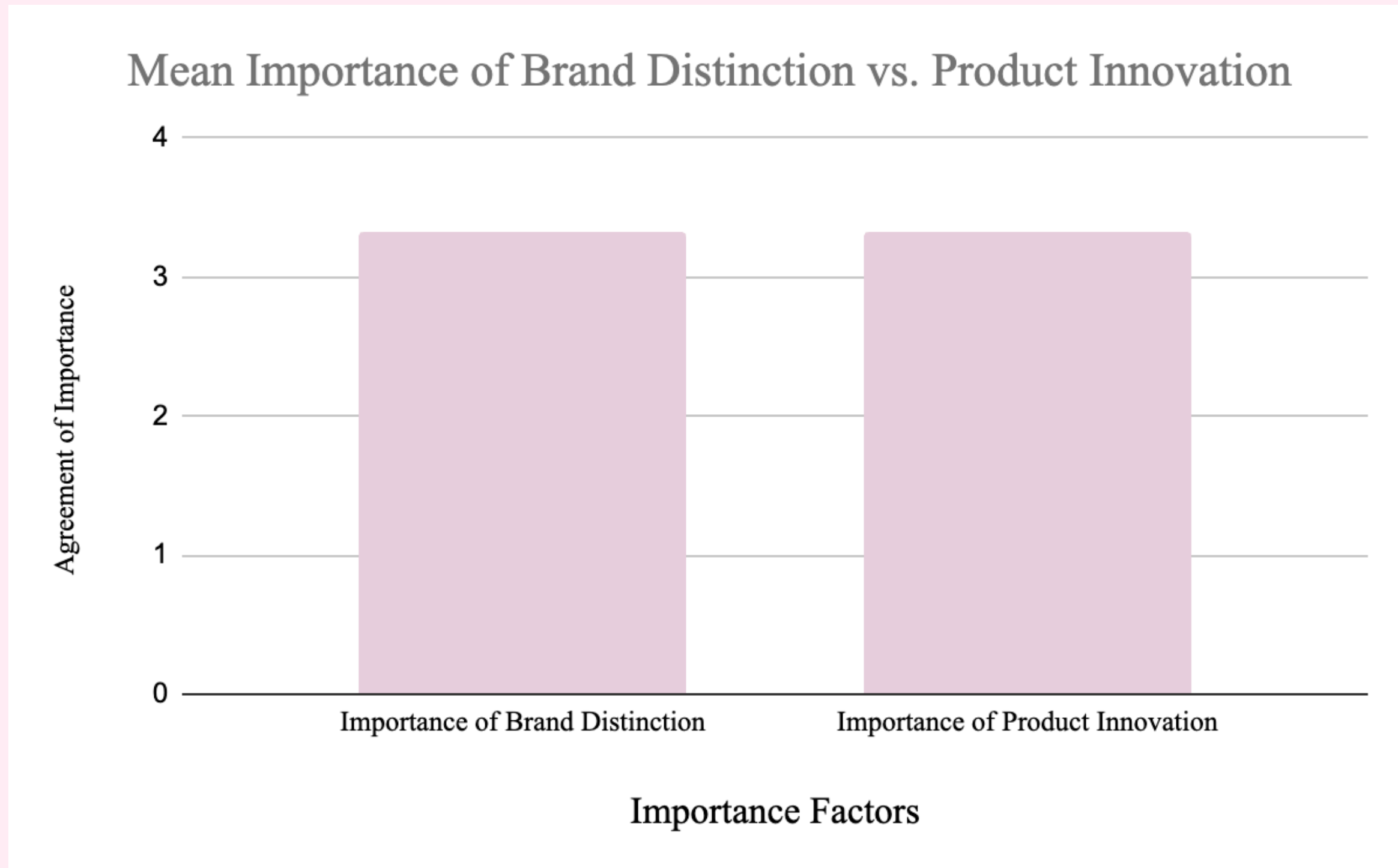
Sample Size = 103

1 = strongly disagree  
5 = strongly agree  
Sample Size = 103  
Data is representative of the population

On average, Glossier customers are perceiving the brand as less unique than its competitors.

# Product Innovation is more important than Brand Distinction

Is brand distinction more important than product innovation when shopping for Glossier's products?



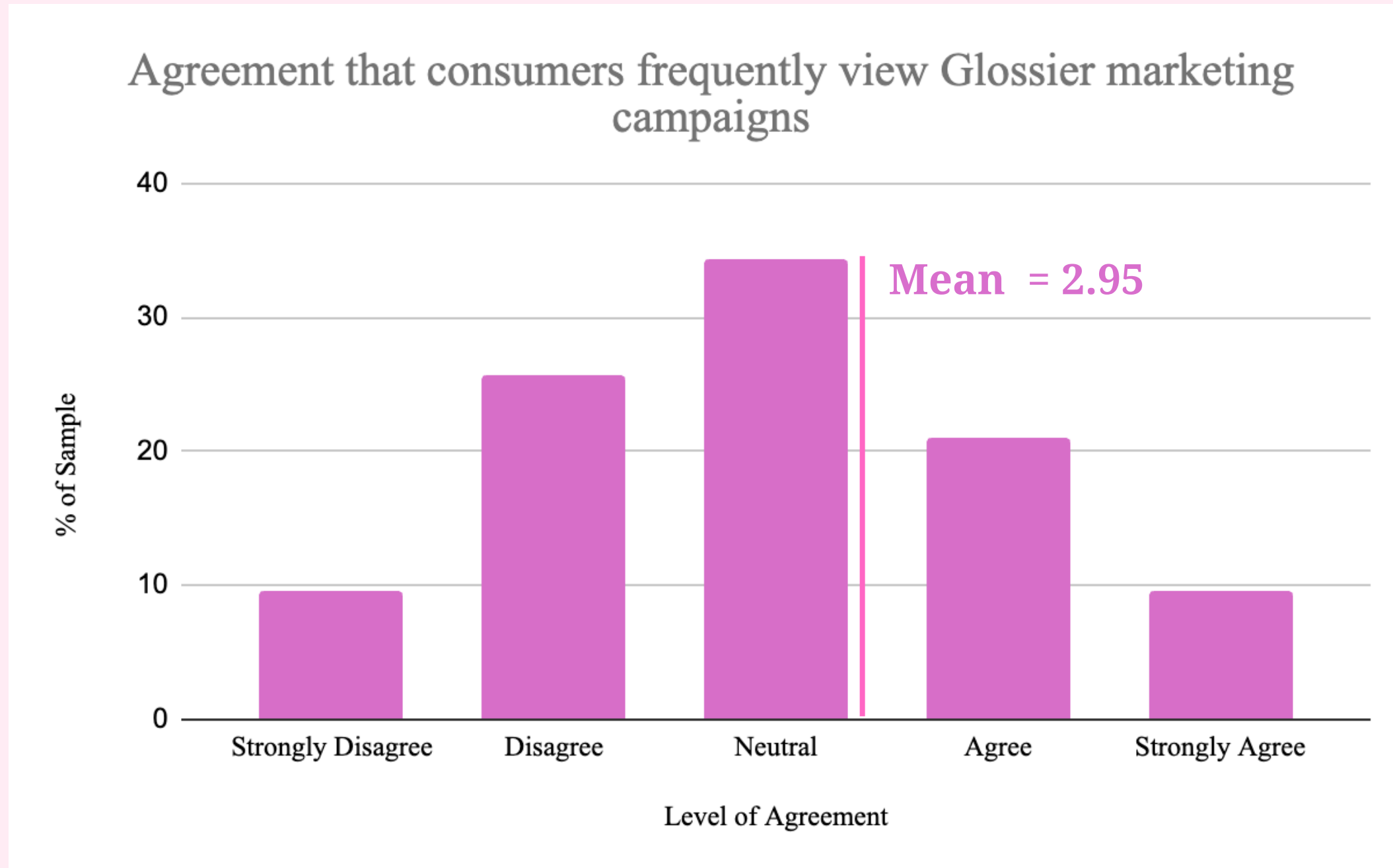
Sample Size = 102

1 = strongly disagree  
5 = strongly agree  
Sample Size = 102  
Data is representative of the population

On average, consumers place more importance on brand distinction than on product innovation when shopping at Glossier.

# Marketing Campaigns Need more Visibility

Are Glossier's online marketing campaigns visible to the consumer?



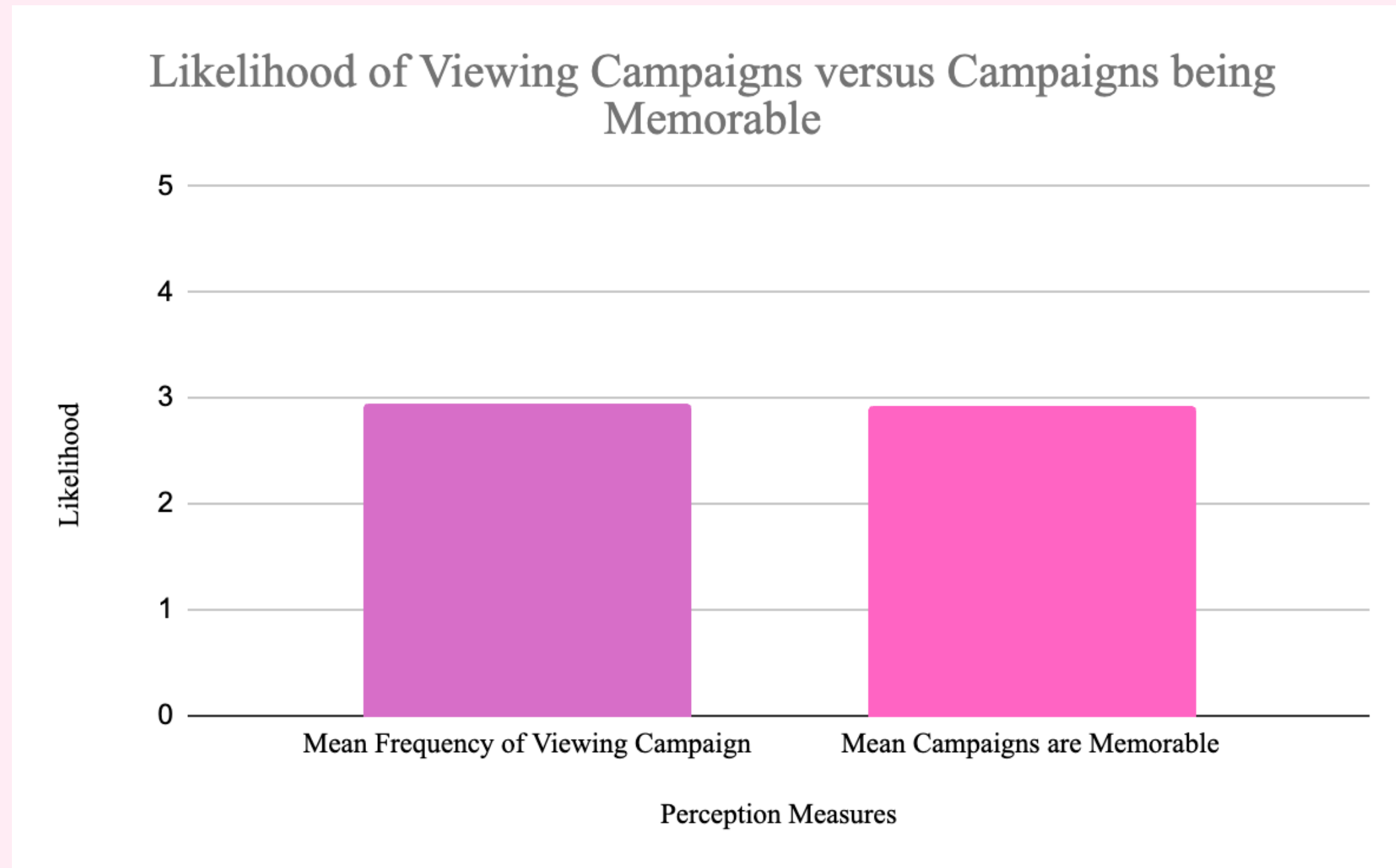
Sample Size = 104

1 = Strongly Disagree  
5 = Strongly Agree  
Sample Size = 104  
Data is representative of the population

On average, consumers report Glossier's marketing campaigns to be moderately visible

# Visability does not mean Memorability

Do consumers find Glossier's online marketing campaigns memorable compared to how often they see them?



1 = Strongly Disagree

5 = Strongly Agree

Sample Size = 104

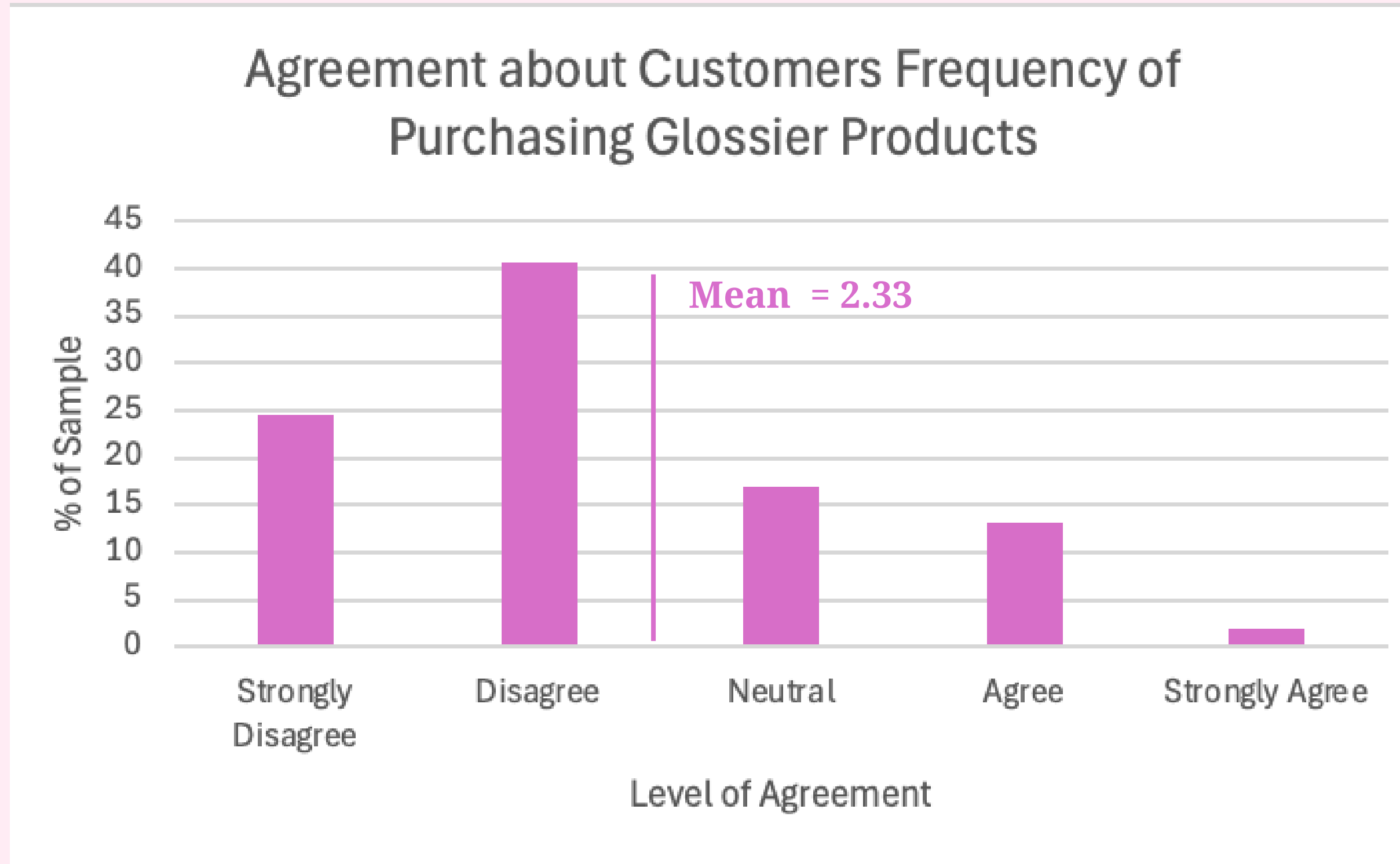
Data is representative of the population

Sample Size = 104

On average, consumers slightly more frequently encounter Glossier's online marketing campaigns than they rate them as memorable compared to other brands.

# Glossier Product Purchases Drastically Decreasing

Why are Glossier Product Purchases Declining?



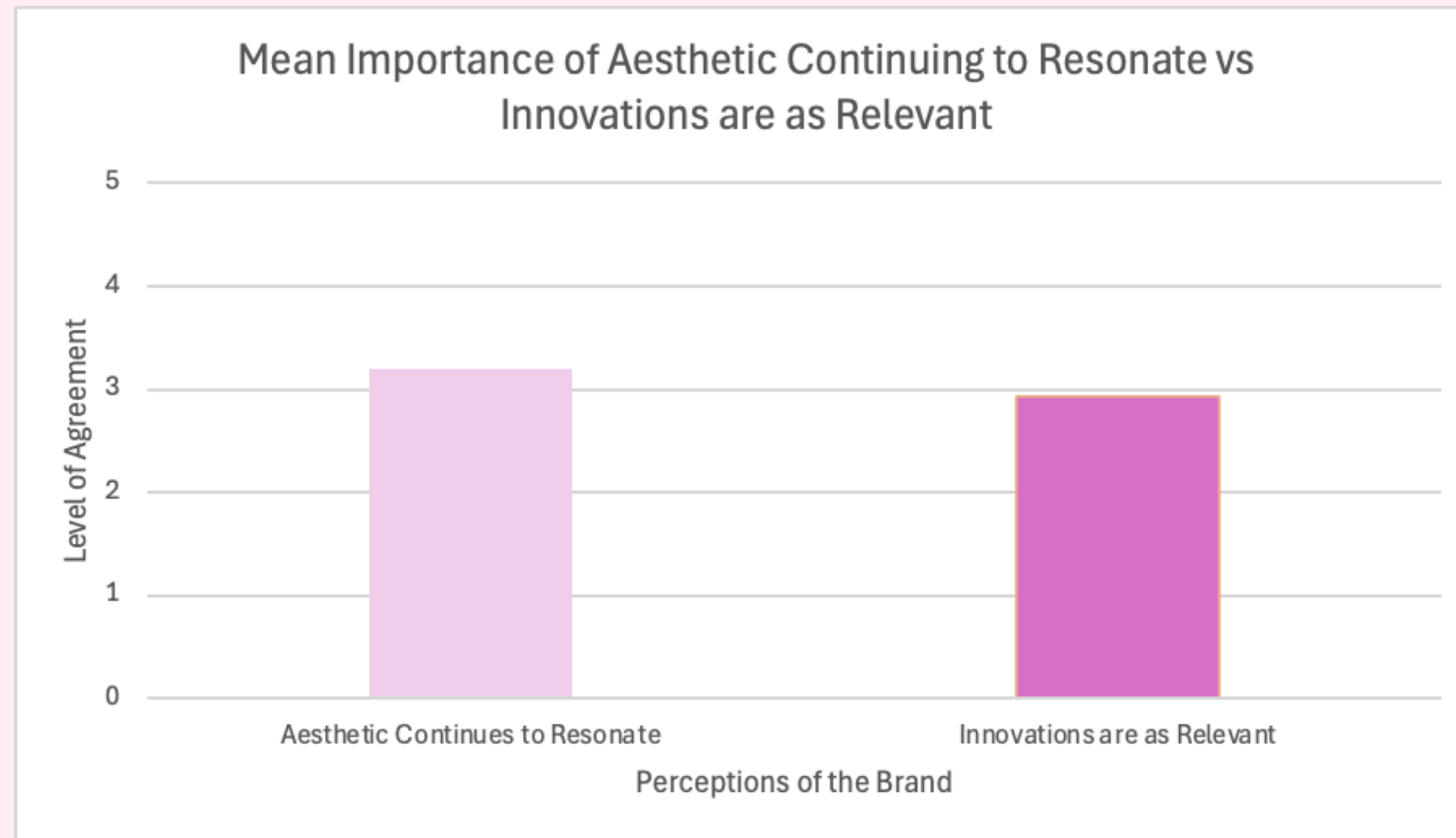
Sample Size = 104

1 = strongly disagree  
5 = strongly agree  
Sample Size = 104  
Data is representative of the population

On average, Glossier customers are not purchasing products as often as they used to.

# Consumers Resonate More with Glossier's Continued Aesthetic than Their New Innovations

Is resonating with Glossier's continued aesthetic more important than Glossier's new innovations?



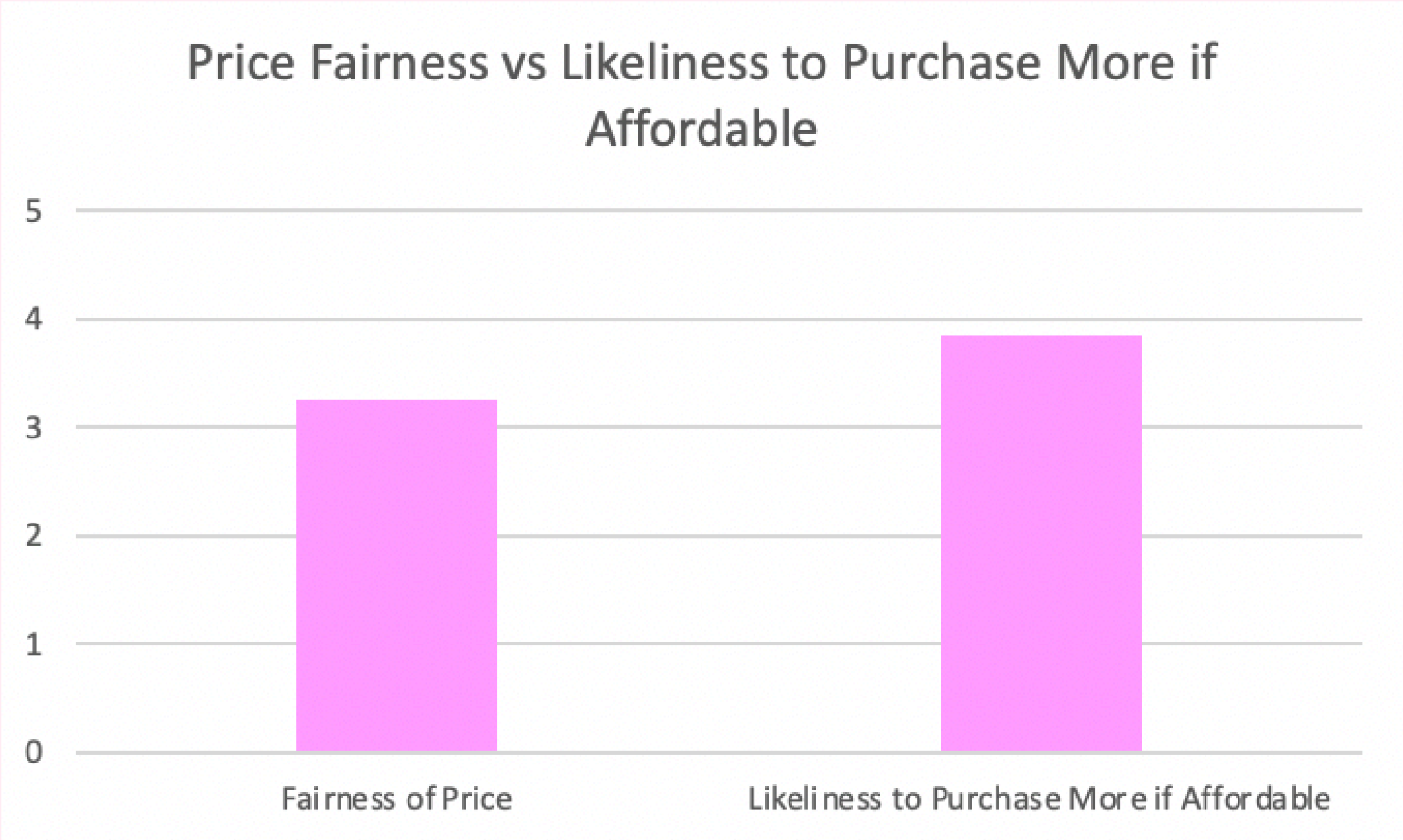
Sample Size = 104

1 = Strongly Disagree  
5 = Strongly Agree  
Sample Size = 104  
Data is representative of the population

On average, Glossier customers place more importance on resonating with Glossier's current aesthetic rather than considering their new innovations as relevant.

# Consumers Would Purchase Glossier Products More if They Were Priced More Fairly Compared to Competitors

Are Glossier's products priced too highly compared to competing similar brands?



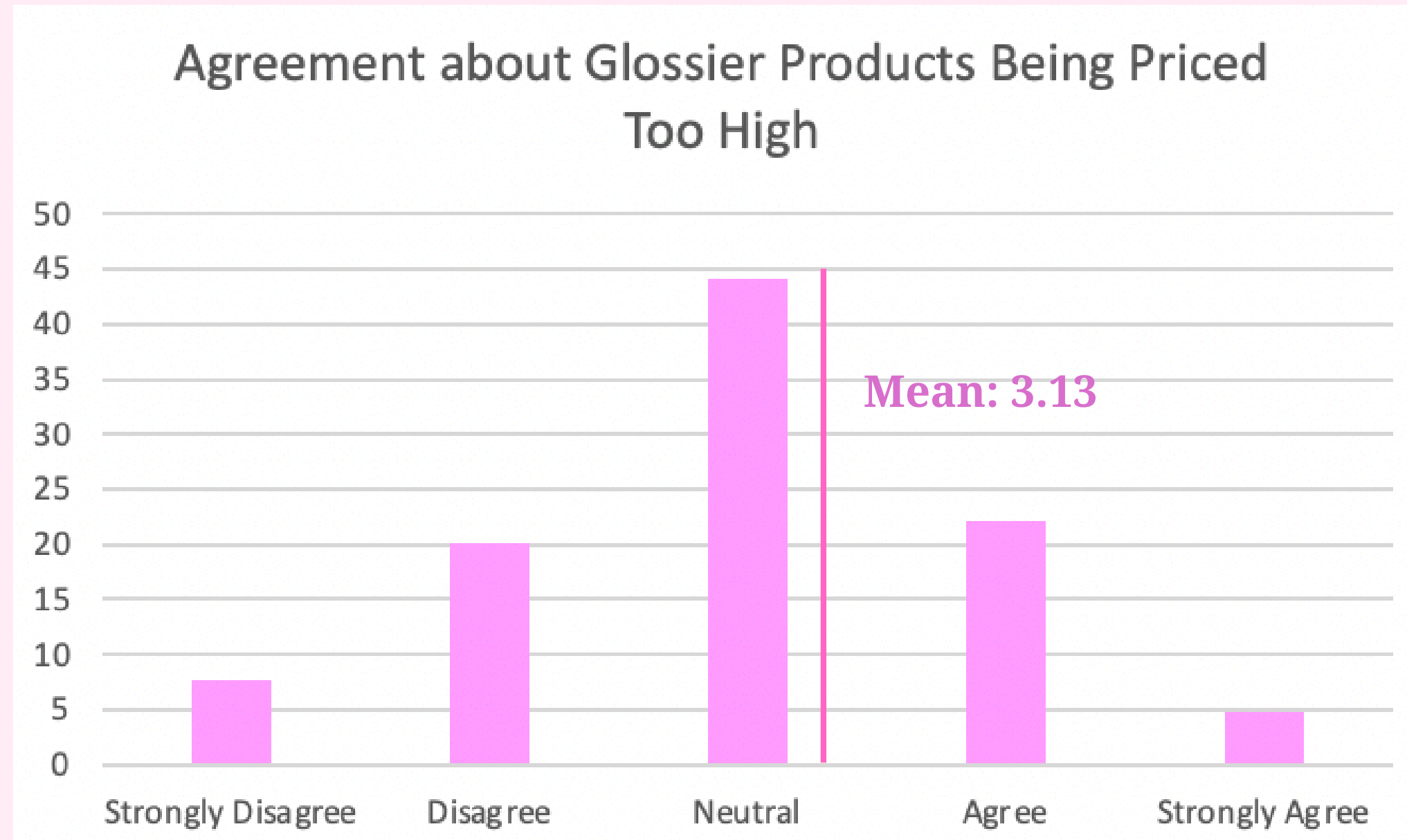
Sample Size = 104

1 = Strongly Disagree  
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Sample Size = 104  
Data is representative of the population

On average, consumers agree that would purchase more Glossier products if they were more affordable more than they agree that products are priced fairly for their quality.

# Consumers Believe That Glossier's Products are Priced Too High in Comparison to Similar Brands

Is higher pricing making Glossier less accessible?



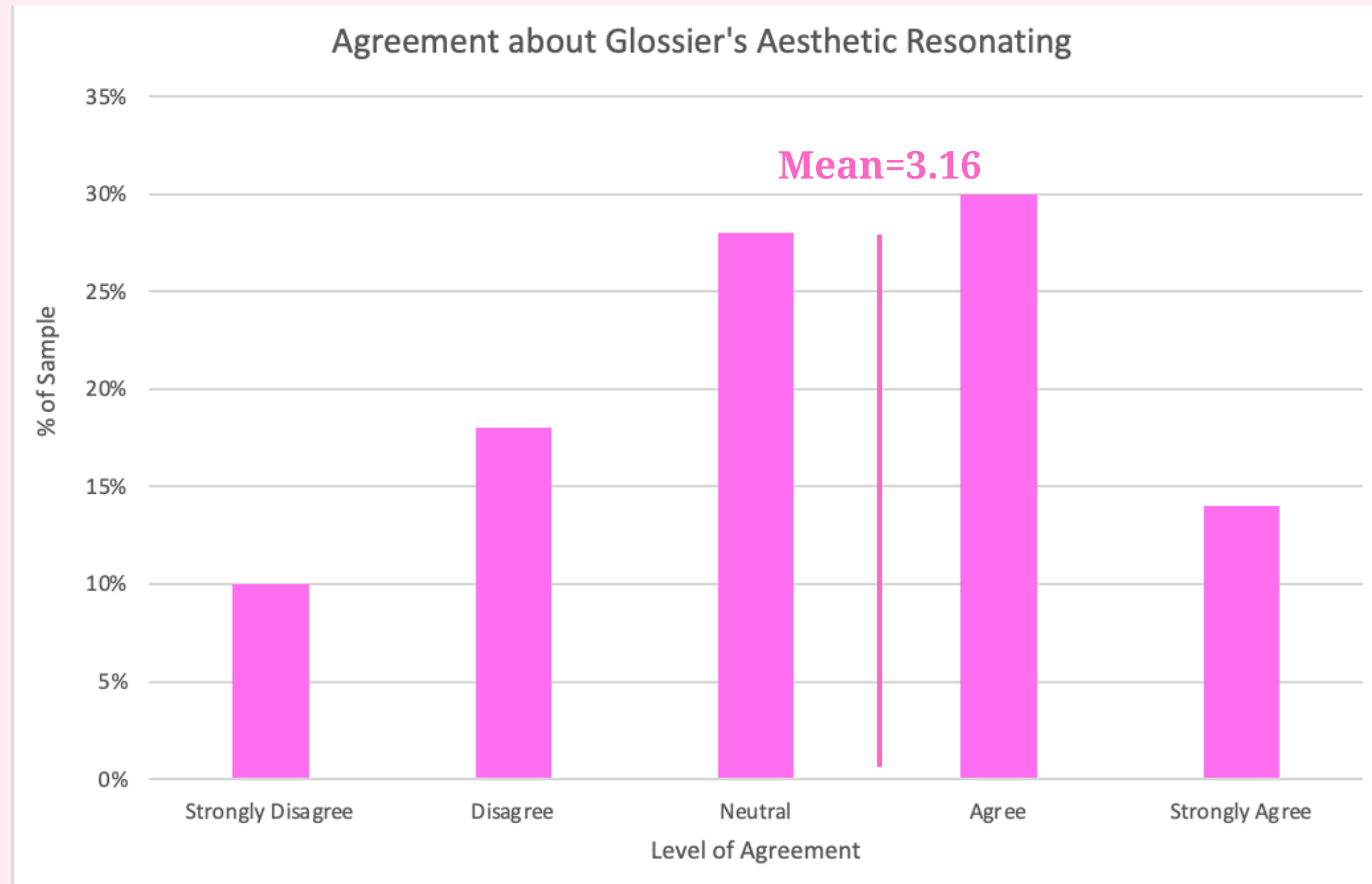
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Sample Size = 104  
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Sample Size = 104

On average, Glossier customers believe that Glossier's products are priced too high in comparison to similar brands

# Glossier's Aesthetic Still Resonates with Gen Z

Do young consumers still connect with Glossier's visual identity?



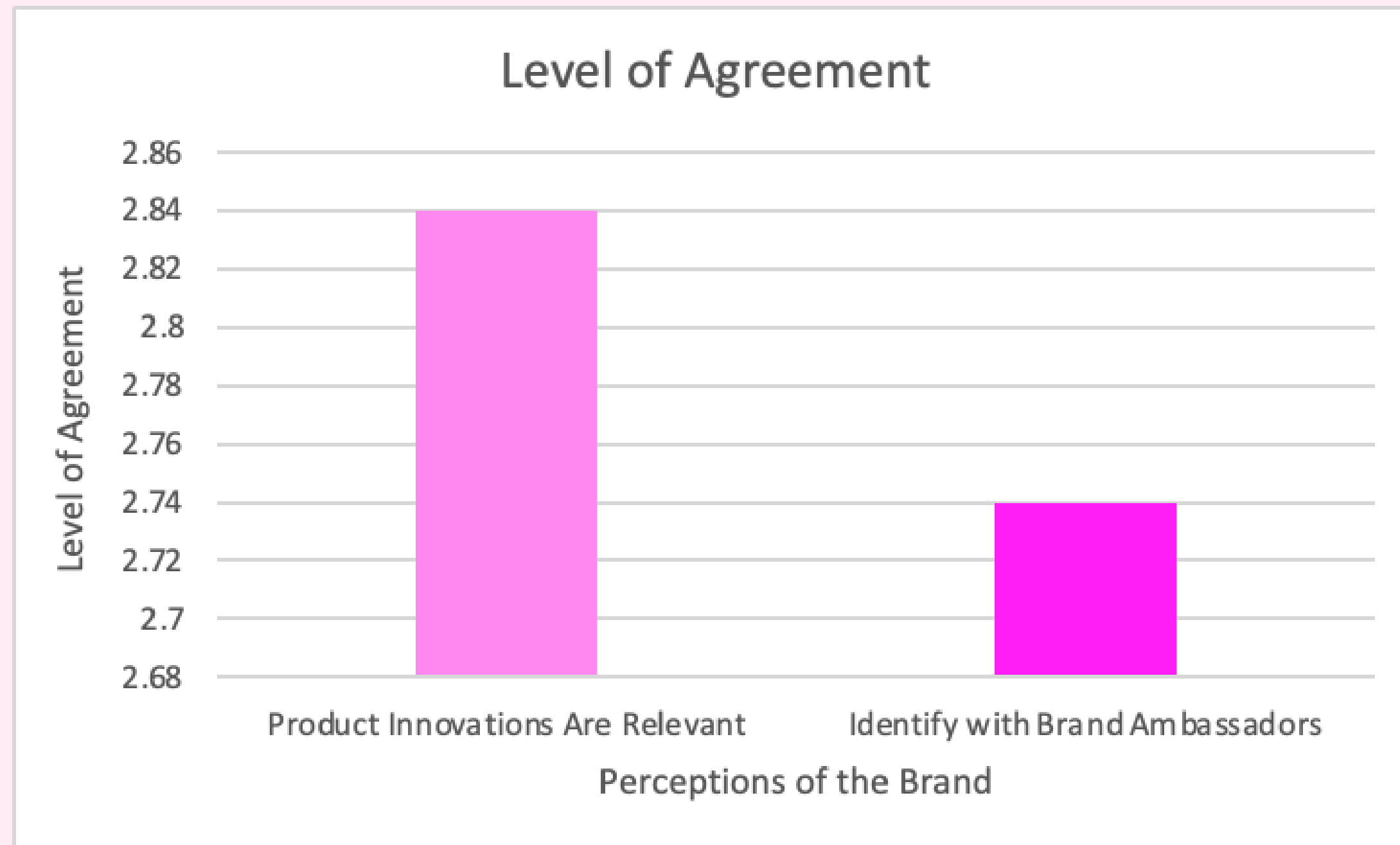
1 = Strongly Disagree  
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Sample Size = 104

On average, young consumers still resonate with Glossier's aesthetic..

# Consumers Connect More with Glossier's Product Innovations than Their Influencers

Is Glossier's product innovation more relevant to Gen Z than its brand ambassadors?



1 = Strongly Disagree  
5 = Strongly Agree  
Sample Size = 104  
Data is representative of the population

Sample Size = 104

On average, Glossier customers find product innovations more relevant than they identify with Glossier's influencers.

# How Limitations Influenced Our Results

- We were limited to who we could ask. We didn't have a lot of male representation when conducting our research.
- It isn't as much of a popular brand as it once was. A minimalist "no makeup" look for consumers doesn't seem to be as prioritized as it once was.
- Glossier is a privately held company. This limited information for our literature search.





# Key Findings



## Aging out of the Brand

Many past Glossier users have “grown out” of the brand and shifted to other competitors

## Weak Marketing Visability

Gen Z rarely recalls Glossier campaigns, indicating poor visibility on social platforms

## Brand Identity Confusion

Glossier’s brand is seen as less distinct due to competitors’ similar aesthetics and with brand ambassadors that do not resonate with Gen Z

## Pricing Concerns

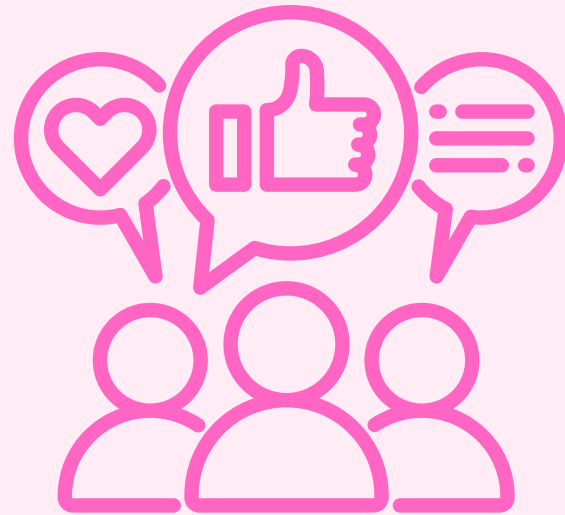
Consumers feel Glossier is overpriced, many would buy if the prices were lowered



# Next Steps for Glossier



**Address declining purchase frequency**



**Emphasize brand's aesthetic**



**Assess and adjust pricing**



**Focus on existing products**



**Invest in different brand ambassadors**

Each insight leads to an actionable path for Glossier's Gen Z reengagement

A collection of Glossier beauty products is scattered across a light pink background. The products include a tube of lavender balm, a mascara tube with its wand, a tube of cheek paint, and several bottles of balm. The products are arranged in a casual, overlapping manner. A central pink rounded rectangle contains the text "THANK YOU!".

**THANK YOU!**