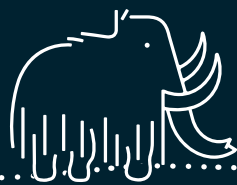


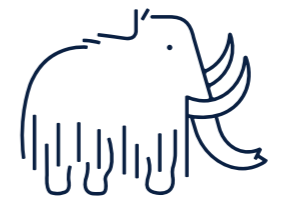
Painting the World Orange:

POSITIONING OUR WAY INTO A
MORE PROGRESSIVE FUTURE



HARRY'S

Global Strategy
Jay Chiat Awards 2018





Hello

When Harry's came to us for a positioning strategy in 2016, they were doing great business-wise, but not making great waves in culture. Together, we felt the need to change that. We developed a positioning that built on their existing culture-forward values, but pushed far beyond – landing on the insight that in today's context, to do better by our guys meant helping them express their whole selves beyond shaving, as decades of conflicting messaging around masculinity had contributed massively to a growing male mental health crisis globally that we, as a grooming brand, were in a position to address.

It's no exaggeration to say that since adopting our thinking around progressive masculinity, every single aspect of the company has shifted to embrace it – from Marketing and Product Design through to Talent and Procurement. These days, when Harry's co-founders Jeff and Andy get on stages they never thought they'd be on to talk about the impact their brand is having, they proudly refer to our positioning as why they actually set up the company in the first place, but hadn't known to articulate. This is the story of how a positioning strategy galvanized an entire organisational culture into being its best self.

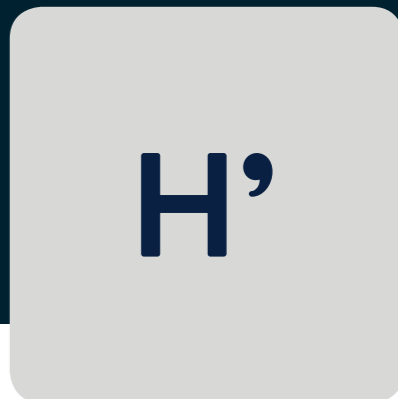
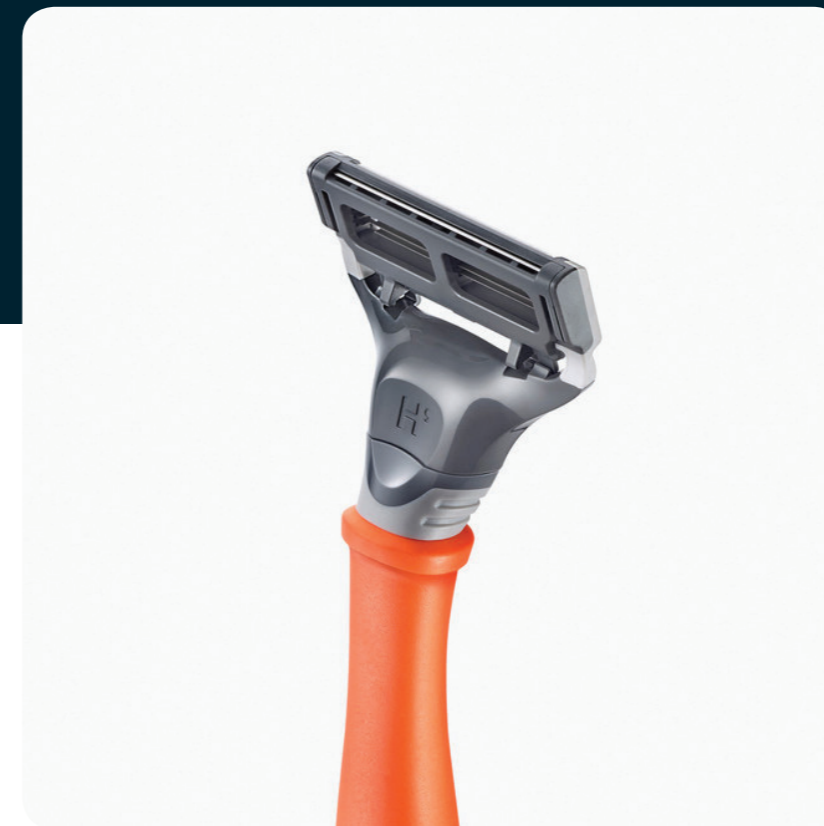
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Think back, for a moment, to late 2015. Obama has just passed the closest thing to universal health care America has ever had. Same-sex marriage is finally legalized across every state. Bruce Jenner proudly becomes Caitlyn on the cover of Vanity Fair. Serena Williams is TIME's Sportsperson of the Year. Halcyon days, indeed. If you cared about progressive values, all seemed well.

Harry's, the subscription shaving brand, was only two years old. They were making great quality razors at a state-of-the-art German factory they'd just bought. Inc. magazine ran a feature on how innovative their vertically stacked model was, and how nice these guys were. With 3m US subscribers, they were ready for the next

step – a brand positioning that really captured what they were about and set them up for global expansion. When they approached us for this in early 2016, we could see that, like many Valley-funded start-ups, they were resonating most with people a lot like themselves – mostly white, urban, educated, early 30s guys. The brand had already established a light, easy humour with them, and was nibbling away at Gillette's market share. It all seemed pretty good. Except, we told them, it was a bubble. If you want to achieve your global goals, you need to think beyond men like you, and broaden out to all the shades of masculinity that exist in the world. And that meant going beyond the surface level shave-talk and into the depths of how men were really feeling. They're intrigued, and game.





As we started our investigation into both the company (factory visits, stakeholder interviews, competitor deep-dives) and culture (men everywhere, with initial focus on the US and UK), we quickly realised something that wasn't showing up in focus groups: men were struggling with the many conflicting ideas of how to be a man. The deeper we dug with academics, health workers and men's issues journalists, the more we started to feel a silent enemy at the gates. No one was talking about it at that time, except a couple of small charities and journalists – certainly no big brand. But men's mental health, we predicted, was about to blow up as one of the most explosive issues of our time. The stats were plain for those who wanted to see them – 75% of all suicides were male, 90% of

all domestic violence was male-perpetrated, prison incarcerations were overwhelmingly male, boys did consistently worse at school leading to higher drop-out and unemployment rates, male anxiety and depression levels had skyrocketed. A vast group of disenfranchised men in both countries were clinging to alternative myths of violent power, having lost so much of their own. And even those who had what society called success were often struggling inside, bombarded with unhelpfully conflicting depictions of masculinity. Yet few were seeing or hearing them. Remember, this was pre-Trump (many laughed openly at the prospect), pre-Brexit, pre-#metoo, pre-#timesup, pre-the rise of the alt-right globally. Many, many people were still living in a bubble.



We realised that Harry's was poised to take a leadership stance on the issue, as it started to garner more attention. After all, we were part of the category, personal care, which (alongside alcohol, tobacco, and auto) had created many of the most toxic myths around masculinity. It was clear where the socialisation of decades of regressively gendered messaging had got us. And while it wasn't our mess, we had a responsibility to help clean it up.

We were convinced the brand needed to go beyond shaving and razors and talk about the whole man, the unexamined and unsupported inner lives, to create more space for the values we need more of – empathy, humility, listening, kindness – that traditional definitions of masculinity had so often opposed as being feminine.

Our insight was that while shaving enables men to craft the external version of themselves for the world to see, we went beyond shaving to help guys express all of themselves, openly, without fear. We believed Harry's was uniquely able to stand for the values of progressive masculinity, in the face of what was going on in the world. Because here's the wonderful thing – Harry's had always, internally, stood for these values. They'd just never realised that when articulated, they could form the core of their entire brand story. We'd shed light on Harry's actual secret sauce.

We created a strategy video to help explain our thinking¹. We used Harry's own definition of their target ('Brian, 32') to show them how much more nuanced the shades of masculine experience were than the mostly coastal guys we'd been talking to, building a data-backed set of profiles in 'Brian's World' - men Brian knew, but were nothing like him. We wanted to stand for a progressive masculinity that embraced all men in their multiplicities, embodying values that would drive progress for men and women.

¹Included in supplementary materials



We recognised that rigidly binary gendered constructs were part of the toxic scaffolding we needed to slowly dismantle. That the inner experience of being a man was crucially overlooked. We searched for a way to articulate all this thinking in a phrase that everyone internally could rally around. Harry's had built its success in the US on its first razor, the iconic, bright orange Truman. So we wrote: in a world built on the damaging and reductive blue-and-pink binaries, let's create a more progressive future – one that's bright, open, and Harry's orange. 'The Future is Orange' became our internal shorthand to refer to the thinking and 'orange', we hoped, would begin to refer to all the behaviours by which we would embody progressive values for men everywhere². We were excited. This was a brave, bold positioning that could, we hoped, shift culture significantly.

But it wasn't an immediately easy sell. At one key meeting, one of the founders held his head in his hands as he sought to wrap his head around the depth and scope of what we were proposing (he's now the positioning's biggest champion). At another, a key agency partner questioned aloud whether we needed the word 'progressive' in our positioning, after all we sold razors, and did we really need to go there? Yes, we said. That's exactly where we need to go. As meetings progressed, we sold the idea by working in close partnership with Harry's Brand VP, who'd bought into it from the word go. As the summer went on, it was clear we had overwhelmingly more supporters than detractors. After an intense workshop in a steamy New York loft in late August 2016, Harry's new positioning was aligned on. We were going all in.

THE FUTURE

²For those jurors who lived in the UK in the early 2000s, this will bring back fond memories of terrible connectivity on a probably-Nokia handset. For the US market, happily, this phrase came baggage-free.



By then, of course, no one could ignore the emerging MAGA hats and #lockherup chants, nor the blatantly racist and divisive campaigning by Brexiteers in the UK. It was clear progressive values had a fight on their hands, but we were now in a great position to speak our own minds with confidence. Harry's employees became the positioning's greatest champions – after a

company-wide rollout of the strategy, we were inundated with messages full of galvanized hope and motivation. Harry's were able to snap up a best-in-class Global Creative Director to come in-house, who told us the positioning was the reason he took the job. All the pieces were now in place for creative juices to flow.



POST POSITIONING REACTIONS | INTERNAL

We've all been talking about how much more pride we have in working at Harry's since your talk
- Dan Caroll

I felt so fortunate to be there, and really think this brand positioning will give a lot of people on the team a purpose much greater than just selling razors - Rahil Esmail

I'm sure that someday some young boy will feel that much better about finding options other than toxic masculinity, and because Harry's said it was alright, he won't feel so insecure as to feel the need to take it out on other people
- Winnie Jeng

Was super inspired by the work you shared and felt excited for what this could mean for Harry's
- Sean Kim

I walked out of that room yesterday incredibly inspired, and I know the rest of the team did as well – it's all we've been talking about since! I felt a renewed sense of pride in our brand. It gave me hope that amongst all the bullshit, progression is prevailing
- Fiona Greenwood

EMPLOYEE ENGAGEMENT SOARS:
This summary overview of some of the reactions from Harry's New York office employees was a testament to how we were building not just a strategic platform, but an army of energised and motivated social change agents.

Inspiring! I'm proud to work for a team and with people who are excited to take a stance on progressive masculinity - Matthew Tully

I agree that there is a white space in the "men's brands" category for companies that promote that "new masculinity" and the idea that we could be that brand really resonated with me
- Iris Yu

Previously, we've danced around the topic and thus far, haven't been able to articulate it or demonstrate it in a meaningful manner. So, I'm excited to unite as a group behind this positioning and push it to the forefront
- Sloane Wimberley

Deep positioning work can sometimes take years to fully land. But in just the first sixteen months since we rolled out

THE FUTURE IS ORANGE

Harry's has created a remarkable stream of innovative, culturally impactful creative work globally, with partners who vie to work on the brand. In 2017, Harry's launched successfully in the UK with a locally crafted campaign informed by the global positioning, and are gearing up for further expansion at the time of writing. Brand metrics are up across the board, and in just its fifth year of existence, the company picked up two Cannes Lions for its film A Man Like You. What follows is a list of just some of the incredibly wide-ranging impact our

positioning has already had: expressions ranging from traditional creative work to actions that prove how a powerful perspective can pervade every corner of an organization³. There may not be metrics to measure things like the redrawing of global supplier codes to double down on responsible values, or the implementation of best-in-class shared parental leave policies, but those are the kinds of impact we're most proud of. Most of all, we're proud that Harry's has committed fully to a positioning strategy that has created space for more listening, learning, grappling, sharing and reflection – to create a more progressive masculinity for all of us.

(Word count: 1,499)

³Our role in all of the following work has been as retained strategists, often writing the briefs that led to the work.





CREATIVE IMAGERY

1.

MEET HARRY'S

Long-form TV, US



Harry's - Meet the Shaving Company That's Fixing Shaving [FULL LENGTH]

95,243 views

423 likes 36 comments SHARE

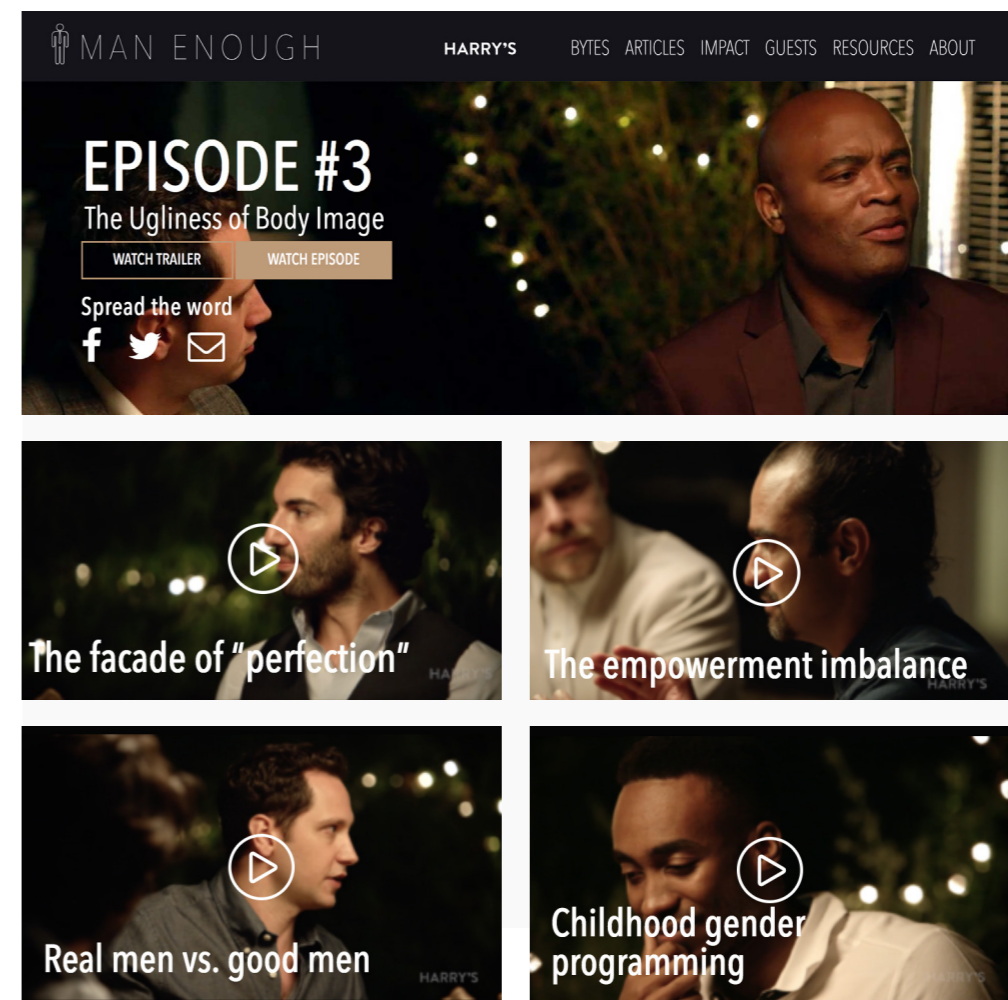
MEET THE SHAVING COMPANY THAT'S FIXING SHAVING (ABOVE): In our first creative expression developed while the positioning was still in refinement, some of the values of humility and honesty are already coming through, alongside the brand's trademark cheeky humour. It was important for us that the positioning could star in its own brand-led messaging when needed, but could just as effectively play a solid supporting role in more functional product messaging and more informational category-level messaging such as this as well.
First aired: January 2017



2.

WE ARE MAN ENOUGH

Interactive Content Series, US



WE ARE MAN ENOUGH (ABOVE): An online content series Harry's produced with Justin Baldoni, hosting dinner parties with diverse groups of men in the US to open up space for candid discussions around the challenges of modern masculinity. Topics proposed sparked debate on and offline, and Harry's continues to update their social media channels with new content under this series at the time of submission.
First episode: October 2017



3.

WASHINGTON POST MASCULINITY PANEL

Interactive Content, US



“The next time you’re feeling the tears coming, cry. The next time you’re with a group of buddies and you’re feeling scared, tell them you’re scared.”

— ANDY KATZ-MAYFIELD, HARRY’S CO-FOUNDER

WASHINGTON POST MASCULINITY PANEL (ABOVE): An interdisciplinary panel hosted by Harry’s in conjunction with the Washington Post’s Brand Studio, inviting leading academics, authors and entrepreneurs to openly discuss the cultural challenges of modern masculinity. Key invitees included experts we had featured on our original strategy film, when the entire conversation had been sparked. Audience members were invited to speak and share their experiences alongside the panel.

March 7, 2018

4.

INTERNATIONAL MEN’S DAY

Print, Global

~~BE A MAN.~~
~~BE THE MAN.~~
~~BE TOUGH.~~
~~BE STOIC.~~
~~BE A ROCK.~~
~~BE THE DREADWINNER.~~
~~TAKE IT LIKE A MAN.~~
~~KEEP A STIFF UPPER LIP.~~
~~GROW A PAIR.~~
~~BOYS WILL BE BOYS.~~
~~MAN UP.~~

If 2017 has taught us anything, it’s that we need to rethink what it means to be a man. And what better time to start doing that than right now, on International Men’s Day, which, believe it or not, is a thing. Now more than ever, being a man demands introspection, humility, and, we believe, optimism. We have to question what has become normal, and know that to stay quiet is to be complicit. Because if we’re ever going to get to a better tomorrow, we need to take a long, hard look at today, and at the harmful, misguided stereotypes that got us here in the first place. And then we need to act, and change, together.

HARRY’S

INTERNATIONAL MEN’S DAY (ABOVE): On International Men’s Day we made a splash in The New York Times, confronting the values of the current US administration. (Copy Reads) “If 2017 has taught us anything, it’s that we need to rethink what it means to be a man. And what better time to start doing that than right now, on International Men’s Day, which, believe it or not, is a thing. Now more than ever, being a man demands introspection, humility, and, we believe, optimism. We have to question what has become normal, and know that to stay quiet is to be complicit. Because if we’re ever going to get to a better tomorrow, we need to take a long, hard look at today, and at the harmful, misguided stereotypes that got us here in the first place. And then we need to act, and change, together.”

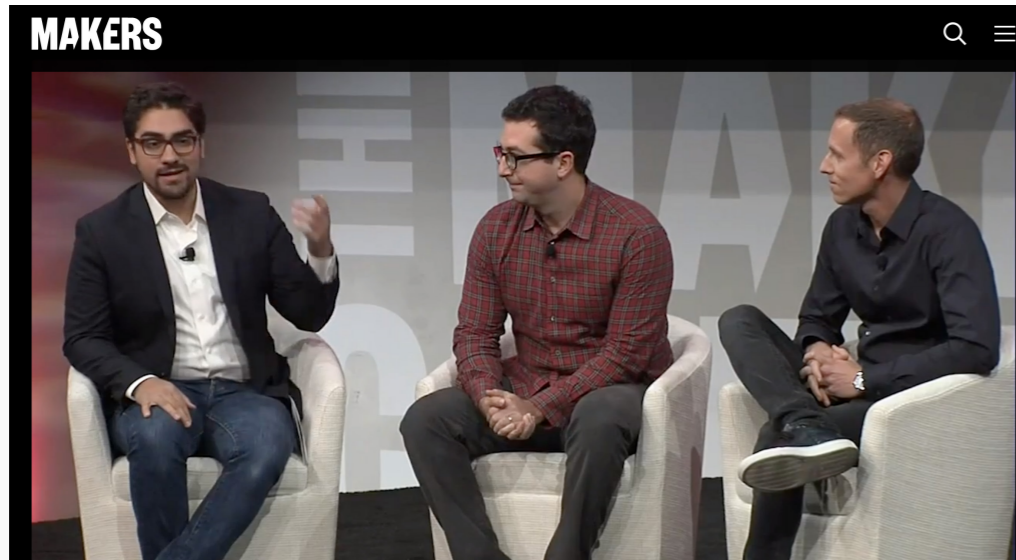
February 28, 2018



5.

MAKER'S CONFERENCE 2018

Interactive Event, US



MAKER'S CONFERENCE, 2018 (ABOVE): Invited to speak on the same stage as Gloria Steinem and Hillary Clinton is always going to be a daunting ask. But Harry's co-founder Jeff Raider didn't let us down: "You know, for us, one of the reasons why we're really excited to be here is we have, sort of, this internal mantra at Harry's, which we've found to be helpful. And the idea is that the future is orange. We make orange razors, if anyone has seen them so ties to our product. But the idea behind the future is orange is that, you know, in the future we don't think that men and women are going to be, sort of, only characterized by pink and blue. By these, sort of, overly reductive stereotypes. But that, you know, to be a good-- to be a good man is just to be a good human. And we're excited that this conversation is happening."
February 6, 2018

6.

UK LAUNCH

360 Campaign, UK (Print, outdoor, online film, activation)

The (relatively) bad boys of shaving.

A subscription you can turn on and off might not sound crazy, but it's pretty out there for shaving.

Try us at harrys.com

HARRY'S
SHAVING'S OTHER GUYS

Famous in America, complete nobodies over here.

Trusted by 3 million customers in the US; proof that not all Americans are crazy.

Try us at harrys.com

HARRY'S
SHAVING'S OTHER GUYS

We didn't think you needed to see a macho man holding it.

Try us at harrys.com

HARRY'S
SHAVING'S OTHER GUYS

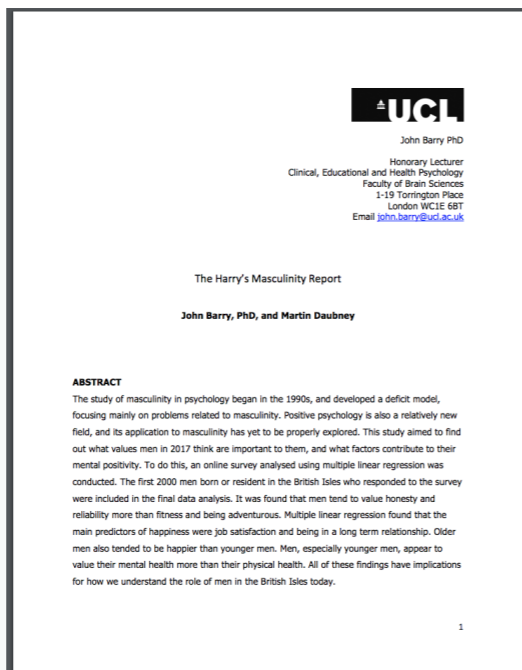
UK LAUNCH (ABOVE): When we launched Harry's in the UK with a quirky local campaign based on our global positioning, it helped us blow through our first year's subscriber sign-up projections within six weeks. UK consumers said they loved the cheeky humour combined with the self-deprecating humility of our brand, compared with more brash American entrants in other start-up categories.
June, 2017



7.

THE MASCULINITY REPORT

Academic Research Study, launched at UK Houses of Parliament



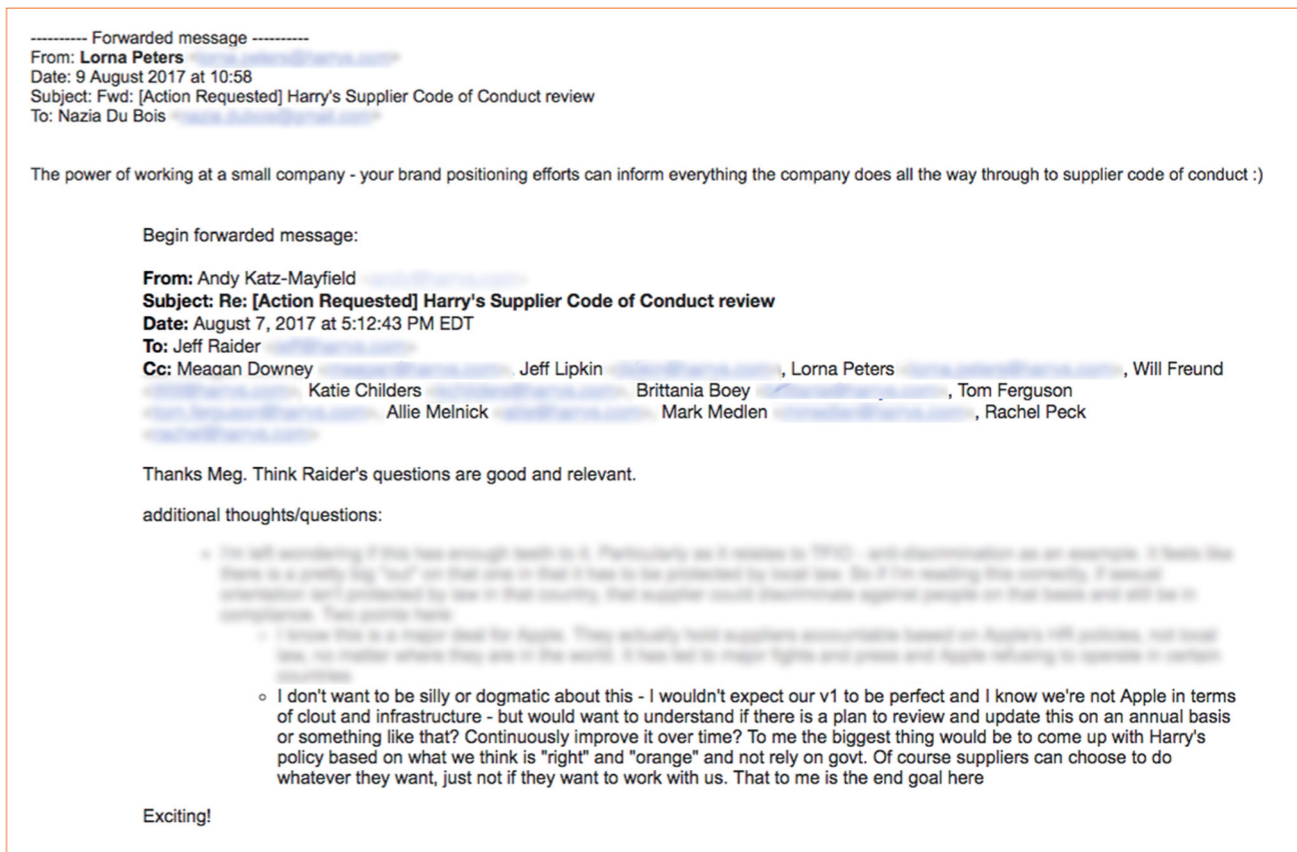
THE HARRY'S MASCULINITY REPORT (ABOVE): Harry's partnered with experts at UCL and journalists to fund research on the state of British masculinity that was published as a paper and launched at the UK Houses of Parliament at an event hosted by local MPs and CALM, the UK's leading mental health charity. One of the most striking findings of the study was that British men ranked Honesty as the number one value they aspired to and Athleticism as the very last (at number 35). As a result of this paper and the panel discussion (which included Harry's cofounder Jeff Raider), more government resources were pledged to the tackling of men's mental health problems in the UK.

November 16, 2017

8.

HARRY'S SUPPLIER CODE REVIEW

Operations Policy, Global



GLOBAL SUPPLIER CODE REVIEW (ABOVE): Harry's revamped the global supplier code to only work with people who shared our progressive values (which involved cutting some). Harry's Co-Founder Andy to the internal procurement team: "To me the biggest thing would be to come up with Harry's policy based on what we think is "right" and "orange" and not rely on govt. Of course suppliers can choose to do whatever they want, just not if they want to work with us. That to me is the end goal here"

August 7, 2017



11.

PRIDE 2018

Product Design and Interactive Content Series, Global

SHAVE WITH PRIDE

Introducing the Shave With Pride Set: Each has an iridescent handle that's a little bit different, just like every one of us. Even better? 100% of profits are donated to LGBTQ+ causes.

QUEER ASIAN CLOWN & PROUD

GAY POLITICAL REFUGEE & PROUD

TRANSTASTIC YIN AND YANG

Jake & Hannah Graf
WRITER-DIRECTOR AND ARMY CAPTAIN

Jake and Hannah Graf, both transgender, suddenly found themselves becoming community leaders simply as a result of falling in love. Jake (a filmmaker) and Hannah (an army captain) are now redefining what a modern relationship can look like.

[SEE MORE](#)

In honour of Pride, we sought out inspiring individuals in the LGBTQ+ community and asked them: How do you *actually* identify? No labels. No expectations. Here, see how fun—and moving—true individuality can really be.

PRIDE 2018 (ABOVE): We developed a special-edition razor, 100% of whose proceeds went to LGBTQ+ organisations, and created a special content series than ran online and across our social media, of deep-dive storytelling into the realities of our LGBT customers.
June 22, 2018

12.

A MAN LIKE YOU

Long-form Online Film, Global

AdAge

Home > Gallery > Video > Harry's > A Man Like You

HARRY'S EXPLORES MANHOOD IN RARE TEAR-JERKER RAZOR AD



MW Marketing Week LATEST DISCIPLINES CAREER DEVELOPMENT STRATEGY REPORTS

Shaving startup Harry's attempts to tackle male stereotypes in new campaign

f
t
in

GQ Style Grc

Shaving

This Harry's Shaving Commercial Features Zero Abs

BY MEGAN GUSTASHAW
March 2, 2018

A MAN LIKE YOU (ABOVE): Winner of two Bronze Lions in 2018 – Glass and Online Film. It was important that the positioning be capacious enough to allow creative interpretations at both extremes of the ladder – from implicitly underpinning more informational work like the Founders spot above as well as our ongoing acquisition messaging, to more inspirational point-of-view celebrating work such as this piece, that celebrates our core progressive values of sincerity, empathy, reflection, thoughtfulness, humility, improvement and decency. With 150.2M total impressions, 49 million video views and 4.5M completed views, our paid plan achieved 25% VCR vs. a predicted 11%, that would suggest that our content did a good job, a 2.3x better job, of grabbing attention vs. the norm. Sentiment on social was 89% positive or neutral, Facebook's brand lift study: +5pts favorability against a norm of 2.2pts, Now This brand lift study: +9pts in brand awareness vs. control, increase in consideration beat CPG industry norms by 2x, drove +6pts in perception of being a leading brand and in YouTube's brand lift study: ad recall was in the top 30% of all ads they've run, with a 42% engagement rate vs. a norm of 27%.
February 26, 2018



13.

PARTY LIKE IT'S 2030

Cassie, 2017



MIC DROP: You know your positioning's landed internally when your CX Team Lead shows up at the office holiday party in this. We like to think that Cassie's grin says it all.

