



Mahisha Dellinger
Founder, Curls



Beauty By Imagination (BBI) is a dynamic, global platform company that includes such brands as WetBrush, Goody and Ouidad. Here, co-chief executive officer Francesca Raminella details how the company brings innovation and growth to the hair care, hair tools and accessories categories.



Francesca Raminella
Co-Chief Executive Officer

BBI Believes in Hair's Transformative Power

Q: BBI is a 100% hair-focused company comprised of founder-led brands. Why is that an advantage?

A: BBI wants to win in hair, one of the largest, growing and most significant beauty categories in HBA. We strive to win the hair moments our consumers experience, every single day. Consumers can use Ouidad or Twist shampoos and conditioners in the shower; detangle with WetBrush, style with Bio Ionic tools and accessorize with Goody.

How do we win these hair moments? We do this by being uber-focused and hyper-innovative, bringing excitement to our consumers and commercial success to our retail partners. This is ingrained in our DNA and a part of everything we do.

As a category-focused multi-brand company with both professional and consumer expertise, we have had unparalleled success in bringing meaningful yet imaginative innovation to the category, thanks to our ability to truly understand and connect with hair enthusiasts. From a commercial perspective, BBI's omnichannel distribution makes our brands accessible in mass, drug, food, select premium department stores, Amazon, DTC and our own salons. We are wherever our customers may need us.

Q: BBI has particular strength in textured hair care. Why is this an area of focus?

A: BBI's approach is to make sure our brands anticipate and fulfill the evolving needs of consumers. We identify opportunities in the marketplace and then create products and tools that millions of people rely on daily. Textured hair care is an area where we have unique expertise and credibility

via our ownership of Ouidad, the original curl expert brand. Yet we recognized that one brand and one curl philosophy was not enough to meet multiple consumer needs and expectations.

The market has shown that the textured hair care category is expanding, with a majority of U.S. women identifying as having curly hair, and the category is growing exponentially faster than traditional hair care. Women with textured hair are passionate, vocal and incredibly hair involved. They buy, try and freely share their opinions. There are many opportunity areas in the market to offer new formulas and broaden consumers' access to different ranges of quality textured hair products.

Our learning from Ouidad informed our development of Twist. We wanted to introduce a new line of products to the mass channel that spoke to the Gen Z consumer and the breadth of this unique hair texture, not based on curl typing — and sometimes stereotyping — but on what curls need: moisture. The products are organized around three specific “moisture-scale” levels and can be mixed and matched based on how you want to wear your curls that day. Every layered approach is as unique as the user. Launched in January, and rapidly expanding distribution, Twist is gaining momentum. The bright, graphic packaging pops on shelf, the names are playful, and 5-star reviews are pouring in.

Even with Ouidad and Twist, we knew there was significant opportunity to complete our textured hair offering, to reach the natural, textured market and to learn from this customer, too. In our journey, we met Mahisha Dellinger,

who founded Curls 19 years ago. Today, Curls is a leading Black-owned hair care brand that delivers a great mix of high-performance products that are beloved by “curlistas” everywhere. As another unique founder-led brand, Curls — with Mahisha's vision — changed the paradigm by being one of the first in the category to carry certified organic ingredients and source responsibly from fair trade suppliers. The brand can be found across all mass retail.

Together, Ouidad, Twist and Curls are the winning trifecta for textured hair innovation, expertise, performance and inclusivity.

Q: What else sets BBI apart as an industry leader?

A: Hair is an important and emotional business. We wear our hair every day, and it truly has the power to change our day, our mood, our lives. The fact that we are a company that has so many female leaders, including two brands — Ouidad and Curls — founded by visionary pioneers, makes a difference in our approach to the business. We have a 360° understanding of the customer because we are the customer.

BBI's commitment to women goes beyond creating original, high-quality, on-trend products for them. In addition to me, women lead our consumer sales, marketing, innovation, insights, communications, education and HR functions. Among our PE partners, three out of four are female, and our board of directors, including our newest member, Mahisha Dellinger, is 50-50 male-female and highly diverse.

We furthered our commitment to creating the next generation of female founders and pledge

to reach 25,000 women with our significant donation and partnership with Mahisha's “Black Girls Making Millions” Academy. This impressive program is an ongoing series of live and virtual seminars that inspire young women of color to start their own companies and educate them on how to operate them successfully.

Q: Anything else you'd like to highlight?

A: BBI is a global company of like-minded people who believe in the emotional importance and transformative power of hair, and strive to make the idea of beautiful, healthy hair accessible to all. We believe that by developing a winning portfolio of brands that own every hair moment, and continually bringing innovation and dynamism to the hair care category, BBI helps our retail partners drive sales and grow their business.

The BBI Team and I plan to keep doing this in the future with new lines, acquisitions and partnerships. And most importantly, we will continue to offer our “fan clients” real solutions in an imaginative way that drives, excitement, engagement and loyalty to the hair care category.



THE REVIEWS ARE IN

Personalized
curl care
based on
moisture
needs –
not curl type.



**“This product made my curls
moist and poppin’. A ten out of ten!”**
- Jess

**“It’s the best! My curls are so
hard to control, but not with Twist!”**
-Courtney

**“My waves absolutely love everything I’ve
tried from Twist! My hair is so bouncy and soft,
I’m obsessed!”**
-Rachel

Created for all curls-
wavy, curly, coily
and everything
in between.
Because real
curls have their
own Twist!



FOR MORE INFORMATION CONTACT: tina.jackse@bbicompany.com

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