A Work Project, presented as part of the requirements for the Award of a Master Degree in Management from NOVA – School of Business and Economics

“How to engage low category users through social media – the case of the make-up sector in Portugal”

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A project carried out on the Work Project course, with the supervision of:

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6/1/2012
Abstract

Purpose: This work project should be inevitably deemed as a practical approach to a marketing problem; “How to engage low category users through the social media – the case of the make-up sector in Portugal”.

Design/methodology/approach: Online structured questionnaires and in-depth interviews were used. The questionnaire was answered by 110 women aged from 15 to 45 years old and the interviews were conducted with 14 women of the same age. The interviews provided key insights for the questionnaire formulation.

Findings: Women are poorly informed on make-up properties and characteristics, feeling a genuine concern in regard to this subject. Lack of time, occasional usage and skin damage are the main barriers for make-up usage by low category users. Overcoming these aspects pass by demystifying the association of make-up with skin damage and emphasise the functional and emotional benefits of make-up. Further, brands need to create contents more consumer-oriented and ask directly to fans/followers suggestions and other insights. Resort to Portuguese “common” women for greater empathy in campaigns, promote online meetings between followers and make-up professionals on social media; and finally take advantage of the hybrid condition of Facebook, which incorporates multiple forms of content presentation, including videos, the most appealing format of make-up presentation for women.

Research limitations/implications: Further studies addressing this topic, by using larger samples and study of specific make-up brands and campaign programs, over social media to reach a solid growth potential of make-up market evidences in Portugal.

Originality/ value: Make-up brands are emphasising their interest in linking social media and marketing their promotional mix around social marketing.

Keywords: Make-up; Social Media; Brand; Communities; Fan/Follower; Skin damag
1. Purpose and Context of the Work Project

This research aims to analyse the make-up market, in Portugal, and the presence of this product category on the social media landscape, by focusing in understanding how social media can be used to engage low category users, and increase their involvement with make-up.

The starting point of this research was a study conducted by L’Oréal Portugal, in 2007. accessed during my internship in the company, as marketing trainee of Maybelline and L’Oréal Paris make-up brands. The study reveals the make-up consumption in Portugal within the segment of 15-39 years old is 5% lower in comparison with other European ...
countries. Since I was also responsible for the brand presence in social media, an opportunity of using it as problem-solver for the low make-up usage in Portugal seemed logical, given the popularity of the subject among brands and women.

The make-up market can be divided into four categories: face, eyes, lips and nails. However, it was found that many resources do not consider nails as a make-up product. As we use the Euromonitor database, which do not include nails category, we will not consider this product segment on this project.

Moreover, this issue is still not sufficiently investigated in Portugal, despite being, as I firmly believe it is, of highest importance for brands communication and development.

1.1. The challenge of the make-up industry in Portugal

1.1.1. The Portuguese make-up market

a) An underdeveloped market

In Portugal the make-up market for Eyes, Lips and Face, reached in 2010, a volume of 4.9 million of units sold (Euromonitor, 2011). Comparing the number of units sold per capita of Portugal with other markets (see Graph 1), we infer this market encounters on an underdeveloped situation.

Graph 1 – Units sold per capita of make-up products (include Eye, Face and Lip categories) for each country.

b) Hypothesis for the Portuguese make-up underdevelopment

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1 Refer to Appendix 1, part 1.1, for a description about what includes each segment.

2 The number of units sold was computed for each country, dividing the Total Volume of the make-up market by the country population on 1st January 2011 (Euromonitor, 2011), respectively, in order to obtain a number which can be compared between different countries.
The situation of the Portuguese market can be explained by two main hypotheses: low penetration and/or low usage. However, previous studies (e.g. L’Oréal Portugal study, 2007) demonstrated the consumers’ problem to be more associated with low usage factors, such as:

- Occasional usage - use of make-up only in special occasions (e.g. to go out at night, parties, events)
- Perception of possible skin damage, or the country climate (women feel less need to use make-up during the summer) and the cultural “natural” look of Portuguese women (“natural” implies little or no make-up, and not a make-up products based on natural ingredients).

1.2. Social media

1.2.1. What is Social Media?
The definition according to Scott (2010) is: “Social media provides the way people share ideas, content, thoughts, and relationships online. Social media differ from so-called “mainstream media” in that anyone can create, comment on, and add to social media content.”.

Whereas Evans (2008) states that: “Social Media is the democratization of information, transforming people from content readers into content publishers. It is the shift from a broadcast mechanisms to a many-to-many model, rooted in the conversations between authors, people, and peers.”.

Also, Li, et al. (2008) refers to a concept, the Groundswell which is:

“A social trend in which people use technologies to get the things they need from each other, rather than from traditional institutions like corporations.”

1.2.2. Categories of Social Media
Kaplan and Haenlein (2010) consider six different categories of social media: collaborative projects, blogs and microblogs, content communities, social networking sites, virtual game worlds, and virtual social worlds. In addition, they classify these
categories according to two variables: 1) Social presence/ Media richness\(^3\) and 2) Self-presentation/ Self-disclosure\(^4\).

**Figure 1** - Classification of different social media types according to Social presence/Media richness and Self-presentation/Self-disclosure (Kaplan, et al., 2010).

### 1.2.3. Social Media in Portugal

The TNS research study\(^5\) shows that 48% of the Portuguese population uses Internet, spending in average 13 hours per week on it, and having an average of 196 “friends” on social networks. These findings, position Portugal as one of the most “social” marjets within the 46 studied countries. In Portugal, the top 5 social networks most used are: Facebook, LinkedIn, Twitter, Hi5 and Badoo. (Milhões na internet , 2011)\(^6\). According to *socialbakers social networking statistics 2011*, the total number of Facebook users in Portugal is reaching 4.1 million, a penetration of 38% with the total country's population, and 78% of all Internet users. Regarding its users’ profile\(^7\): 51% are **male** and **49% female**; the **largest age group** is currently **25 - 34** with about 1.1 million users, followed by the **18 – 24** group. Although, on the last three months, there was a biggest gain recorded by **35 – 44** the age group (Socialbakers, 2011). In conclusion, social media has become an integral part of people lives. Thanks to the rapid growth of Facebook; updating status, posting comments and sharing links with friends have become routine activities for millions of people.

### 1.2. Community vs. Brand social media sites in Portugal

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\(^3\) Refer to Appendix I, part A) for definition of social presence/ media richness.

\(^4\) Refer to Appendix I, part A) for definition of self-presentation/ self disclosure.

\(^5\) TNS, 2010: comprehensive study of the global digital consumer, which involved 46 countries and about 50,000 interviewed people.

\(^6\) Refer to appendix I, I), to see Figure1.

\(^7\) According to Portugal Facebook demographics tool, monitored by socialbakers.
### 1.3.1. Community sites

In our work project, community sites are considered social media sites which only contain contents generated by users, excluding those developed by entities like companies/non-profit organizations and associated with a brand.

Since, there is not Portuguese community sites only dedicated to make-up. Below is presented some of top health and beauty Portuguese community blogs and Facebook, according to the available data:

<table>
<thead>
<tr>
<th>Blogs</th>
<th>Facebook</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A Pipoca Mias Doce (19.132 visits per day)</td>
<td>1. A Pipoca Mais Doce (33.794 fans)</td>
</tr>
<tr>
<td>2. Mini-saia (9.995 visits per day)</td>
<td>2. Mini-saia (25.098 fans)</td>
</tr>
<tr>
<td></td>
<td>3. Mulher Saudável (5.581 fans)</td>
</tr>
</tbody>
</table>

### 1.3.2. Brand sites

Brand sites are considered, are social media sites that belong to a company/non-profit organization and are associated with a brand.

In Portugal, the brands’ preferred channel to be present on social media is Facebook. According to *FbRankpt statistics (2011)*, the top 5 make-up branded sites’ on Facebook in Portugal are:

<table>
<thead>
<tr>
<th>Blogs</th>
<th>Facebook</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Oriflame (37.565 fans)</td>
<td>4. Sephora (18.118 fans)</td>
</tr>
<tr>
<td>2. Estee Lauder (37.356 fans)</td>
<td>5. Vichy (7.989 fans)</td>
</tr>
<tr>
<td>3. Maybelline New York (22.025 fans)</td>
<td></td>
</tr>
</tbody>
</table>

In general, brands do not have a strong presence on social media, in Portugal. In particularly, health and beauty brands are not very developed in terms of number of “fans”, over these channels, which reflects brands’ low investment, in terms of money and time. Also, the majority of brands still do not know how to potentiate brands on these channels and are not quite aware on social media benefits (e.g.: earned marketing).

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8 Data from FbRankpt (14/12/2011 at 11:59 p.m.) and Webblog (29/12/2011 at 04:25 a.m)

9 It includes health and beauty brands having a make-up products’ line; was only considered Portuguese brands’ pages on Facebook.

10 Data collected on 14 of December of 2011.
2. Marketing Research

2.1. Research Questions
Addressing the problem within this paperwork on “How to increase engagement of category low users through the new social media – the case of the make-up sector in Portugal”, both qualitative and quantitative researches were performed with the following objectives:

1. Evaluate perceptions and attitudes regarding make-up usage, which enfolds:
   1.1-Why women wear make-up, 1.2-Why women do not use it more and 1.3-Opportunities to promote make-up usage.
2. Understand the influence of social media on consumers’ involvement with all product categories.
3. Access perceptions and attitudes towards make-up contents on social media.

2.2. Methodology: Research Design
The research implied, in a first stage, a selection of secondary data relative to the market of make-up and the usage of social media, in Portugal. Further, the study followed a primary research based on semi-structured in-depth interviews to understand the phenomena in study and access deeper insights on consumer perceptions. Initially, it was intended to interview 14 women that wear make-up on a frequent basis\(^\text{11}\) and, at the same time, be classified as high users of social media\(^\text{12}\) from two segments; 15 to 30 years and 31 to 45 years old\(^\text{13}\). Since this study basis on exploring communication on social media, only high social media users were analysed. However and during the interviews, a need to create a third segment roused. Teenage women within 15 to 19 years old revealed different behavioural aspects, in contrast with older women, and therefore, it was decided to reform the initial sample composition, which ended presents as follows:

\(^{11}\) Women that used make-up more than two days per week on last two weeks were considered a High/Medium make-up user and women that used less was considered a Low make-up user.
\(^{12}\) Women that accessed social media more than three times per week on last two weeks.
\(^{13}\) The ages were selected taking into consideration ages of social media users.
The qualitative research was essential to access important insights. These were the basis of this project hypothesis, regarding attitudes, feelings and motivations of the population in analysis. To test the hypotheses, this study moved towards a quantitative approach, by resorting to 110 online questionnaires addressed to women, with the following distribution:

<table>
<thead>
<tr>
<th>Make-up Usage</th>
<th>Low (L)</th>
<th>High/Medium (H/M)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low (L)</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>High/Medium (H/M)</td>
<td>2</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>2</td>
<td>6</td>
<td>8</td>
</tr>
</tbody>
</table>

Table 1 – In-depth interviews performed on the qualitative research.

The qualitative and quantitative tools, interview-guide and questionnaire, respectively, can be consulted on appendix I.

2.3. Research Results and Formulation of Hypothesis

2.3.1. Consumers’ perceptions and attitudes towards make-up usage

1. Why women wear make-up?

The main reason why women wear make-up is the gratification in feeling more beautiful, cared and different. According to the quantitative research these three gratification aspects represented the variables with highest means\(^{14}\). Additionally, from the qualitative research, women perceive make-up as a product to enhance their self-esteem, especially on occasions they feel insecure, sad or less beautiful.

From the interviews, H/M make-up users refer that the majority of products they use are to hide skin face imperfections, signs of fatigue or to give them a smooth tanned look, and experience the confidence factor they search within this category of products. Further, the more frequently these women used make-up, the more they felt “addicted”

\(^{14}\) For more information refer to Appendix I, part C.)
to it, considering rather strange, a feeling of not being the same person, when not wearing make-up.

“Eu gosto de utilizar maquilhagem, porque quando acordo um pouco mais feia, ou não tão bonita, basta pôr um pouco de corrector de olheiras e pó bronzeador... e fico logo com outra cara. As mulheres nesse sentido têm muito mais sorte que os homens... porque às vezes dormimos pouco e andamos muito cansadas, mas depois colocamos uma maquilhagem e parecemos logo outras.” (I2, H/M, 23)

“... e já nem consigo sair de casa sem me maquilhar... parece que não sou a mesma... tornou-se um vício usar (...) (I7, H/M, 23)

2. Why women do not use it more?
Analysing the qualitative research, it was deduced:

2.1. Skin damage
Women do not use make-up more often because they think it may damage their skin. H/M and L make-up users consider this aspect as a weak point of this products usage. There are a lot of concerns regarding this question; in addition users mentioned they wanted to be more clarified about the topic. Interviewees considered ‘skin damage’ (e.g. face blemishes, ageing signs) as a secondary effect of make-up excessive usage, or low products’ quality, nonetheless, they were not sure of these inferences. Moreover, they suggested that make-up products should be recommended by a specialist, associated or not to a brand, someone who might be available on internet to clarify users’ doubts and give sincere recommendations.

“Eu não tenho a certeza se faz mal à pele usar todos os dias... também não estou muito informada sobre isso, mas penso que também depende da qualidade dos produtos... não sei... a minha vizinha é velha e usa muita maquilhagem... por isso acho que não deve fazer muito bem... mas também pode ter a ver com a qualidade dos produtos, se houvesse algo a dizer que a maquilhagem não faz mal, se calhar até usava mais... ” (I9, L, 23)

“Eu preocupo-me se os produtos de maquilhagem podem ou não fazer à mal à pele... porque não sei se pode envelhecer mais a pele... olha, por exemplo, era bom haver uma marca em que os produtos fossem aprovados por um médico... e este poderia também estar disponível para
2.2. Seasonal usage

The majority of H/M and L make-up users referred they wear less make-up during the summer, which reflects a seasonal aspect on usage. The Portuguese climate is one of the factors interviewees reasoned to explain this behaviour. As stated before, one of the most popular products used by women are bronzers for a healthier and tanner look during the winter, thus, during the summer women prefer to give some rest to their skin, and, since they are already tanned, make-up for eyes and/or lips are their only concerns.

“... no verão não uso maquilhagem nenhuma... só se for sair à noite... é que uso um lápis, máscara e às vezes gloss para dar cor aos lábios... porque já estou bronzeada e não preciso... até deixo a minha pele descansar um bocadinho...” (I11, H/M, 18)

2.3. Occasional usage

Women tend to choose make-up for special occasions like going out at night, ceremonies (e.g. weddings, baptisms) and work meetings (e.g. job interviews, presentations). In fact, they consider these situations an escape from daily routine which require a special care with their appearance. Often, these occasions work as excuses to learn new make-up techniques, try something different or even to elaborate more, by applying a higher diversity of products each time they do make-up.

“Eu maquilho-me sempre mais quando saio à noite... não sei... gosto de dar um toque especial... para me fazer sentir diferente do dia-a-dia (...) tento sempre fazer uma coisa diferente...” (I7, H/M, 23)

2.4. Lack of knowledge

Women are mainly concerned about the correct application of make-up and the quality of products, more specifically the ingredients used.
The interviewees revealed a legitimate concern with their skin appearance and a special interest in learning more about make-up application techniques, tricks, product’s composition and benefits, and to be updated on new products.

Moreover, some L make-up users stated a real concern with their lack of knowledge on how to apply the make-up. They are fearful to look worst with make-up than without it.

“You use make-up every day, but I’m always concerned with the quality of the products... I only use brands I trust or were recommended by a specialist... I’m scared of damaging my skin.” (I10, H/M, 23)

“Como estou a pensar em entrar para o mercado de trabalho em Inglaterra e sei que lá elas se maquilham muito mais que eu... tenho visto quase todos os dias alguns sites e blogs na internet sobre como maquilhar... e também para conhecer os produtos que existem e assim...” (I9, L, 23)

2.5. Lack of Time

Low users consider make-up to be time-demanding a barrier to do not use it more, but there are also other concerning reasons explaining this behaviour15.

“Eu acho que é preciso passar a mensagem de que colocar maquilhagem é fácil e rápido... e ficamos logo com outro aspecto... acho que muitas pessoas não usam porque pensam que não têm tempo de manhã... e em 5 min consegue-se fazer uma coisa que nos faz logo ficar diferentes... é fácil...” (I3, H/M, 32)

The presented insights of the qualitative research allowed: 1) To confirm initial hypothesis from the secondary data - skin damage, occasional usage and seasonal usage hypothesis; 2) To access new and deeper insights - lack of knowledge and lack of time.

The work project also intended to quantify the hypotheses by resorting to a 5-point Likert scale present on the questionnaire (1 – Do not agree at all; 5 – Completely agree).

15 Refer Graph 2 on page13.
**In conclusion:** Low users justify their low involvement with make-up on the application process, that takes too long, and on the association of this product category to special occasions. This way, the lack of time reflects the role of an “alibi” that infers make-up as not a high involvement category for this group of women. If the contrary was applied, these women would probably dedicate more time to it. However, the qualitative research identified another and more profound reason. The “skin damage” revealed to be an aspect of high importance for the make-up consumer, and women feel not being quite informed about this subject.

**Opportunities to use it more**

3.1. **Women start to feel a need to use more make-up on their 19/20’s**

Most make-up users referred they began wearing make-up occasionally with 15/16 years old, when they started to go out at night. However, women within 19-45 years old noted an increase on their make-up consumption few after entering the university. Because of a “belongingness” or appearance need (a need to belong to a different “community” and to care more about their appearance) or as preparation for their professional future, women tend to get more involved with make-up during this period.

"... comecei a usar maquilhagem muito nova... aos 15/16 anos comecei a usar para sair à noite... mas depois quando entrei para a universidade comecei a usar todos os dias... as pessoas todas arranjavam-se muito... principalmente para apresentações e assim... e eu sentia que tinha de me arrnajar melhor também..." (I6, H/M, 31)
2.3.2. Usage attitudes towards social media

1. The most used social media site is Facebook

<table>
<thead>
<tr>
<th>Social Media</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>108</td>
</tr>
<tr>
<td>YouTube</td>
<td>84</td>
</tr>
<tr>
<td>Blogs</td>
<td>43</td>
</tr>
<tr>
<td>Twitter</td>
<td>12</td>
</tr>
<tr>
<td>Wikipedia</td>
<td>62</td>
</tr>
<tr>
<td>Linkedin</td>
<td>33</td>
</tr>
</tbody>
</table>

Graph 3 – Frequency of women that access social media distributed by types of social media.

2. Influence of social media on the buying process

The interviewees presented several reasons to trust or not trust on community sites and brand sites information upon making their purchase decision. The most referred opinions about these sites are presented on the following table:

<table>
<thead>
<tr>
<th></th>
<th>Community sites</th>
<th>Brand sites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust</td>
<td>15 - 19</td>
<td>To find detailed information about products</td>
</tr>
<tr>
<td></td>
<td>• To find specific information not available on brand sites</td>
<td>• To know more about the brand</td>
</tr>
<tr>
<td></td>
<td>• Highly important to find opinions from others</td>
<td>• To find new products</td>
</tr>
<tr>
<td></td>
<td>• Offers different perspectives on subjects</td>
<td></td>
</tr>
<tr>
<td>Do Not Trust</td>
<td>15 - 19</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Difficult to identify trustful information</td>
<td>• It only gives an extremely positive information</td>
</tr>
<tr>
<td></td>
<td>20 - 45</td>
<td>• Lots of advertising</td>
</tr>
<tr>
<td></td>
<td>• They can get paid to advertise</td>
<td>• Afraid of untrustful advertisement/information</td>
</tr>
</tbody>
</table>

Table 3 – Users’ perceptions about community and brand sites.

Women between 15-19 years old trust more on brands’ advertisement and information, while women between 20-45 years old prefer communities’ insights.

“Eu confio na publicidade das marcas, porque apesar de poder ser um pouco enganosa esta dá-nos informações mais detalhadas sobre os produtos... já tentei ir a sites com opiniões de outras pessoas como blogs, mas não consigo distinguir os bons dos maus comentários, se estão a dizer a verdade... os comentários também não são muito de confiar... acho que não são muito bons...” (I11, H/M, 18)

“... não confio muito nas publicidades das marcas... porque eles só querem fazer com que acreditemos que um produto é muito bom e depois às vezes não é... O que eu faço é ir aos sites...”
3. The power of brand’s influence on social media

- Are you a fan/follower of a brand on social media?
According to the quantitative research, 46% of respondents refer to be a fan/follower of a brand on social media. The main reasons are:

1. To get more information about brands’ activity (promotions, parties, events)
2. Brand likeability/affinity
3. To be informed about new products

- But do you really follow the brand?
Generally, after becoming a fan/follower of a brand, make-up users manifest a low involvement with the brand on social media platforms. This aspect may be explained by the low investment of brands in keeping their social media platforms (e.g. Facebook page) engaging and dynamic. Further, the qualitative research provided insights in terms of differences between segments. Women between 15-19 years old referred they did not use to follow brands activity on social media sites, because they perceive the content from these channels as underdeveloped, in contrast with a brand’s website. Poor information about products and disinteresting news are the most cited weaknesses of social media platforms owned by brands. Even though, the older segment, women from 20-45 years old, referred to follow brands on social media platforms, especially on Facebook, to be informed about promotions, events, prices and new products. Also, this segment shows interest in work related content or personal interest news, aspects mainly present on blogs.

“Eu sou fã de algumas marcas mas só fiz mesmo like, porque uma amiga recomendou ou porque gosto da marca... como por exemplo a Louis Vinton... mas por mais nada... não costumo ver as páginas deles no Facebook... porque tem pouca informação sobre os produtos e ou não colocam informação nenhuma ou não metem nada de especial...” (I12, H/M, 18)

For more information, refer to Appendix I, part D).
2.3.3. Perceptions and attitudes towards make-up contents on social media

1. 54% of respondents (59 people) visited make-up contents on Internet over the last 6 months.

2. Sites used to access make-up contents:

<table>
<thead>
<tr>
<th>Site Type</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook</td>
<td>15</td>
</tr>
<tr>
<td>YouTube</td>
<td>16</td>
</tr>
<tr>
<td>Brands' websites</td>
<td>10</td>
</tr>
<tr>
<td>Blogs</td>
<td>9</td>
</tr>
<tr>
<td>Retailers' websites</td>
<td>2</td>
</tr>
</tbody>
</table>

Graph 4 – Frequency of women that access make-up contents distributed by type of sites.

Youtube and brand websites were the most appealing channels for both L and H/M make-up users to access contents related with make-up on the internet. Facebook and blogs followed on an even basis and retailers appear as the less appealing channels communication of make-up related contents.

Further, L make-up users accessed brand related content via YouTube and official brand websites in an almost equally distribution. From the qualitative research, it was inferred that branded sites are most appealing to access detailed information about products or new products, while YouTube is used essentially to watch videos about make-up application techniques.

Lastly, the results show L make-up users are not involved with the category and only look for general information; otherwise they would select a specific type of information and adopt the same preferences as H/M users.
3. **Search frequency of make-up contents per month**

![Graph 5](image)

4. **Which type of content format appeals more to women when searching for make-up information?**

![Graph 6](image)

Video is clearly the content format most appealing to women, when searching for make-up information. However, the majority of women expressed, on the qualitative research, a preference for a channel that could integrate all three content formats, and present not only videos but also images of before/after scenarios of make-up product results, small text descriptions and comments from internet peers. Moreover, videos should not be too long, as women stated a preference for short but concise video explanations, otherwise it would become disinteresting.

5. **Which type of information make-up users want to find on social media?**

Formulated hypothesis on the qualitative research were quantified resorting to a 5-point Likert scale present on the questionnaire (from 1 – Not Relevant to 5 – Very Relevant).
It is possible to verify that the majority of women search make-up application techniques, tricks and tips, and information about new products.

“Eu procuro mais por vídeos no YouTube sobre como maquilhar, pois penso que este é o melhor conteúdo para aprender como é que se faz... é muito melhor para perceber como é que temos de aplicar um produto... e eu já aprendi muito a ver os vídeos... tenho pena é de não haver filmes feitos por portuguesas, porque nós temos características diferentes de pele...e os que existem não se adaptam bem a nós..”  (I2, H/M, 23)

“ Para mim um vídeo tem de ser curto, se não perde o interesse, torna-se aborrecido... e tem de ser conciso (...) tem de explicar de uma maneira simples e rápida como é que aplica.”  (I8, L, 40)

6. **Information tool before purchase**

In general, women access make-up contents on social media before buying a product, to stay informed on new products, application techniques, prices, trends and recommendations.

- **Do you use to buy the products you had seen on those contents?**

According to the qualitative and quantitative research results (μ = 2.3 from 1 – Do not agree at all to 5 – Completely agree), it is possible to infer that, although a high number of women search for make-up contents, very few end buying the displayed products. They choose to buy similar products with a similar result but a more affordable price.
According to the interviewees; most part of the products displayed on social media contents, especially foreign tutorial videos, are quite expensive.

“Eu vejo alguns conteúdos de como aplicar maquilhagem e os produtos que são utilizados, para obter determinados looks... mas nunca comprei nenhum produto que vi, poque são muito caros... são todos da MAC ou de marcas muito caras... eu opto sempre por comprar um produto com o mesmo resultado, mas a um preço mais acessível...pois como também ainda não ganho o meu dinheiro... n posso gastar muito” (I2, H/M, 23).

2.3.4. What women suggest that brands could do to incentive make-up consumption

As a final remark of the interviews, women were asked to share suggestions on what brands could do to promote make-up consumption and involvement. According to their feedback, brands should take into account:

1. **Facebook is perceived by make-up consumers the best channel to increase involvement in the area of social media.**
   - 92% of the respondents believe Internet offers great opportunities for brands to start a campaign, and 84% referred Facebook as the channel by excellence, given its characteristics and popularity.

   “Hoje em dia os social media são muito importantes e têm um grande impacto na vida de cada um de nós... como já quase ninguém vê televisão... e como agora o Facebook quase toda a gente tem acho que este seria mesmo o melhor canal a usar.” (I3, H/M, 32)

2. **Campaign images/characters that best influence consumers on the usage of make-up**

   According to the qualitative research there are two possible approximations:

<table>
<thead>
<tr>
<th>Beautiful supermodels or celebreties</th>
<th>Aspirational need</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>35% High/Medium (n=55)</td>
</tr>
<tr>
<td></td>
<td>14% Low (n=50)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Portuguese &quot;common&quot; women</th>
<th>Proximity relationship need</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>64% High/Medium (n=55)</td>
</tr>
<tr>
<td></td>
<td>76% Low (n=50)</td>
</tr>
</tbody>
</table>

**Graph 8** – Make-up users’ preferences for campaign images.
In order to further quantify these options on images/characters, respondents from the quantitative research were asked to choose between the two, which one would they feel more empathy for a make-up campaign. Results show 76% of low make-up users preferred the Portuguese “common” women. The qualitative research explains this choice, when the interviewees revealed a higher proximity and empathy for Portuguese “common” women. These characters will approach the campaign to every woman that want to feel more beautiful. In addition, the “Dove for the real beauty” campaign\textsuperscript{17} of Unilever was referred in many of the interviews as a great campaign example. What women loved in this campaign was the showcased of photographs of regular women (in place of professional models) a new concept of “beauty” that fosters a relationship of proximity with consumers (eMarketer, 2011). Further, it was stated that this type of campaign makes easier for consumers to believe in the advertisement message, and ultimately induce a higher intention to purchase the brand.

However, 22% of women preferred the beautiful supermodels/celebrities over the “common” Portuguese women. This different position comes from the aspirational need of women to become like the characters of the campaign, and reach a state of beautifulness, even if it is not real.

Moreover, since Portuguese “common” women are preferentially selected by both H/M and L users, a future campaign using these molds would also appeal to H/M users of make-up.

\textit{“Eu preferia que fossem usadas Portuguesas “comuns” numa campanha, como aquele anúncio da Dove, porque penso que as pessoas se sentiriam mais próximas da imagem... e vendo se calhar outras pessoas tal como eu a maquilhar-se e a ter tempo... acho que ficaria muito mais motivada...” (I6, L, 31).}

\textsuperscript{17} Refer to appendix 2, to see more details about this campaign.
"As campanhas normalmente são muito perfeccionistas, e tu pensas: que horror eu nunca vou fazer aquilo, é impossível! Poderiam usar pessoas do dia-a-dia para mostrar que há coisas muito simples que podem ser feitas, e em 5min obter uma maquilhagem que já te dá um ar mais arranjado, mais cuidado." (I2, H/M, 23)

3. Conclusions and Recommendations

This work project born from a need to foster the relationship and involvement of make-up category products on Portuguese women, a consumer characterized, in general, as a low user of make-up, in comparison with their European peers. For brands operating in this market, a strategy on social media is key to future enrollments with consumers who are changing their behaviours towards media (GFK, 2011). The conclusions that follow are presented in the form of recommendations to guide the communication strategy of a make-up brand on social media.

1.1. First steps brands should take into account on social media

According to secondary data and research results, brands in Portugal are beginning to understand and collect know-how on social media. Therefore, before explaining how to engage low category users, it is important for brands to define standard procedures that respect this new and trendy media. It is recommended:

1. To follow the POST methodology: People, Objectives, Strategy and Technology (Li, et al., 2011).

2. To engage. Although the rules of social media are not defined, the 4 R’s\(^\text{18}\) of Coca-Cola strategy on social media proven to be a success (Insights, 2010).

3. To measure success through social media KPIs (e.g. “Facebook insights”), to follow objectives and improve previous defined strategies.

\(^{18}\) 4R’s (Review, Respond, Record and Redirect) of Coca-Cola social media approach (Insights, 2010). Refer to Appendix I, part G) to see more details and examples.
This project covered specific aspects of the POST method, more specifically on the “People”, with the consumer insights of the research, on the “Strategy” and on the “Technology” through the recommendations that will follow over this section. The “Objective” part on this study tends with an increase on the involvement and consumption of Portuguese women with make-up.

1.2. How make-up brands can engage low users through social media

1.2.1. How social media may help to overcome barriers on make-up usage

1. Low users do not wear make-up more often because they believe the application process takes too long. Besides, these consumers associate make-up with special occasions. “Lack of time” seems to work as an “alibi” to infer that make-up is not a high involvement category for women; and “special occasions” appear as situations where women tend to elaborate more on the make-up. However, there is a huge potential for this category consumption in Portugal, but brands still need to find-out how to incite women to wear make-up on a more daily basis. Further, Portuguese women prefer natural looks.

Recommendation: A need to educate women on make-up application processes is fundamental, in the way of enhancing the functional and emotional benefits of make-up. This means communicating on how make-up can be easy and fast to apply, helping women to cover imperfections or to have a smoother tanned look, and provide the confidence factor that impact positively on their self-esteem. This is fundamental for Portuguese consumers who care a lot about their appearance (Euromonitor, 2011).

More than including softer colours of products on catalogues, brands should invest in making available net videos (most preferred content format) displaying several natural looks for different women styles, and integrate the functional and emotional benefits of make-up. Also, it should combine make-up with other beauty tips, as clothes and hair styles, creating true beautiful looks that will catch the eye of women.
2. Women present a deeper reason to not use more make-up. They believe it may damage their skin. Although, most brands work with specialized laboratories, developing products with fewer allergic reactions to women with more ‘intolerant’ skins (i.e. sensitive or easily irritated skin), women revealed to be poorly informed about this topic. They also claimed for more information on make-up benefits to the skin. In this way, it could be an added-value for a brand to explain the real essence and beneficial properties of make-up on a woman’s skin. In fact, the great majority of products are already prepared for the adversities a woman’s skin face during the day (wind, cold, sun or pollution). An example, the generality of foundations in the market have UV radiation protection, a benefit for women who wear sun block lotion on a daily-basis.

Summing-up, there is a real need in demystifying the false creed of make-up and skin damage.

**Recommendation:** Since brands already invest in R&D to develop better products and meet consumer’s needs, the biggest concern brands should focus now is to inform consumers on the properties and benefits of their products. Further, women demonstrate a genuine concern in understanding the composition and properties of make-up on their skin; thus, a space like Facebook or Twitter could promote scheduled online meetings between consumers and make-up professionals, clarifying women’s doubts around make-up, and demystifying the association of this product category with skin damage.

Additionally, this unique and specialized service could become a competitive advantage for the brand, as it would foster engagement on social media, consumer’s loyalty and build brand equity, something similar with what Nestlé is doing in the category of infant nutrition. Nestlé invites mother to share their doubts on Facebook regarding feeding aspects of their babies with the support of a nutritional specialist. Furthermore, these
interactions with potential consumers could translate in valuable consumer insights about make-up.

In addition, informing consumers on social media may surpass also the seasonal problem by convincing women that make-up can protect the skin.

1.2.2. How social media can create relationships

1. Type of contents on brand’s social media sites need to be more relevant.

In Portugal, brands demonstrate a flaw in presenting relevant information from the consumer point-of-view. Thus, brands should create contents more consumer-oriented. According to research results, women decide to be fan/follower of a brand to be informed on brand’s activity (promotions, parties, events) and new products. However, what captivates women when looking for make-up contents is the information regarding application techniques, tips and tricks, and information on new products. Currently women tend to search for make-up contents, less than one time a month, consequence of the stated issue.

Recommendation: Brands should have media spaces where consumers could easily find the information they pretend. Brands need to be dynamic and straightforward on the presentation of their contents. Videos constitute the most engaging type of contents, thus, brands should use this format to present meaningful information for the consumer (e.g. videos with make-up application techniques). Additionally, brands should be committed on a continuous communication with their fans/followers, but should not ‘overpost’ or post too much of the same information.

To promote a closer relationship brands may invite fans/followers to share their suggestions and interests through online pools, as an example. A practical example is the Maybelline Portugal page on Facebook where fans demonstrate a high willingness to share their opinion and interests.
2. Different age segments require different approaches. Women reveal different behaviours towards community and brand sites. For women of 20 to 45 years old communities’ opinion are perceived as more influential on this segment purchase decision, while women of 15 to 19 years old prefer friends and relatives opinion.19

**Recommendation:** To better influence women of 20 to 45 years old on their purchase decision, brands should allow consumers to freely express their opinion on social media sites (e.g. past experiences with products, services, events) without exerting control over them. They should use social media platforms as bridges to other spaces with more detailed contents by resorting to links. The Integration of all official brand sites is very important on social media; all channels should be aligned with a single voice.20

Women begin to wear make-up in their 15/16 years old after going out at night. When they reach 19/20 years old, upon entering the university, make-up usage becomes more frequent. This means, brands have an opportunity to strongly influence women of this age on their make-up habits. Taking this into consideration, social media becomes important as a tool to inform this specific segment.

Therefore, the make-up contents should be aligned with the segment traits, interests and needs for a higher involvement and potential word-of-mouth.

3. “Empathy” is key to influence women on make-up usage. About 76% of L make-up users prefer Portuguese “common” women on campaigns, instead of supermodels/celebrities. They believe Portuguese “common” women are easier to identify with, because these ones are closer to them, and raise a higher empathy that acts as an incentive to experiment and purchase make-up products.

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19 Refer to Appendix I, part H), to see more details on the qualitative research result about friends and relatives influence on make-up usage.
20 Refer to Appendix I, part G), to see Coca-Cola’s strategy practical example.
**Recommendation:** Portuguese “common” women are the most obvious choice for campaigns. Brands should go further on this topic and develop several viral and innovative contents (e.g. videos, images), regarding also what was recommended previously. Also, social media seems to be the best way to approach make-up users with this kind of campaign. Here, brands with budget limitations, can reach specific targets and generate word-of-mouth faster than with traditional media, and ultimately foster the so important consumer-brand relationships, on social media.

Besides social media, the campaign should also incorporate a more traditional approach. A mix of media allows to cover the gaps of each media and benefit from the individual characteristics that complement one another (e.g. outdoors, professional advisers in shops, parties inside fashion clothes shops, make-up events on streets and television).

In a last remark, brands need to find the most suitable channel for their campaign on social media. According to the study results, videos are the most appealing forms for make-up communication. However, images of before/after results are the most straightforward form of presenting content, perfect on first impressions. In addition, comments from other internet peers are extremely valorized. Taking all these considerations, a hybrid of all three formats should work as most efficient channel of communication. This channel is, therefore, Facebook, a channel offering brands the possibility to listen from consumers and effectively measure a campaign through the *Facebook Insights tool*. Regarding the optimal number of posts by brands, secondary data recommends brands to post on Facebook on a daily basis (Rezab, 2011).

4. **Limitations and Further Research**

There are some limitations to consider, regarding the results. First the limited dimension of the sample and difficulty in interview women within 15 and 19 years old. Further research with a wider sample, especially of this segment should be applied. Second,
there was found a limited number of women that use to visit make-up contents on Internet. In future studies a wider sample should be applied. Third, most of interviews were conducted to women living in Lisboa, Porto and Peniche. Future research covering a large area should help strength the conclusions. Fourth, there was not found statistical data about social media users profile in Portugal relating all types of social media (Facebook was the only exception). Fifth, the quantitative research, the question about consumers suggested campaign image referred two hypotheses to consumers: Portuguese “common” women and beautiful supermodels; omitted an option for Portuguese celebrities. A future research should present all three options.

5. References


GFK. "Que mudanças no consumo de media em Portugal", seminário APAN, 2011


6. Appendices

Appendix 1

1. The Eyes, Face, Lips and Nails segments inclusion according to the Euromonitor statistical data result (10 October 2011).

**Eyes:** mascaras, eyeliners, eye shadows, eyebrow pencils and eye pencils. Excluded are make-up removers and eye accessories.

**Face:** foundation, rouge, face powder, blusher, highlighters, face bronzers and 2-way cake products. Excluded are tinted products which are primarily facial moisturisers.

**Lips:** lipsticks, lip pencils, lip gloss, transparent bases and tinted lip moisturisers as well as multi-function colour sticks that can also be used for cheeks and eyes. Excluded are lip protection products designed only to moisturise/protect and which offer no cosmetic function.

**Nails:** nail varnishes/enamels, nail varnish removers, treatments, home-manicure products such as cuticle softeners and nail strengtheners. Excluded are nail files, scissors, false nail kits and general nail accessories.