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GARNIER SKINACTIVE - SKIN FOODIE AMPOULES

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GARNIER SKINACTIVE - SKIN FOODIE AMPOULES

Abstract

Founded in France in 1904, Garnier is currently the number one natural care brand within L'Oréal Group and on the mass market.

In order to strengthen its positioning, Garnier is assessing new opportunities and future launches.

Garnier SkinActive – Skin Foodie Ampoules could fill the gap Garnier faces when it comes to associate natural food ingredients to concentrated skincare formulas.

This work project aims to explore the opportunity for Garnier to launch Skin Foodie Ampoules in the European and North American markets in 2020, under the Garnier SkinActive sub-brand.

A full Marketing Plan will be elaborated in order to achieve the purpose mentioned.

Keywords

Healthy - Foodie - Beauty

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Table of Content

1. Executive Summary

2. Introduction

2.1 Internship Objectives

3. Literature Review

3.1 Cosmetics Industry

3.2 Marketing Plan

4. Situation Analysis

4.1 The Company

4.2 The Context

4.3 Consumers

4.4 Collaborators

4.5 Competitors

5. Marketing Strategy

5.1 Segmentation

5.2 Targeting

5.3 Positioning

6. Marketing Mix: 4Ps

6.1 Product

6.2 Price

6.3 Place

6.4 Promotion

7. IMC

8. Conclusion

9. References

1. Executive Summary

This Work Project provides a marketing plan for Garnier SkinActive – Skin Foodie Ampoules, the new Garnier skincare range to be launched in European and North American markets in 2020. In particular, Garnier aims to be the first beauty brand to offer a skincare product that embodies the naturalness of food ingredients together with the effectiveness of high-quality formulas, encapsulated in ampoules. After a comprehensive analysis of the cosmetics industry and the whole environment, Skin Foodie Ampoules result suitable for a positioning centered on the concept of Healthy Foodie for Healthy Beauty. Moreover, due to a detailed segmentation of the market, it derives that Garnier should primarily target the “Naturals”, millennials aiming for radiant skin as the expression of their health and life values. A marketing mix has been developed in order to achieve the desired positioning and to reach the target efficiently. In particular, product features have been highlighted to mark the innovative and peculiar side of Skin Foodie Ampoules. In conclusion, the integrated marketing communication is elaborated to raise consumers’ awareness and consideration and to lead them to the final purchase.

2. Introduction

“Beauty is the moment when time vanishes and eternity arises” (Ray, 2015).

L’Oréal’s eternity starts in 1909. Eugène Schueller, a French young chemist led by an entrepreneurial talent, decided to sell his own first hair dyes *Oréale* to Parisian hairdressers. Since then, L’Oréal has been devoted to beauty, becoming the world’s cosmetics market leader (WWD, 2018). Through a portfolio of 36 international brands present in 150 countries, the group achieved a new record for operating margin, namely 18.3%, in 2018 (L’Oréal Finance, 2019). Today, L’Oréal aspires to win over another one billion consumers around the world. In order to accomplish its mission, Garnier, the second largest brand of L’Oréal group, plays a crucial role. On the market since 1904 and acquired in 1965, Garnier has been revolutionizing the world of beauty care. Committed to protecting the environment and the generations to come, the brand reaches out to a vast number of active and genuine consumers by offering products made of natural active ingredients with efficient formulas. In particular, Garnier’s priority for 2020 is to enhance its naturality into skincare, a dynamic category where Garnier SkinActive remains the biggest engine of global Garnier umbrella brand equity (Garnier Brand Book, 2017). Accounting for 40% of total Health & Beauty Market, skincare is keeping growing at a promising pace of +9%, boosted by innovative and disruptive emerging trends, especially two: food and ampoules manias (Nielsen, 2019). The use of food ingredients for skincare is appealing to consumers more than ever, inspired by an arising question: “*If we are what we eat, how do we want to feed our skin?*” Secondly, consumers are increasingly searching for products with high effectiveness, concentrated formulas and safe, powerful actives, such as serums or ampoules. In particular, the latter is radically booming. Today, the market represents 63M €, showing evolution of 7M in the last year and only in Western Europe (Nielsen, 2019). Garnier’s reply to a market need for a skincare product made of natural food could be Garnier SkinActive – Skin Foodie Ampoules.

2.1 Internship Objectives

This work project has been written in addition to the author's internship at L'Oréal in Paris. During a period of five months, the author was assigned the position as Garnier Eastern Europe Marketing Intern for all the categories, namely haircare, skincare, coloration and deo. Besides analyzing and collecting local market and customer data, tasks have ranged from providing daily support to the countries to updating key zone reporting management files and tracking new launches. In particular, L'Oréal HR assigned a project to the interns in order to evaluate their capabilities. The project consisted of elaborating and developing a full Marketing Plan to potentially launch a new franchise/product for one of L'Oréal brands in one of its categories. It was then presented in front of a jury composed of HR & Marketing Directors. For the reasons hinted in the introduction, the author has selected the following 2020 franchise: Garnier SkinActive – Skin Foodie Ampoules.

Therefore, the paper specifically aims to answer two questions. First, *does Garnier SkinActive – Skin Foodie Ampoules have the potential to enter the European and North American markets? If so, what marketing strategy and marketing tactics should Garnier implement to successfully launch the new franchise into the skincare market?*

3. Literature Review

This section provides tools in order to deep dive into the cosmetics industry and its features. Moreover, it illustrates the meaning and structure of a Marketing Plan.

3.1 Cosmetics Industry

According to L'Oréal estimates based on manufacturers' net prices, in 2018 the global cosmetics market experienced the strongest performance of the last twenty years, recording dynamic +5.5% value growth (L'Oréal Finance, 2019). The robust results largely reflect the very nature of the cosmetics sector, which addresses a never-ending human need: the quest for beauty. On one hand, Latin America's sustained resurgence and Asia Pacific's steady growth trajectory have been representing two significant boosts. On the other, despite a +3% volume growth, stagnant consumption keeps plaguing the industry (Euromonitor International, 2019).

Accounting for more than 200 billion euros, the worldwide beauty market is spurred by a steady increment in online sales, new consumers' targets and aspirations, the rise of upper-middle class, the progressive urbanization and the expansion of social networks. In particular, due to the enhancement of life expectancy, the industry growth pace will accelerate, leading to a conception of cosmetics as a crucial item for social survival (Mintel, 2019). More specifically, several remarkable trends are driving market acceleration. First, *new premiumization*. Consumers are always willing to pay more for high quality and efficacy products, but their perceptions of premium attributes are changing. Today's border between health and beauty is blurred, freeing the industry from a culture made of vanity and luxury. New status symbols such as self-respect and good intentions are therefore allowing the mass market to offer value-added solutions as health and ethical claims, reducing the gap with traditional premium products. Moreover, beauty has never

been so accessible, thanks to *digitalization*. For the first time, E-Commerce reached double digits, accounting for a tenth of beauty and personal care sales and recording a growth by 20% (Euromonitor, 2019). Beyond digital, new technologies are opening up new horizons. For instance, through the acquisition of ModiFace, L'Oréal enables consumers to virtually test cosmetics products. Simultaneously, technological innovations are propelled by the quest for *natural and organic* products, bringing a new dawn for beauty ingredients. The global organic personal care market reached a size of 13 USD billion in 2018, with a projected CAGR of 9.4% from 2019 to 2025 (Grand View Research, 2019). Organic products, derived from natural resources and harmful chemicals free, have gradually replaced synthetic ones, becoming thus a major trend in cosmetics. Furthermore, naturality is linked to *ethics and sustainability*, which are today's new priorities for beauty companies and brands, in a sector where the major part of 120 billion units of packaging produced in 2018 was not recyclable (Forbes, 2019). In particular, the focus is on cosmetics products and their environmental and social profiles. Responsible sourcing policy for raw materials, eco-designed packages and vegan formulas are just some of the practices characterizing new sustainable programs, implemented especially by the top five players, namely L'Oréal, Unilever, Estée Lauder, P&G and Coty in descending order in sales (L'Oréal Finance, 2019). Due to the shifting landscape and lower entry barriers, insurgents rise quickly. Top brands have been thus changing their traditional business models in order to follow fast-evolving consumer needs. On one side, acquisitions have become a core strategy to compete for many incumbents. On the other, due to less appealing M&A targets and to the increased competition, they have started to adopt brand incubation to play along the trends curve. To survive, beauty companies need to innovate, reengineering the relationship with consumers, being transparent, crafting new appealing line extensions and easing purchases from online services.

3.2 Marketing Plan

The term Marketing Plan is used to illustrate the methods of applying marketing resources to achieve marketing objectives. A marketing plan is a crucial input to companies' business plan. It aims to pinpoint key business opportunities for the company, describing how to take them on in identified markets (Westwood, 2013). Moreover, a marketing plan represents one of the most significant outputs for marketers. First, it informs and incites relevant internal and external stakeholders about the firm's marketing goals. Secondly, it reveals how they are to be achieved by formalized tactics and strategies (Kotler & Keller, 2016). This marketing plan will adopt the structure defined by Iacobucci (2018):

- Executive Summary & Introduction
- Situation Analysis: The Company, Context, Consumers, Collaborators, Competitors
- Market Analysis & Strategies: STP-Process
- Tactical Plan: the 4Ps.
- Activation Plan: IMC

4. Situation Analysis

The section analyses the macro and micro-environment related to Garnier SkinActive - Skin Foodie Ampoules.

4.1 The Company

L'Oréal is a French personal care company headquartered in Paris. It is the first cosmetics group worldwide, leading global beauty and personal care since 1909. In 2018, L'Oréal outperformed the market by far, achieving 26.9 billion euros and a like-for-like sales growth of +7.1% (L'Oréal Finance, 2019). Throughout its four divisions, namely Consumer Products, Luxe, Professional Products and Active Cosmetics, the group has developed activities in different categories such as haircare, skincare, coloration, deo, sun protection, make-up and perfume. Meeting consumers' needs while being a committed corporate citizen represents a group's main priority. Indeed, L'Oréal is the only worldwide company to gain 3A ratings from the CPD for the third year running (L'Oréal Finance, 2019). Moreover, since its foundation, L'Oréal has created a segmented portfolio of symbolic and complementary 36 brands through targeted acquisitions. Consequently, the company can maximize its coverage across mass, mid-tier and premium segment.

While L'Oréal Paris remains the largest brand, serving the mass market and in particular the higher price segment, Garnier still represents the second most remarkable asset for the group. Operating in the lower price segment, Garnier has been a nature-inspired brand for 115 years. Founded in France in 1904 by Alfred Amour Garnier with the launch of the first patented plant-based hair lotion, La Lotion Garnier, today Garnier is the world's number one natural care brand on the mass market. It is present in more than 120 countries, offering products through five different categories, namely haircare, skincare, coloration, deo and sun protection. Through its current product portfolio,

Garnier meets consumer needs for more natural products, concerning at the same time about the environment and the generations to come. Indeed, the brand has always been recognized for its strong commitment to promoting social inclusion and economic empowerment, halting biodiversity loss and reducing its environmental footprint. In particular, with consumer priorities shifting to natural and transparent brands, Garnier is focusing to strengthen its natural positioning, through more natural efficient formulas, strong claims and certifications and more transparency on the pack, print and digital ads. It is currently the 1st brand in the L'Oréal group in terms of using the widest range of natural ingredients from sustainable sourcing programs. In particular, 54% of the raw materials sourced for Garnier products are plant-based (Garnier Brand Book, 2017). Moreover, since 2017 Garnier has been raising its social commitment, by supporting Unicef's programs for children caught in humanitarian emergencies, who are victims of conflict or epidemics. Therefore, Garnier is extremely strong in terms of brand equity index, committed to caring simultaneously for people and planet.

In particular, this pursuit of certified and sustainable naturality is reflected among its categories. For instance, Garnier Color Herbalia is offering 100% natural colorants. Within hair care, which generates over 60% of Garnier sales, Garnier Hair Food is appealing to consumers with hair masks based on trendy food ingredients. Since Garnier's priority for 2020 to enhance its naturality into the skincare category and since the success of Hair Food franchise, the author has been analyzing the opportunity to implement a complementary strategy for the skincare market, through the prospect Skin Foodie Ampoules.

4.2 The Context

Garnier serves a dynamic environment distinguished by ever-changing legal systems and social trends, raising environmental activism, technological and regulatory changes. In order to briefly analyze the cosmetics context a PESTLE analysis is summed up through the table below:

Table 1. PESTLE Analysis

PESTLE	FACTORS	EXAMPLES
POLITICAL	Political stability, changing policies, governance system	Russia and China were politically deprived of beauty until last 30 years
ECONOMIC	Inflation, interest, exchange rate, labor market, taxation	France's recession, UK's uncertainty, emerging markets
SOCIAL	Gender roles, demographic trends, spending patterns, class distribution	Women marrying later, the rise of middle class, proliferation of selfies
TECHNOLOGICAL	Digital and scientific innovations, social media marketing	Bioengineered natural formulas, digital biometrics and AR
LEGAL	Regulatory system, consumer protection laws, IP laws	Garnier's absence in China due to tests on animals
ENVIRONMENTAL	Recycling and waste management, eco-friendly products	Sustainable sourcing, biodegradable packaging, bio-based formulas

4.3 Consumers

L'Oréal's longevity is clearly the proof of consumers' trust in its brands. Particularly, regarding the mass market, L'Oréal Paris and Garnier are usually depicted through two metaphors. The former reminds the desirable beauty, powerful and glamorous. The latter, instead, evokes a type of beauty more connected to the countryside, more natural, cleaner and younger. Specifically, Garnier's consumers can be described by the table below:

Table 2. The Garnier consumer by gender

16-35	THE GARNIER WOMAN	16-35	THE GARNIER MAN
Active	Always on the go	Confident	Comfortable with himself and who he is
Fit and Healthy	Proper nutrition and exercise	Fit and Healthy	In shape and eating healthy, but he is not obsessive
Connected	Sincere, honest, genuine	Committed	Gives his all in his personal, social and professional life
Social	Open to others and fulfilled personally and socially	Down-to-earth	Genuine and authentic
Attractive	Radiant, but without spending hours in front of the mirror	Attractive	For him looking good is about looking clean and fresh

Shifting the focus to skincare, the European idea of attractiveness is usually associated with youthfulness and sensuality. Women are terrified of aging and role models are often exceptionally feminine, sensual and “ageless” women. Moreover, European consumers consider skin as unique and therefore they opt for individual approaches. They tend to use products that target specific skin types, problems and needs, moving away from one-fits-all solutions. For instance, 45% of Russian women under 30 years old consider design specifically for their skin type and problems to be the most important parameter of skin care product. Indeed, 17% of them consult specialists like doctors and cosmetologists regarding skincare. Moreover, they believe that their skin needs more than just cleanse and moisture and 35% claim to use more products in routine vs 2018 (Tiburón, 2019). Furthermore, inspired by the health-orientated lifestyle, consumers are willing to avoid the consumption of harmful chemicals, preferring for natural solutions. Globally, “All natural ingredients” is the feature consumers have been looking for both in skin care and hair products since 2017 (Euromonitor International, 2018). For instance, 50% of UK consumers who purchased beauty products during the last year were looking for nature-based products. Besides, 80% of French consumers would like to see more organic and natural alternatives from top brands (Mintel, 2018). This trend has led to a rise in beauty brands with natural positioning. Garnier’s commitment to invest in more ethical and natural products is particularly represented by its SkinActive line, which uses 96% natural origin ingredients. Furthermore, attitudinal changes towards naturality have given cosmetics an innovative gastronomic turn, leading to the so-called “kitchen beauty”. People are willing to feed their skin. According to Mintel, 17% of German consumers will not put anything on their body that they would not eat”. Indeed, food ingredients are seen as healthier and cleaner rather than synthetic ones. In particular, if an ingredient is good enough to eat, it also seems more pure and healthful. Therefore, enhancing the naturality of their products represents an imperative for today’s brands. However, this trend should not compromise their efficacy, since

consumers still prioritize effective over than natural formulas. Consumers are more eager to search for powerful active ingredients, such as hyaluronic acids, antioxidants and vitamins, that are trending in social media. This is reflected in the product selection. For instance, 29% of Russian women use products with concentrated formulas, such as serums and ampoules and the usage is increasing (Tiburón, 2019). The growing demand for naturality and effectiveness has resulted in increased availability of these products across different distribution channels, such as drugstores, malls and supermarkets. However, the reason behind their new accessibility is mainly the rise of e-commerce channels which enable to reach out to new emerging markets, going beyond the limits of traditional distribution. In conclusion, beauty brands will need to offer consumers not simply a product, but a lifestyle, assessing their needs and connecting people to attributes they are inspired from.

4.4 Collaborators

L'Oréal's supply chain provides consumers with a global portfolio of brands and products. In particular, it is integrated and structured in the main business fields. It includes upstream and downstream collaborators. The former find and extract raw materials and manage their warehouses. The latter process raw materials into finished products and manage the demand and the catalog of products used in sales operations. For instance, Garnier sources its Organic Aloe Vera in Mexico. It is grown by a community of local farmers working with a sustainable approach. Indeed, Garnier supports them on providing a fair, direct income, on helping the local and sustainable farming of aloe vera.

4.5 Competitors

Competitors' analysis will move from a general to a particular point of view. Firstly, L'Oréal's main competitors will be shortly analyzed, highlighting their strategies around naturality. Secondly, the focus will shift towards brands centered on food as skin care ingredient and then on brands having in their portfolio ampoules and more specifically monopods, possibly based on natural formulas.

Globally, L'Oréal remains undisputed market leader, registering 26.9 billion of sales in 2018. The group is followed by Unilever (21.5), Estée Lauder (12.8), Procter & Gamble (12.4), Coty (9.2) and Shiseido (8.8) (L'Oréal Finance, 2019). One of the main battlefields is represented by the pursuit of effective organic and natural products. The trend has led to several strategic movements. Unilever and P&G have promptly replied to L'Oréal's acquisition of Logocos Naturkosmetik, one of the German organic beauty pioneers, and the launch of new natural hair care and skin care ranges, such as Hair Food from Fructis and Garnier Bio. In 2018, Unilever has strengthened its natural positioning, through the acquisitions of Schmidt's Naturals and Equilibria, innovative American and Italian brands in the fast-growing natural category. P&G has instead bought Native, a natural deodorant brand, and Snowberry, a New Zealand natural anti-aging skincare brand. Moreover, due to the more frequent usage of food ingredients for skincare, new brands are embracing food. The best example is provided by Skinfood, the first cosmetics brand to root itself in food. Its food philosophy drives the whole business model, from the supply chain to product development, in order to offer valuable food-based skin care solutions. Moreover, Weleda, the Swiss-French beauty brand, has recently launched an exclusive food range, the Weleda Skin Food collection, based on aromatic plant extracts. Furthermore, Kiehl's, from L'Oréal group, has

developed in Italy a limited edition beauty box with a pizza cardboard shape, “This is not a pizza box”.

Focusing on the ampoules market, L’Oréal Paris has ideated in 2019 Revitalift, the first anti-age skin cure in ampoules. Nevertheless, the market is seeing the rise of concentrated and high-quality formulas offered in different and innovative formats. In particular, mono dose pods are popping up everywhere. These beauty capsules, like the ampoules, are more effective than traditional serum, containing the exact dosage consumers need in order to avoid waste and over-use of products. However, compared to ampoules, pods are more user-friendly and sustainable, since their biodegradability. The brand Elizabeth Arden has been the pioneer of these beauty encapsulated products and in the past few years it has doubled down on its pods-based heritage through new launches. Major brands noticed its success and decided to renovate their portfolio. In particular, Estée Lauder has recently launched Advanced Night Repair Ampoules, pods filled with a nourishing oil for a two-weeks treatment, addressing aging and stress skin problems.

Today, the only remarkable brand that associates ampoules to food ingredients is Balea of dm-drogerie markt, a chain of retail stores headquartered in Germany, selling cosmetics, healthcare and households products and health food. The German brand claims to reduce wrinkles depth through Balea Green Tea Eye Serum Concentrate and Balea Q10, made of ginseng extract, both in a seven capsules format. In the German ampoules market of 27.9 million euros, which is growing by +6.5%, divided into pharmacies (9%) and mass market (91%), Balea accounts for 16.1 million. In the Adrian-Balkans, mainly Serbia, Croatia and Bulgaria, the ampoules market is booming, growing at a pace of +125%. L’Oréal Revitalift ampoules score fourth in terms of market share (+2.1%), while the first three positions are occupied by Balea (Nielsen, 2019).

5. Marketing Strategy

A marketing strategy requires the elaboration of the STP – segmentation, targeting, positioning-process. Firstly, it needs to “slice” the market, developing profiles of segments. Secondly, to evaluate the segment attractiveness and select a target. In conclusion, to decide a unique “position” in consumers’ minds in the target segment.

5.1 Segmentation

Through market segmentation, it is possible to divide a large, heterogeneous market in smaller segments, in a way that can be reached out more efficiently and effectively by matching the product with their unique needs (Kotler & Armstrong, 2012). In this case, the market has been segmented based on consumers’ needs and benefits sought, brand choice drivers and behavior and aptitude to treating skin and especially sensitive skin-related issues. The analysis has led to 4 segments: Sensory Driven, Performance Seekers, Naturals and Reassured Firefighters.

Sensory Driven. Despite having rather sensitive skin, in their product choice, they focus on sensory pleasure from usage. They try to use cosmetics and brands in which they like aromas and pleasant textures when applied to the skin. When they buy skincare products, they choose brands with attractive packaging, paying attention to advertising in the store and trying not to miss out on special offers (discounts, gifts). These consumers usually belong to Generation Z, 18-25 years old, youngsters who are attracted by disruptive gestures, fresh and yummy solutions. They prefer to take care of their skin in an easy, pleasant and quick way.

Performance Seekers. They have the most sensitive skin with many symptoms. Therefore, they actively address the problem on a daily basis, using different cosmetics types. In their product choice, they always search for effectiveness and up-to-date and innovative new products. It is

significant that cosmetics brands they usually opt for offer products with new improved formulas and unique active ingredients to achieve the best result. They represent a vast segment, typically from 26 to 60 years old, that aims to decelerate signs of aging. It represents a potential extension of Garnier's usual target.

Naturals. Millennials, 20-35 years old, who start to be more aware of the significance of their respect towards their body and therefore their skin. They would rather protect the latter and prevent signs of aging than fight those signs later on. Consequently, they are interested in preventive solutions and protection from environmental factors. They choose skincare products responsively, looking for safe, natural and certified ones. They have a healthy lifestyle and they are especially interested in brands that align with their beliefs and values. For instance, they identify themselves in brands with sustainable programs or fighting for social issues. In general, they have a young spirit, they are vibrant and full of life, aiming for genuine and authentic skin as a reflection of their health and natural beauty.

Reassured Firefighters. They do not pay much attention to skin conditions and they also do not consider that they need constant treatments with special skincare products. Indeed, they have moderate skin sensitivity. However, when the symptoms manifest, they try to quickly “fight the fire” and get rid of them, looking for modern products with immediate effectiveness. In general, they are mostly youngsters under 25 years old, who search for products that help them to cope with unpleasant symptoms quickly.

5.2 Targeting

After thoroughly analyzing each segment and weighing its benefits, the segment “Naturals” has been selected as the target segment for Garnier SkinActive - Skin Foodie Ampoules. The reasons for this choice are multiple. Firstly, the segment shows a seize and growth rate that can significantly better leverage the trend curve drawn by both food and ampoules manias. As mentioned previously, today the ampoules market accounts for 63 million euros only in Western Europe, growing at a pace of +13.3% and expanding to new markets in 2019, such as Portugal, Italy and France (Nielsen, 2019). Moreover, consumers are driven by more natural and certified ingredients in the products they apply to their skin. Therefore, the segment seems to be the most profitable one in the long term view. Indeed, through its dynamicity and vibrant, youthful spirit, it represents perfectly the Garnier consumer type. Additionally, it connects consumers of two of L’Oréal’s booming products of 2019, Hairfood and Revitalift Filler Ampoules. In terms of accessibility of the segment, Garnier can easily reach it both in-store, through dedicated point of sales, and digitally, through e-commerce. Not only, according to Mintel, the 90 and 95% of respectively Western European and American Millennials own a smartphone, but also in 2018 L’Oréal has reached three billion of sales in e-commerce and a +40.6 % like-for-like growth (L’Oréal Finance, 2018). In terms of competition, it has been shown that there are several brands aiming to combine organic ingredients into skincare formulas, but not with the same effectiveness and “fruity” naturality of Garnier Skin Foodie Ampoules. Therefore, Garnier would have a significant advantage, namely first-mover advantage, in the market. In conclusion, the best fit in terms of needs and benefits provided would be to target initially the “Naturals” segment. However, once proof the performance of the product, a potential fusion with the “Sensory Driven” segment could be taken into consideration.

5.3 Positioning

In order to ride the trend curve resulted from the combination of natural foods and skincare, it is significant to have a strong market positioning that is aligned with the products and its value proposition, but firstly with consumers' needs. Therefore, a clear consumer insight is relevant to achieve this purpose. The following sums up efficiently target consumers' expectations: "I want ingredients of natural food in my skincare routine because they are safe, fun and effective. I believe in the power of healthy food for healthy beauty, but it is hard to find a skincare product based on fruit-treatment". In order to tackle this market need, the concept of "Healthy Foodie for Healthy Beauty" has been ideated. Healthy Foodie represents the ingredient base, which is natural fruits, and Healthy Beauty refers to the skincare benefits from the usage of natural fruits themselves. In order to communicate the product and its attributes to the target customer/user, a strong position statement is required. The statement is based on consumer needs and show why the product represents the best choice compared to competitors' offering.

Positioning Statement – "To healthy, joyful and authentic consumers who aspire to natural beauty, Garnier SkinActive – Skin Foodie Ampoules is the first skincare product combining high-quality vegan formulas with natural food ingredients. With Skin Foodie Ampoules, you feed your skin with what you eat because we are what we eat".

6. Marketing Mix: 4Ps

The following chapter deals with the marketing mix for Garnier SkinActive – Skin Foodie Ampoules. This requires to illustrate the tactical plan decisions, namely the 4 Ps: product, price, place and promotion.

6.1 Product

In order to create a strong and direct connection to consumers, the Skin Foodie Ampoules need to embody the Healthy Foodie for Healthy Beauty concept in their range. Therefore, they offer the best of fruits captured in one ampoule, meaning that Garnier integrates the benefits of natural fruits into a skincare product in the form of an ampoule. The reason behind refers to Garnier's intention to make the full usage of the benefits of fruits for skincare. In this way, the Skin Foodie Ampoules could provide essential nutrients, vitamins and hydrating power to the skin, giving, in the end, rise to a glowing complexion that is natural as the ingredients used. To achieve this goal, Garnier's offer consists of a 15-pack of ampoules for a 15 days routine. Indeed, as a skinfood, one single meal is not enough and what consumers need is a diet. Nevertheless, the author's initial proposal was a 30-pack of ampoules for a 30 days routine. This offer would have required a higher initial price, a move considered too risky by marketing directors for the introduction of the product in the market, but potentially pursuable later, during its growth and maturity phase.

Regarding the range, the Skin Foodie Ampoules contain three natural fruits in order to address specific skincare benefits: aloe vera for soothing and hydrating, pomegranate for protecting and smoothing and kiwi for brightening skin tone to boost radiance. In order to better appeal to the target selected and cosmetics consumers in general, the packaging certainly plays a significant role. L'Oréal has been conducting an analysis of the life cycle of its products to assess their impact on

the environment. The results have shown that on average 50% of the environmental footprint is linked to its packaging (L'Oréal, 2019). Therefore, the packaging of Skin Foodie Ampoules is sustainable and, in particular, a paper-based packaging. A paper that is recycled, recyclable, safe and circular. It can be recycled till a maximum of seven times and it is bio-based, certified paper-like material, barrier-coated and grease resistant. In this way, not only it is replacing plastics, but also, since its post-consumption origin, it is promoting a circular economy. It encourages consumers to recycle, enhancing simultaneously Garnier's social profile. In the Consumer Product Division and in a field such as mass market, a paper-based packaging represents a brilliant innovation. Moreover, this solution is aligned with L'Oréal's 2020 launch of the first carton-based cosmetics tube, thanks to its partnership with Albéa, a world leader in cosmetics packaging. Shifting the focus to the ampoules, Garnier could not miss out on the pods trend. In particular, it offers cosmopod ampoules. Their shell is 100% plant-based, vegan as the formula inside and 100% biodegradable. Consumers can drop them into the water and watch them dissolve. In order to be biodegradable, they must be anhydrous. Reason why they are preservatives free. No water means no threat of mold and exposure to bacteria. Moreover, they are mono dose, on the go, easy to twist off, squeeze and apply.

6.2 Price

The price selected has been calculated by taking into consideration L'Oréal's skincare products closer to Skin Foodie Ampoules and by making a hypothesis based on data accessible during the internship. Firstly, this requires to illustrate the distinction between PVIS, prix de vente dans l'industrie et les services, namely the price excluding the logistics costs, and RSP, retail selling price, the price offered to customers. In order to calculate the former, the RSPs of Garnier Bio Cream Lavander (8.46 €) and Vichy Cream Liftactive (39.90 €) have been compared, resulting in

a ratio approximately of 20%. The latter has been applied to the single PVI of a Vichy Liftactive Ampoule (8,93€) and multiplied by 15, obtaining a final PVI equals to 0.95€. The final RSP instead has been calculated by considering that L'Oréal Paris will launch a 28 ampoules package for its Revitalift around a price of 50€. L'Oréal Paris serves the premium segment of mass market and the usual ratio with Garnier, more affordable, is around 50%. Therefore, the RSP for a 30 ampoules package is approximately 25€. For 15 days routine, it will be 12,50€.

6.3 Place

In terms of markets to be served, Garnier SkinActive – Skin Foodie Ampoules will be launched in the Western and Eastern European Market, accounting respectively for 15% and 4% of total skin care market and North America, representing instead the 20% (L'Oréal Finance, 2019). Indeed, both Western and Eastern European markets are the center of the rising of ampoules and organic trends. On the other side, North America offers wider opportunities, but similar features to Western Europe. Regarding the channel strategy, channels selected will be connected with Garnier's mission of building penetration in order not only to persuade to use Garnier ampoules, but also to convert non-users to beauty. Therefore, "penetration building channels", such as discounters and e-commerce represent strategic priorities. In-store, the new designed point of sales will enhance consumers' experience. Digitally, with ModiFace on board, Garnier will launch new initiatives featuring AR. Digital Garnier consumers are rather young or youthful and the mission is to create proximity, trust and empathy in an authentic way. Moreover, the markets selected represent a fertile ground for e-commerce, growing in Western, Eastern Europe and North America respectively by +17.6%, 45% and 35.1% (Nielsen, 2019).

6.4 Promotion

Garnier SkinActive – Skin Foodie Ampoules is a total innovative range and it mainly targets millennials. Hence, it is essential to have an elaborated promotion approach. In particular, digital advertising is crucial in order to recruit the “Naturals” segment and build awareness. Promotions and special offers are then useful to motivate them to purchase. Moreover, in-store activation requires catchy placements at point of sales to engage consumers. This could be leveraged by investments in staff training and higher reach of staff at POS to provide efficient and successful support of consumers. On the other side, TV investments will be secondary since the selected target, but still valuable to continue building awareness.

7. IMC

During the integrated marketing communication, consumers will be led through a journey made of three steps. Firstly, Garnier will raise their awareness both through in-store activation, but overall digitally. Millennials will be targeted through socials and YouTube. For instance, in Eastern Europe, there are around 40 Instagram posts per month about Garnier products and 30% regards SkinActive and organic (WWM, 2018). On YouTube, following the challenge to tell a story through a six-seconds bumper ad could be strategical. The goal is to capture mobile users, to attract their attention and want the user to see more. Moreover, through SEO recommendation, Skin Foodie Ampoules will be linked to natural and organic articles and catalogs. Secondly, consumers need to be educated to the new disruptive gesture of squeezing pods by YouTube videos and influencers. The latter need to be selected accurately, since they must be aligned with the value proposition and since they need to show the usage and benefits of Skin Foodie Ampoules. During this phase, contests can also appeal to consumers, such as launching #skindietchallenge.

Consumers can associate their nutritional lifestyle such as a day on a diet to daily skin benefits of Skin Foodie Ampoules. Finally, consumers will be led to the purchase both in store and through e-commerce channels.

8. Conclusion

Garnier SkinActive – Skin Foodie Ampoules is not only a natural skincare product. It is a lifestyle offer that differentiates from its competitors through unique product features. Skin Foodie Ampoules enable consumers to feed their skin through a genuine, efficient and on the go gesture. The marketing plan provides a roadmap to comprehend all the marketing activities to be conducted and implemented for the future launch. Globally, the cosmetics industry has experienced exponential growth and L'Oréal represents the main contributor. Nevertheless, particular attention should be paid to competitors' strategies around the naturalness trend and the research for formulas activeness. In order to be successful, three main areas need to be focused on. Firstly, it needs to raise consumers' awareness. This requires identifying the right target, in terms of appeal and profitability. Therefore, a strong consumer insight and positioning statement represent two fundamental assets. Secondly, it is crucial to highlight the product uniqueness and its sustainability in all its components, from environmental friendly sourcing to sustainable ingredients, formulas and packaging. Finally, promotional campaigns and meticulous integrated marketing communication need to capture consumers through a 360 degrees usage of channels, especially the digital one. Garnier SkinActive – Skin Foodie Ampoules will revolutionize the skin diet of every consumer pursuing Healthy Foodie for Healthy Beauty, enhancing Garnier's brand image and its new statement: "By Garnier, Naturally!".

9. References

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