

Work Project submitted as part of the requirements for the Award of a Masters Degree in
Management from the Nova Business School of Business and Economics.



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A Project carried out in the Management Course, under the supervision of:

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SOS BEAUTY KIT BUSINESS PLAN

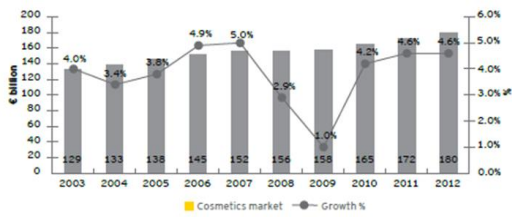
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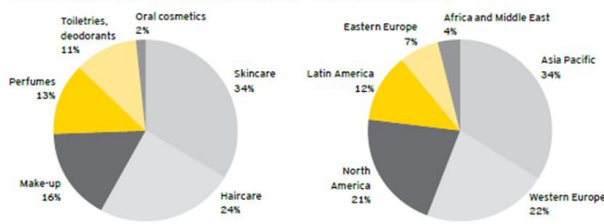
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Appendix 1: Value of Global cosmetics market and Contribution of Make-up market

Global cosmetics industry market growth, YOY 2003-2012¹



Global cosmetics market segmentation by product and geography (2012)¹



Source: EY Luxury and Cosmetics financial factbook 2013 edition

Appendix 2: Worldwide cosmetics Market Growth from 2004 to 2013

WORLDWIDE COSMETICS MARKET GROWTH FROM 2004 TO 2013⁽¹⁾
(annual growth rate as %)



Source: L'Oréal Annual Report 2013

Appendix 3: Make-up categories

- Eye Make-Up
 - Eye Liner/Pencil
 - Eye Shadow
 - Mascara
 - Other Eye Make-Up
- Facial Make-Up
 - Blusher/Bronzer/Highlighter
 - Foundation/Concealer
 - Powder
 - Other Facial Make-Up
- Lip Products
 - Lip Gloss
 - Lip Liner/Pencil
 - Lipstick
 - Other Lip Products
- Nail Products
 - Nail Polish
 - Nail Treatments/Strengthener
 - Polish Remover
 - Other Nail Products
- Colour Cosmetics

Source: Euromonitor International Passport- Colour Cosmetics in Portugal, 2013

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Appendix 4: Make-up Market in Portugal- Make-up evolution in Value and Volume (%)

	Evolução em Valor (1S 14 vs. 1S 13)	Evolução em Volume (1S 14 vs. 1S 13)
.MAKE UP	-5,9	-4,9
.LABIOS	36,8	28,8
TOTAL BATON	42,9	27,1
.OLHOS	3,1	9,4
MASCARAS PESTANAS	-23,0	-19,2
LAPIS OLHOS	23,3	14,3
.ROSTO	-14,8	-10,4
FOND DE TEIN BASE	15,4	19,0
PO	-33,9	-57,8
.UNHAS	-15,5	-14,9

Source: Kantar Worldpanel Data

Appendix 5: Make-up Market in Portugal - Make-up household penetration (%)

Penetração	2013	1S 2013	1S 2014	Evolução (1S 14 vs. 1S 13)
.MAKE UP	26,1	17,3	13,8	-3,5
.LABIOS	3,3	2,0	2,6	0,6
TOTAL BATON	3,2	1,9	2,5	0,7
.OLHOS	6,4	4,4	4,7	0,3
MASCARAS PESTANAS	3,5	2,1	2,3	0,3
LAPIS OLHOS	1,6	1,0	1,5	0,6
.ROSTO	5,8	3,8	4,4	0,6
FOND DE TEIN BASE	4,1	2,6	3,4	0,8
PO	0,7	0,4	0,5	0,0
.UNHAS	20,5	12,7	8,9	-3,8

Source: Kantar Worldpanel Data

Appendix 6: Make-up Market in Portugal - Make-up brand shares (%)

Brand Shares (by Umbrella Brand Name) | Historic
Retail Value RSP | % breakdown

Brand	Company name (GBO)	2008	2009	2010	2011	2012	2013
Portugal							
Colour Cosmetics							
Gemey/Maybelline/Jade	L'Oréal Groupe	11.2	10.9	11.0	10.9	11.4	12.5
Avon	Avon Products Inc	8.5	9.1	10.5	11.3	10.4	9.2
Oriflame	Oriflame Cosmetics SA	12.0	11.6	11.7	10.5	10.6	8.8
Rimmel	Coty Inc	6.3	6.3	6.5	6.3	6.5	6.7
Kiko Make Up Milano	Kiko Sri	-	-	-	1.6	4.1	6.3
Yves Rocher	Yves Rocher SA	4.4	4.9	4.9	5.4	5.6	5.7
Essence	Cosnova GmbH	1.3	1.5	1.8	3.5	4.2	5.7
Max Factor	Procter & Gamble Co, The	4.8	4.7	4.1	4.0	4.2	4.2
Sephora	LVMH Moët Hennessy Louis Vuitton SA	1.3	2.8	3.5	3.7	3.9	3.7
Helena Rubinstein	L'Oréal Groupe	3.7	3.4	3.3	3.0	2.7	2.6
Astor	Coty Inc	3.7	2.8	2.3	2.2	2.2	2.1
The Body Shop	L'Oréal Groupe	2.0	2.0	1.9	1.8	2.0	2.0
Catrice	Cosnova GmbH	0.3	0.5	0.7	1.0	1.5	1.9
Shiseido	Shiseido Co Ltd	1.7	1.6	1.7	1.6	1.6	1.4
Lancôme	L'Oréal Groupe	1.5	1.5	1.5	1.5	1.5	1.2
Mary Kay	Mary Kay Inc	1.0	1.1	1.0	1.0	1.1	1.1
Bourjois	Chanel SA	0.3	0.3	0.5	0.4	0.5	0.5
Elizabeth Arden	Elizabeth Arden Inc	0.5	0.5	0.5	0.5	0.5	0.5
Artistry	Amway Corp	0.5	0.5	0.5	0.5	0.5	0.5
Clarins	Clarins SA	0.4	0.4	0.5	0.5	0.5	0.4
Christian Dior	LVMH Moët Hennessy Louis Vuitton SA	0.6	0.6	0.6	0.5	0.4	0.4
Yves Saint Laurent	L'Oréal Groupe	0.2	0.3	0.2	0.2	0.2	0.2
O Boticário	Botica Comercial Farmacêutica Ltda	0.2	0.2	0.2	0.2	0.2	0.2
Nu Skin	Nu Skin Enterprises Inc	0.1	0.1	0.1	0.1	0.2	0.1
Clinique	Estée Lauder Cos Inc	0.3	0.2	0.2	0.2	0.1	0.1
L'Oréal Paris	L'Oréal Groupe	6.4	6.2	6.1	5.9	5.8	-
Nivea	Beiersdorf AG	9.8	9.9	7.4	4.6	-	-
The Body Shop	Body Shop Plc, The	-	-	-	-	-	-
Yves Saint Laurent	Gucci Group NV	-	-	-	-	-	-
Private label	Private Label	0.9	0.8	0.7	0.7	0.8	0.9
Others	Others	15.8	15.4	16.4	16.4	16.9	21.1
Total	Total	100.0	100.0	100.0	100.0	100.0	100.0

Source: Euromonitor International Passport - Colour Cosmetics in Portugal, 2013

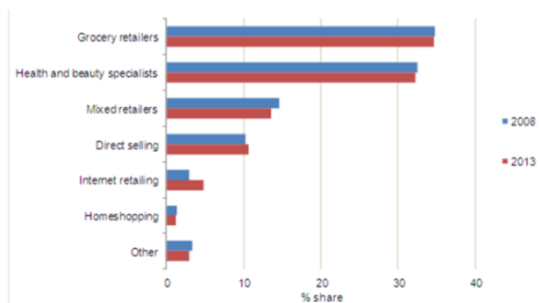
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Appendix 7: Make-up Market in Portugal- Purchase frequency (days), Average spending(€), Average purchase (quantity)

	2013	1S 2013	1S 2014	Evolução (1S 14 vs. 1S 13)
Frequência de compra (dias)	2,56	1,85	1,91	3,2
Gasto Médio x acto de compra (€)	7,38	7,22	8,19	13,4
Compra Média x acto de compra (qtd)	1,38	1,32	1,52	14,6

Source: Kantar Worldpanel Data

Appendix 8: Beauty and Personal care: Global Retail Sales by channel 2008/2013



Source: Euromonitor International Passport - Internet vs Store-based shopping: The Global Move Towards omnichannel retailing, 2014

Appendix 9: Make-up Market in Portugal- Distribution Channels shares

Distribution	Historic	Retail Value	RSP	% breakdown	2008	2009	2010	2011	2012	2013
Portugal	Colour Cosmetics	Store-Based Retailing			68,5	71,2	69,7	69,4	69,6	70,9
Portugal	Colour Cosmetics	Grocery Retailers			17,5	18,1	18,3	18,4	17,9	18,6
Portugal	Colour Cosmetics	Modern Grocery Retailers			16,4	17,1	17,3	17,4	16,6	17,5
Portugal	Colour Cosmetics	Convenience Stores			0,4	0,4	0,4	0,4	0,3	0,3
Portugal	Colour Cosmetics	Discounters			-	-	-	-	-	-
Portugal	Colour Cosmetics	Forecourt Retailers			-	-	-	-	-	-
Portugal	Colour Cosmetics	Hypermarkets			4,7	5,0	5,1	5,1	5,2	5,2
Portugal	Colour Cosmetics	Supermarkets			11,3	11,7	11,8	11,9	11,0	12,0
Portugal	Colour Cosmetics	Traditional Grocery Retailers			1,1	1,0	1,0	1,0	1,3	1,1
Portugal	Colour Cosmetics	Food/drink/tobacco specialists			-	-	-	-	-	-
Portugal	Colour Cosmetics	Independent Small Grocers			1,1	1,0	1,0	1,0	1,0	1,0
Portugal	Colour Cosmetics	Other Grocery Retailers			-	-	-	0,0	0,3	0,1
Portugal	Colour Cosmetics	Non-Grocery Retailers			51,0	53,1	51,4	51,0	51,8	52,2
Portugal	Colour Cosmetics	Apparel specialist retailers			0,0	0,0	0,0	0,0	0,0	0,0
Portugal	Colour Cosmetics	Electronics and Appliance Specialist Retailers			-	-	-	-	-	-
Portugal	Colour Cosmetics	Health and Beauty Specialist Retailers			37,0	38,9	37,5	37,2	37,4	37,7
Portugal	Colour Cosmetics	Beauty Specialist Retailers			29,6	32,3	31,0	30,8	31,0	31,2
Portugal	Colour Cosmetics	Chemists/Pharmacies			2,8	2,8	2,7	2,6	2,6	2,6
Portugal	Colour Cosmetics	Parapharmacies/Drugstores			2,4	2,4	2,3	2,3	2,3	2,4
Portugal	Colour Cosmetics	Other BPC Health and Beauty Specialist Retailers			2,1	1,5	1,5	1,5	1,5	1,5
Portugal	Colour Cosmetics	Home and Garden Specialist Retailers			-	-	-	-	-	-
Portugal	Colour Cosmetics	Furniture and Homewares Stores			-	-	-	-	-	-
Portugal	Colour Cosmetics	Mixed Retailers			12,8	13,0	12,8	12,8	13,3	13,5
Portugal	Colour Cosmetics	Department Stores			12,8	13,0	12,8	12,8	13,3	13,5
Portugal	Colour Cosmetics	Mass Merchandisers			-	-	-	-	-	-
Portugal	Colour Cosmetics	Variety Stores			-	-	-	-	-	-
Portugal	Colour Cosmetics	Warehouse Clubs			-	-	-	-	-	-
Portugal	Colour Cosmetics	Other Non-Grocery Retailers			1,2	1,2	1,1	1,0	1,0	1,1
Portugal	Colour Cosmetics	Outdoor Markets			0,7	0,7	0,6	0,6	0,6	0,6
Portugal	Colour Cosmetics	Other BPC Non-Grocery Retailers			0,5	0,5	0,5	0,4	0,4	0,5
Portugal	Colour Cosmetics	Non-Store Retailing			31,5	28,8	30,3	30,6	30,4	29,1
Portugal	Colour Cosmetics	Direct Selling			30,1	27,3	28,6	28,8	28,5	27,3
Portugal	Colour Cosmetics	Homeshopping			-	-	-	-	-	-
Portugal	Colour Cosmetics	Internet Retailing			1,4	1,6	1,7	1,8	1,9	1,9
Portugal	Colour Cosmetics	Vending			-	-	-	-	-	-
Portugal	Colour Cosmetics	Total			100,0	100,0	100,0	100,0	100,0	100,0

Source: Euromonitor International Passport - Internet vs Store-based shopping: The Global Move Towards omnichannel retailing, 2014

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Appendix 10: Global Retail Sales and internet Retailing 2008/2013

US\$ million	2008	2013	% growth (current)	% growth (constant)
Total retail sales	11,824,099	13,917,022	17.7	7.8
Internet retailing	281,616	638,619	126.6	114.5

Source: Euromonitor International

Source: Euromonitor International Passport - Internet vs Store-based shopping: The Global Move Towards omnichannel retailing, 2014

Appendix 11: Portuguese household expenses on average online 2000-2016

EUR per household, at constant prices	2000	2005	2011	2012	2013	2016
Grocery retailers	5,553.7	5,029.3	5,303.3	5,037.0	4,880.7	4,690.3
- Modern grocery retailers	3,626.1	3,516.7	4,135.7	3,950.3	3,850.6	3,759.3
-- Convenience stores	144.0	122.2	99.9	91.3	86.4	77.9
-- Discounters	471.8	575.3	553.2	529.3	511.5	507.2
-- Forecourt retailers	61.2	55.8	51.8	47.8	45.2	43.5
-- Hypermarkets	1,236.9	1,045.9	969.7	884.5	845.3	813.4
-- Supermarkets	1,712.2	1,717.5	2,461.1	2,397.4	2,362.1	2,317.3
Traditional grocery retailers	1,927.6	1,512.6	1,167.6	1,086.7	1,030.2	931.0
-- Food/drink/tobacco specialists	1,145.9	980.9	753.9	693.4	649.5	593.6
-- Independent small grocers	547.5	329.2	264.2	252.1	244.9	218.3
-- Other grocery retailers	234.2	202.5	149.5	141.3	135.8	119.1
Apparel and footwear specialist retailers	1,199.8	962.3	777.9	636.1	518.6	436.4
Electronics and appliance specialist retailers	494.2	517.4	416.0	359.8	303.4	245.3
Health and beauty specialist retailers	1,074.2	1,130.5	998.7	899.2	803.2	703.4
Home and garden specialist retailers	1,725.2	1,358.7	1,143.0	1,055.4	984.1	874.6
Leisure and personal goods specialist retailers	1,425.6	1,222.7	1,017.1	917.9	823.2	689.8
Mixed retailers	313.1	302.7	395.8	370.8	352.1	344.0
Other non-grocery retailers	644.5	363.2	285.3	271.5	259.6	229.5
Internet retailing	7.8	36.5	99.3	114.8	132.9	198.9

Source: National statistics, Euromonitor International

Source: Euromonitor International Passport - Consumer lifestyles in Portugal, 2011

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Appendix 12: Research Analysis- Qualitative, 1st Focus Group

SOS Beauty Kit	
1. Pre-recruitment	<ul style="list-style-type: none"> • Women • 14-17; 18-24; 25-30 • Portuguese • Uses or is about to use make-up
2. Profile	<ol style="list-style-type: none"> a. Name b. Age c. Occupation d. Education
3. Personal Make-up	<ol style="list-style-type: none"> a. Consumption behavior <ol style="list-style-type: none"> i. Which Categories do they use ii. Frequency of consumption of each one iii. Usage Occasion iv. Habits of make-up v. How do they transport the make up b. Purchase behavior <ol style="list-style-type: none"> i. Purchased brands ii. Purchase frequency iii. Location iv. To whom
4. Product explanation	
5. Topics to be developed – SOS Beauty Kit Focus	<ol style="list-style-type: none"> a. Design b. Categories chosen c. Brand chosen for the make-up inside the kit d. Consumption behavior: Frequency of consumption; Usage occasion e. Packaging opinions f. 3 P's: Place, Price, Promotions g. Opinion about competitors (direct and indirect) h. Advantages and disadvantages of the product i. Recommendations

Appendix 13: Research Analysis- Quantitative, 1st survey

Results: 156 respondents

1. Age

Opções de resposta	Respostas	
14-17	15,38%	24
18-24	48,72%	76
25-30	35,90%	56
Total		156

2. Make-up occasion

Opções de resposta	Respostas	
Dia-a-Dia	35,90%	56
Para ir para a Escola/Universidade	13,46%	21
Para ir para o trabalho	19,87%	31
Para ir sair à noite	50,00%	78
Apenas em situações especiais	25,00%	39
Nunca	1,92%	3
Total de questionados: 156		

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3. Essential make-up to touch up

Opções de resposta	Respostas	
Batom	52,29%	80
Blush	45,75%	70
Sombra	6,54%	10
Base em Pó	24,84%	38
Base Bronzeadora	29,41%	45
Base Líquida	24,84%	38
Correctivo	32,03%	49
Máscara de olhos (Rimel)	47,06%	72
Lápis de olho	51,63%	79
Total de questionados: 153		

4. Make-up brands used

Opções de resposta	Respostas	
L'Oréal	55,10%	81
Maybelline	34,01%	50
Urban Decay	8,16%	12
Sephora	53,74%	79
Estee Lauder	16,33%	24
Clinique	21,77%	32
MAC	25,17%	37
Rimmel	10,88%	16
Yves Saint Laurent	17,01%	25
Kiko	46,26%	68
Risque	4,76%	7
Sleek	3,40%	5
Oriflame	6,80%	10
MDD	0,00%	0
Avon	2,72%	4
Total de questionados: 147		

[Product explanation]

5. SOS Beauty Kit penetration

	1 (Pouco interesse)	2	3	4	5 (Muito interesse)	Total	Avaliação média
(sem rótulo)	5,77%	2,56%	26,28%	27,56%	37,82%	156	3,89
	9	4	41	43	59		

6. Distribution Channel

Opções de resposta	Respostas	
Loja de Maquiagem	82,78%	125
Facebook	5,96%	9
Site da marca	11,26%	17
Total		151

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7. Most value characteristics of the kit

	1 (Menos importante)	2	3	4	5	6 (Mais importante)	Total	Avaliação média
Qualidade Maquiagem	2,00% 3	0,00% 0	5,33% 8	17,33% 26	28,00% 42	47,33% 71	150	5,11
Conveniência	5,52% 8	5,52% 8	12,41% 18	26,21% 38	31,03% 45	19,31% 28	145	4,30
Preço	2,00% 3	6,67% 10	10,67% 16	24,67% 37	26,00% 39	30,00% 45	150	4,56
Design	7,59% 11	16,55% 24	20,69% 30	30,34% 44	17,93% 26	6,90% 10	145	3,55
Tamanho	1,99% 3	3,97% 6	11,26% 17	20,53% 31	34,44% 52	27,81% 42	151	4,65
Peso	8,11% 12	8,11% 12	10,14% 15	27,03% 40	23,65% 35	22,97% 34	148	4,19

8. Price

AVERAGE= 40€

STANDARD DEVIATION= 30€

Appendix 14: Research Analysis- Qualitative, 2nd Focus group

SOS Beauty Kit	
1.	Pre-recruitment
	<ul style="list-style-type: none"> • Women • 14-17; 18-24; 25-30 • Portuguese • Uses or is about to use make-up
2.	Profile
	<ol style="list-style-type: none"> a. Name b. Age c. Occupation d. Education
3.	Personal Make-up
	<ol style="list-style-type: none"> a. Consumption behavior <ol style="list-style-type: none"> i. Which Categories do they use ii. Frequency of consumption of each one iii. Usage Occasion iv. Make-up retouch habits
4.	Product explanation
	<ol style="list-style-type: none"> a. First reactions b. Suggestions c. Opinions
5.	Prototype Revelation
	<ol style="list-style-type: none"> a. First reactions b. Suggestions c. Opinions

Appendix 15: Research Analysis- Quantitative, 2nd survey

Results: 302 Respondents

1. Age

#	Answer	Response	%
1	15-18	84	28%
2	19-24	137	45%
3	25-34	36	12%
4	35-40	45	15%
	Total	302	100%

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2. Occupation

#	Answer	Response	%
1	Estudante 3º ciclo / Secundário	77	25%
2	Estudante de licenciatura	70	23%
3	Estudante de mestrado	55	18%
4	MBA, PhD, outro	2	1%
5	Trabalho	88	29%
6	Outro	10	3%
	Total	302	100%

3. Make-up usage

#	Answer	Response	%
1	Sim	255	84%
2	Não	47	16%
	Total	302	100%

4. Make-up usage frequency

#	Answer	Response	%
1	Uma vez ao dia	123	49%
2	Mais do que uma vez ao dia	39	15%
3	Ocasionalmente	98	39%

5. Make-up occasion

#	Answer	Response	%
1	Dia-a-dia (trabalho, escola...)	159	63%
2	Sair à noite (ex: discoteca, beber um copo)	157	62%
3	Eventos especiais (casamentos, baptizados, festas, reuniões...)	123	49%

6. Make-up style

#	Answer	Response	%
1	Cores berrantes	9	4%
2	Cores intermédias	36	14%
3	Cores neutras	151	60%
4	Depende das situações	74	29%

7. Touch up?

#	Answer	Response	%
1	Sim	134	53%
2	Não	119	47%
	Total	253	100%

8. Essential make-up to touch up

#	Answer	Response	%
1	Máscara	51	40%
2	Lápis de olho	86	68%
3	Baton	92	73%
4	Base	67	53%
5	Blush	64	51%
6	Corrector	50	40%
7	Sombra	21	17%

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9. Touch up occasion

#	Answer	Response	%
1	Ao longo do dia	52	41%
2	Sair à noite	68	54%
3	Ocasões especiais	51	40%

[Product explanation]

10. Interest quantification

#	Answer	Response	%
1	1	0	0%
2	2	11	4%
3	3	31	12%
4	4	83	31%
5	5	140	53%
	Total	265	100%

11. Kit usage occasion

#	Answer	Response	%
1	Dia-a-Dia	145	55%
2	Sair à noite	144	54%
3	Ocasões especiais	104	39%

12. Make-up preferences for the kit

#	Answer	Response	%
1	Máscara	97	37%
2	Lápis de olho	190	72%
3	Baton	164	62%
4	Base	142	54%
5	Blush	143	54%
6	Corrector	118	45%
7	Sombra	63	24%

[Design revelation]

13. First impressions

#	Answer	Response	%
1	1	0	0%
2	2	5	2%
3	3	21	8%
4	4	74	28%
5	5	165	62%
	Total	265	100%

14. Penetration

#	Answer	Response	%
1	1	1	0%
2	2	11	4%
3	3	29	11%
4	4	96	36%
5	5	128	48%
	Total	265	100%

SOS BEAUTY KIT BUSINESS PLAN

Appendix 18: Design Registration on IGAC



DATA: 2014.12.03

Nº Ref: SIIGAC/2014/11595

Ex.mo(a) Senhor(a)
MAFALDA OOM ORTIZ DE MONTELLANO

Assunto: Registo de obra n.º 5532/2014 - SOS BEAUTY KIT

Comunica-se a V. Ex.a que, por despacho do Senhor Inspetor-Geral da IGAC, de 3 de dezembro de 2014 foi deferido o registo da obra identificada em assunto.

Com os melhores cumprimentos

Margarida Lourenço
Técnica Superior
IGAC-DSPI
igacautores@igac.pt

Appendix 19: Average price

Preço Médio	1S 2014
.MAKE UP	5,40
.LABIOS	5,72
TOTAL BATON	5,74
.OLHOS	6,23
MASCARAS PESTANAS	8,69
LAPIS OLHOS	5,64
.ROSTO	10,54
FOND DE TEIN BASE	11,58
PO	10,87
SPONGE	3,00
.UNHAS	2,74
Total	45,52

Source: Kantar Worldpanel Data

Appendix 20: Distribution costs

Formatos		Preços
Envelopes	Formato XS (110x220 mm)	0,75 €
	Formato S (162x229 mm)	0,90 €
	Formato M (229x324 mm)	2,10 €
Saquetas Almofadadas	Formato S (115x215 mm)	2,00 €
	Formato M (175x265 mm)	2,70 €
	Formato L (235x340 mm)	4,20 €
Caixas de cartão	Formato M (150x130x30 mm)	2,40 €
	Formato L (310x220x50 mm)	4,10 €
	Formato T - Prisma Triangular (695x68 mm)	4,25 €
Etiqueta de reutilização (310x220 mm) Para caixa Formato L		4,00 €

SOS BEAUTY KIT BUSINESS PLAN

Appendix 21: Blogómetro

Lista por média diária de visitas

Antes | 2014-10-10

Pos.	Nome	Total Visitas	Média Visitas	Total Páginas	Média Páginas
1	Visão de Mercado (sitemeter stats)	51992802	68074	64207698	101843
2	Blog DeAr Lindo (sitemeter stats)	13022539	40057	19066715	50731
3	A pipoca mais doce (sitemeter stats)	50522160	40024	60801118	67454
4	Henricartoon (sitemeter stats)	4244356	15028	7471856	53380
5	mini-sala (no sapo) (sitemeter stats)	11342341	13838	19871973	22856
6	As Minhas Receitas (sitemeter stats)	18446451	7760	30305312	12426
7	dias de uma princesa (sitemeter stats)	2410103	6300	3349625	8532
8	Portuguese Celebrity Girls (sitemeter stats)	13696793	6207	32401414	14336
9	A Maçã de Eva (sitemeter stats)	3876231	4964	5529124	10154
10	O Insurgente (sitemeter stats)	7798317	4352	11844486	6231
11	Geração Benfica (sitemeter stats)	3914025	4230	5523460	5865
12	Nomes e mais nomes (sitemeter stats)	4711178	4110	10152310	7781
13	Ensino Básico (sitemeter stats)	3417979	4042	6320720	8338
14	Blasfêmias (sitemeter stats)	13876494	3936	22629958	6140
15	Gatas QB (sitemeter stats)	25758589	3634	74769024	10828

Source: Blogómetro website

Appendix 22: Promotion Stands



Source: Rebelo Artes Gráficas

SOS BEAUTY KIT BUSINESS PLAN

Appendix 23: Sensitive analysis of captured demand (Realistic, Worst and Best scenario)

REALISTIC

15-40 today						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Resident female	5 471 223	5 471 223	5 471 223	5 471 223	5 471 223	5 471 223
Mulheres 15-40 anos	1 697 632	1 613 258	1 530 386	1 442 211	1 355 472	1 269 084
Old forties		84 374	82 872	88 175	86 739	86 388
% Pop in Urban Areas		80%	80%	80%	80%	80%
Target		1 290 606	1 224 309	1 153 769	1 084 378	1 015 267
Captured Demand		1 290 606	1 223 922	1 151 627	1 078 677	1 003 941
Awareness		20%	25%	30%	35%	40%
Interest		10%	20%	30%	40%	50%
Conversion		1,5%	3,5%	5,5%	7,5%	9,5%
Projection of sales		387	2 142	5 701	11 326	19 075

New Fifteens 2016						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Mulheres 15			57 412	57 412	57 412	57 412
% Pop in Urban Areas			80%	80%	80%	80%
Target			45 930	45 930	45 930	45 930
Awareness			25%	30%	35%	40%
Interest			20%	30%	40%	50%
Conversion			3,5%	1,5%	1,5%	1,5%
Projection of sales			1 608	689	689	689

New Fifteens 2017						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Mulheres 15				57 393	57 393	57 393
% Pop in Urban Areas				80%	80%	80%
Target				45 914	45 914	45 914
Awareness				30%	35%	40%
Interest				30%	40%	50%
Conversion				3,5%	1,5%	1,5%
Projection of sales				145	96	138

New Fifteens 2018						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Mulheres 15					47 046	47 046
% Pop in Urban Areas					80%	80%
Target					37 637	37 637
Awareness					35%	40%
Interest					45%	50%
Conversion					3,5%	1,5%
Projection of sales					207	565

New Fifteens 2019						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Mulheres 15						52 298
% Pop in Urban Areas						80%
Target						41 838
Awareness						40%
Interest						50%
Conversion						3,5%
Projection of sales						293

Captured demand SOS Beauty Kit						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Sales Units	0	387	3 749	6 389	12 015	19 764
Sales €	- €	11 611,59 €	112 444,47 €	191 621,03 €	360 331,44 €	592 717,10 €

Captured demand Covers SOS Beauty Kit						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Sales Units	0	387	4 137	10 139	18 792	35 528
Sales €	- €	- €	2 319,22 €	22 458,90 €	38 273,09 €	71 970,17 €

SOS BEAUTY KIT BUSINESS PLAN

WORST

15-40 today						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Resident female	5 471 223	5 471 223	5 471 223	5 471 223	5 471 223	5 471 223
Mulheres 15-40 anos	1 697 632	1 613 258	1 530 386	1 442 211	1 355 472	1 269 084
Old forties		84 374	82 872	88 175	86 739	86 388
% Pop in Urban Areas		80%	80%	80%	80%	80%
Target		1 290 606	1 224 309	1 153 769	1 084 378	1 015 267
Captured Demand		1 290 606	1 224 260	1 153 501	1 083 664	1 013 845
Awareness		10,00%	12,50%	15,00%	17,50%	20,00%
Interest		5,00%	10,00%	15,00%	20,00%	25,00%
Conversion		0,75%	1,75%	2,75%	3,75%	4,75%
Projection of sales		48	268	714	1 422	2 408

New Fifteens 2016						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Mulheres 15			57 412	57 412	57 412	57 412
% Pop in Urban Areas			80%	80%	80%	80%
Target			45 930	45 930	45 930	45 930
Awareness			12,50%	15,00%	17,50%	20,00%
Interest			10,00%	15,00%	20,00%	25,00%
Conversion			1,75%	0,75%	0,75%	0,75%
Projection of sales			804	344	344	344

New Fifteens 2017						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Mulheres 15				57 393	57 393	57 393
% Pop in Urban Areas				80%	80%	80%
Target				45 914	45 914	45 914
Awareness				15,00%	17,50%	20,00%
Interest				15,00%	20,00%	25,00%
Conversion				1,75%	0,75%	0,75%
Projection of sales				18	12	17

New Fifteens 2018						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Mulheres 15					47 046	47 046
% Pop in Urban Areas					80%	80%
Target					37 637	37 637
Awareness					17,50%	20,00%
Interest					22,50%	25,00%
Conversion					1,75%	0,75%
Projection of sales					26	282

New Fifteens 2019						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Mulheres 15						52 298
% Pop in Urban Areas						80%
Target						41 838
Awareness						20,00%
Interest						25,00%
Conversion						1,75%
Projection of sales						37

Captured demand SOS Beauty Kit						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Sales Units	0	48	1 072	1 058	1 767	2 752
Sales €	- €	1 451,45 €	32 136,53 €	31 735,44 €	52 985,76 €	82 543,08 €

Captured demand Covers SOS Beauty Kit						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Sales Units	0	48	1 120	2 130	2 873	5 591
Sales €	- €	- €	289,90 €	6 418,73 €	6 338,62 €	10 583,02 €

SOS BEAUTY KIT BUSINESS PLAN

BEST

15-40 today						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Resident female	5 471 223	5 471 223	5 471 223	5 471 223	5 471 223	5 471 223
Mulheres 15-40 anos	1 697 632	1 613 258	1 530 386	1 442 211	1 355 472	1 269 084
Old forties		84 374	82 872	88 175	86 739	86 388
% Pop in Urban Areas		80%	80%	80%	80%	80%
Target		1 290 606	1 224 309	1 153 769	1 084 378	1 015 267
Captured Demand		1 290 606	1 221 211	1 136 672	1 039 365	927 961
Awareness		40%	50%	60%	70%	80%
Interest		20%	40%	60%	80%	100%
Conversion		3%	7%	11%	15%	19%
Projection of sales		3 097	17 097	45 012	87 307	141 050

New Fifteens 2016						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Mulheres 15			57 412	57 412	57 412	57 412
% Pop in Urban Areas			80%	80%	80%	80%
Target			45 930	45 930	45 930	45 930
Awareness			50%	60%	70%	80%
Interest			40%	60%	80%	100%
Conversion			7%	3%	3%	3%
Projection of sales			3 215	1 378	1 378	1 378

New Fifteens 2017						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Mulheres 15				57 393	57 393	57 393
% Pop in Urban Areas				80%	80%	80%
Target				45 914	45 914	45 914
Awareness				60%	70%	80%
Interest				60%	80%	100%
Conversion				7%	3%	3%
Projection of sales				1 157	771	1 102

New Fifteens 2018						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Mulheres 15					47 046	47 046
% Pop in Urban Areas					80%	80%
Target					37 637	37 637
Awareness					70%	80%
Interest					90%	100%
Conversion					7%	3%
Projection of sales					1 660	1 129

New Fifteens 2019						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Mulheres 15						52 298
% Pop in Urban Areas						80%
Target						41 838
Awareness						80%
Interest						100%
Conversion						7%
Projection of sales						2 343

Captured demand SOS Beauty Kit						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Sales Units	0	3 097	20 312	46 390	88 685	142 428
Sales €	- €	92 892,69 €	609 157,80 €	1 391 238,89 €	2 659 650,59 €	4 271 412,27 €

Captured demand Covers SOS Beauty Kit						
Target:	2 014	2 015	2 016	2 017	2 018	2 019
Sales Units	0	3 097	23 409	66 702	138 172	251 424
Sales €	- €	- €	18 553,76 €	121 669,06 €	277 876,66 €	531 220,64 €

SOS BEAUTY KIT BUSINESS PLAN

Appendix 24: SGS Quality test

ISTA 3A:2008 Packaged-Products for Parcel Delivery System Shipment 70 kg (150 lb) or Less 小于或等于70公斤 (150磅), 通过包 裹邮递系统运输的包装产品		
Package Price (Exclude additional charge listed follows, if any) 优惠价格 (以下附加费除外, 若有)		Regular Price (USA) 正常价格
Full Test 全测	725 including atmospheric conditioning)	621 (excluding atmospheric conditioning)
Selective Price 个别价格		Regular Price
Clause No. 条款	Test Requirement/Description 测试要求描述	
1	Atmospheric Preconditioning 空气预处理	
2	*Atmospheric Conditioning (Optional) 气候性测试 (可选)	
3	First Drop 第一次跌落测试	
4	Random Vibration 随机振动测试	
5	Second Drop 第二次跌落测试	
6	Rotational Edge Drop 旋转边跌落测试	
7	Full Rotational Flat Drop 旋转面跌落测试	
8	Binjge Impact 冲击测试 or Hazard Impact 冲击测试	
Sample Required 样品要求	1 set of completed packaged -product 一套完整包装好的产品	
Service Available 可供服务	Regular (7 working days), Express (5 working days), Double Express (3 working days excluding atmospheric conditioning). 标准 (7个工作日), 加快 (5个工作日), 加急 (3个工作日 不包括气候性测试)	
Notes for Clients 客户须知	Details of requirement refer to the original regulation by way of derogation from above. 详细要求参考上述法规原文。本信息内容之中英文版本如有歧异, 概以英文原文为准。 Please provide the dimension and weight firstly 请先向客户取得包装的尺寸和重量 Please select whether to do Atmospheric Conditioning 请跟客户确认是否要做气候性测试。	
Remark 备注	Certified by ISTA 通过ISTA认可 1. 以上报价针对尺寸小于1m×1m×1m的样品, 尺寸大于1m×1m×1m的样品报价请先与技术部沟通 2. 气候测试条件见右边选项, 测试之前请客户选择一个条件, 如果客户不确定按照我们推荐的条件进行测试 (温度38°C, 湿度85% 处理72小时, 然后温度60°C, 湿度30%处理6小时)	
Pictures for reference 参考图片		

Appendix 25: COGD

	Unit Cost	Qtd	Total Cost
SOS Beauty Kit			
Unit Cost			5,76 €
Raw material	2€/kg	100g	0,20 €
Molding cost (machine)	€50/h	1 kit=40seg	5,50 €
Transport	1% Total Unit cost	-	0,06 €
Assembling	€5/h	1 person does 50 units/h	0,1 €
Cover			
Unit Cost			1,43 €
Raw material	2€/kg	10g	0,02 €
Molding cost (machine)	€50/h	1 cover=10seg	1,40 €
Transport	1% Total Unit cost		0,01 €

Appendix 26: Marketing Costs

	Supplier	Unit Cost
Marketing Costs		
Promotional film	The Flying man	€ 500
Launch campaign	-	e2000
Entrance fee contests + fairs	-	€500/year

SOS BEAUTY KIT BUSINESS PLAN

Appendix 27: Investment

INVESTMENT		2015
Design registration		104,5 €
Mold kit		35 000 €
Mold cover		4 000 €
2 Stands		300,0 €
Webiste		1 200,0 €
Total		40 605 €

First year costs		2015
COGD		2 823,02 €
Marketing expenses		3 000,00 €
Quality test		725,00 €
Rent		2 400 €
Total		8 948 €

First Year Investment	49 553 €
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Appendix 28: Design registration on INPI

Desenhos ou modelos

		Online (em euros)	Papel (em euros)
	Desenho ou modelo nacional		
Pedido (*)			
Até cinco produtos		104,50	209,00
Por produto adicional		10,45	20,90

Source: INPI

SOS BEAUTY KIT BUSINESS PLAN

Appendix 29: Profit and Loss Statement

P&L	2015	2016	2017	2018	2019
Sales SOS Beauty Kit	11 612 €	112 444 €	191 621 €	360 331 €	592 717 €
Volume SOS Beauty Kit	387	3 749	6 389	12 015	19 764
Unit price (with VAT and postage)	€ 29,99	€ 29,99	€ 29,99	€ 29,99	€ 29,99
Sales Cover	- €	2 319,22 €	22 458,90 €	38 273,09 €	71 970,17 €
Volume Covers	387	4 137	10 139	18 792	35 528
Unit price (with VAT and postage)	€ 5,99	€ 5,99	€ 5,99	€ 5,99	€ 5,99
Gross sales	11 612	114 764	214 080	398 605	664 687
(Ports kit)	929,24 €	8 998,56 €	15 334,79 €	28 836,13 €	47 433,18 €
(Discounts kit)	- €	- €	- €	- €	- €
(Ports cover)	290,39 €	3 102,44 €	7 604,17 €	14 093,80 €	26 646,21 €
(Discounts cover)	- €	- €	- €	- €	- €
Net sales	10 392	102 663	191 141	355 675	590 608
(Cost of sales)	2 823	27 893	51 964	97 323	166 711
(Cost of sales SOS Beauty Kit)	2 267,72 €	21 960,23 €	37 423,29 €	70 372,17 €	115 756,72 €
(Production cost)	2 229,01 €	21 585,29 €	36 784,34 €	69 170,66 €	113 780,34 €
(Make-up)	- €	- €	- €	- €	- €
(Assembling)	38,72 €	374,94 €	638,95 €	1 201,51 €	1 976,38 €
(Cost of sales Covers)	555,30 €	5 932,68 €	14 541,20 €	26 951,10 €	50 954,65 €
(Production cost)	555,30 €	5 932,68 €	14 541,20 €	26 951,10 €	50 954,65 €
Gross Profit	7 569	74 770	139 176	258 351	423 897
as % of sales	72,83%	72,83%	72,81%	72,64%	71,77%
(Total Operating Expenses)	3 725	500	500	500	500
(Marketing Expenses)	3 000,00 €	500,00 €	500,00 €	500,00 €	500,00 €
(Promotional film)	500,00 €	- €	- €	- €	- €
(Launch campaign)	2 000,00 €	- €	- €	- €	- €
(Entrance fee events)	500,00 €	500,00 €	500,00 €	500,00 €	500,00 €
(Quality test)	725,00 €	- €	- €	- €	- €
Product contribution	3 844	74 270	138 676	257 851	423 397
(Total Fixed costs)	2 400	2 400	2 400	2 400	2 400
(Rent)	2 400 €	2 400 €	2 400 €	2 400 €	2 400 €
EBITDA	1 444	71 870	136 276	255 451	420 997
as % of sales	13,89%	70,01%	71,30%	71,82%	71,28%
(Mold Amortization Kit)	271,03 €	2 624,58 €	4 472,65 €	8 410,54 €	13 834,68 €
(Mold Amortization Cover)	15,4873 €	149,9760 €	255,5799 €	480,6021 €	790,5530 €
(Amortization 2 stand)	60,00 €	60,00 €	60,00 €	60,00 €	60,00 €
(Amortization design registr.)	20,90 €	20,90 €	20,90 €	20,90 €	20,90 €
EBIT	1 077	69 014	131 467	246 479	406 290
CIT (25%)	269,13 €	17 253,58 €	32 866,83 €	61 619,82 €	101 572,59 €
Net profit	807	51 761	98 601	184 859	304 718
as % of sales	7,77%	50,42%	51,59%	51,97%	51,59%

Appendix 30: Top 3 growth- contributor markets in 2013

THE TOP 3 GROWTH-CONTRIBUTOR MARKETS IN 2013⁽¹⁾

- 1 / CHINA
- 2 / BRAZIL
- 3 / UNITED STATES

The top trio of countries – two from the New Markets and one mature market – contributed almost half the growth of the worldwide cosmetics market in 2013.

Source: L'Oréal Annual Report 2013