



Vichy: Stronger Skin for a Stronger Life: Brand Positioning and Communication Strategies

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ABSTRACT

Dissertation Title: Vichy: Stronger Skin for a Stronger Life: Brand Positioning and Communication Strategies

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Having already established its position in the Portuguese market, Vichy's main concern is how to continue to differentiate itself from the other cosmetic brands. Vichy has already planned to do two advertising campaigns for the Portuguese market in May of 2016. One advertisement focuses on the Vichy Mineralizing Water, a core ingredient present in all Vichy products from the face care category. The other advertisement focuses on the Liftactiv product range which has been the most profitable product of Vichy and considered the most trustworthiness in the anti-wrinkles category in pharmacies. The entire dissertation revolves around the dilemma of which advertisement should Vichy prioritize when allocating the media budget, knowing that the first advertisement can create longer-lasting customer relationships but the second advertisement can develop targeted messages to connect to its most profitable segment.

The present dissertation provides a broad overview of several marketing topics of rebranding, positioning, repositioning and communication strategies in the Literature Review. Afterwards, a Case Study is presented with a Teaching Note for in-class discussion. Additionally, a Market Research was conducted, which includes an In-Depth interview to Vichy's Marketing manager and an online survey. Results from this dissertation suggest that both advertisements are important but the percentage of the media budget should be slightly higher for the Liftactiv campaign than to the Vichy Mineralizing Water campaign to reinforce the notions of credibility and efficacy in consumer's mind.

RESUMO

Título da dissertação: Vichy: Stronger Skin for a Stronger Life: Brand Positioning and Communication Strategies

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Tendo estabelecido uma posição de referência no mercado Português, o desafio que a Vichy enfrenta é de como continuar a diferenciar-se das outras marcas de cosmética. A Vichy já tem planeado o lançamento de duas campanhas publicitárias para o mercado Português para Maio de 2016. Uma das campanhas é focada na Água Termal Mineralizante de Vichy, um ingrediente presente em todos os produtos da gama facial da marca. A outra campanha foca-se na gama Liftactiv que é o produto mais vendido da marca e considerado o de maior confiança na categoria de anti-rugas da farmácia. A presente dissertação está centrada no dilema de qual das duas campanhas é que a Vichy deve priorizar quando estiver a alocar o budget de publicidade, sabendo que o primeiro anúncio pode criar relações de longa duração com os consumidores mas o segundo pode desenvolver mensagens específicas para o segmento mais rentável da marca.

Esta dissertação apresenta uma revisão geral de vários temas de marketing como rebranding, posicionamento, reposicionamento e comunicação numa Revisão Literária. Adicionalmente, foi elaborado um Estudo de Caso com uma Nota de Ensino a acompanhar para ser discutido em aula. De seguida, está presente um Estudo de Mercado, que inclui uma entrevista com o responsável de Marketing da Vichy e um questionário online. Os resultados desta dissertação sugerem que as duas campanhas publicitárias são importantes mas a percentagem alocada ao anúncio do Liftactiv deveria ser ligeiramente superior comparativamente ao anúncio da Água Termal Mineralizante para reforçar noções de credibilidade e eficácia.

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1 INTRODUCTION

Vichy belongs to the L'Oréal Group and is the health and beauty brand that sells cosmetic products in pharmacies. In 2012, the brand became to be perceived as being too harsh, too medical and too distant. In order to overcome this problem, the brand decided to change its image and positioned itself as a premium, health and beauty brand. As a symbol of the brand's renewal, a new product range, Idéalia, was launched based on a new universal aspiration: The Ideal Skin. As a result, Vichy got back to grow, recruited new consumers and improved awareness and trustworthiness.

In order to communicate a more “fresh” identity in 2012, the communication changed from being too technical and clinical to be more dynamic, relevant, younger and closer to women. In 2016, as a way to prevent the brand to be perceived as a “light” brand based solely on lifestyle with no associations to a pharmaceutical brand, the communication and the positioning of the brand will change. The new communication is planned for May of 2016 and consists in the launch of two advertising campaigns. One advertisement is about the Vichy Mineralizing Water, a core ingredient present in all Vichy products. The other advertisement focuses on the Liftactiv product range which has been the most profitable product of Vichy in the Portuguese market. The objective of the new communication is to reinforce the notions of credibility and efficacy in consumer's mind.

For the purpose of this dissertation, I will only study the face care product range of Vichy for women in Portugal.

1.1 Problem Statement

The main question that this dissertation aims to address is: What is the best communication strategy for Vichy when launching the two advertisements in May of 2016? Should the brand allocate a higher percentage of the budget on communicating the brand as a whole (Vichy Mineralizing Water campaign) or on communicating one of its product range (Liftactiv campaign)?

Following this problem statement, I have developed four research questions.

1.2 Research Questions

RQ1: What is the evolution of the communication of Vichy along the years?

RQ2: Which factors are important for consumers when buying a cosmetic product?

RQ3: What is the positioning of Vichy compared with its main competitors in the Portuguese market?

RQ4: How do consumers react and respond to a brand advertisement and to a product advertisement?

1.3 Methodology

In order to collect data and to take relevant conclusions to address the problem statement both, secondary and primary data were collected. The secondary data was collected from top journals and academic articles and served as basis to write the Literature Review which cover marketing topics such as marketing communication and positioning strategies. In addition, secondary data was also collected from the company website and from other social media pages such as Facebook and YouTube.

While the secondary data is collected and analysed by other authors, the primary data is performed by myself and consists on both qualitative and quantitative data. The qualitative data was one in-depth interview to Vichy's Marketing Manager to extract more information about L'Oréal and particularly about the brand Vichy. The objective was to gain a qualitative understanding about the brand from an insider perspective. The data presented in the case-study was based on the information collected on the interview. For the quantitative data, I conducted an online survey to quantify the data and to generalize the results from the sample to the population of interest.

2 LITERATURE REVIEW

2.1 Leveraging Brand Strategies: Rebranding as a Continuum

Rebranding can be seen as the “creation of a new name, term, symbol, design or a combination of them for an established brand with the intention of developing a differentiated (new) positioning in the mind of stakeholders and competitors” (Muzellec and Lambkin 2006). Stuart and Muzellec (2004) define corporate rebranding as a strategy that companies use to change their image. For Merrilees and Miller (2008), corporate rebranding presents many aspects of “brand renewal, refreshment, makeover, reinvention, renaming and repositioning” and refers to the disjunction between an initially corporate brand and its new vision. Therefore, as a brand is composed by both tangible (physical characteristics) and intangible elements (values, images and feelings) “rebranding may consist of changing some or all of those elements” (Daly and Moloney 2004).

In order to achieve a successful corporate rebranding it “may require retaining at least some core or peripheral brand concepts to build a bridge from the existing corporate brand to the revised corporate brand” (Merrilees and Miller 2008). There are several reasons for companies to decide to revitalize its brands. Stuart and Muzellec (2004) defend that a common trigger to implement rebranding strategies is to communicate to the market place and stakeholders that the company has changed. The authors also present other reasons such as: (1) mergers and acquisitions as old names, logos and slogans are no longer appropriate for the new organization (2) shifts in the marketplace caused by competitors or the entrance of new ones (3) shifts in the economic or legal conditions of the market (4) a new focus or vision for the company in an attempt to modernize and update the brand image.

Muzellec and Lambkin (2006) developed a descriptive model that takes into consideration two dimensions of rebranding: marketing aesthetics (packaging, logo, slogan or name) and positioning. According to the authors, evolutionary rebranding occurs when there is a minor development both in the positioning of the company and in aesthetics. On the other hand, revolutionary rebranding occurs when there is a major and identifiable change in the positioning and aesthetics of the company.



Figure 1. Rebranding as a continuum
Source: Muzellec and Lambkin (2006)

In line with this model, Daly and Moloney (2004) argue that rebranding presents three different changes categories: (1) minor changes – restyling the brand appearance or aesthetics; (2) intermediate changes – use of communication and customer service techniques to reposition an existing brand in order to build a new image; (3) complete change – change of the name of the organization, its values and image.

2.1.1 Competitive Positioning

The concept of positioning has been widely discussed in the literature. According to Keller and Lehmann (2006) brand positioning involves “establishing key brand associations in the mind of consumers and other important constituents to differentiate the brand and establish (to the extent possible) competitive superiority”. For Aaker and Shansby (1982), positioning is an attempt of companies to “select those associations which are to be built upon and emphasized and those associations which are to be removed or deemphasized”. Schiffman, et al., (2010) argue that to achieve a successful positioning companies need to follow two principles: communicate the benefits of the product rather than the product’s features as well as develop and communicate a unique selling proposition (distinct benefit or point of difference).

Positioning plays a crucial role in guiding the development of the company’s marketing activities and communication programs (Keller and Lehmann 2006) as well as to influence the perception of consumers about a given brand and their decision making process, which ultimately leads to the brand choice (Aaker and Shansby 1982). A positioning strategy can be conceived and implemented using the following six approaches: positioning by attribute, price/quality, use or application, product user, product class or by the competitors. (Aaker and Shansby 1982)

Deciding on positioning requires to firstly establish the frame of reference and then identifying the ideal Points-of-Parity (POPs) and Points-of-Difference (PODs) (Keller, Sternthal and

Tybout 2002). The same authors discuss that, the frame of reference signals to consumers what they can achieve by using the brand – it determines category membership, establishes which competitive alternatives the brand should be compared to and helps to determine the types of associations that function as POPs and PODs.

PODs are the “attributes or benefits consumers strongly associate with a brand, positively evaluate, and believe they could not find to the same extent with a competitive brand” (Keller, Apéria and Georgson 2008). Research shows that there are three types of brand differences: brand performance associations (the way the brand meets functional needs); brand imagery associations (emotional strings to appeal to consumer); and consumer insight associations (shows that the brand understands the consumer’s problem and tries to solve it) (Keller, Sternthal and Tybout 2002). Although for some consumers functional benefits have great importance, Ghodeswar (2008) argue that emotional value helps a brand to differentiate from the other competing brands and it’s a source of value creation.

On the other hand, POPs are the associations to the brand that can be also shared with other competing brands. (Kotler, Keller, et al. 2012). The same authors explain that to establish well chosen POPs is essential in communicating what frame of reference (or category) the brand belongs to specially when introducing new products/brands or new products as brand extensions in the market.

It is important to note that the term “positioning” differs from the term “image”. While a brand’s image is “constructed in relationship to the consumer’s concept of self”, brand positioning is determined “with reference to the marketing universe of competitors” (Aaker and Shansby 1982). The authors further explain that brand positioning implies a frame of reference in which the reference point is the competition and brand image are the perceptions and associations about a brand in the mind of consumers. In order to map the positioning of a company’s offer and the ones from competitors, companies use perceptual or positioning maps in which brands are evaluated under different dimensions (Kotler, Keller, et al. 2012).

When determine the types of associations that function as POPs and PODs sometimes marketers find difficulties in communicating those attributes or benefits because they can be negatively correlated (Kotler, Keller, et al. 2012). The authors further explain that it might be difficult to communicate that a brand is inexpensive and the same time with superior quality. Other examples of trade-offs are: convinience vs quality; taste vs low calories; power vs safety; ubiquity vs prestige; variety vs simplicity; fashion vs classic and tradition vs modernity. In

order to perform well on both dimensions, the authors suggest several strategies which could be developed by companies: develop separate marketing campaigns for the associations in conflict, associate the brand with other entities (e.g., cobrand, celebrity spokesperson, etc.) to transfer knowledge from that entity to the brand and re-define the relationship from negative to positive.

In the cosmetic industry, positioning plays a crucial role since beauty products promote a “sense of emotional well-being in women” making them to feel more satisfied, successful, powerful and with lower levels of stress (Silverstein and Sayre 2009). It was found strong positive relationships between one’s body image with self-esteem and self-confidence (Jung e Lennon 2003). Cosmetic products represent a category in which consumers are highly involved in the purchase and the usage process due to its ability to enhance personal appearance and style of consumers (Guthrie and Kim 2009).

2.1.2 Repositioning Considerations

Many authors agree that repositioning occurs when companies decide to move to a more favourable strategic positioning while abandoning or not the previous positioning (Ryan, et al. 2007). Repositioning is also seen as the adaptation of the business to the changing environment (Corstjens and Doyle 1989) representing a fundamental change in the firm’s value proposition (Turner 2003). There is a highly competitive and volatile environment so companies need to make positioning decisions that are both proactive and reactive as market conditions change. Repositioning can become necessary because of the launch of new products from the competition, changing consumer preferences, appearance of new markets categories, an initial launch error or the need to change the perception of the company in the mind of existing and potential customers (Kotler, Keller, et al. 2012).

2.2 Brand Communication

2.2.1 Developing Effective Communication

In order to develop an effective integrated marketing communication, companies need to follow several steps: identify the target audience, determine the communication objectives, design a message, choose the media to which to send the message and finally collect feedback to measure the results (Kotler, Armstrong, et al. 2008).

The target audience may be either potential buyers, current users, those who make the decision making process or even those who influence it (Smith and Zook 2011). Once the target market

has been defined, companies need to decide what response is to be sought. To do so, the marketing communicator needs to identify in which stage the customer is in the buyer-readiness stages (awareness, knowledge, liking, preference, conviction or purchase) and then set the objectives accordingly (Kotler, Armstrong, et al. 2008). The same authors argue that after deciding the desired audience response, it is necessary to develop an effective message. Ideally, the message should get “Attention, hold Interest, arouse Desire and obtain Action”. A message can be verbal (spoken or written), nonverbal (symbol, photograph, illustration) or a combination of both (Schiffman, Kanuk and Wisenblit 2010).

Innovation is the key of success in the cosmetic industry which is characterized as a very lucrative, innovative, and fast paced industry (Kumar, Massie and Dumonceaux 2006). The same authors argue that cosmetic companies have to rely heavily on advertising and brand name recognition and they urge companies for the need to move to more digital channels of interaction with customers.

2.2.2 Types of Appeals in Advertising

Advertisements can be classified according to different types of appeals which attempts to persuade the consumer through rational arguments or by compelling emotions (Moriarty, et al. 2014).

Rational appeals are the ones “containing features, practical details and verifiable, factually relevant cues that can serve as evaluation criteria” (Janssens and Pelsmacker 2005). Examples of appeals are product quality, economy, value or performance.

Emotional appeals attempt to provoke negative or positive emotions that ultimately will motivate purchase (Kotler, Armstrong, et al. 2008). By using emotional strategies companies aim at reaching psychological attraction of the product to the target audience through responses such as love, fear, anxiety, envy and sexual attraction (Moriarty, et al. 2014). The same authors explain that these strategies are called soft-sell strategies because they aren’t using a rational approach to show information or reasons, instead, they are designed to create a response based on attitudes, feelings, moods and even dreams.

Janssens and Pelsmacker (2005) hypothesized and found that positive emotional appeals lead to more positive feelings towards the advertisement in contrast with non-emotional appeals which lead to more cognitive responses towards the advertisement (advertising-knowing and understanding). Ad-evoked feelings can be either positive or negative and research shows that

the effects of negative feelings “might be outweigh those of positive feelings in a manner consistent with the general negativity bias” (Brown, Homer and Inman 1998). This happens because consumers’s ratings of product attributes are more affected by negative than positive information.

2.2.3 Image Advertising vs Direct Response Advertising

Image advertisement aims at establishing associations between the brand and the self, build awareness and achieve long-term goals (Peltier, Mueller and Rosen 1992). In other words, it aims at creating a specific personality for a brand and establish associations between the brand and the desired lifestyles, symbols or people (Moriarty, et al. 2014). Though such associations it is possible to create a unique positioning for the brand, one that distinguishes it from the competitors. Thus, image advertising develops a reputation platform for the brand that is indirect and long-term to match consumers’ desired “self-states” (Peltier, Mueller and Rosen 1992). The same authors argue that the focal points of image advertisement include emotion, fantasy, lifestyles and activities, hedonism, pictures, sights, sounds and other sensory enhancing stimuli.

Direct response advertising aims at inducing a direct response from the consumer by containing in the ad a define offer, the information necessary to make the decision and specific directions for the consumer response (Peltier, Mueller and Rosen 1992). Hence, by using direct response advertisement, companies can measure more objectively the success or failure of a given communication because of the emphasis on the solicitation of a measurable response by the consumer (Woodside and Motes 1980).

Peltier, et al. (1992) propose a method to evaluate where a particular message falls on the direct-image advertisement continuum as showed below. Each dimension is quantifiable on a 5-point scale to assess the image-direct response profile. Image-majority ads implies a mean score between 1,0 and 2,0, balanced ads implies a mean score between 2,01 and 3,99 and response-majority ads implies a mean score between 4,0 and 5,0. The authors argue that it no longer makes sense to be “locked into either end of the image-direct response continuum”. Companies need to use both emotion and reason and consider long- and short-term effects in their commercial messages.

Image						Direct Response
	(1)	(2)	(3)	(4)	(5)	
No response device	—	—	—	—	—	Strong response device*
Awareness/attitudes	—	—	—	—	—	Response
Uses imagery	—	—	—	—	—	Does not use imagery
Uses emotions	—	—	—	—	—	Uses reason
Uses little information	—	—	—	—	—	Much information
Attitude toward brand	—	—	—	—	—	Attitude toward product
High message frequency	—	—	—	—	—	Low message frequency
High production values	—	—	—	—	—	Low production values

* A "5" rating on this dimension implies that the response device is directed toward making a sale. Lower scores would be appropriate for different types of responses (e.g., set up appointment, call for information, etc.). How these other responses are scored will probably differ across evaluators.

Figure 2: The Image/Direct Response Continuum: An Instrument for the Evaluating Image/Direct Response Profile
Source: Peltier, et al. (1992)

Similarly with the concept of image and direct response advertising, another way to differentiate between two advertising strategies is the extent to which companies adopt a master brand strategy or a product strategy. Yohn (2016) argues that with a master brand strategy companies can build long term relationships with customers because what is emphasized is not individual product lines but instead the corporate brand name. By adopting a master brand strategy companies are “less product specific, less audience specific and less market specific [...] and they have potentially more impact because they speak about bigger ideas and about more aspirational thoughts” (Williams 2016). This type of strategy works best in conveying brand credibility, to connect emotionally with customers and to influence brand perceptions but do not allow to target a message to a specific segment (Yohn 2016). As a result, a master brand strategy aims at creating a vision of a single and unified brand and tends to be more lifestyle driven than product driven (Williams 2016).

3 CASE STUDY

3.1 L'Oréal Group Overview

L'Oréal is the world leader in beauty present in 140 countries on five continents¹. The group's mission is to “provide the best cosmetics innovation for women and men around the world respecting their diversity”². For L'Oréal, beauty is a language, is universal, is a science, is a commitment and is for all³. The group has chosen a unique strategy: Universalisation. It means globalization that understands, respects and adapts to different desires, needs and traditions of each region of the world⁴.

L'Oréal's brand portfolio is organized by divisions and each one have a different distribution channel and consumption type⁵. The portfolio of the group contains the following divisions: Professional Products, Consumer Products, L'Oréal Luxe, Active Cosmetics and The Body Shop (**Appendix 1**). Vichy belongs to the active cosmetic division and is positioning as a skin health & wellness cosmetics (**Appendix 2**).

Regarding the financial performance of the L'Oréal Group, the overall sales have been increasing from 2011 to 2015. The consolidated sales in 2015 were of 25.257 million euros, representing an increase of 3,9% from 2014⁶. The division that contributed the most for 2015's sales was the Consumer Products division followed by L'Oréal Luxe, Professional Products and lastly the Active Cosmetics (**Appendix 3**). The most profitable geographic zones for the Group in 2015 were Western Europe and North America (**Appendix 4**) while the most profitable business segments were skincare, make-up and haircare (**Appendix 5**).

3.1.1 Vichy: History of a Brand

Vichy was created in 1931 following the meeting of Dr. Haller, a physician, with Georges Guérin who ran Grenoville Fragrances. Dr. Haller worked at the thermal treatment center in Vichy, France, and he discovered the therapeutic virtues on skin of Vichy thermal spa water, originated in the heart of the Auvergne's volcanoes. This unique water contains 15 rare minerals

¹ L'Oréal Group. (2016). L'Oréal Annual Report 2015. Accessed February 2016, from <http://www.loreal-finance.com/en/annual-report-2015/index>

² L'Oréal Group. (2016). L'Oréal Group. Accessed February 2016, from <http://www.loreal.com/group>

³ L'Oréal Group. (2016). Our Mission. Accessed February 2016, from <http://www.loreal.com/group/who-we-are/our-mission>

⁴ L'Oréal Group. (2016). Our Ambition. Accessed February 2016, from <http://www.loreal.com/group/who-we-are/our-ambition>

⁵ L'Oréal Group. (2016). L'Oréal Brands. Accessed February 2016, from <http://www.loreal.com/brand>

⁶ L'Oréal Group. (2016). L'Oréal Annual Report 2015. Accessed February 2016, from <http://www.loreal-finance.com/en/annual-report-2015/index>

known for their soothing, protective, regenerating and fortifying benefits for the skin. Dr. Haller believed that beauty could only be achieved through a combination of health and healthy. Under this believe that health skin is the true source of beauty, he launched a first line of dermocosmetics combining this rich-mineral water with advanced active ingredients. Nowadays Vichy is available in 90.000 points of sale in more than 60 countries and is endorsed by pharmacists and by medical recommendations.

The internationalization of Vichy began in 1973, the same year that entered into the Portuguese market. Nowadays, the brand sells in Portugal products from the face care, body care, hair care, makeup and sun-care category for women and men. The face care category of Vichy contains the following product ranges for women: Eau Thermale, Pureté Thermale, Aqualia Thermal, Nutrilogie, Idéalia, Liftactiv, Neovadiol and Normaderm (**Appendix 6**). For men, the brand has created a cosmetic line called Vichy Homme and sells all men products under this line.

3.2 Vichy in the Portuguese Cosmetic Market

3.2.1 Cosmetic Market

The cosmetic market is divided into the following categories: sun care, face care, hair care, body care, make-up, deodorant, shower gel, coloration, shaving and after shave, styling and perfumes. Within the face care market, there are the following categories: acne (15-25 years old), hydration (transversal segment but with more emphasis from 18-30 years old), anti-wrinkle (30-50 years old) and mature skin (+50 years old). Vichy segments the market not only by age but also by lifestyle.

Cosmetic products are sold mainly on the mass market (which include supermarkets and hypermarkets), pharmacies/para-pharma and perfumeries⁷. From the three main distribution channels, the mass market channel represents 42% of the total market, the pharmacy and para-pharma channel represent 22% and the perfumery channel represents 18%. From 2009 until 2015, the perfumery channel decreased its penetration in the market (from 22% in 2009 to 18% in 2015) whereas the penetration in the mass market channel remained constant. As opposed to the other channels, the pharmacy channel increased its penetration from 17% in 2009 to 22% in 2015, but from 2012 to 2015 has remained constant with 22% of the market (**Appendix 7**). Relatively to the different segments, the hair care segment represents the larger segment with 23% of the market followed by the face care segment with 18%, by the perfumes segment with

⁷ Nielsen. 2015. Information provided by L'Oréal

12% and by the body segment with 10%. Within the pharmacy and para-pharma channel, the most selling products belong to the category of face care, body and sun care⁸. Within the mass market distribution channel the most selling products belong to the hair care, deodorants and shower gel segment. On the other hand, within the perfumeries distribution channel, the most selling products are the perfumes and face care products (**Appendix 8**).

There are two types of cosmetic products sold in the pharmacy channel: dermatological products and beauty products. The dermatological products include brands such as Avène, Bioderma and Uriage while the beauty products include brands such as Vichy, Lierac and Caudalie (**Appendix 9**). The main difference between both types of products is that the former is aimed to treat, cure or prevent specific problems of the skin while the latter is focused on beauty: cleansing, beautifying, promoting attractiveness or altering appearance. Dermatological products have medical prescription, do not have perfume and the texture is very basic. On the other hand, beauty products centres on product's sensoriality which include fragrance and texture.

With regards to financial performance of the industry, the face care cosmetic market in Portugal has witnessed an increase of 3,4% in value but a decrease of 0,5% in units from 2014 to 2015 (**Appendix 10**). Vichy is the market share leader both in value (14,5%) and in units (15,1%). The other brands with a strong presence in the market are Avène, Lierac, Caudalie, La Roche-Posay and Uriage. The brands, Lierac and Caudalie, have higher market shares in value than in units because they follow a price premium strategy. From the brands with higher market shares, Caudalie, Filorga and Bioderma have witnessed an increase on its market share both in value and units. Although Vichy and Avène have a strong presence in the market, both brands decrease its market share in value and units from 2014 to 2015. It is important to mention that although some brands as SkinCeuticals and Anjelif have lower market shares, they have registered an exponential increase from 2014 to 2015.

3.2.2 Industry Trends

Beauty, today, means personalized products and services. There is an increasing aspiration for both beauty and health and a desire for simplicity, safety and naturalness. There is a search to find effective solutions to treat skin problems derived from ageing, pollution and lifestyle. In addition, there is a growing concern for the environment in which the healthy lifestyle trend has

⁸Nielsen. 2015. Information provided by L'Oréal

led consumers to look for more green products as opposed to products developed on the laboratories⁹. In fact, the Portuguese woman is becoming more aware of the importance of taking care of their skin and is becoming healthier. There is a shift in mentality from correcting skin problems to prevent skin problems.

Furthermore, Portuguese women are becoming more rational when making a purchase. They are constantly looking for promotions and information before buying a cosmetic product in order to get the best value for money. Furthermore, they are buying products from different brands and oscillating between different distribution channels¹⁰.

In the cosmetic market there will be a democratization of information and access to drugs and supplements. There's a growing trend towards "auto-diagnosis" and "auto-medication" and the need for "easy to find" and "self-service".

3.2.3 The Portuguese Female Behaviour

In Portugal, 74% of women care about their image and 39% engage in multiple activities to be in a good condition. In addition, 83% use face creams and the reasons behind their purchase are related with health concerns (56%) or related to beauty purposes (44%). Innovation also plays an important role to stimulate the purchase of these type of products because 47% of women like to buy and to experiment new products¹¹.

The Portuguese woman when asked about why she buys cosmetic products on the pharmacy the main arguments were the technical advice, high quality products, preferred brand or because they have sensitive skin. On the contrary, the main arguments for buying on the mass market were the price, value for money, convenience and discounts or promotions. Regarding the perfumery channel, consumers who mention to buy in there claimed it is because of the reliable (trustworthy) advice and the believe that the brands are more effective and prestigious¹².

⁹ L'Oréal Group. (2016). L'Oréal Annual Report 2015. Accessed February 2016, from <http://www.loreal-finance.com/en/annual-report-2015/index>

¹⁰ OMD Study, 2014. Information provided by L'Oréal

¹¹ Marktest Target Index Group Portugal, 2015. Information provided by L'Oréal

¹² OMD Study, 2014. Information provided by L'Oréal

3.3 Vichy's Communication Strategy

3.3.1 Too harsh, Too Medical, Too Distant

Before the 1930s skin was seen as a factor of human hide. Nevertheless, Dr. Haller started to think about skin comfort and care and was able to identify unique skin types, each of them requiring custom-tailored treatments. As a result, he created the famous “Vichy’s Secrets”, the very first range of skin care products adapted to different skin types with the emblematic image of “The woman at the source” (**Appendix 11**). The communication at the time was done through press advertising campaigns and the objective was to inform about the importance of take care of the skin and the properties of Vichy’s products (**Appendix 12**).

In 1946 a cinema advertising put Vichy firmly on the map. This commercial featured a young girl discovering that her mother’s skin looked very young because she had been using Vichy’s products under the advice of her pharmacist. A few years later, when Vichy decided to offer women sun tanning oil to protect skin from sunburn, an advertisement was done claiming to “make bare legs look as if they were wearing stockings”. Another advertising at the time read: “Women, be more beautiful than before. Allow your body to benefit from a quadruple dose of air, light, water and movement”.

From the beginning, Vichy positioned itself in the field of advice, pedagogy and dialogue with women. To become more accessible, the brand increased its contact points and was available in department stores, perfumeries and pharmacists. However, in just a few years the pharmacy channel become the only one to stock Vichy products because it was there that women could be advice on skin care and beauty maintenance. The pharmacist, his advice couple with the brand’s informative method of communication shaped Vichy’s identity.

The cosmetic industry entered in a new stage once people started to talk about cosmetic surgery. A Vichy advertising from the 1950s stated “true beauty starts with healthy skin” and the brand promised “young girl’s skin through the therapeutic effectiveness of Vichy products” (**Appendix 13**). The 50s woman was discovering that health and beauty were hand in hand and they had a need for advice and information. In the 1950s brand advertisements exploited in magazines, billboards and on cinemas. The advertisements had the power to embellish the products that they were selling by containing “magical properties”. However, Vichy never made any magical claims. Instead, the brand focused on its “secrets” but these were scientific secrets. When Vichy used the media, it communicated with a serious tone by evoking laboratory

images and talking above all about care. Vichy introduced the concept of informative communication by communicating at the time with specialists in the field through meetings, conferences, technical days and demonstrations. Then, the specialists travelled to the largest towns in France to give skin type diagnosis and advice to women whose interest on skin care was increasing. Women became aware that their skin was a living organ so they had to nourishing as well as to treat it.

Since its creation Vichy had always been the scientific brand dedicated to scientific research. Vichy was able to understand women's needs by listening to them and through its long-standing relationship with its pharmacists. As a result, the three pillars of the brand were: close to the women, new and visible performance and a dynamic relationship with pharmacists. Vichy had always communicated in a very product-oriented angle putting the pharmacist first. It was he, the scientist, who could advice women on skin health and it was he, who was the credible face of hygiene and skin care products. On the consumer side, Vichy continued to advertise on magazines but also increase its direct communication effort by publishing and distributing informative leaflets with the title "Let's talk about you for a while". In every leaflet the Vichy range was clearly identified and saying "All products in the Vichy range have been developed to complement each other, so it is in your interest to choose products from the same brand. No Vichy product doubles for another. No product is unnecessary. But following our advice in tune with your own personality, we guarantee that you will see your beauty emerge more and more every day". Vichy had also published a luxurious 100-page, colour, large format book with the title "Women's Beauty" with content related with "the Courage to be Beautiful", "Physical and Moral Balance" and "Beauty Starts with Hygiene". Vichy advertising material was considered as a marketing masterpiece with its creative, colourful and informative messages (**Appendix 14**).

In the seventies there was a need for the brand to give an extra pharmaceutical "spirit" to Vichy mainly because of the increase in competition. The emblematic signature "Vichy, source of beauty" was abandoned in favour of "Vichy, beauty products". Product formulas and contents began to be feature on the packaging and Vichy only used premium ingredients selected based on its purity and safety. The advertising was more and more persuasive where women were educated about product composition and benefits (**Appendix 15**). In the eighties the brand launched a serious of new products each of them offering different benefits (**Appendix 16**).

Vichy when entering the nineties, despite being a popular brand passed down from mother to daughter, it was faced with a lack of concrete substance and become the generic pharmacy brand. It was necessary to go back to its roots to reinvent Vichy as the major pharmacy brand. In 1995 Vichy reintroduced the Vichy Thermal Spa Water to its products and focused on using health active ingredients. At that time, people didn't just want to be healthy, they wanted to prevent illness, maintain and reinforce vitality and above all live longer. The brand changed its agents and completely renew its communication. Vichy left the beauty territory and focused more on dermocosmetics: to maintain skin health and correct healthy skin's physiological disorders. Vichy medicalized its advertising message: "Health is vital. Start with your skin" and started to show malfunctions, wrinkles and cellulite on its advertisements (**Appendix 17 and 18**).

One integral part of Vichy's identity is its safety guarantee and a promise of tested and proven performance of its products. It is known and recommended for efficacy, innovation and trust and desired for nutrition, transmission and pleasure. However, the brand started to be rejected for being too harsh, too medical and too distant. Until 2012, the communication of the brand was very technical, there was a strong message of product efficacy but the values of proximity with women become inexistent.

3.3.2 Ideal Skin is no Longer Just a Dream

Looking for the product range of Vichy in 2012, there was no product which catered the needs of women from 30 to 40 years old. Indeed, the brand was very strong in the segment of anti-ageing but the younger consumers did not identify themselves with the brand because they believed it was a brand for their mothers or grandmothers.

In 2012, Vichy started to think on how they could be more relevant, different and closer to women if they had been focusing too much on communicating skin problems. The brand wanted to capitalize on its efficacy, trust, femininity and on their water. A new approach appeared based on the believe that "Just because we're in pharmacy doesn't mean we have to treat you like you're ill". The objectives for 2012 were to improve perception, be different, keep equity, refresh consumer base and gain market share. As a result, a new era for Vichy began in 2012 with a repositioning as a premium, health and beauty brand.

"Ideal skin is no longer just a dream" represents the new mission statement behind the brand's renewal. The new image of Vichy was communicated through a more positive and dynamic

approach (**Appendix 19**) and a more attractive packaging (**Appendix 20**) with the emphasis on the capital letter V (**Appendix 21**). The brand also changed its image in sales outlets giving a strong emphasis on merchandising and sampling. As a result, the healthy beauty triangle of Vichy has the following pillars: 100% efficacy (skin knowledge and expertise); 100% tolerance on sensitive skin (use of Vichy thermal spa water) and 100% pleasure (sensorial textures). Vichy positioned itself as “A source of optimism for your skin” and build on consumers’ ideal concepts of beauty.

Idéalia, the first skincare product launched in 2012, was a symbol of the brand’s renewal. This product was conceived after discovering on an exploratory study that for women the ideal skin was a healthy skin without visible pores, blemishes or wrinkles. The answer to these women’s was Idéalia. It was the first skincare product to create “ideal skin” against ageing, stress, fatigue and everyday excesses by redefining the skin texture as well as by unifying and smoothing lines and wrinkles. The underlying aim was to recruit new consumers (fill the gap in the product portfolio segmentation) and strength the brand’s position in the highly competitive skin care market. The strategy was to create a totally new category in the pharmacy based on a new universal aspiration, beyond wrinkles: The ideal skin. This was a desirable concept for every women, whatever their age and skin type. Moreover, this was also a way for Vichy to improve its relationship with them and an opportunity to positon itself as a true partner present at every stage of their lives.

Vichy’s new communication was now more dynamic, younger, closer to women and more relevant to them. The brand communicated mainly on television, magazines, billboards and on digital channels. The digital channels used were the corporate website, YouTube and Facebook which in turned served as basis for communicating the new events of the brand. In addition, Vichy launched a new digital platform: Ideal skin blog. This new platform combined recommendations, videos, explanations and advice from experts in the field. In summary, Vichy wanted to revitalise the brand with uniqueness and meaning with a modern vision of well-being and beauty. As a result, Vichy increased sales, recruited new consumers and improved awareness and trustworthiness. All in all, it was a winning positioning strategy.

From 2012 to 2015 Vichy’s communication has evolved. On the television, for instance, in the commercial of Idéalia the background used was white and the woman was perfect in a sense that she did not has any skin imperfections. The subsequent advertisement for the Idéalia night cream featured a more “real” woman, in a sense it was possible to observe her skin

imperfections. The background was no longer white and the woman was seen in her quotidian daily life. On the magazines, the “V” symbol became clear, smaller and more modern to disperse less attention (**Appendix 22**).

3.3.3 Stronger Skin for a Stronger Life

The new communication after 2012 was very effective in accomplishing its objectives: to be closer and more relevant to women. However, to communicate a more “fresh” identity, the brand did not focus as much on communicating its pharmaceutical values which represent the core identity of the brand. Therefore, there might be a risk that the brand falls into a very “light” beauty brand based solely on lifestyle with no associations to a pharmaceutical brand.

In order to prevent that there is not a significant deviation from the brand roots when the brand tried to be closer to women, Vichy will change its communication in May of 2016. More than a problematic, this is a pre-detected need in a market extremely dynamic. Thus, the underlying aim is not to have a more pharmaceutical association in the mind of consumers. Instead, it is to reinforce the brand’s notions of credibility and efficacy at the same time of maintaining a strong relationship with women and the pharmacist.

The new communication will lose the “Ideal Skin” slogan for a more powerful positioning of stronger skin for a stronger life. Among pharmacists, the brand wants to reinforce that is present in the market for 85 years, emphasize that it started the category of dermocosmetics and stress that Vichy’s water is superior by making the skin stronger and healthier. Among women, the brand wants to reinforce that it’s present in all stages of women’s life and uses on its product a superior thermal water.

The Thermal Water of Vichy will change its official name for Vichy Mineralizing Water (*Água Termal Mineralizante Vichy* in Portuguese) due to its 15 rich minerals that make skin every day stronger against all aggressions. Vichy’s Mineralizing Water is almost as an “upgrade” from the normal thermal water and tests prove its superiority to regenerate and fortify skin. This is a differentiation factor from the other brands because Vichy is the only brand to offer a thermal water rich in minerals.

Vichy will launch two advertising campaigns in May of 2016 that incorporate this new communication: The Vichy Mineralizing Water campaign (**Appendix 23**) and the Liftactiv campaign (**Appendix 24**). These two advertisements will be communicated on television,

magazines and on digital platforms such as Facebook, YouTube, Instagram and the corporate website of the brand.

Vichy Mineralizing Water campaign	Liftactiv campaign
<p>New communication message:</p> <ul style="list-style-type: none"> - Stronger skin for a stronger life - Vichy gives me strength to resist against all aggressions - Vichy gives me strength to be better - With Vichy I feel more confident in myself 	
<p>Description</p> <ul style="list-style-type: none"> - Story of how Vichy was born in the French volcanos - Benefits of the Vichy Mineralizing Water: regenerate and fortify skin - Importance of having a mineralizing water: skin needs minerals to carry out its functions but cannot produce itself - Explanation that Vichy combines its Mineralizing Water with natural active ingredients in all of its products - Power of water to emphasize the power of women - #YouMakeMeStronger 	<p>Description</p> <ul style="list-style-type: none"> - Centres around one wrinkle of a girl called Maria (most common name for girls in Portugal). - Strong emphasis on the pharmacists - It is mention that the product contains Vichy Mineralizing Water - In the press, the “V” icon is no longer showed. Instead, it appears clinical tubes to resemble the “V” - #SmileNotWrinkle
<p>Objectives</p> <ul style="list-style-type: none"> - Awareness towards the brand - Create higher involvement with the brand - Educate consumers about the benefits of having a mineralizing water -Influence perceptions about the brand 	<p>Objectives</p> <ul style="list-style-type: none"> - Awareness towards the product - Keep product in consumer’s mind - Increase sales
<p>Target:</p> <ul style="list-style-type: none"> - Women from 18 to 65 years old - Income: medium/high income 	<p>Target:</p> <ul style="list-style-type: none"> - Women from 35 to 50 years old - Income: medium/high income

Figure 3: Comparison between the two advertisements for May of 2016

Source: Information provided by L’Oréal

3.4 The Challenge

Having already established its position in the Portuguese market, Vichy's main concern is how to continue to differentiate itself from the other cosmetic brands. One possibility is to advertise the brand as a whole by focusing on Vichy Mineralizing Water as the core ingredient present in all Vichy products. However, one question that arises is to what extent consumers' value this component when buying a cosmetic product. Another possibility is to advertise the Liftactiv product range which has been the most profitable product of Vichy and considered the most trustworthiness product in the anti-wrinkles category in pharmacies.

Knowing that the first advertisement can create longer-lasting customer relationships but the second can develop targeted messages to connect to its most profitable segment, which one should Vichy prioritize when allocating the media budget? What is the right balance between brand and product communication?

4 MARKET RESEARCH

4.1 Aim and Scope of the Research

The market research study consisted on both a qualitative and a quantitative research. The qualitative research involved one in-depth interview to Vichy's Marketing Manager. The main objective was to gain an insider perspective about the strategy for the brand Vichy. The information gathered on this interview was mainly about the evolution of the communication of the brand and its positioning. This information was used to write the case-study (**Appendix 25**). For the quantitative research, I conducted an online survey, available between April 12th and April 26th, which obtained 175 valid responses. The platform used to build and distribute the survey was Qualtrics.com and for the analysis of the results both the SPSS and Excel were used.

The main purpose of the survey was to gather information about the factors that influence the purchase of face care products, the positioning of the main players in the cosmetic market and finally to evaluate the differences between a brand and a product advertisement to predict to which type of ads consumers respond better (**Appendix 26**). In order to analyse the last point, I have used two past advertisements from Vichy: one focused on the brand as a proxy to the Vichy Mineralizing Water campaign and the other focused on the product as a proxy to the Liftactiv campaign. The main goal was to try to predict if the new communication should be more oriented towards the brand or to the product to help answering the main question of the dissertation.

4.2 Sample Demographic Description

The survey was only send to women because they are the target segment of the communication campaign that Vichy is planning to do. From the total sample, 92% use face care products which include using at least one of the following products: day cream, night cream, make-up remover, cleanser, lip balm, eye cream, face exfoliant, serum, oil cream or eau thermale. The women that mentioned not using any of those products (8% of the sample) didn't continue to answer the survey.

Regarding the demographic factors, the most common age group was 18-24 years old (36% of the sample) followed by the 40-49 age group (27,3% of the sample) and the 30-39 age group (21,1% of the sample). Concerning the occupation, 60,9% of the respondents are employed, 32,9% are students, 5% are retired and only 1,2% are unemployed. Crosstabulation analysis

contrasting age with occupation supports that students are women below 24 years old while women who are employed belong to older age groups. Regarding annual income, 40% of the respondents earn less than €10,000/year and the percentage decreases as the annual income increases (Appendix 27).

4.3 Brand Awareness and Breadth

The brands chosen to be analysed on this market research study were Avène, Uriage, Caudalie, Lierac, Bioderma and Vichy. These brands were chosen based on two reasons. Firstly, the brands are sold on the same distribution channel as Vichy and secondly they are seen as the biggest competitors for the marketing department of Vichy in Portugal.

Regarding the awareness of the brands, the brands that most consumers didn't know were Caudalie and Lierac. In accordance with these findings, the brands that most consumers know are Avène, Vichy, Uriage and Bioderma. As showed on figure 4, Avène is the brand that most participants mentioned to consume followed by Uriage and then Vichy.

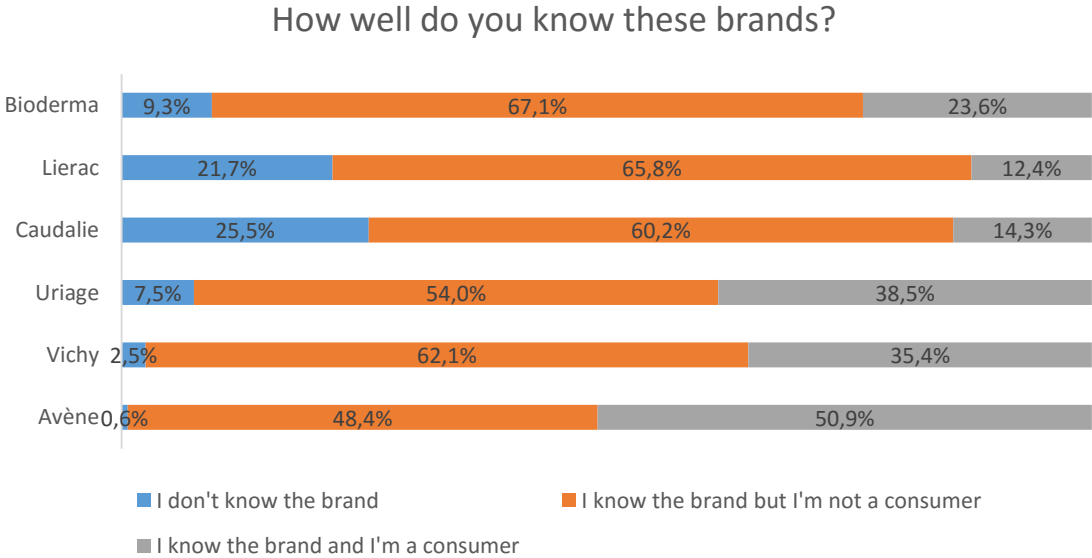


Figure 4: Market research results: Brand awareness

When consumers were asked which products they buy from each brand they consume, Avène is the market leader on the following products: day cream, make-up remover, cleanser, eye cream, and eau thermale. On the other hand, Vichy is the brand that more participants buy night cream, Uriage is the brand that more participants buy lip balm, face exfoliant and oil cream and Caudalie ranked first on the serum category (Appendix 28).

Interestingly, from the participants who use the day cream from Vichy, only 43% of them also use the night cream from Vichy. Using the same logic, only 13,3% who use the day cream also uses make-up remover, 10% who use the day cream also uses the cleanser and 3,3% who use the day cream also uses the eau thermale. These findings suggest the degree of loyalty towards Vichy is low because consumers are not buying from the product range of the brand but instead they have different products from different brands. This result goes in line with the industry trends, as mentioned earlier, consumers like to have products from different brands.

4.4 Decision Making Process

As figure 5 shows, the factors that have a higher influence on the purchase of cosmetic products are the price of the product, the recommendation from doctors, the brand and the product scent. On the other hand, the marketing campaigns such as advertising, recommendation from beauty advisers and the fact that the product has on its composition thermal water exert less influence on consumer’s decision making process.

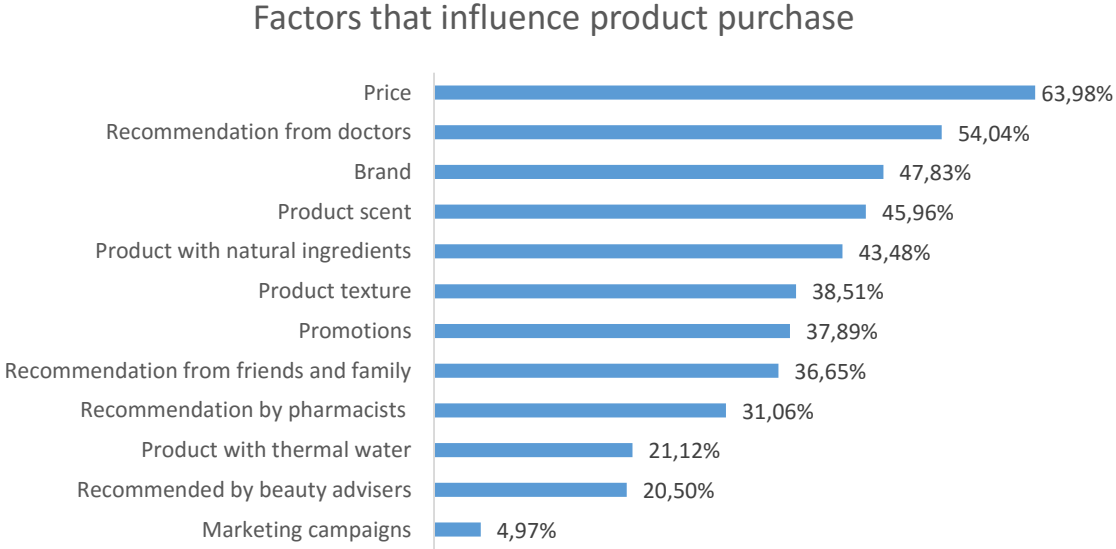


Figure 5: Market research results: Factors that influence the decision making process

When the participants were asked to divide 100 points among the factors they have chosen previously, the factor that registered a higher mean was the recommendation from doctors, as showed on figure 6. Interestingly, the product scent that was considered as one of the most influential factors on consumer’s purchase, its relative importance compared with the other factors is actually low. This means that, when consumers had to choose up to five factors which influence their purchase, product scent was the fourth factor more mention. However, its importance was low compared with the other factors that people choose on the previous

question. The same applies for the promotions but on the other way. Although only 37.89% of the respondents mentioned that promotions influence their purchase, the importance they gave to this factor was high.

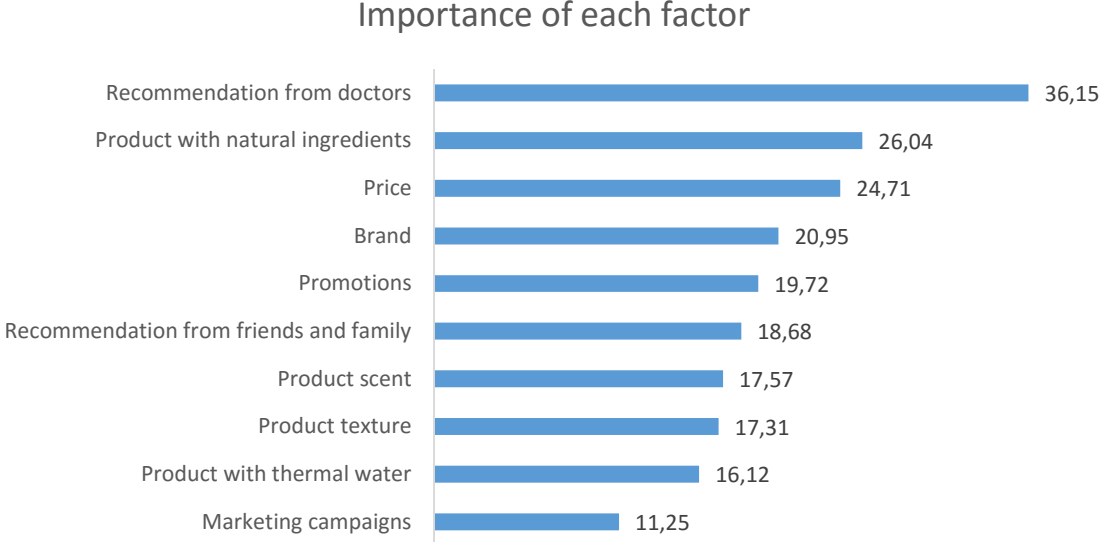


Figure 6: Market research results: Importance of each factor

As figure 7 shows, if consumers have a choice between buying a product with thermal water, a product with mineralizing thermal water or a product with natural ingredients, consumers tend to choose the latter as a first choice. This result goes in line with the industry trends, as mentioned earlier on the case-study, there is a growing concern for the environment and for keeping a healthy lifestyle which makes consumers to look for more green products.

It is important to note that there was a higher percentage of people who preferred a product with thermal water than a product with mineralizing thermal water as a first choice. Nonetheless, taking the mean values of the rankings of the three products, it is possible to conclude that consumers prefer first a product with natural ingredients, then a product with mineralizing thermal water and lastly a product with thermal water. The results suggest that consumers perceive superior quality in a product which claims to have mineralizing thermal water than just thermal water.

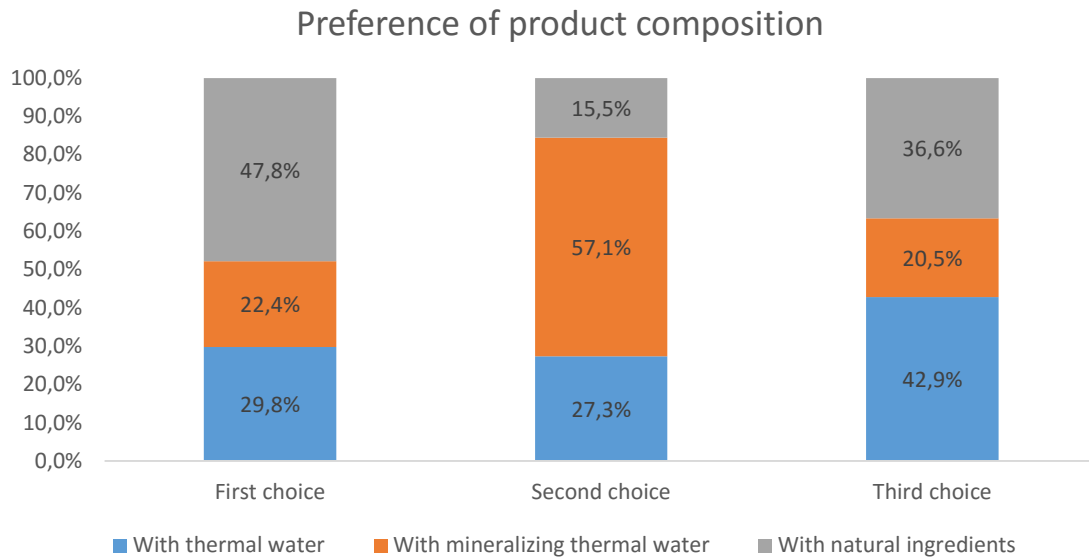


Figure 7: Market research results: Preference for a cosmetic product composition

4.5 Perceptual Mapping

In order to draw a perceptual map, firstly, I ran a factor analysis on the variables of question four (Q4) of the survey to reduce the number of variables to a more manageable set. Both the KMO measure and the Bartlett's test indicated that the variables were significant correlated and therefore factor analysis could be properly applied to these data. As all the communalities had values above 0,8, the four factors derived from this analysis accounted for most of the variance of all the original values (88% of the variance contained in the original variables) (**Appendix 29**)

Each factor groups one or more attributes and I gave a name to each one as seen below:

- Factor 1: *Pharmacy factor* – include the attributes of quality, pharmacy and efficacy
- Factor 2: *Product characteristics factor* – include the attributes of product texture and the product scent
- Factor 3: *Reliability factor* – include the attributes of security and credibility
- Factor 4: *Economic factor* – include the attribute price

After conducting the factor analysis, I used the four factor solution to run a one-way anova to understand how consumers evaluate the brands on each factor (see **Appendix 30**). The results indicate that the positioning of the brands do not differ significantly on the four factors solution which means that for each factor there is not a significant difference between the 6 brands.

Nonetheless, I have still used the mean values of the one-way anova to draw the perceptual map as showed on figure 8, 9 and 10.

Regarding the pharmacy factor, the brands with higher associations with quality, pharmacy and efficacy were Uriage, Bioderma and Avène. On the other hand, Vichy was the brand that registered the worst score on this dimension which means that respondents do not associate as much these attributes with Vichy as with the other brands.

Relatively to the product characteristics factor, the brand that performed better on this dimension was Caudalie which uses natural products (the grapes) on its products composition. This result is in line with the results from the market research which indicated that consumers prefer a product with natural ingredients, thus, constituting a factor with high influence on the decision making process. Interestingly, the two brands that have written on its signature logo *Eau Thermale* were the brands that registered lower scores.

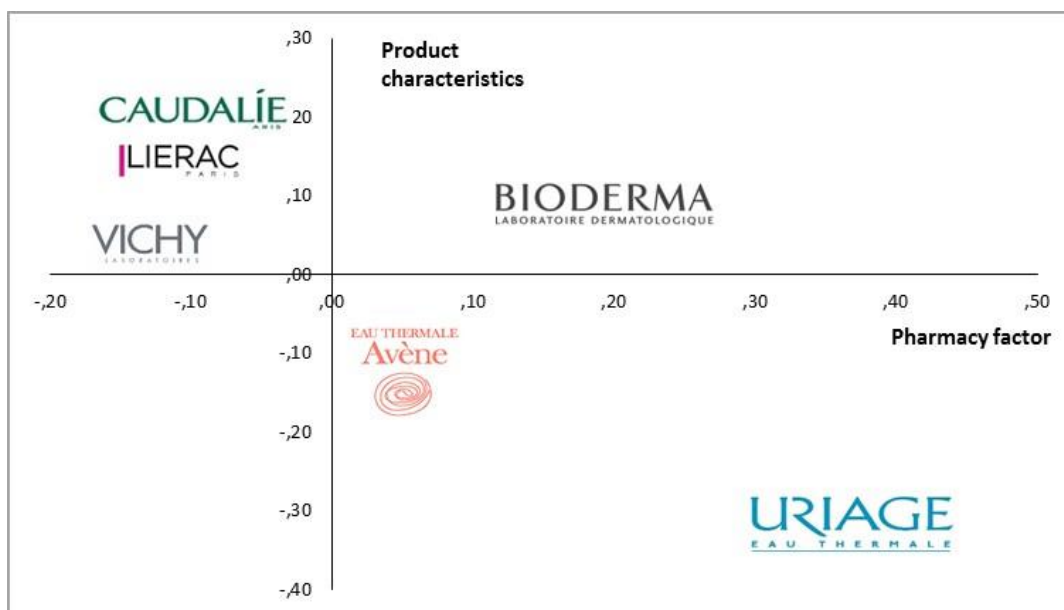


Figure 8: Market research results: Perceptual mapping

Concerning the reliability factor, Vichy was the brand with higher associations of security and credibility as opposed to Lierac and Caudalie. One possible reason that might explain why the last two brands are less associated with security and credibility is because Lierac and Caudalie were the brands that registered the lowest percentage of brand awareness.

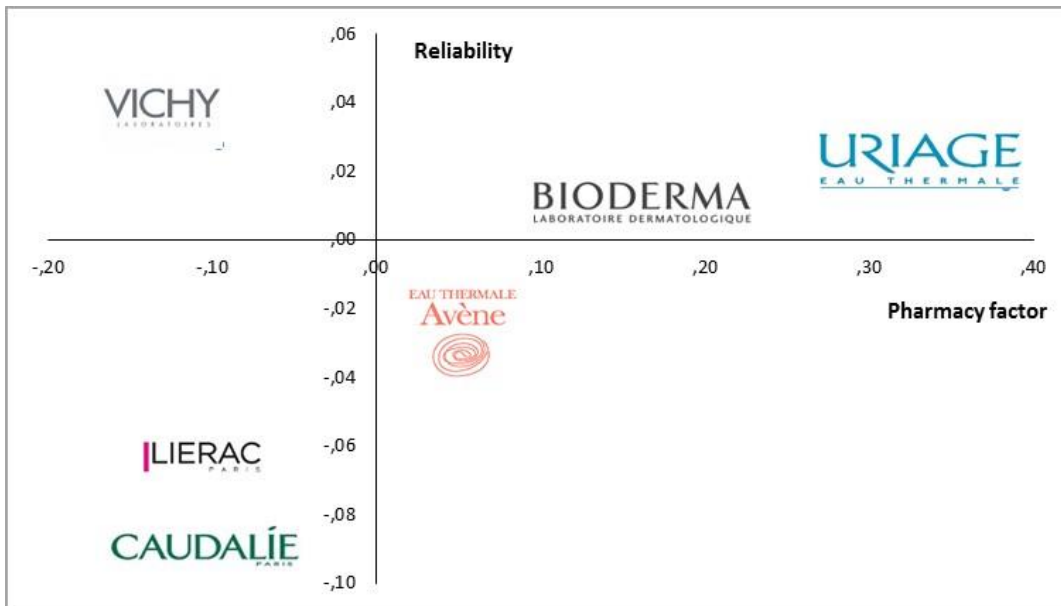


Figure 9: Market research results: Perceptual mapping

With reference to the economic factor, the brand that stood out was Lierac. At a first glance, this might look strange because Lierac follows a price premium strategy with prices higher than the competition. However, what this indicator means is that Lierac was the brand that consumers felt the price was more worth paying due to its superior quality.

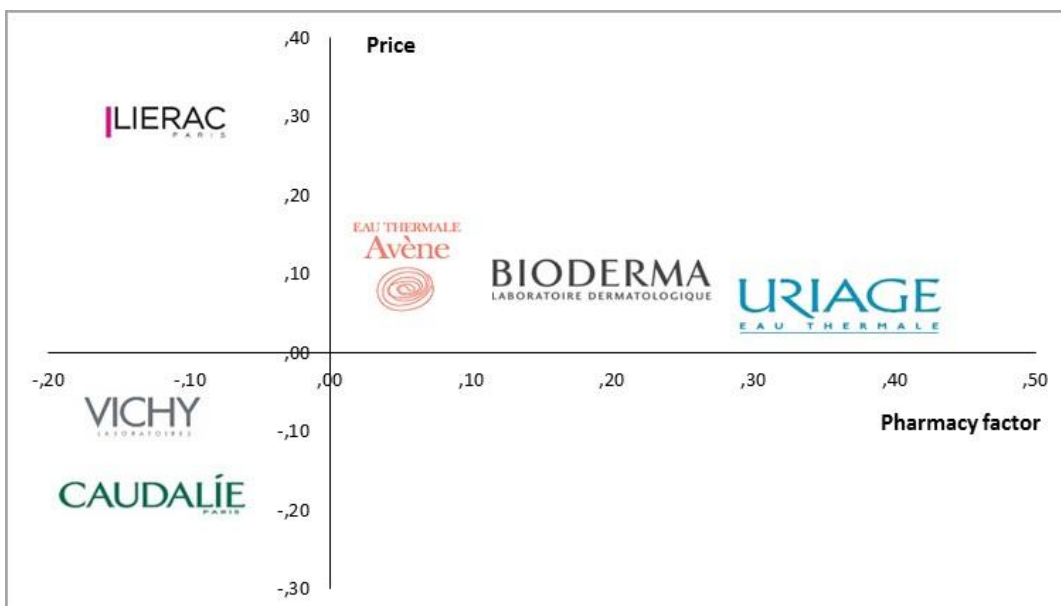


Figure 10: Market research results: Perceptual mapping

4.6 Involvement with the Brands

The results show that Avène is the brand that more women identify with and trust and is seen as a young brand. While Avène was mentioned the brand that makes more women to feel healthy, Vichy was mentioned the brand that makes more women to feel beauty and close to them.

The brands that more participants recommend to their friends and family are Avène, Vichy and Uriage. However, none of the brands registered a high level of loyalty because 42,9% of the respondents claimed that are not loyal to any of the brands. In addition, the percentage of participants who follow those brands on social media is very low. Even so, the brand that more consumers follow on social media is Vichy.

The brands Caudalie, Lierac and Bioderma showed lower levels of involvement with consumers, a fact that might be explained because these three brands registered the lowest brand awareness.

Cross tabulation analysis was conducted between the degree of involvement with the brand Vichy and age group but none of the variables was significant. This means that no correlation was found between age and the attitudes towards the brand Vichy.

	Avène	Vichy	Uriage	Caudalie	Lierac	Bioderma	None of the brands
The brand makes me feel healthy	37,3%	31,1%	28,6%	9,9%	11,2%	21,7%	19,3%
The brand makes me feel beauty	23,6%	31,1%	16,8%	9,3%	9,3%	10,6%	35,4%
I'm loyal to this brand	21,1%	17,4%	20,5%	8,1%	3,7%	13,0%	42,9%
The brand gives me trust	47,8%	43,5%	42,2%	15,5%	15,5%	27,3%	9,3%
I identify myself with this brand	30,4%	29,2%	22,4%	11,8%	6,8%	15,5%	27,3%
I follow this brand on social media	5,6%	9,3%	4,3%	3,7%	3,7%	3,7%	83,2%
I recommend this brand to my friends and family	41,6%	38,5%	35,4%	13,7%	13,7%	26,1%	14,9%
This brand is close to consumers	46,0%	49,1%	24,8%	8,7%	6,2%	18,0%	17,4%
The brand is young	31,7%	20,5%	15,5%	11,2%	5,0%	19,9%	28,6%

Figure 11: Market research results: Degree of involvement with the brands

4.7 Consumer Response to a Brand and to a Product Advertisement

The first advertisement (brand advertisement) that appeared on the survey was an advertisement to the face care category of Vichy. As mentioned previously, this advertisement was used as a proxy to the Vichy Mineralizing Water advertisement because both are advertising the brand Vichy and not a specific product from the brand. Moreover, both advertisements are situated

towards the image side of the continuum proposed by Peltier, et al. (1992) on the literature review section. In the advertisement showed on the survey, “kisses” were seen between family members and friends. The messages that appeared were: “Kisses should always have the same density” and “No pause for the youth of your skin” with the logo of Vichy on the bottom.

The second advertisement (product advertisement) that appeared on the survey was an advertisement of a specific product of Vichy and used as a proxy to the new advertisement for Liftactiv. Both advertisements are situated towards the direct response side of the continuum proposed by Peltier, et al. (1992).

Comparing the brand and the product advertisement showed on the survey, the former was considered to be more emotional while the latter more rational. The majority of the respondents considered that the brand advertisement was memorable, holds attention and conveys positive feelings. Regarding credibility, 42,2% of the respondents claimed that only the product advertisement was credible but 34,2% mentioned that both advertisements were credible. Concerning the advertisement quality, 40,4% of the respondents mentioned that only the product advertisement had quality but 38,5% of the respondents mentioned that both advertisements had quality. This means that in general, respondents think that both advertisements are credible and with quality but there is a high percentage of respondents who mention that only the product advertisement had those features. Although 64,6% of the respondents mention that none of the advertisements was uninteresting, 31,1% considers uninteresting only the product advertisement. Both advertisements were considered to be innovative and persuasive and none of them was seen to convey negative feelings.

	Brand Advertisement	Product Advertisement	Both Advertisements	None of the advertisements
Emocional	93,8%	1,9%	1,9%	2,5%
Uninteresting	1,9%	31,1%	2,5%	64,6%
Credible	14,3%	42,2%	34,2%	9,3%
Positive feelings	73,3%	3,7%	19,3%	3,7%
Negative feelings	1,2%	7,5%	0,6%	90,7%
Innovation	39,8%	31,1%	13,0%	16,1%
Persuasive	26,1%	32,9%	23,6%	17,4%
Quality	13,7%	40,4%	38,5%	7,5%
Hold attention	67,7%	7,5%	22,4%	2,5%
Memorable	57,8%	3,1%	8,1%	31,1%
Rational	8,1%	64,6%	12,4%	14,9%

Figure 12: Market research results: Brand and product advertisement likeability

After being exposed to the brand advertisement not only participants stated that Vichy is close to consumers (57,1% of the sample) but also they mentioned that now they want to know more information about Vichy (49,1% of the sample). On the other hand, the product advertisement conveyed a message of product efficacy and credibility. Nonetheless, 52,2% of the participants mentioned that both advertisements make them to think that the brand is credible and 37,3% of the participants also mentioned that both advertisements conveyed a message of product efficacy.

Regarding purchase intention, 33,5% of the sample stated that they want to buy a Vichy product because of the brand advertisement, 18% mention the same but because of the product advertisement and 11,8% because of both advertisements. Nonetheless, for 36,6% of the respondents none of the advertisements made them to want to buy a Vichy product on their next purchase. One reason can be because they already buy products from Vichy so the advertisement would not change that. Other reason can be related to a previous finding that indicated that marketing campaigns are a factor that exert little influence on the decision making process.

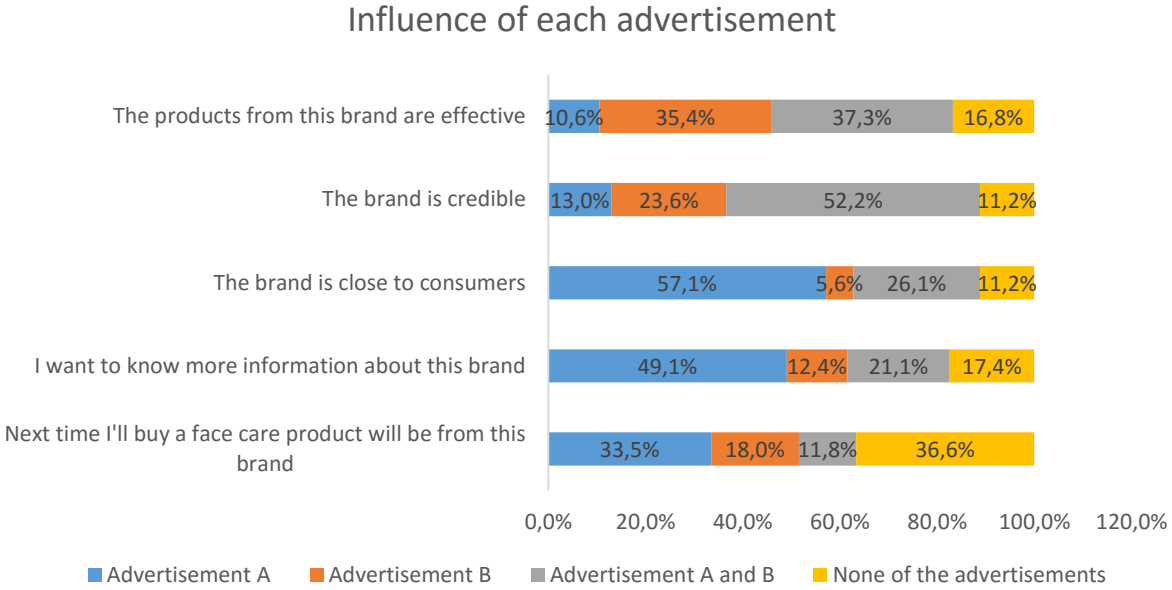


Figure 13: Market research results: Brand and product advertisement influence

Cross tabulation analysis contrasting age and the attitudes towards the two advertisements (Q11) supports that the brand advertisement makes 46% of the young adults (18-29 years old) to say that next time they buy a cosmetic product will be from Vichy, 73% to claim that they want to know more information about the brand and 81% to state that the brand is close to

consumers. Thus, it is possible to conclude that the young adults have a more favourable attitude towards the brand than to the product advertisement. For the adults (30-49 years old) and for the senior group (>50 years old), cross tabulation analysis supports that they have a favourable attitude towards both advertisements which can be explained because the product that was advertised was for the adults and the senior segment.

5 CONCLUSIONS

5.1 Closing Remarks

On the following section, the main conclusions of this paper are presented in accordance with the initial proposed research questions.

RQ1: What is the evolution of the communication of Vichy along the years?

Until 2012, the communication of the brand was very technical, product-oriented and focused on skin problems. Therefore, there was a strong message of efficacy but the values of proximity with women were almost inexistent. The brand become to be perceived as being too harsh, too medical and too distant. As a result the new communication tried to position the brand as a premium, health and beauty brand. The communication was now more dynamic, relevant and younger. In addition, it conveys a message that Vichy gives strength to resist against skin aggressions and thus, the new position is no longer focus on the ideal skin but on achieving a stronger skin.

RQ2: Which factors are important for consumers when buying a cosmetic product?

The factors that exert high influence on the decision making process to buy a cosmetic product are the price of the product, the recommendation from doctors, the brand and the product scent. Nonetheless, other factors such as promotions and a product with natural ingredients also influence the purchase of these type of products.

If consumers have a choice between buying a product with thermal water, a product with mineralizing thermal water and a product with natural ingredients, consumers tend to choose the latter as a first choice. However, the results also suggest that consumers perceive superior quality in a product which claims to have mineralizing thermal water than just thermal water.

RQ3: What is the positioning of Vichy compared with its main competitors in the Portuguese market?

Vichy is positioning in the Portuguese market as a credible and secure brand. However, the attributes of quality, pharmacy and efficacy are less associated with the brand. These results suggest that although Vichy has credibility and pass security to consumers, the brand is less associated with the pharmacy and with the attributes that are interconnected to it (quality and efficacy) as the other brands are.

Uriage, Bioderma and Avène are, respectively, the brands more associated with the pharmacy and thus with the attributes of quality and efficacy that are linked to it. Caudalie is positioning by having a good product composition which is based on natural active ingredients by using as its core ingredient the grape. Lierac, on the other hand, is positioning by having a good value for money.

RQ4: How do consumers react and respond to an advertisement focused on the brand and to an advertisement focused on the product?

Consumers, indeed, respond differently to a brand and to a product advertisement. The brand advertisement works best in connecting emotionally with consumers because it conveys a message of proximity which in turn makes consumers to want to know more information about the brand. The majority of the participants considered the brand advertisement to be more innovative and memorable by capturing attention and conveying positive feelings.

Both advertisements conveyed a message of product efficacy and were considered to be credible and with high quality. Nonetheless, there is a high percentage of respondents who mention that only the product advertisement had those three features. Additionally, both advertisements were seen to be innovative and persuasive.

It was found that, by adopting a product advertisement strategy, companies are more target specific because the product that is advertised is for a specific target segment. The results from the market research elucidate that consumers with more favourable attitudes towards the product advertisement were the target segment of the product advertised, in contrast with the brand advertisement that appealed to all age groups. By adopting a brand advertisement strategy companies are less target specific and have more universal messages.

5.2 Recommendations

Which advertising campaign should Vichy prioritize when allocating the media budget? The Vichy Mineralizing Water campaign or the Liftactiv product campaign?

Based on the results from the market research study, my recommendation for Vichy Portugal is to allocate a higher percentage of the budget on the Liftactiv product campaign. Therefore, a breakdown between the two campaigns would be 60% for the Liftactiv product campaign and 40% for the Vichy Mineralizing Water campaign.

As mentioned earlier on the case study, the main objective for the new communication in May of 2016 is to reinforce the notions of credibility and efficacy of Vichy in the mind of consumers. By analysing the perceptual mapping from the market research, one can conclude that although Vichy has credibility and pass on security to consumers, the brand is less associated with the pharmacy and with the attributes that are related to it (quality and efficacy). Thus, it is of utmost importance to work on the latter dimension particularly on efficacy because it is one of the main objectives for the new communication. Both advertisements conveyed a message of efficacy but it was stronger on the product advertisement.

Additionally, the results from the market research suggest that the degree of loyalty to all brands was low. Therefore, adopting a brand advertisement strategy, could increase the loyalty of consumers towards a specific brand because it was seen that this strategy works best in connecting emotionally with consumers. Besides, it was found that the percentage of people who buy two products from the product range of Vichy was very low. As the brand advertisement focuses on the category of face care in general, by adopting this strategy could be a way to promote the other products from Vichy. In line with this last point, the brand advertisement was seen to trigger consumers to know more information about Vichy. As a result, by searching for more information, consumers can learn more things about the face care portfolio of Vichy, thus, increasing the awareness towards it.

Although consumers prefer a product with natural ingredients, the results suggest that consumers perceive superior quality in a product which have mineralizing thermal water than just thermal water. As Vichy is the only brand claiming to have mineralizing thermal water in all of its products, it could be a point of differentiation from the other brands to gain competitive advantage. Nonetheless, the results from the market research suggest that having a product constituted with thermal water exert low influence on the decision making process to buy a

cosmetic product. However, as Vichy Mineralizing Water is an upgrade from the normal thermal water, consumers would need to be educated about the benefits of having a mineralizing water to be possible for them to value this attribute.

All in all, both advertisements complement each other and are important to build a strong brand. However, when allocating the media budget I recommend that a higher percentage goes to the Liftactiv campaign because the main goal of the new communication was to reinforce the notions of credibility and efficacy in the mind of consumers. However, one cannot disregard the importance of a brand advertisement strategy as seen previously. For all the reasons mentioned above, I recommend 60% of the budget for the Liftactiv product campaign and 40% for the Vichy Mineralizing Water campaign.

5.3 Limitations and Future Research

One of the limitations of the present study is the number of responses collected on the online survey. Although the survey included an acceptable number of valid respondents (175 responses), the completion rate was low. One reason that might explain the latter point can be because participants were asked to watch two videos, which could be an obstacle if a participant was in a location without the possibility to turn on the sound.

A further limitation is related with the distribution of the survey. The survey was sent through digital channels, mainly by email and Facebook, which narrows the sample by excluding consumers who use cosmetic products but do not have an account on digital platforms.

In order to analyse the differences between a brand and a product advertisement and to understand to which type of ad consumers respond best, I used two past advertisements from Vichy to make a proxy to the ones that were about to be launched in May of 2016. As a result, the previous advertisements can fail in predicting how consumers will respond to the new advertisements.

For future research, I suggest to run the same survey to a larger scale to better quantify and generalize the results from the sample to the population of interest. It would also be interesting to ask participants to watch more than just one advertisement from each category (brand and product). In fact, it could be used two advertisements from each category to better understand how people respond to each type of ad and to make better predictions for future advertisements.

6 TEACHING NOTE

6.1 Synopsis

Vichy has always been the scientific brand with a strong and dynamic relationship with the pharmacist. Before 2012, the brand communicated in a very product oriented angle and showed on its advertisements malfunctions, wrinkles and cellulite. As a consequence, the brand started to be rejected for being too harsh, too medical and too distant. In 2012, Vichy changed its communication and capitalized on its efficacy, trust, femininity and on its water. The communication after 2012 aimed at repositioning the brand as a premium, health and beauty brand.

The communication after 2012 was less focused on communicating Vichy's pharmaceutical value. In order to prevent that there is not a significant deviation from the brand roots when the brand tried to be closer to women, Vichy will change its communication in May of 2016 by launching two advertisements. One advertisement is about Vichy's water, a core ingredient present in all Vichy products. The other advertisement is about the Liftactiv product range whose target is Vichy's most profitable segment. Both campaigns will communicate a message that Vichy gives women a stronger skin for a stronger life and also strength to resist against skin aggressions and to be better. Although each advertisement conveys the same message, each campaign has a different target and different objectives since one creates awareness towards the brand and the other awareness towards the product.

6.2 Target Audience

The proposed case-study is intended to serve as a teaching tool for class discussion and to teach marketing concepts in a more practical way. This case is designed for marketing courses such as Marketing, Brand Management and Marketing Communication at an undergraduate or master level.

6.3 Teaching Objectives

The main objective of this paper is to familiarize students with important marketing concepts as well as to foster in-class discussion with a real and practical example of a company's dilemma. To be more precise, this case presents the following objectives:

- A. To illustrate students about the decisions a marketing department have to face.

- B. To elucidate students about the concept of rebranding and the reasons that lead companies to revitalize its brands.
- C. To deepen students' knowledge on positioning and repositioning strategies and understand how they are crucial in guiding the development of the company's marketing activities.
- D. To enlighten students about the impact of positioning on consumer's perceptions about a brand and its impact on their decision making process.
- E. To make clear the importance of developing effective marketing communications.
- F. To have students explore about the different types of appeals in an advertisement and the differences between an image and a direct response advertisement.
- G. To elucidate students about trends and forces that are shaping the cosmetic industry.

6.4 Teaching Plan

Students should receive the case (Literature Review, Case-Study, Market Research and Appendices) beforehand and analysed it at home. An individual report should be prepared by each student with the analysis of the case by answering to the suggested assignment questions. The assignment questions have the purpose to guide students in their analysis of the case-study by giving them information and insights to find a solution to the dilemma presented.

Before moving to the suggested assignment questions, it is recommended students to read the following readings as a way to complement and enrich the study of the case:

- A. Aaker, D. A. & Shansby, G. J., 1982. Positioning your product. *Business Horizons*, 25(3), pp. 56-62.
- B. Muzellec, L. & Lambkin, M., 2006. Corporate rebranding: destroying, transferring or creating brand equity?. *European Journal of Marketing*, 40(7/8), pp. 803-824.
- C. Daly, A. & Moloney, D., 2004. Managing Corporate Rebranding. *Irish Marketing Review*, 17(1/2), pp. 30-36.
- D. Peltier, J. W., Mueller, B. & Rosen, R. G., 1992. Direct Response versus Image Advertising: Enhancing Communication Effectiveness Through an Integrated Approach. *Journal of Direct Marketing*, 6(1), pp. 40-48.

Suggested Assignment Questions

- 1. Analyse the cosmetic market in Portugal in terms of distribution channels, consumer segments and trends that are shaping the industry.**

Students should look for answers in pages 14 to 16 of this document.

2. What is the importance of brand positioning? Characterize the positioning of Vichy and of its main players in the Portuguese cosmetic market.

Students should read article A (mentioned on the previous page) and look for answers in pages 28 to 30 of this document.

3. Based on the rebranding continuum proposed by Muzellec & Lambkin (2006) and Daly & Moloney (2004), how do you characterize Vichy's new identity in 2012 and the new communication for 2016?

Students should read article B and C (mentioned on the previous page) and pages 19 to 22 of this document. The answer to this question should follow the following orientation:

- Vichy's new identity in 2012: revolutionary rebranding because there was a major and identifiable change in the marketing aesthetics (new image, logo and packaging) and on the positioning of the brand. The new positioning as a premium, health and beauty brand was communicated through a more positive and dynamic communications approach.
- New communication for 2016: evolutionary rebranding because there was a change in the communication and positioning but not on the marketing aesthetics.

4. Analyse Vichy's communication in the 30's and its evolution until the recent years. Do you think that Vichy is correctly communicating with the Portuguese female consumer?

Students should look for answers in pages 17 to 22 of this document. Student's opinion must be justified.

5. Characterize the Vichy Mineralizing Water campaign and the Liftactiv campaign on the image/direct response continuum proposed by Peltier, et al. (1992). What do you consider to be the advantages and disadvantages of each advertisement? Which emotions does each advertisement evoke?

Students should read article D (mentioned on the previous page) and pages 21 to 22 of this document. Students should mention that the Vichy Mineralising Water campaign situates towards the image advertising of the continuum while the Liftactiv campaign situates towards the direct response advertising of the continuum. However, it is

important to mention that none of the advertisements are locked in the extremes of the continuum.

Group Discussion

The second class should follow a hands-on practice approach. Students can be divided into two groups. Based on the results from the market research, one group argue why Vichy should allocate a higher percentage of the budget on the Vichy Mineralizing Water campaign and the other group argue the same but for the Liftactiv campaign. The main objective is to stimulate a group discussion around the topic of how to develop an effective marketing communication campaign.

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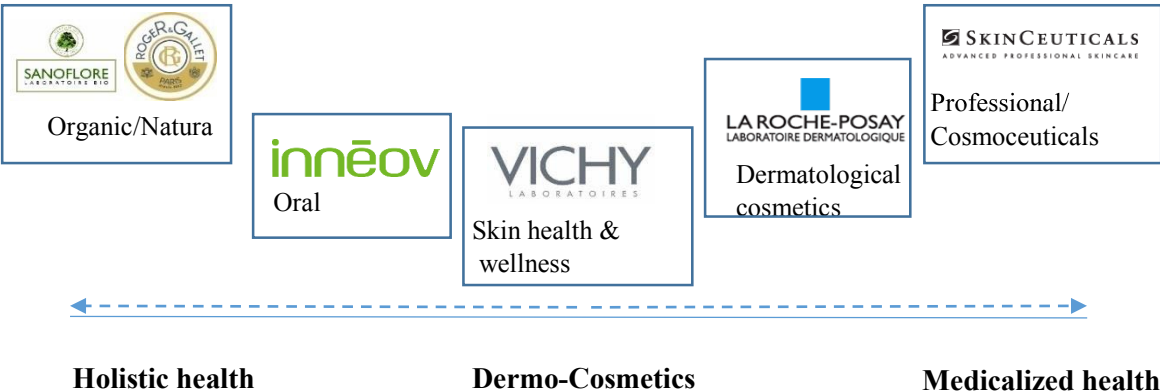
8 Appendix

8.1 Appendix 1: Brand divisions of the L'Oréal Group



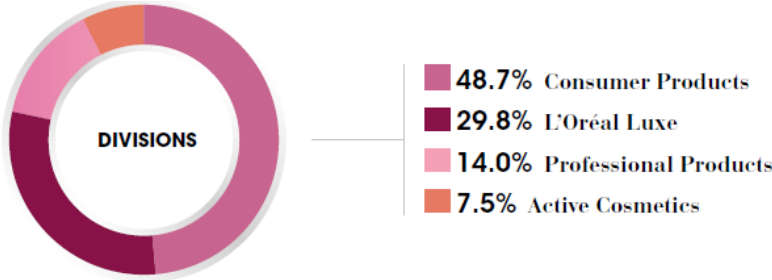
Source: L'Oréal Annual Report 2015

8.2 Appendix 2: L'Oréal's Active Cosmetic Division



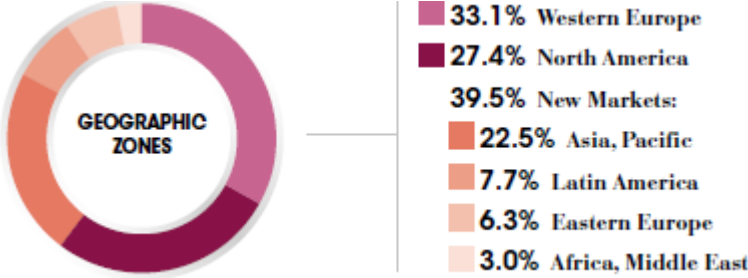
Source: Information provided by L'Oréal

8.3 Appendix 3: Sales of the L'Oréal Group by division in 2015



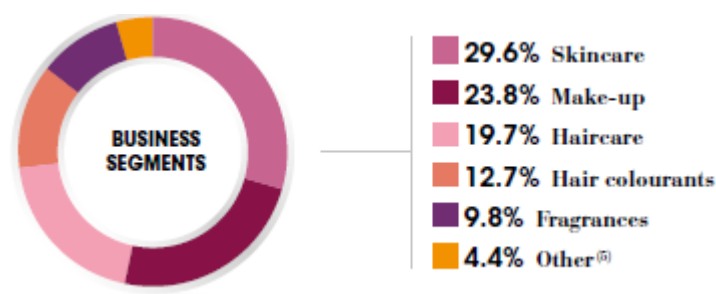
Source: L'Oréal Annual Report 2015

8.4 Appendix 4: Sales of the L'Oréal Group by geographic zones in 2015



Source: L'Oréal Annual Report 2015

8.5 Appendix 5: Sales of the L'Oréal Group by business segments in 2015



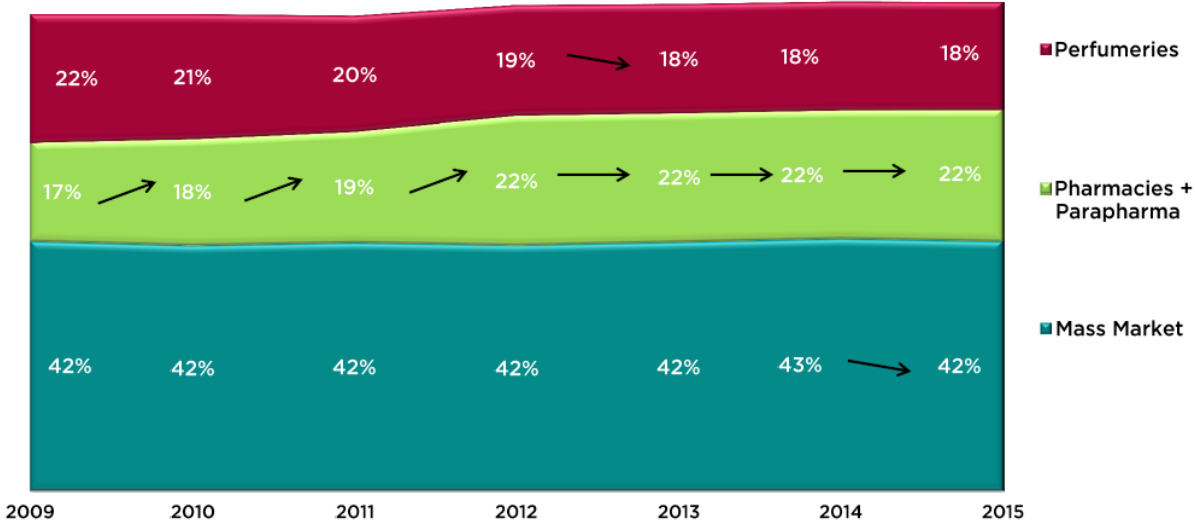
Source: L'Oréal Annual Report 2015

8.6 Appendix 6: Vichy's Face Care Portfolio

Eau Thermale	Age: Transversal to all age groups Need: Refreshes, soothes and comforts skin; help to set make up; provide added hydration
Pureté Thermale	Age: Transversal to all age groups Need: cleansing and make-up removal products
Aqualia Thermal	Age: 18-30 Need: Hydration - Moisturise and soothe dehydrated skin
Nutrilogie	Age: Transversal to all age groups Need: Deep nourishing facial skincare for dry and very dry skin types
Idéalia	Age: 30-40 Need: Smooth the appearance of the first signs of ageing & wrinkles.
Liftactiv	Age: 40-50 Need: Address deep wrinkles & loss of firmness.
Neovadiol	Age: +50 Need: loss of skin density and definition; protects the skin for hormonal changes such as the menopause.
Normaderm	Age: 15-25 Need: Combat the 6 signs of blemish-prone adult skin: Blemishes, Pores, Shine, Oily Skin, Marks & Uneven Complexion.

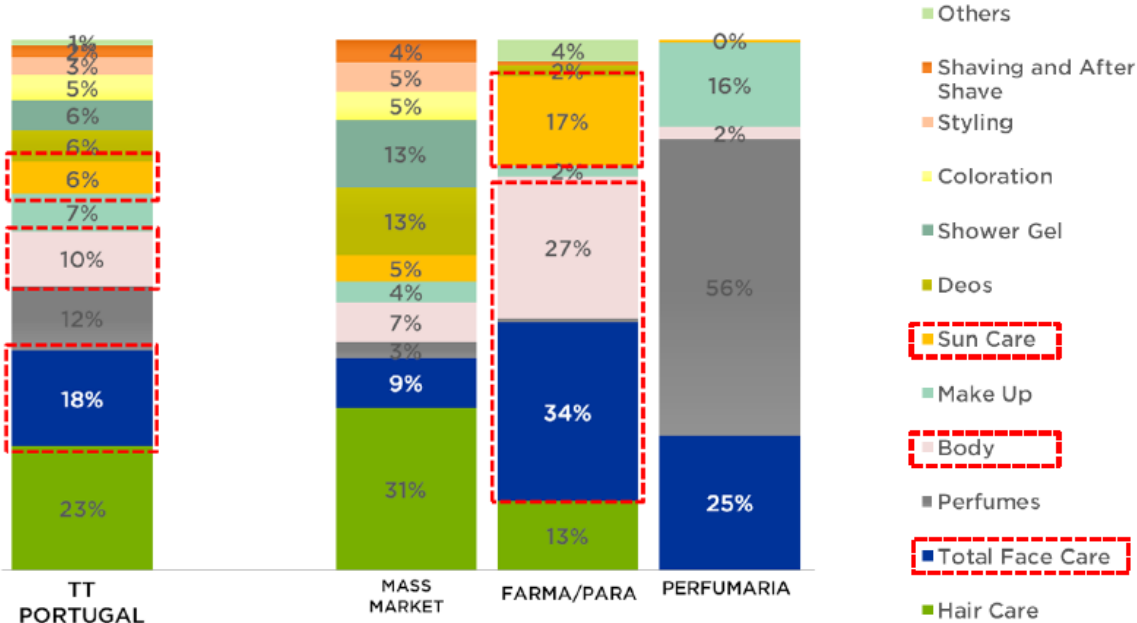
Source: Information provided by L'Oréal

8.7 Appendix 7: Distribution channels in the Portuguese Cosmetic Market



Source: Nielsen. 2015. Information provided by L’Oréal

8.8 Appendix 8: Segmentation of the Portuguese cosmetic market by distribution channel and category



Source: Nielsen. 2015. Information provided by L’Oréal

8.9 Appendix 9: Main competitors of Vichy

The logo for Lierac Paris, featuring the word "LIERAC" in a large, bold, black sans-serif font, with "PARIS" in a smaller, spaced-out font directly below it.

Lierac is known for their expertise in skin disorders and aging, for the effectiveness of their formulas and for its “French appeal”. Lierac combines beauty rituals with proven effectiveness and uses botanical active ingredients. It is positioning as a premium brand available in pharmacies. The brand values are: innovation, performance, safety, femininity and understanding.

The logo for Caudalie Paris, featuring the word "CAUDALIE" in a green, serif font, with "PARIS" in a smaller, spaced-out font directly below it.

Caudalie has always value the use of natural and environmentally friendly active ingredients on its products. The brand believes that the vine and grapes possess exceptional benefits for the skin. As a result it constitutes one core ingredient present in all of its products. The brand combines luxury and premium strategies by distributing its products on pharmacies, high end Spa’s and treatment centers.

The logo for Eau Thermale Avène, featuring the words "EAU THERMALE" in a small, red, sans-serif font above the word "Avène" in a larger, red, serif font. Below the text is a red circular emblem with a spiral pattern.

Avène focuses on the use of its thermal spring water which is a core ingredient included in all of its products. The water is rich in components that are beneficial for people with sensitive skin and is known for its naturally soothing and anti-irritating properties. The brand is sold in pharmacies and is trusted by its dermatological benefits and by its innovative formulas.

BIODERMA
LABORATOIRE DERMATOLOGIQUE

Bioderma possess a unique expertise by combining biology with dermatology. The brand selects the purest active ingredients by using molecules naturally found in the skin for better tolerance. For Bioderma, a product should help the skin to learn how to react to a skin problem instead of treating the problem.

URIAGE
EAU THERMALE

Uriage products are formulated by an active ingredient, the Uriage Thermal Water which offers unique moisturizing benefits by protecting and soothing the skin. The brand products are specialized for sensitive skin and are sold in pharmacies.

Source: <http://www.lierac.pt/>; <https://pt.caudalie.com/>; <http://www.eau-thermale-avene.pt/>; <http://www.bioderma.pt/>;
<http://www.uriage.com/PT/pt>

8.10 Appendix 10: Face care cosmetic market in Portugal (2015)

	Market share in value		Market share in units	
	Market Share	% Evolution in value	Market Share	% Evolution in units
Total market	53 674 888	3,4%	1 885 508	-0,5%
Vichy	14,5%	-1,4%	15,1%	-2,4%
Lierac	11,0%	4,8%	5,8%	-0,7%
Avène	10,3%	-5,2%	13,2%	-6,9%
Caudalie	8,2%	34,4%	6,1%	28,6%
La Roche-Posay	7,4%	2,1%	11,0%	-0,4%
Uriage	5,8%	3,2%	6,9%	8,0%
Filorga	5,1%	39,3%	2,3%	27,8%
Eucerin	4,4%	4,3%	4,8%	1,5%
Bioderma	3,9%	16,1%	5,1%	16,3%
Roc	3,3%	-28,6%	3,1%	-30,1%
Galenic	2,2%	-4,6%	1,8%	-13,3%
Serum7	2,2%	-5,6%	1,9%	-6,1%
Neostrata	1,6%	-5,0%	1,1%	-6,2%
SkinCeuticals	1,5%	63,0%	0,5%	59,2%
Sesderma	1,5%	25,0%	1,2%	24,0%
Nuxe	1,5%	31,8%	1,2%	33,4%
Anjelif	1,3%	45,8%	1,0%	45,0%
Endocare	1,1%	-4,3%	0,9%	-5,3%
Martiderm	1,0%	41,3%	0,9%	36,9%
Sensilis	1,0%	15,6%	-	-
B.lift	1,0%	-24,2%	0,6%	-7,6%

Source: Information provided by L'Oréal

8.13 Appendix 13: Communication in the 50's



8.14 Appendix 14: Communication in the 60's



8.15 Appendix 15: Communication in the 70's



8.16 Appendix 16: Communication in the 80's



8.17 Appendix 17: Communication in the 90's



8.18 Appendix 18: Communication from 2000 until 2012



8.19 Appendix 19: Communication in 2012





8.20 Appendix 20: The new Packaging



8.21 Appendix 21: The new V Icon



8.22 Appendix 22: Communication from 2013 to 2015

UM CONCENTRADO PODEROSO. CORRIGE AS RUGAS, MESMO PROFUNDAS, MESMO VERTICAIS.

NOVO VICHY LIFTACTIV ADVANCED FILLER RETINOL PURO R-LR2412

• COM AÇÃO ANTI-RUGAS VERTICAL E PROFUNDA
• CORRIGE AS RUGAS
• AUMENTA A DENSIDADE DA PELLE

ALUMINUM HYDROXYDE EN PELLE SUBSTITUE LE RETINOL PUR. CORRIGE LES RUGES VERTICALES ET PROFONDES. AUGMENTE LA DENSITE DE LA PELLE. EFFET ANTI-RUGES VERTICAL ET PROFONDE.

OPORTUNIDADE COMERCIAL ESTABELECIDO WWW.VICHY.COM

A SUA PELE IDEAL VICHY LABORATOIRES

EU DIGO: NÃO AS RUGAS NÃO AO AR CANSADO E PESADO. Sim a uma expressão mais fresca!

PELE SENSÍVEL. SEM PARABENOS. SEM FORMALDEÍDO.

A PELE IDEAL NÃO É UM SONHO.

NOVO CUIDADO OLHOS

VICHY IDÉALIA

• CUIDA DA PELE AFINADA E DOS OLHOS
• PROTEGE A VISÃO
• AUMENTA A DENSIDADE DA PELLE
• CORRIGE AS RUGAS VERTICAIS E PROFUNDA
• AUMENTA A DENSIDADE DA PELLE

HOJE EU VOU REDUZIR De Imperfeições ATRAIR De Luz ILUMINAR De mais luz

PELE SENSÍVEL. SEM PARABENOS. SEM FORMALDEÍDO.

A SUA PELE IDEAL VICHY LABORATOIRES

Reequilibra os efeitos visíveis da menopausa na pele, dia e noite: densidade, volumes e luminosidade.

VICHY NEOVADIOL VICHY NEOVADIOL

NOVO FÓRMULA PARA A PELLE MATURE

NEOVADIOL COMPLEXO REEQUILIBRANTE Cuidado Reactivador Fundamental para a pele madura.

Novidade: combinação com ácido hialurônico e ácido fólico. Benefícios: Aumenta a densidade da pele, corrige as rugas, melhora a luminosidade. Aumenta a produção de colágeno e elastina. Aumenta a capacidade de retenção de água da pele. Aumenta a capacidade de regeneração da pele.

Porque a pele de uma mulher madura é diferente. Ela precisa de cuidados específicos. Neovadiol Complexo Reequilibrante é o primeiro cuidado essencial para a pele madura. Ele reequilibra a pele, a torna mais firme e luminosa. Ele corrige as rugas e melhora a luminosidade. Ele aumenta a produção de colágeno e elastina. Ele aumenta a capacidade de retenção de água da pele. Ele aumenta a capacidade de regeneração da pele.

FÓRMULA PARA A PELE SENSÍVEL. SEM PARABENOS. SEM FORMALDEÍDO. SEM ALGUM TIPO DE VICHY.

VICHY LABORATOIRES

EFEITO LIFTING DURADOURO. Regeneração cutânea acelerada.

VICHY LIFTACTIV SUPREME

• AÇÃO ANTI-RUGAS VERTICAL E PROFUNDA
• CORRIGE AS RUGAS
• AUMENTA A DENSIDADE DA PELLE

LIFTACTIV SUPREME Cuidado contínuo anti-rugas e firmeza.

Os laboratórios Vichy desenvolveram um novo complexo de ativos para a pele madura. Ele corrige as rugas, melhora a luminosidade e aumenta a produção de colágeno e elastina. Ele aumenta a capacidade de retenção de água da pele. Ele aumenta a capacidade de regeneração da pele.

FÓRMULA PARA A PELE SENSÍVEL. SEM PARABENOS. SEM FORMALDEÍDO. SEM ALGUM TIPO DE VICHY.

VICHY LABORATOIRES

8.23 Appendix 23: Vichy Mineralizing Water Advertisement

Website

PELE MAIS FORTE, VIDA MAIS FORTE. DESCUBRA O PODER DA ÁGUA MINERALIZANTE DA VICHY #YOUMAKESTRONGER

▶ SAIBA MAIS

Stronger Skin, Stronger Life: Discover the power of Vichy Mineralizing Water

Facebook



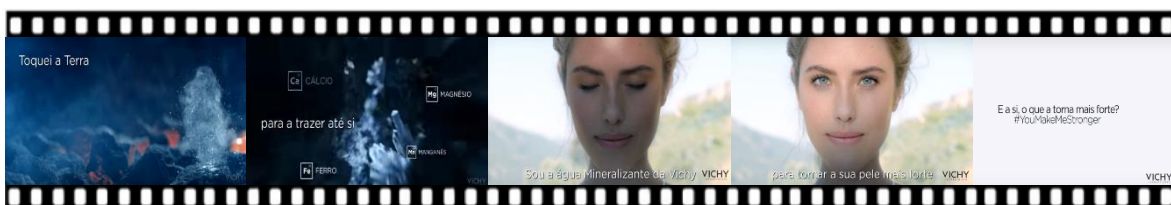
A stronger skin with the mineralizing water of Vichy originated on the French volcanos.

TV commercial



Background voice: "I was born on the depths of the French Volcanos. I am charged with 15 minerals. I am a treasure of nature. I am Vichy Mineralizing Thermal Water. To make skin stronger with a healthier look from the inside. I am present in all Vichy products. Vichy Laboratoires."

Commercial used in digital platforms



No voice as background. Text on the screen: 30 seconds to show you what the nature made during thousands of years. I was born in the French volcanos. I touched the earth and then captured its naturalness to bring you 15 rich minerals. I am the Mineralizing Thermal Water of Vichy. I was designed to make your skin stronger. And what makes you stronger?

Press advertising (magazines)

ASSOCIAÇÃO COM INGREDIENTES DE ELEVADA EFICÁCIA, INSPIRADOS NA NATUREZA.

ÁCIDO HIALURÔNICO EM AQUALIA
Um ingrediente antes reconhecido associado à Água Termal Mineralizante de Vichy para hidratar duradouramente a pele durante 48h*
*Base mineral 200 mg/l

KOMBUCHA EM IDEALIA
Presente em Idealia, Kombucha, um derivado do chá preto fermentado melhora a qualidade da pele: a sua textura e luminosidade.

RHAMNOSE EM LIFTACTIV
Este açúcar vegetal pode ser encontrado na fórmula Liftactiv Supreme Sérum 10 numa elevada concentração para corrigir 10 sinais do envelhecimento.

HEPES EM NEOVADIOL
Associado à Água Termal Mineralizante de Vichy, esta molécula classicamente utilizada em bioquímica, promove a hidratação tornando-a mais forte contra as agressões exteriores.

DESCUBRA UMA PELE MAIS FORTE COM A ÁGUA TERMAL MINERALIZANTE DE VICHY.

VICHY
LABORATOIRES

Discover a stronger skin with Vichy Mineralaing Water. Composition of the ingredients of Vichy's products

PROVENIENTE DE UMA ZONA VULCÂNICA PRESERVADA NO CENTRO DE FRANÇA.

UMA VIAGEM MILENAR AO CORAÇÃO DAS ROCHAS MAGMÁTICAS.
A Água de Vichy viaja até 4000 metros de profundidade, antes de ser projetada para a superfície, enriquecida com os seus minerais.

ENRIQUECIDA COM 15 MINERAIS
A Água de Vichy beneficia de uma variedade única de minerais.

UMA FONTE DE FORÇA PARA A PELE
3 ações comprovadas: Relaxadora, reforça e regenera.

UMA DIVERSIDADE DE MINERAIS ÚNICA PARA UMA PELE DIARIAMENTE MAIS RESISTENTE ÀS AGRESSÕES EXTERIORES.
A Água Termal Mineralizante de Vichy contém uma diversidade única de minerais. Como todos os órgãos, a pele precisa de minerais para manter o seu normal funcionamento, mas não os consegue produzir. É por esta razão que as propriedades da Água Termal Mineralizante de Vichy são tão importantes.

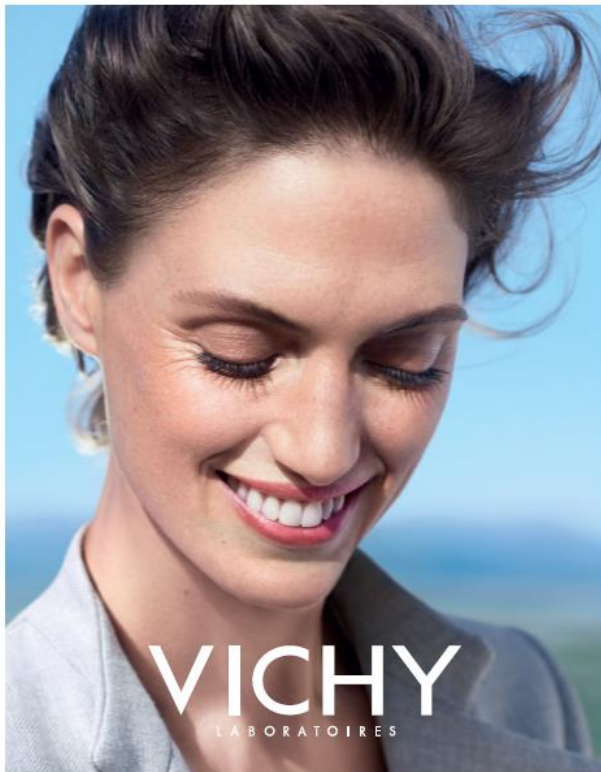
DESCUBRA AGORA TODO O PODER DA ÁGUA TERMAL MINERALIZANTE DE VICHY EM RITUAIS COMPLETOS, COM DESCONTOS ATÉ 5€!

*Válido para 1 desconto por ritual completo (post- ou pré-epilação) até 5€ ou 1€ de desconto com as parafusaplast, conforme valores indicados no post. Desconto válido de 1 de Maio a 31 de Agosto de 2024, para uma 2ª compra 10€ e mais à seguir, em qualquer loja ou canal de venda (produção ou online Vichy).

Story of how Vichy's water was born and its benefits for the skin.

8.24 Appendix 24: Lifactiv Advertisement

Outdoors and Press advertising



A marca Nº1* anti-idade, para o seu sorriso.



Ramnose, poderoso açúcar vegetal
Ácido Hialurônico fragmentado**

TRACOS MAIS LISOS: PARA 74%***



LIFTACTIV SUPREME

Cuidado contínuo antirugas e firmeza

Para preencher as rugas na sua origem, Lifactiv da Vichy marca Nº1 em farmácia, associa a Ramnose, um poderoso açúcar vegetal, ao ácido hialurônico fragmentado e à Água Termal mineralizante de Vichy. Dia após dia, as rugas mesmo profundas são alisadas. A pele revela-se visivelmente mais firme. Transforme as suas rugas em sorrisos em vichy pt / #SmileNoWrinkle

COM ÁGUA MINERALIZANTE DE VICHY NASCIDA NA REGIÃO DOS VULCÕES FRENCHES ENERGIZADA COM 15 MINERAIS PARA UMA PELLE MAIS RESISTENTE ÀS AGRESSÕES

FORMULADO PELOS LABORATORIOS VICHY ESPECIALIZADO SEM PARABENOS ADIQUADO A PELLE SENSÍVEL EFICACIA COMPROVADA POR DERMATOLOGISTAS

*Fonte: InVivo Market Research, VICHY. 1. Aumentamento o antirugas mulher 30-50. Venda: Vichy/França (Língua).
**Inclusivo no Serum.
***Teste consumidor Lifactiv: pele normal a seca realizado em 62 mulheres, resultados após 4 semanas. Topos mais lisos para 74% das mulheres.

TV Commercial



Background voice: “This is Maria’s wrinkle and this is the Lifactiv from Vichy. Behind Lifactiv there is the pharmacist advice, there is the efficacy clinically proven by dermatologists and there is Rhamnose: a powerful vegetal sugar that we formulate with this water rich in minerals originated on the French volcanos. Wrinkles look visible reduced. And this is Maria’s smile. Lifactiv from Vichy”

Commercial used in digital platforms



No voice in the background (only a music). Text on the screen: Smile vs wrinkle. To get rid of wrinkles is easy. Lifactiv takes care of your skin. You just need to smile.

8.25 Appendix 25: In-dept Interview Guideline

Rebranding in 2012

1. What were the reasons behind the rebranding in 2012 of Vichy?
2. What was the impact of the rebranding on the awareness, image and loyalty towards the brand?

Cosmetic market in Portugal

3. How is the face care cosmetic market characterized in Portugal? What are the main distribution channels?
4. What is the market share of Vichy and of its main players in the face care cosmetic market?
5. What are the trends of the cosmetic market?

Communication

6. What is the evolution of the communication of Vichy?
7. What are the reasons behind the new communication for May of 2016?
8. Which objectives Vichy tries to reach with the Vichy Mineraliaing Water campaign?
And with the Lifactiv product campaign?
9. What is the target of both campaings?

8.26 Appendix 26: Survey

Q1 Do you use cosmetic products? If you use at least one of these product click on the “Yes” option: day cream, night cream, make-up remover, cleanser, lip balm, eye cream, face exfoliant, serum, oil cream or eau thermale.

- Yes
- No

Q2 How well do you know these brands in the cosmetic face care category? Please consider that you are a consumer from one brand if you use at least one the following: day cream, night cream, make-up remover, cleanser, lip balm, eye cream, face exfoliant, serum, oil cream or eau thermale.

	I don't know the brand	I know the brand but I'm not a consumer	I know the brand and I'm a consumer
Avène	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vichy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uriage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Caudalie	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lierac	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bioderma	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3 From the brands you mentioned to consume, which products do you use? You can select more than one option for each brand.

	Day cream	Night cream	Make-up remover	Cleanse r	Lip bal m	Eye crea m	Face exfolian t	Seru m	Oil crea m	Eau thermal e
Avène	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vichy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uriage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Caudalie	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lierac	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bioderm a	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q4 Thinking on the cosmetic face care category, how do you evaluate Vichy on the following attributes? (7 corresponds to an evaluation extremely positive and 1 to an evaluation extremely negative)

	1	2	3	4	5	6	7	I don't know
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pharmaceutical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Credibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Efficacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product texture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product scent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Note: on the following question it was asked participants to evaluate just one competitor brand of Vichy. The brand was selected randomly from the ones consumers mention to know on Q2.

Q4.1 Thinking on the cosmetic face care category, how do you evaluate Avène/ Caudalie/ Lierac/ Bioderma/ Uriage on the following attributes? (7 corresponds to an evaluation extremely positive and 1 to an evaluation extremely negative)

	1	2	3	4	5	6	7	I don't know
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Security	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pharmaceutical	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Credibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Efficacy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product texture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Product scent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q5 Thinking on the cosmetic face care category, to which brands to you associate the following sentences? For each sentence, you can select more than one option.

	Avène	Vichy	Uriage	Caudalie	Lierac	Bioderma	None of these brands
The brand makes me feel healthy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The brand makes me feel beauty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I'm loyal to this brand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The brand gives me trust	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I identify myself with this brand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I follow this brand on social media	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I recommend this brand to my friends and family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
This brand is close to consumers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The brand is young	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q6 Imagine that you are going to buy a face care product adapted to your skin. Please select up to five factors that can influence your decision making process.

- Price
- Brand
- Recommendation from doctors
- Product scent
- Product texture
- Product with thermal water
- Product with natural ingredients
- Promotions (e.g. price discounts, sampling)
- Recommendation from friends and family
- Marketing campaigns (e.g. advertising campaigns)
- Recommendation by pharmacists
- Recommended by beauty advisers

Q7 Attribute to each factor selected on the previous question a value according to its importance in order the sum of all factors equals 100.

(The factors selected on the previous question from the participants are showed here)

Q8 If you had to buy a facial cream, which one from the list bellow would it be? Please rank the order of the options according to what you would buy in first, second and third place.

- _____ Cream with thermal water
- _____ Cream with mineralizing thermal water (rich in minerals)
- _____ Cream with natural ingredients

Q9 In this last section of the survey you will watch to advertising commercials of 30 and 22 seconds.

Advertisement A – Brand advertisement: “Kisses” between family members and friends. The messages that appeared were the following: “Kisses should always have the same density” and “No pause for the youth of your skin” with the logo of Vichy on the bottom. (I have used this advertisement as a proxy to the new advertisement of Vichy Mineralizing Thermal Water for May 2016)

Advertisement B – Product advertisement: Liftactiv product range of Vichy (I have used this advertisement as a proxy to the new advertisement of Liftactiv for May 2016)

Q10 To which advertisement do you associate the following words?

Advertisement A	Advertisement B	Advertisement A and B	None of the advertisement
Emotional	Emotional	Emotional	Emotional

Uninteresting	Uninteresting	Uninteresting	Uninteresting
Credible	Credible	Credible	Credible
Negative feelings	Negative feelings	Negative feelings	Negative feelings
Positive feelings	Positive feelings	Positive feelings	Positive feelings
Innovative	Innovative	Innovative	Innovative
Persuasive	Persuasive	Persuasive	Persuasive
Quality	Quality	Quality	Quality
Hold attention	Hold attention	Hold attention	Hold attention
Memorable	Memorable	Memorable	Memorable
Rational	Rational	Rational	Rational

Q11 Which advertisement makes you to state/mention the following?

	Advertisement A	Advertisement B	Both advertisements	None of the advertisements
Next time I'll buy a face care product will be from this brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I want to know more information about this brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The brand is close to consumers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The brand is credible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The products from this brand are effective	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12 Gender:

- Male
- Female

Note: Although this questionnaire was send only to women this question was to make sure that only women had answered it.

Q13 Age:

- < 18
- 18-24
- 25-29
- 30-39
- 40-49
- 50-60
- >60

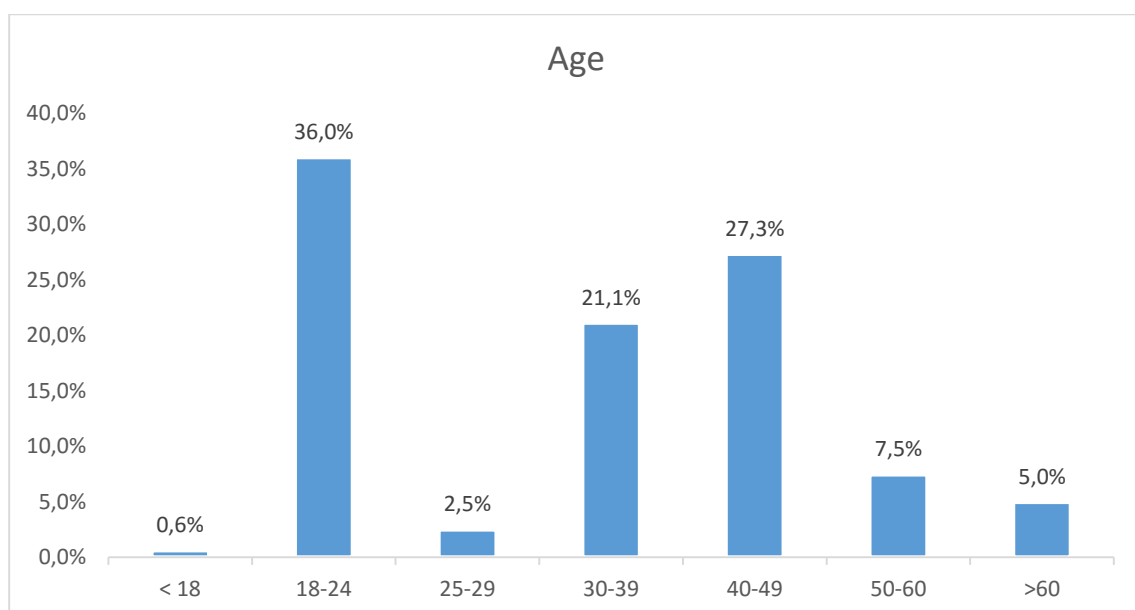
Q14 Occupation

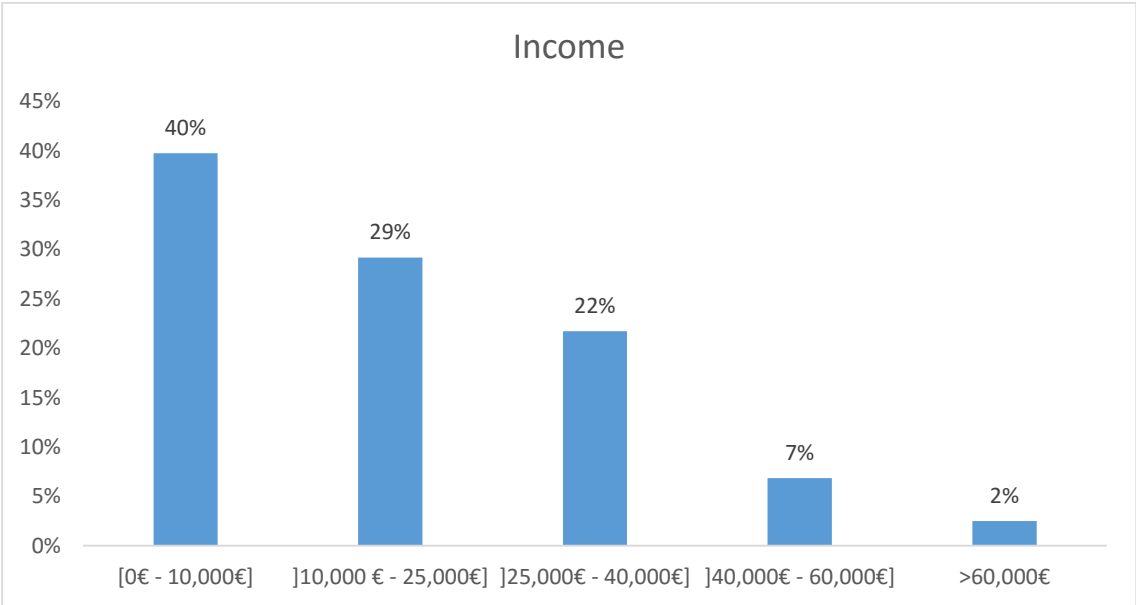
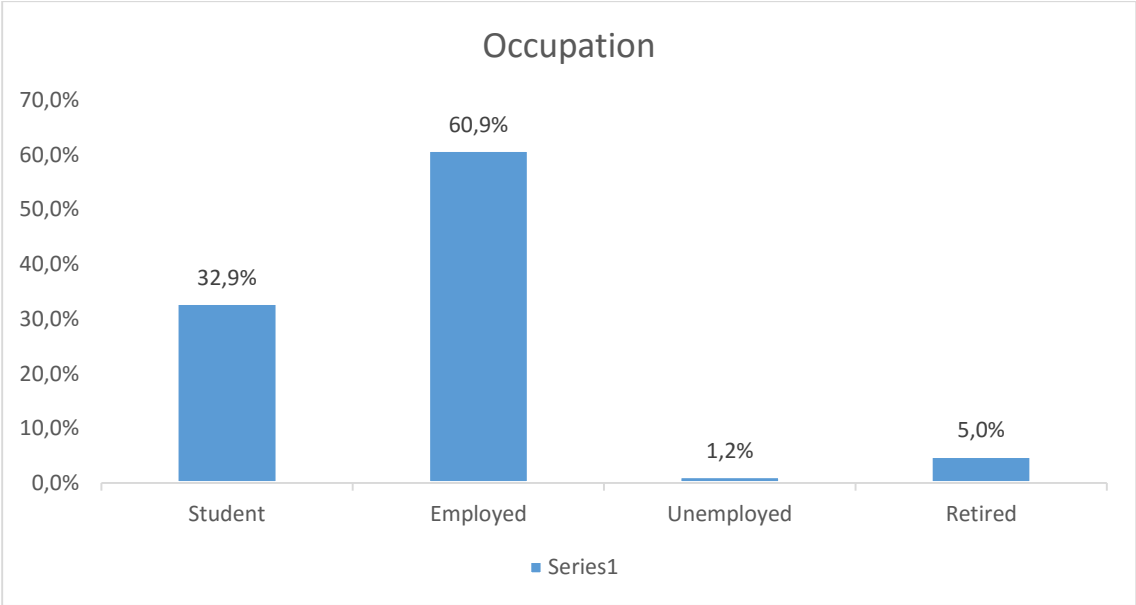
- Student
- Employed
- Unemployed
- Retired

Q15 Annual income

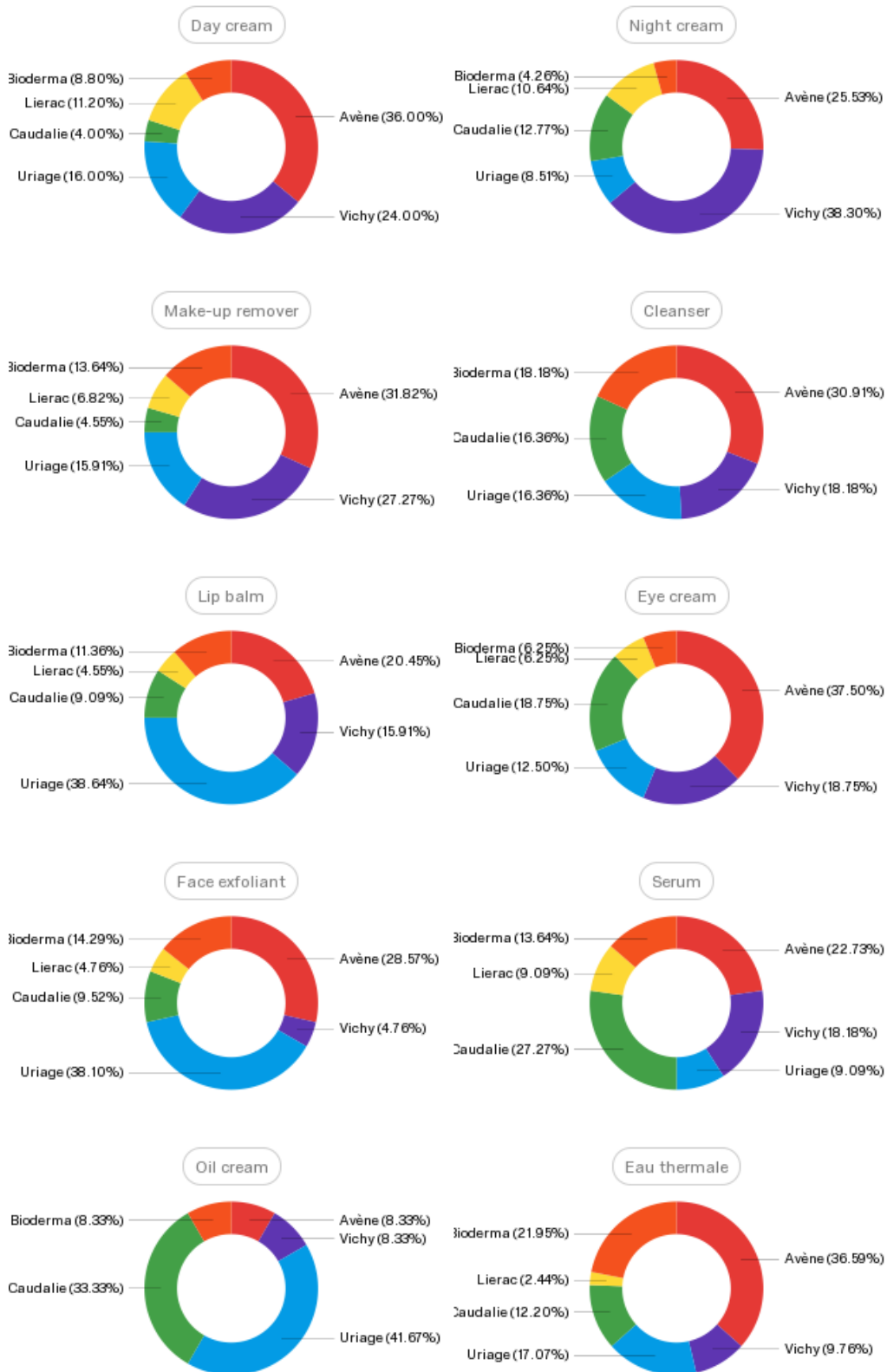
- [0€ - 10,000€]
-]10,000 € - 25,000€]
-]25,000€ - 40,000€]
-]40,000€ - 60,000€]
- >60,000€

8.27 Appendix 27: Survey results - Demographics





8.28 Appendix 28: Survey Results – Products bought from each brand



8.29 Appendix 29: Survey Results – Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,929
Bartlett's Test of Sphericity	Approx. Chi-Square df	1828,378 28
	Sig.	0,000

Communalities

	Initial	Extraction
Price	1,000	,998
Quality	1,000	,867
Security	1,000	,825
Pharmaceutical	1,000	,867
Credibility	1,000	,947
Efficacy	1,000	,817
Product texture	1,000	,813
Product scent	1,000	,913

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Loadings			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5,162	64,527	64,527	5,162	64,527	64,527	2,510	31,373	31,373
2	,960	11,997	76,523	,960	11,997	76,523	1,889	23,611	54,984
3	,566	7,074	83,597	,566	7,074	83,597	1,615	20,187	75,171
4	,359	4,489	88,086	,359	4,489	88,086	1,033	12,915	88,086
5	,324	4,048	92,135						
6	,240	3,001	95,135						
7	,228	2,848	97,983						
8	,161	2,017	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component			
	1	2	3	4
Price	,083	,098	,038	,990
Quality	,722	,422	,405	,066
Security	,560	,345	,614	,123
Pharmaceut ical	,862	,158	,301	,091
Credibility	,378	,275	,854	,010
Efficacy	,689	,517	,268	,055
Product texture	,506	,641	,366	,107
Product scent	,226	,896	,217	,103

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Component Transformation Matrix

Component	1	2	3	4
1	,662	,536	,503	,143
2	-,122	,057	-,177	,975
3	,412	-,842	,310	,157
4	-,614	,002	,787	,065

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

8.30 Appendix 30: Survey results – One-Way Anova

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Pharmacy factor	Between Groups	7,587	5	1,517	1,530	,180
	Within Groups	308,413	311	,992		
	Total	316,000	316			
Product factor	Between Groups	5,916	5	1,183	1,187	,315
	Within Groups	310,084	311	,997		
	Total	316,000	316			
Safety/Credibility	Between Groups	,546	5	,109	,108	,991
	Within Groups	315,454	311	1,014		
	Total	316,000	316			
Price	Between Groups	4,797	5	,959	,959	,443
	Within Groups	311,203	311	1,001		
	Total	316,000	316			

Descriptives

	N	Mean	Std. Deviation	Std. Error	Interval for Mean		Minimum	Maximum	
					Lower Bound	Upper Bound			
Pharmacy factor	Vichy	157	-,0959041	1,13338058	,09045362	-,2745760	,0827678	-4,82698	3,28392
	Avène	32	,0279864	,98407184	,17396097	-,3268093	,3827821	-2,41557	2,20303
	Caudalie	32	-,0592613	,73294277	,12956720	-,3235154	,2049927	-2,02558	1,15282
	Lierac	31	-,0685718	,86291343	,15498383	-,3850910	,2479474	-3,08303	1,22900
	Uriage	34	,3839055	,84511916	,14493674	,0890295	,6787815	-1,26346	2,50419
	Bioderma	31	,1655059	,71742119	,12885265	-,0976464	,4286581	-1,61290	1,73079
	Total	317	,0000000	1,00000000	,05616560	-,1105058	,1105058	-4,82698	3,28392
Product factor	Vichy	157	,0130284	1,02631316	,08190871	-,1487648	,1748217	-3,68173	2,36921
	Avène	32	-,1309824	,99921404	,17663776	-,4912375	,2292727	-3,06524	1,56853
	Caudalie	32	,1846270	,91556621	,16185077	-,1454698	,5147239	-1,57453	2,48569
	Lierac	31	,1499815	,90818136	,16311419	-,1831421	,4831051	-1,97503	2,36921
	Uriage	34	-,3153184	1,16941029	,20055221	-,7233450	,0927081	-4,54911	1,29713
	Bioderma	31	,0744940	,79491379	,14277073	-,2170828	,3660707	-2,96489	1,38014
	Total	317	,0000000	1,00000000	,05616560	-,1105058	,1105058	-4,54911	2,48569
Safety/Credibility	Vichy	157	,0277524	1,10448626	,08814760	-,1463645	,2018692	-4,07462	2,61539
	Avène	32	-,0055820	1,06010336	,18740157	-,3877900	,3766261	-2,32450	2,30527
	Caudalie	32	-,0947807	,98202891	,17359983	-,4488399	,2592785	-3,26391	1,95370
	Lierac	31	-,0635948	,70551424	,12671410	-,3223795	,1951899	-1,85008	1,59794
	Uriage	34	,0158089	1,02531688	,17584039	-,3419411	,3735589	-1,99855	1,51751
	Bioderma	31	,0093039	,59979064	,10772558	-,2107011	,2293089	-1,45524	1,55088
	Total	317	,0000000	1,00000000	,05616560	-,1105058	,1105058	-4,07462	2,61539
Price	Vichy	157	-,0593173	1,09494230	,08738591	-,2319296	,1132950	-3,45639	2,57078
	Avène	32	,0822459	1,07868207	,19068585	-,3066604	,4711523	-3,37174	1,76861
	Caudalie	32	-,1777138	,82453281	,14575818	-,4749896	,1195620	-2,44475	1,50026
	Lierac	31	,3047837	,69522441	,12486599	,0497733	,5597940	-,63399	2,23703
	Uriage	34	,0350235	1,04581139	,17935517	-,3298773	,3999244	-3,50345	2,40650
	Bioderma	31	,0557643	,74017821	,13293993	-,2157353	,3272638	-1,65179	1,42993
	Total	317	,0000000	1,00000000	,05616560	-,1105058	,1105058	-3,50345	2,57078