



Case Study

L'Oréal Paris Italia Changes his communication strategy

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Abstract

“L’Oréal Italia Changes his communication strategy ” is a Marketing case study on a business dilemma faced by the cosmetic multinational company L’Oréal Paris Italia in 2013. It analyses the difficulties incurred in formulating a new communication strategy for an anti-wrinkle cream.

The 2nd of August 2013, the Italian Antitrust Authority open a commission that inspected L'Oréal Italy for misleading advertising. The product under consideration was the new Revitalif Laser x3, a leading product in the world for L’Oréal. The advertising of this product was conveyed through the press, television, the site, radio and point of sale. In these messages a comparison was made between the results obtained with these cosmetics and those related to an aesthetic Laser treatment. The Antitrust believes that the effectiveness of a wrinkle cream can never be compared to that of a laser treatment, a facelift, or even a cosmetic surgery. The Management of L'Oréal had to completely reinvent the communication strategy of the product. The main problem was that the comparison with a laser treatment was at the heart of his identity. How to communicate such a different message to the customer, without generate misleading and without falling again in the claws of the antitrust and incurring in a penalty of hundreds of thousands of euro?

In this case, we will have the unique opportunity to see how a multinational company like L’Oréal not only reinvented a product, but became the number one between the anti-ageing in Italy.

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Introduction – 26 November 2013

Francesco Pellitteri, product manager of L'Oréal Paris in the skin care division, is watching out of the window of the third floor of L'Oréal's building. The fog is rising over the city of Milan. Just few minutes ago, in that room, there was the most difficult meeting of his life. In a document of just few pages L'Oréal was officially assuming the duty of suspending for an unlimited period of time the communication campaign for Revitalif Laser X3¹, one of the best performing product of the company² launched in July 2012.

Everything started just few months earlier.

The 2nd of August 2013, the Italian Antitrust Authority open a commission that inspected L'Oréal Italy for misleading advertising and the product under consideration was the new Revitalift Laser x3³. The advertising of this product was conveyed through the press, television, the company's website, radio and point of sale. In these messages a direct comparison was made between the results obtained with these cosmetics and those related to an aesthetic Laser treatment. In fact, this comparison was the key point of this product, his biggest strength and the reason of his success all around the word. Moreover the communication showed the percentage of improvement of the quality of the skin and the reduction of wrinkles after 4 week of usage of the product. The illegalities highlighted by the Authority concerned, among other things, (i) the comparison of the effectiveness of the cream and the effectiveness of a Laser session with fractionated CO2 and (ii) the percentage of improvement of the quality of the skin and wrinkles. In fact the Antitrust believes that the effectiveness of a wrinkle cream can never be compared to that of a laser treatment, a facelift, or even a cosmetic surgery. The reason is that this comparison was going against the principle of "Evidentiary support" of the new anti-trust regulation.⁴

After 8 months of legal consulting, the company decide to write this letter where officially affirm that Revitalift Laser X 3 (and any other product of L'Oréal Paris) would not been anymore compared to a laser treatment or to any other dermatologic aesthetic treatment. If not, the antitrust company would have fine L'Oréal with:

- A Fine that can go up to 5.000.000 €
- The withdraw of Revitalift Laser X3 from the market
- The suspension of L'Oréal Italia from the economic activity for a length of time that can go up to 60 days.⁵

Francesco Pellitteri had to reinvent the communication strategy of the product, (that was completely built around the comparison of the cream with an aesthetic laser treatment) changing the insight and selecting one (or more) of these choices:

1 L'Oréal Italia statement of commitments – data available at the company

2 Data provided by the company

3 Authority Guarantor of competition and Market - preliminary investigation n.PS9004 2/8/2013

4 Vademecum AGCM, available at www.agcm.it accessed October 10,2014

5 Vademecum AGCM, available at www.agcm.it accessed October 10,2014

- Focusing on a new target
- Leveraging the new communication strategy on:
 - Emotional elements
 - Tangible elements

Without generate misleading in the consumers and without falling again in the claws of the antitrust and incurring in a penalty of hundreds of thousands of euro.

Not an easy challenge.

The context

L'Oreal Group

Founded in 1908 by Eugène Schueller, a young French chemist, L'Oréal is nowadays the world's largest cosmetics company in the world⁶. It all started when Schueller invented a formula for hair dye that did not harm the skin. His entrepreneurial spirit and visionary ideas brought him early success. From the beginning Schueller understood that he should build a strong brand identity for his brand, investing in media through press and public demonstrations. Thanks to the effectiveness of his product in a short time he began the internationalization, expanding in Italy in 1910, Austria in 1911 and the Netherlands in 1913, and then even reaching UK, United States, Canada and Brazil. It was in these years that Schueller revolutionized the world of advertising: invented new concepts of communication, and promotion. He imposed a radical change in outdoor advertising when he covered the entire surface of a Parisian building with a giant billboard to promote an air lotion. One year later he invented the so-called "jingle", with the first radio commercial that was sang instead of spoken. Over the years L'Oréal asserted itself more and more in the market for beauty care, becoming a point of reference for consumers and promoting a gradual shift in consumer thinking on personal hygiene.

Soon the company began to diversify and expand through the foundation and the acquisition of new brands such as Lancôme and Garnier. The 80's are marked by a great period of growth for L'Oréal, mainly driven by the significant investments in the field of research. –In 1988 Under Lindsay Owen -Jones management, the Group completely changed in scope to become the world leader in cosmetics through the worldwide presence of its brands and new strategic acquisitions. Nowadays it has a highly diversified portfolio of product lines, which counts 18 brands sold in 130 different countries.⁷ It has activities in many fields of cosmetics, such as Skin care, hair colour, sun protection make-up, perfumes and hair care. The company's products can be found in a wide variety of distribution channels, from hair salons and perfumeries to hyper - and supermarkets, health/beauty outlets, pharmacies and direct mail. Western Europe is still the most interesting market with 52.7% of the sales coming from Western Europe at €7,221 billions, 27.6% from North America at €3,784 billions, 19.7% from rest of the world at €2,699 billions. The most important segment is the Mass market, with 54.8% from consumer products at €7,506

6 Available at www.loreal.com/default.aspx accessed October 10, 2014

7 Available at <http://www.loreal.com/group/history.aspx> accessed October 10, 2014

billions, 25.1% from luxury products at €3,441 billions, 13.9% from professional products at €1,9 billions, and 5.5% from active cosmetics at €749 bn⁸.

Moreover L'Oréal Group is still investing in innovation, having implemented six worldwide research and development centres with more than 2000 chemist researching new products every year.⁹ The Management group is divided into 6 area of geographical competence: North America, South America, East Europe, Western Europe, Africa and Asia. Each of them has one manager on top. The international headquarters are in France, in the city of Clichy. Each national committee has a certain degree of freedom in choosing promotions and a lower one in choosing the claims of the advertising and the packaging of the products.

Currently, the share capital of L'Oréal is shared between Liliane Bettencourt, Nestlé, the French government and the public.

From 2013 the company propose as a business guide a new mission: Beauty for everyone. This new claim has the intrinsic purpose of offering an increasingly greater number of solutions to a more vast and varied target.

The industry in Italy

The skin care in Italy is a highly competitive industry. The market of beauty care in 2012 had lost more then 13 million of Euro in value and it doubled in 2014 with a lost of 32 million.¹⁰ The trend was negative in all the Europe with a -1% as average growth. In Italy the situation was even worst, with -6% every year since 2012. The skin care had a decrease of 3% in 2013, going down to a total value of 296.1 millions of Euros. 63,67% of the value of this market comes from the so-called "*Soin*" category (all the product formed by anti aging and hydration creams) and the 36,33% is formed by "*Toilette*" (all the products related to the hygiene of the skin). The Market Penetration in the skin care is at 75% and the loyalty index of consumers towards brands is around 39%.¹¹ The leverage of price is quite strong and the market is driven by continuous innovation of products and concepts. Because of the relatively advanced average age of the population in Italy, the market for anti aging creams plays a very important role in this industry. Producers are therefore encouraged to develop products with ingredients more and more technologically advanced. They aim to satisfy an increasingly demanding and sensitive category to age related problems. In recent years, the industry is seriously threatened by complementary products like BB cream and the CC cream, which can serve a much wider range of function then a simple make up product, minimizing wrinkles and hydrating the skin at the same time. 2013 also saw the introduction of cellular anti ageing products. The Landscape is characterized by competitive companies with a long-term brand positioning on the market all specialized in their fields.¹²

⁸ Data provided by the company

⁹ Available at <https://en.wikipedia.org/wiki/L%27Oréal> accessed October 10, 2014

¹⁰ Company data

¹¹ Data provided by the company

¹² Cosmetica Italia Annual Report – Available at

http://www.cosmeticaitalia.it/home/it/aree_professionali/centro_studi/rapporto_annuale/2013/ - accessed October 10, 2014

L'Oréal Italia Spa

L'Oréal It has a historical presence in Italy, where the Group is active since 1908. Today Italy occupies a prominent position for L'Oréal as the 5th country in the world by revenue. L'Oréal is present in Italy with many brands divided into four divisions: Public Products, Luxury products, Active cosmetics and Professional Products; to cover all the market of cosmetics; each of them are present in different distribution channel; from Retailers to beauty salons and pharmacies.

The brand: L'Oréal Paris

L'Oreal Paris is collocated in the Public product division, and is the market leader of this segment.¹³ His competitive advantage is based on a differentiation strategy. It is positioned at the top border of the mass market as a premium brand, with a wide range of high technology products for which customer pay an extra price in comparison with the price of the competitors. *L'Oreal Paris represent the affordable luxury for consumers seeking the excellence of beauty*¹⁴. It is perceived as a company very involved in science and research. Its main targets are especially middle age woman with a high aspirational profile. For this reason the use of “ambassador of beauty” (testimonials) such as famous actresses and models are widely used. Since 2005 L'Oreal Italy market share doesn't grow in the market of beauty care except for the skin care, where it have a slightly increase of the 1.2%. For the Part of the “Soin” product L'Oreal Paris is leading with a plus 1,2% of market share in 2013. His “sister” Garnier and his main competitor Nivea (Beiersdorf AG) follows with 11% of value share in the total market. Nivea is not performing good in the “Soin” category, but is the leader of the Toilette segment, with 1,1 point of distance in market share from Garnier. Oil of Olaz (P&G) is performing poorly, with 8 millions of Euro lost every year in this market.¹⁵

Nowadays the trends of this industry are pretty clear. Anti-Ageing products will continue to drive sales in skin care for the future years, but for a good implementation of new products in the market, it is necessary a bigger effort for educating consumers about the benefits and properties of the products.

Market analysis: Need and Gap

Before deciding to launch Revitalif Laser X3 in June 2012, L'Oréal Italy invested a lot in Marketing Research. For Francesco it was fundamental to understand which were the leverages of purchasing for a skin care product in that time, and the level of codification of consumer concerning “wording” in the skin care advertisement. Moreover he aims to understand the perceived image of L'Oréal Paris and the role of communication in telling the brand history. All those information were precious to rich learning and insight to evaluate possible opportunity in the market.

13 Information provided by the company

14 Available at www.loreal-paris.it/la-marca.aspx, accessed 10 October 2014.

15 Information provided by the company

To reach such information, qualitative and quantitative researches were conducted: an Ethnographic research followed by a questionnaire. The ethnographic research consisted in observing the consumer in his every day life with the product. There was a first part in home, where the consumer was observed in the moment of product utilization, analysing how and where they use them (which are the ritual, the moves, the problems). A second part was in-store, where the consumer was analysed in the supermarket, verifying the shelf impact, and the impact of the packaging on their feelings toward the brand.

In a third part a deep analysis of the Packaging and communication result on the consumer feelings was conducted, interviewing the consumer and evaluating his reactions.

Results:

After this analysis the market was divided into many groups of consumer differentiated by their need, behaviours and preferences¹⁶.

Main Segment for Revitalift Laser X3:

TARGET: 3,5 Million of WOMEN TO CONQUER

- 8,5 million of women are aged 40+ and users of anti-aging/moisturizers (93% of female population 35-54)
- 3,5 million of women are aged 40-54 and users of anti-aging/moisturizers
- *Geographic area*: 50% North of Italy; 30% South of Italy
- *Social Status*: Medium (+50%)
- *Profession*: Housewife (35%); Retired (25%); Clerical worker (15%)

GENERAL PROFILE: housewives/clerks focused on health, wealth and family

Profiling of the target:

3 profiles came from this segment:

The “interventionist”

Population entity: 437.000

“I do everything I can to make my aspect be as the best it can. To be noticed by others is very important for me. “

Between 45 and 54 years. High social and economic condition. Woman very concerned about what people think about them. They plan every expression they make. They look for results and they think they can only find them by using advanced technologies. They are willing to pay extra price for innovations and results. They are attracted by aesthetic surgery but they would prefer to not do them if an alternative is offered that can give the same results. Buy anti-aging products mainly in perfumery and pharmacy. High spending profile.

16 Source: Zenith Optimedia – Milan – 28/8/2012

The “high demanding”

Population entity: 914.000

“I spend a lot for cosmetics ... to take care of my image I demand only high-quality products”

Between 45 and 64 years. Medium social and economic condition. Their aspect obsesses them. They don't care much about what peoples think, but they want to be beautiful because they want to be respectful to themselves. They would spend any sum of money to have results. Most of them already experimented some aesthetic treatment, but they still believe in alternatives. Buy anti-aging products mainly in perfumery and pharmacy, rarely in large distribution channels. High spending profile.

The sceptical:

Population entity: 2.976.000

“I use routinely face creams to medium-low profile ... I'm not willing to spend a lot for this kind of products”

Between 40 and 59 years. Medium social and economic condition. Usually they faced skin problem when they were young. They tried many kinds of creams but without any effect. They don't believe anymore in what brands promise, and they cannot effort dermatological aesthetic treatments. Buy anti-aging products mainly in large distribution channels. Very price sensitive.¹⁷

The Naturalist

Population entity: 1.365.000

“I Believe that natural products are the only ones that can satisfy my need without hurting the natural balance of my skin”

Between 30 and 50 years. Medium social and economic condition. Usually they have normal skin, without any particular problem. They believe just in natural remedies and they are afraid of everything that is “chemical”. They are against dermatological aesthetic treatment. They usually shop in herbal shop. Medium price sensitive.

Moreover a need and gap analysis was conducted just few months earlier and an interesting result came up: the first 3 segments target have in common the same need:

- Reducing the wrinkles (gap between demand and offer: 20%)
- Lifting actions on the skin (gap between demand and offer: 27%)¹⁸

After this analysis the management of L'Oréal Paris decided to generate a product that can target at the same time the Interventionist the high demanding and the Sceptical. The first two target have a spending attitude in line with the price of L'Oréal Paris. At the same time they where a target involved in the beauty care market and sensible to the messages conveyed by the organization. Regarding the Sceptical they where the largest segment remained unfulfilled in the

¹⁷ Sinottica Marketing Research 2011
Analysis provided by the company

market. A product with a strong promise of effectiveness could possibly enter in their purchase intention. To target them a new product was needed. A Product that can have at the same time a link with innovation, credibility and a connection with dermatologic aesthetic treatment.

A great Innovation: Revitalift Laser X3

The Product

From the laboratory of L'Oréal Paris, a great innovation arrived in 2012 in the portfolio of the company: Revitalift Laser X 3, last technological frontier in anti-wrinkles creams. The product was basing his concept totally on technological innovation and on the incredible result provided after just 4 weeks of usage: Reduction of the wrinkles and a long term lifting action on the most difficult part of the face. The reason to believe of this product was the presence of 3% of Proxylane. This active molecule has a triple action: (i) correct the lines, (ii) reduces pores, (iii) re-plumps skin. In this way the face appear younger and the wrinkles less visible. Revitalift Laser X 3 was divided in 3 product Line: a Cream with an average price of 15€, a Serum with a more concentrated presence of actives and an average price of 19€ and another cream dedicated to the contour of the eyes for an average price of 13€. The average price in the skin care market was 4,76€.

Communication material

The communication material passed from the international department was structured as follow:

Print Advertising (See exhibit 1)

Head Line: the anti-aging treatment that challenges a session laser

Concept: New Revitalift Laser X3, corrects, re-densifies, models

Insight: So Powerful that was tested against a Laser Session.

Setting of the Stage: For the first time the effectiveness of our treatment used for 8 weeks was compared with a laser session on wrinkles around the eyes. 2 groups of woman were compared after 4 weeks of treatment; One with a laser session and the other with Revitalift Laser X3.

Benefit: The results are amazing: (This was followed by a graph , representing the results of a clinical trial of two groups of 50 women. One group joined a Co2 Laser session. The Other used the product Revitalift Laser X3 for a period of 4 weeks. The chart was showing that the results were almost equivalent: lowering of the micro pads was 18% for cosmetics (compared to 20% achieved by the laser) while the depth of wrinkles was reduced by 14% with the use of cream (compared to 17% reduction obtainable by the laser) .

After a session of Co2 Laser	After Revitalift Laser X3 used for 8 weeks
Micro pads on the skin=-20%	Micro pads on the skin = -18%
Depth of wrinkles=-17%	Depth of wrinkles = -14%

Reason To believe:

Scientific innovation:

- 3% of PRO - XILANE highly concentrated

Verbatim: *"no one has ever had the same effect on my skin"* (Andie MacDowell)

Claim: L'Oréal Paris, because you worth it.

The Internet Site

Similar claims, indications and graphics should had repeated in the presentation web page of the product line " Revitalift Laser X3 " on the website www.loreal-paris.it. This page also enumerated the "results for your skin," stating that " INSTANTLY, 87% of women show a transformation of the quality of the skin (test on 60 women) - IN 4 WEEKS wrinkles are corrected , the skin is denser , facial contours are reshaped . "

There were, therefore, distinctly presented , in many web pages , the three products of the line, the cream, the serum for the face and the concentrate for eye contour: distinct sections illustrating the specific characteristics of each cosmetic and the technology used for the respective preparation.

TV and radio spots

Even in the TV and Radio commercial was repeated, with a great emphasis, the comparison with a Laser Co2 treatment and the incredible results, here with the animation of the same chart of the print advertising.¹⁹

Packaging

Same Claims of the Internet site were repeated on the packaging.

L'Oréal Paris Communications strategy

Revitalift Laser x 3 therefore had all the elements to become a success in the market. It could fully satisfy the needs of the selected target: smooth out wrinkles and stretch the skin. The

¹⁹ <https://www.youtube.com/watch?v=jNFTIPKvYPk>.

innovative high-tech ingredient present inside the formula supported its promise. But and above all there was a stunning story: its comparison with a laser treatment.

The communication strategy of the product had been precisely defined. After reaching a weighted distribution of 50%, the communication focused on television, with the aim of increasing the awareness of consumers. But the most important part was the publicity. With a targeted communication for each selected segment, the objective was to reach the consumer attention through publications in professional journals. There were selected 3 magazines. A different briefing was sent to each magazine, giving indication on how to describe the product, adding visuals and pictures as well. The publicity of these magazines meant that the consumer could have more objective comments on the product, so they could have more confidence on its effectiveness (Exhibit2).

The results of the first quarter were quite good, Reaching 4,6 % in market share in just 4 weeks and touching 5,4% in July 2013.²⁰

The dream continued until the 2nd of August 2013 when the letter of the antitrust arrived.

Francesco could continue to use this communicative strategy until October, the date on which the anti-trust had given an ultimatum to comply with the commitments made by L'Oreal and end the advertising campaign.

The antitrust regulation

The regulation on antitrust and misleading advertising in Italy is legislated by the EU Regulation (Regulation N. 655/2013), and by the AGCM: *Autorità garante della concorrenza e del mercato*.

Before 2013, the law did not specify what was considered misleading in advertising in the industry of beauty care. This lack in the rule was bypassed in 2013 by these two regulations.

The EU regulation is formed by 6 common criteria:²¹

- **Compliant with standards:**
A product cannot claim credit just because it follows the European standards. Each product commercialized in the union must ensure these standard. Therefore, this element cannot be used as a competitive advantage.
- **Truth**
Neither the general presentation of the cosmetic product nor individual claims made for the product shall be based on false or irrelevant information. If a product claims that it contains a specific ingredient, the ingredient shall be deliberately present. Ingredient claims referring to the properties of a specific ingredient shall not imply that the finished product has the same properties when it does not. Marketing communications shall not

²⁰ Data provided by the company

²¹ Available at

http://ec.europa.eu/consumers/sectors/cosmetics/files/pdf/guide_reg_claims_en.pdf Last time accessed 12/10/2014

imply that expressions of opinions are verified claims unless the opinion reflects verifiable evidence.

- **Evidentiary support**

Claims for cosmetic products, whether explicit or implicit, shall be supported by adequate and verifiable evidence regardless of the types of evidential support used to substantiate them, including where appropriate expert assessments.

- **Honesty**

Presentations of a product's performance shall not go beyond the available supporting evidence. For example: Claims about improved properties of a new formulation shall reflect the actual improvement and shall not be overstated.

- **Fairness**

Claims for cosmetic products shall be objective and shall not denigrate the competitors, nor shall they denigrate ingredients legally used.

- **Informed Decisions**

Claims shall be clear and understandable to the average end user. Claims are an integral part of products and shall contain information allowing the average end user to make an informed choice. Marketing communications shall take into account the capacity of the target audience (population of relevant Member States or segments of the population, e.g. consumers of different age and gender, or professionals) to comprehend the communication¹⁴. Marketing communications shall be clear, precise, relevant and understandable by the target audience.

The AGCM “Vadevecum” instead, consists of 8 general rules:

- A cosmetic is not a Drug
- Maximum Beware of promises of results
- It is in clinical trials only if it is relevant and accessible
- The maximum value obtained in the experiments can not be claimed in advertising
- Limits of efficiency should be clearly visible
- Boast of innovation only if scientifically congealed
- The patent can claim only if it is granted
- Distinguish between a self-assessment test and scientific test

Analyzing the possibility

Francesco understood that he was facing a difficult situation, but a choice had to be taken as soon as possible. He had been thinking day and night during the last few months, and every possible choice involved pros and cons:

Not using the comparison of the Laser treatment anymore meant losing the strongest benefit association of the product. That comparison was selected because it was the “glue” that could reach at the same time the targets of the *Interventionist* and the target of the *High Demanding*,

two targets really sensible to the topic of aesthetic dermatologic treatment. Moreover it brought credibility to the effectiveness of the product, a really important element for the *Sceptical*. Having loose this positioning anchor point Francesco had to find something else to base the positioning of the product and therefore rebuilt an integrated communication campaign.

A new Target

A possible change in the Target focus had to be taken in consideration. As it was analysed they had in common the same needs, but different believes. The attention of “interventionist” is attracted by everything that is new especially if it is linked with the world of “fashion”. To achieve this target it would be necessary to set up a strong message of innovation, not just a leading edge in field of science, but also a novelty that may have a connection with the new trend of the moment in the world of beauty and fashion. As for the “High Demanding” it would take an approach with the area of credibility and values. Would be important to have testimonies of experts and influencers that can prove the unquestionable quality of the product. Regarding the “*sceptical*” still was the largest segment remained unfulfilled in the market, and also the most difficult to achieve. A revolutionary message was needed; something that would have breaks their distrust for the world of cosmetics, something that could offer results that could be seen. A message that would have completely overturned their believes and convinced them to trust again in these products.

Tangible elements:

One possible solution could be to base the strategy on the product’s ingredients. Those ingredients are the Pro-xylane, the active molecule invented by Lancome in 2006²² and that was already forming the Reason To Believe (RTB) of the product since the introduction of Revitalif Laser X3. Another active that was inside the product was the Hyaluronic Acid: (HA). HA is present in the market since generations. This molecule can act directly to the Fibroblast, the cell responsible for the elasticity of the skin. But the real innovation of Laser X3 is the fragmentation of the HA, given that is a very big Molecule that therefore got problems in being absorbed. This new cream contain molecule of Hyaluronic acid with a lower molecular weight than normal, and therefore the skin can easily absorb it.

Francesco knows that basing the communication on product composition is possible, but risky. The reason is that all competitors are trying to base their competitive advantage on the ingredients of their cream. All those ingredients have proven effectiveness. Make a decision based solely on this do not give you a real point of difference from the competitors. The consumer is looking for something more than just an ingredient. The product must convey a feeling and a story to be relevant and to help the consumer remember the product. It is important to be in his “Evoked set” when he is going to purchase a product and remember technical definitions such as “Pro-xylane” and “Hyaluronic Acid” is not so easy. Moreover the use of technical word could be dangerous as

22Accesible at <https://www.truthinaging.com/ingredients/pro-xylane>, 10 October 2014



it can go against the principle of "informed decision" of the EU antitrust.

On the other hand, to be pragmatic, could bring an important asset to the brand: transparency. In the Internet era consumers are more and more aware of the effectiveness of product. There are plenty of Blogs where they can discuss and get information and leave objective comments. It would be possible to set a strategy based on telling the consumer just what the product has inside, allowing him to create his beliefs and his opinions on the cream.

Emotional elements

Being an aspirational brand, it is not surprising that emotions always played an important role in all communications of L'Oreal. Give emotions to customers can have an important effect on their purchase intentions. Francesco knows that the often consumers buy not basing their decision on product information, but on the feeling that the product provides. Good results can be achieved with Image-matching. L'Oréal can count on many emotional images on which it can leverage, having the opportunity to use international famous testimonials, with which would be possible to inspire positive associations. On the other hand L'Oréal Paris always had a certain degree of technical information in his communication that promised effectiveness and results. Moreover being just emotional may not convince the "Sceptical" who are indifferent to this kind of messages.

A deeper understanding

Legislation can affect marketing decision substantially. Changing a communication strategy already implemented and assimilated by the market is not a simple challenge. To ensure that the new communication strategy has the desired effect, many variables must be taken into account. Analysing the elements of the product is essential to understand which drivers can be accentuated and which one should be concealed. Once this is clear it would be possible to figure out which target is more in line with the possibility of the re-branded product, and easiest to reach by the new communications elements. At that point it will be possible to implement a focused and integrated communication that can reach the target clearly. Following, a continuous analysis of the responses of consumers must be implemented, modifying the operation of communication in order to continue meet the needs of the market and of legislation.

Creata da L'Oréal Paris, sarà venduta al supermercato. Un mese di utilizzo equivale a una seduta

C'è una crema antirughe che copia l'azione del laser

Ricerca cosmetica e medicina estetica: le strade si avvicinano

Tutti nella stessa direzione e un solo obiettivo: contrastare i segni del tempo. C'è sempre più energia tra aziende cosmetiche e medicina estetica. «La collaborazione — spiega Patricia Pissani, direttore mondiale della comunicazione scientifica di L'Oréal — ottimizza le proposte della ricerca e permette di sviluppare formule innovative e all'avanguardia. Ad esempio, prendendo in esame le cellule di kerat, gli interventi di botox e di filler si possono fare tutte le valutazioni biologiche utili a sviluppare nuovi principi attivi ma anche per potenziare quelli già esistenti oppure associarli tra loro».

L'acido eicos
La ricerca L'Oréal Paris ha voluto la procedura medico-estetica che consiste con il laser frantumare CO₂, l'acido per cristallizzare il rivestimento cutaneo. Quelli che ha concentrato gli studi sul Pro-Xylane, una molecola nata nel 2000, dopo quattordici anni di sviluppo, ricavata dalla trasformazione dello zolfo in un derivato dal legno di Guggi utilizzato in un processo di chimica verde a basso impatto ambientale. Pro-Xylane con acido ialuronico (triammina) e tipo-ketoacidi (LHA) sono i principi attivi della nuova linea di trattamento.

Le Linee X La linea X è composta da: crema viso a base di acido glicolico, crema viso a base di acido propionico in questi giorni sta in profumerie che non riguardano.

L'azione del laser

«Ci sono», spiega Marcello Ruggi, chirurgo vascolare ed esperto in medicina del dolore, del Policlinico Sperimentale di Milano «diversi tipi di laser, che agiscono in maniera differente. Vengono utilizzati dai medici perché stimolano la produzione di collagene ed elastine e ricompongono l'epidermide. Il modello a trazione CO₂, molto valido, agisce semplicemente straziando la capacità del collagene per creare sul derma superficie delle nuove trature, che nel giro di un paio di giorni si disidratano e lasciano l'epidermide più tesa e compatta. Il laser a risonanza agisce straziando la nuova produzione di collagene in profondità. Per un miglioramento visibile occorre dalle tre alle otto sedute».



L'azione del cosmetico
«Nella formula del nuovo trattamento — spiega Piretti — è stato utilizzato per la prima volta Pro-Xylane patentato al tre per cento. Siamo arrivati alla terza generazione di questo principio attivo che, si è visto in laboratorio, migliora la coesione dermo-epidermica ed è in grado di aumentare il

processo di rigenerazione dei tessuti danneggiati. Qui, è stato associato ad altri attivi importanti: l'acido ialuronico a basso peso molecolare, scelto perché di facile assorbimento per l'epidermide, e il panto-
idrossiacido (LHA) che vanno ad esaltare favorendo il processo di rinnovamento della pelle. Con l'uso costante, per un mese, di

**La molecola
Migliora
la coesione della
pelle, stimolando
la rigenerazione**

questo prodotto si ottiene lo stesso risultato di una ardita frazionamento CO₂. Questo studio è stato fatto su cinquantenne donne età tra compresa tra 45-55 anni con segni evidenti nella zona esterna degli occhi, le così dette "cattedre di gallina".

GlaxoSmithKline Child

Curiosando

L'ombretto da sfumare all'orientale

[illegible]

inappetibili e delicate da sfamare su tutta la palpebra e così si appiaggia, per rendere l'occhio interno e orientale, una linea allungata di eye liner. Ma la femminilità si legge soprattutto sulle labbra, che si sfondono al contrario: come l'arcobaleno, molto accennate, e belle nastro di rosso. C'è un ritorno all'effetto specchio ottenuto con le matite di Phyto-Lip Gloss, un gel che non applica, si strofina di piacere pal e nate. L'abbronzatura di suntu e laghe di lì. Riverte le labbra come un rossetto, le assomiglia labiate perché è ricco di attivi vegetali e ha un effetto rinfrescante.

Vanitas:

432 Castaneda

Buonumore ma senza esagerare Così ridevano Socrate e Platone

Ogni dicino che è il suo che li fanno fare brutte cose. Capita anche di sentir dire (e si spera sia vero) che alcuni si besciamano sulle labbra. Ma gli scricchioli che si perdono d'attenzione: del riso, infatti, si può anche ridere in modo differenziato. Siccome ad esempio (nella *Repubblica* di Plotone) afferma che non bisogna «venire la ogni caso nascono del riso: generalizzato, latente, quando ci si abbandona a grandi ridate, oppure comporta anche un sentimento interiore». Aristotele (*De virtutibus et vitiis*) scrive che «è

momenti del ridicolo, del sottoborgo e della battuta facile, e l'essere facili ad andare e nell'inglese. Rimanete attenti in ore straordinarie, dicevano i romani, il che abbondava nella bocca degli amici. Ma questo non impedisce agli antichi di arrivare le barbare. E si può sapere quali fossero le situazioni che suscitavano il riso e quali tempi sta il Phrygian, d'armonia

**Nella «Repubblica»
«Abbandonarsi a grandi
risate generalmente
comporta anche
un mutamento interiore»**

del riso». Una raccolta di barzellette — l'unica a noi giunta dell'epoca classica — che condensa alle storiette allusorie (i dubbi sul sesso) tutto dipendeva dalle numerose ripetizioni. Divide le sezioni che indicano la tipologia dei personaggi (alle cui spalle si dà direzione) gli smart, i perverti, gli invidiosi, gli abitanti di alcune città. Si dice le donne, quelle un vecchio (età molto grande, secondo un lapsus caro al grec), le rappresentazioni del genere femminile come personaggi (reattori di scena). Un esempio? Un giovane, dice una di queste barzellette, gli ordine ai servi di mandare a chiamare due vecchie: «A una di loro, dice, date da bere. Con l'altra fate l'amore». Il che è

**Teatre Azorí**
 dels comediants
 comuns

Uomini

di Mario Turchi Vercellotti



Yossi Cohen

«Tónico con il pilates»

You'd better, brother. Questioned by the reporter. U-uh, sure, that's what I'd like to experience.

«Come ha proprietà il pilastri?»
«Sì, lo ha suggerito il medico per il mal di schiena. Lo pratico 3-4 volte la settimana oltre a 4 chilometri di nuoto».

«Sto attento al clima?»
«Sì, cinque anni fa, in un anno ho perso 30 chili. Come con una cura».



Directorato creativo
Yotai Cohen,
Israeliano,
livro per Bantam

de gli esseri, obbligandoci a baci
due litri di acqua e a stampare tre
volte di giorno. Che mi offusca lo
scandalo, ma io preferisco la
pasta e verdine che solo a scapito
una pochissima sale.

Che (non l'hai letto decider?)
«Non sono separato e ho pensato
che era arrivato il momento di pen-
sare a me».

Come addormentarsi in hotel?
«Con un bel lenzuolo bavai-
nato, un letto di lenzuoli e lenzuoli
in euro con gli asciugamani».

Applichi crema?
«Quotidianamente e liberamente».

Pa massaggio?
«Ho sfiorato di mano».

Con il tuo amico arrabbiato?
«Lo scorporo, uno per le condizio-
ni (stanche e baci, uno per i pancia-
telli, tutti i giorni. Giocare con le
braccia e mangiarsi. Il più bello so po-
ché scottarsi, guardarsi da vicino».



Teaching Note

L'Oréal Paris Italia Changes his communication strategy

Dissertation submitted in partial fulfillment of requirements
for the degree in international business administration, at the

Universidade Católica Portuguesa , date 12/2014'.

Lorenzo Tacchella

Supervisor: Paulo Gonçalves Marcos

Teaching Note

L'Oréal Paris Italia Changes his communication strategy.

Synopsis

In July 2013, after a deep analysis of the market, L'Oréal Italia launched his new Revitlift Laser X3, the latest technological innovation in the field of anti-wrinkle creams. The product launch is supported by a strong advertising campaign, specifically designed to stimulate the purchase of the product by the target audience. The concept of the communication is based on the comparison of the result obtained after 4 weeks of usage of Revitalif Laser X3, with an aesthetical dermatological fractionated CO2 Laser treatment.

The advertising campaign works well and in few months Revitalif Laser X3 achieves 5.4 % of the total market value. Everything continues until the 2nd of August 2013. That day the Antitrust Authority communicate L'Oréal Italia that it was opened a commission that inspected the company for misleading advertising. The disciplinary action has as object the comparison that L'Oréal Paris made between his product and the aesthetical laser treatment. The Antitrust believes that the effectiveness of a wrinkle cream can never be compared to that of a laser treatment, a facelift, or even a cosmetic surgery.

The Management of L'Oréal Paris had 3 months to withdraw the communication. Francesco Pellitteri, the brand manager of Revitalif Laser X3, had to completely reinvent the communication strategy of the product, changing the insight without generate misleading in the consumers minds and without falling again in the claws of the antitrust and incurring in a penalty of hundreds of thousands of euro.

To do so he could opt to base the new communication campaign rather on emotional or tangible elements of the product. Moreover Francesco will have to decide if these elements can still be sufficient to achieve the same target, and if the communication will have to focus on different channels from the initial one.

Teaching Objective:**Main Pedagogical objectives:**

- What are the key elements to be considered in re-inventing the communication strategy of a product

Secondary Objectives

- Understand the implication of the new EU Anti-trust regulation on marketing communications strategies.
- Understand the key element for an effective product communication in the mass market.
- Understand the behaviour of the beauty care industry in Italy
- Understand the implication of usage of emotional and tangible element in communication strategy

Use of the Case

This case allows for an exploration of communication and re-branding strategy for mass-market products. Particular attention is given to the possibility that can be achieved through Emotional and ingredients communication strategy.

The L'Oréal Italia case will fit well in the first-year MBA level course in Marketing Management. It is also a good match for courses in Marketing Strategy, Communication, or New Product Development.

Suggested Assignment Questions

Questions:

- 1) Analyse the competitive situation of the Beauty care industry in Italy. How is the competitive situation? Are there good opportunities for the introduction of a new product? On what L'Oréal should invest if the company wants to stay relevant on this market? Try to justify your answer using Porter five forces analysis.
- 2) Why is it important to implement a good segmentation in this market? The Marketing

research department of L'Oréal Paris Italy decided to use Ethnographic to cluster the market into 3 segments. What is Ethnographic? In your opinion why L'Oréal Italia decided to use this kind of segmentation method? Do you think it was a good method of segmentation in this market?

- 3) Image to be in the shoes of Francesco Pellitteri. With the information that you can find in the case study, try to set a new communication strategy for Revitalif Laser X3. Would you base it on an emotional branding strategy or ingredients branding strategy? Would you focus on another target? Which kind of communication channel would you use? Motivate your answer.

Try also set the communication strategy for the product.

- 4) Packaging plays an important role in the communication strategy of a product. According to Procter & Gamble, shoppers decide whether they want to purchase a product between three and seven seconds, the same time it takes to note the product's packaging (2014 Sundar & Noseworthy). To formulate an efficient functional branding communication strategy on pack is it important to understand which are the important packaging dimensions for the customer. All these dimensions can have different implication on the final result when they are joined together. Conjoin analysis can be a very useful tool to understand this effect and on which aspect of the communication the management should leverage to achieve the customer attention. In the following table it was asked to the 3 different consumers profile their preference toward those combinations of communication on pack. The dimension that the management want to investigate are: the texture of the cream, the amount of grams inside a jar, the time they have to wait in order to see effect on the skin, that can be: immediate (a skin more sublimated) after 4 weeks (with high results on wrinkles) after 6 weeks (with very high results on wrinkles). Finally 2 level of price were tested: high price: 19,90€ and low price 14,90€. Using this data where (A) Interventionist, (B) Sceptical and (C) High demanding have ranked these combinations, try to run a Linear Regression and calculate which are the relative importance of price and the other features. Try then to formulate which implication these findings can have on the communication strategy of Revitalift Laser X3.

Attributes	Base Product
Type of texture	Comfortable
Amount of cream (gms)	75
Time for results	6 weeks
Price (\$)	19,9€

# Product	Texture	Ammount of cream (grs)	Time For Results	Price (\$)	Rank A	Rank B	Rank C
1	Rich	125	4 weeks	19,9	18	5	11
2	Comfortable	75	4 weeks	19,9	15	6	2
3	Comfortable	100	Immediate	19,9	12	4	4
4	Comfortable	75	4 weeks	14,90	8	15	1
5	Light	75	6 weeks	14,90	5	9	7
6	Comfortable	125	6 weeks	14,90	10	18	5
7	Comfortable	100	6 weeks	14,90	11	17	6
8	Light	100	6 weeks	14,90	1	10	10
9	Light	100	4 weeks	14,90	2	13	9
10	Light	75	Immediate	14,90	3	11	8
11	Light	125	Immediate	14,90	4	14	12
12	Comfortable	100	Immediate	14,90	6	16	3
13	Rich	75	6 weeks	19,9	17	1	18
14	Rich	100	6 weeks	19,9	16	2	17
15	Rich	100	4 weeks	19,9	13	3	14
16	Rich	75	Immediate	19,9	14	8	16
17	Rich	125	4 weeks	14,90	7	7	15
18	Rich	125	Immediate	14,90	9	12	13

Organizing Discussion (assumes 90-minute class)

- Class Opening: Discuss the industry and L'Oréal Paris Positioning (10 minutes)
- Analyse Segmentation (methodology and segments). (20 minutes)
- Discuss implications of anti-trust authority on Organization's communication strategy. (10 minutes)
- What considerations are important when structuring a communication strategy? (10 minutes)
- Difference between emotional and ingredients branding communication. (20 minute)
- Calculate important element on packaging communication through conjoint analysis. Discuss the managerial implication. (20 minutes)

Case Analysis and Discussion

The Beauty Care Market:

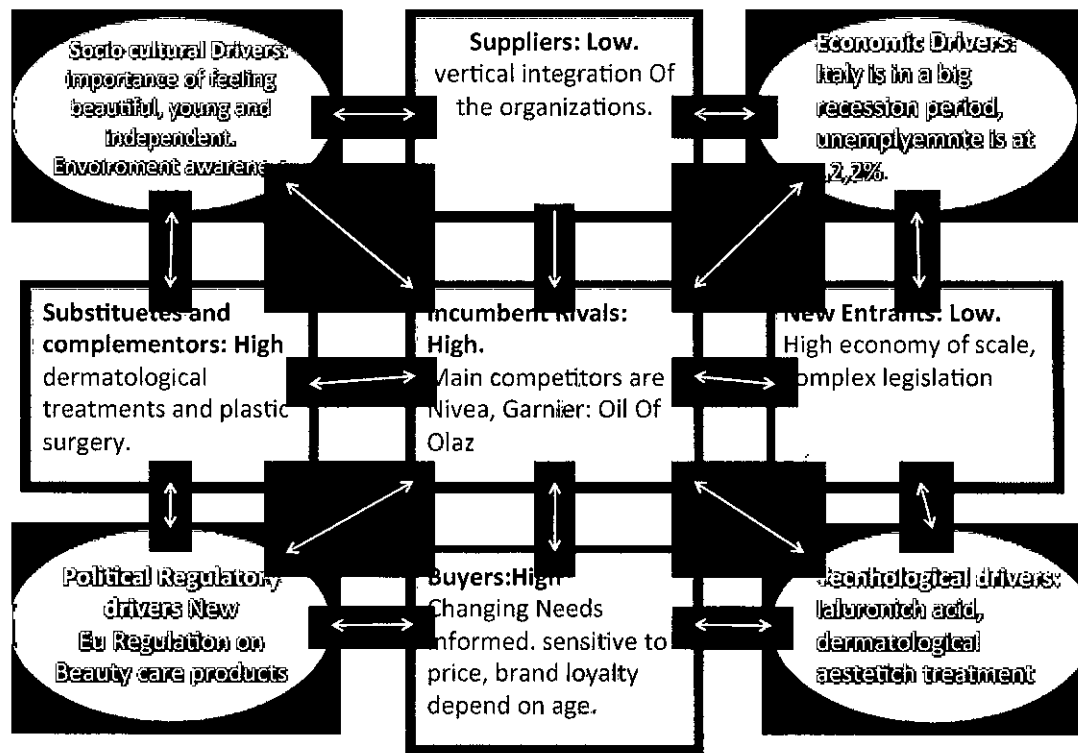
Beauty care market in Italy in 2013 was worth 296.1 million euros. 188,5 million were formed by the skin care and 107.6 million by facial cleansing.

The trend over the past year had been positive with an increase of 1.7% of the total market. This trend probably would not last in the following year with a possible slight decrease in 2014.

According to the product manager Francesco Pelliteri the market of Beauty care in Italy is still a very interesting market for the international group. To continue be relevant is important to continue investing in innovations and communication in order to remain credible and attractive for consumers.

To better understand this statement and how l'Oréal should invest to continue being the Leader of this market, a deeper analysis can be conducted. Here it is proposed a very popular and discussed tool: the Porter Five Forces Analysis. However an amplification of the model was made to understand some important aspects that are usually not tacked in consideration. The amplified Porter Five Forces model (De Wit, B. and Meyer, R (2004) Strategy: Process, Content, Context, third Edition, London: Thomsen Learning.) takes in consideration not only the common

dimension of the model, but also the four major drivers that can influence the market. This can help understand better why innovation is so important in this industry and how those drivers can influence the company in different moments of the value chain:



As it is possible to notice, there are some main constrain to keep in mind before setting a new communication campaign in this industry. This tool can be useful to understand which are the key elements on which the company can leverage on his communication campaign.

Credibility is a key factor in this industry. Personal care products affect the intimate area of customers. It is important that when consumers use them they feel special and beautiful. Customers are nowadays more educated about skin care product, they knows that they are not miracle products, but at the same time they require visible results and substances that does not damage the natural balance of the skin. At the same time they must be "luxurious" and promise something special, but with at an affordable price that take in consideration the economic crisis. Production must be settled in a perspective of sustainability and environmental preservation.

Once all those drivers are delineated, is possible to start building a more concerned communication strategy.

First of all the management must take into account the media noise to which the consumer is exposed in this market. The claim of the communication must be “outside the box”. The main objective of this claim will be to attract the attention with a revolutionary promise, in order to rise himself between an overcrowded media environment typical of a mature market like beauty care. The second element that should affect the communication is the distrust that many consumers have toward beauty care products. A communication that make impossible promise would not take the consideration of any target of this market. That is why the claim will have to be credible. It must establish in the minds of consumers a feeling of high performance supported by strong reason to believe that comes from scientific evidence. For this reason the experimental tests performed on the product should continue to have a central position in the new communication of Revitalif Laser X3. Despite the comparison with a dermatological laser treatment can no longer be used, communicate its proven efficacy objective will not go against the EU regulation. The Porter five forces tool suggest as well that the fear of the invasiveness of beauty treatment is an important point that affect the sensibility of the target. The harmlessness of this product on the skin, as well as being a mandatory regulatory requirement, from a strategic point of view is an important element for the communication of the product. It can be used as an element of strength on which to base the communication of the product.

Segmentation

Why is it important to implement a good segmentation in this market? The Marketing research department of L’Oréal Paris Italy decided to use Ethnographic to cluster the market into 3 segments. What is Ethnographic? In your opinion why L’Oréal Paris Italia decided to use this kind of segmentation method? Do you think it was a good method of segmentation in this market?

In the cosmetic industry many brands are being introduced almost every month. A market-coverage strategy (*undifferentiated*) in which a firm decides to ignore the market segment difference and go after the whole market with one offer would probably not work. A research conducted by Nielsen (September 2014) find out that 76% of new product introduced in the European mass market fails, not reaching even the 10000 sell-out units. 3 out of 4 disappear from the shelf of the retailer, generating losses of millions of Euro. The reasons are multiple, and one of them is a not well-implemented strategy of segmentation, targeting and positioning. Find out

which are the need of the customer, his feelings and behaves is of fundamental importance. The product must fulfil a true and delineated need of the market. Segmentation is an essential tool every manager use especially when launching a new product. Segmentation, according to Kotler means “dividing a market into smaller groups of buyers distinct needs, characteristics or behaviour who might require separate products or marketing mixes” It is fundamental *to customize the marketing and product development strategy to each consumer group in order to increase sales and build brand loyalty*²³ (Kotler)

There are many different techniques for segmentation. Each of them is widely studied and can generate different result depending on the market where the organization is operating and on the available resources. One of these techniques is Ethnographic Research, a discussed research process that comes from Anthropology. There are many methods to implement an ethnographic research: participant observation, informal and key informant interviewing, structured interviewing, and household surveys, and collection of genealogies and life histories²⁴. Participant observation is the basis of any ethnographic research and is defined as “ simply to observe and record as much behaviour that seems relevant ”(J.Y Okmura 1985). During this kind of research is very important that the researcher does not interfere with the object of the observation. People observed must feel comfortable to live their everyday life as naturally as possible. Participant observation is a very versatile tool of research. The researcher has the possibility to test preliminary hypothesis while it still in the field to understand if they are valid. Moreover it is common that unexpected insights come during the observation of the behaviours, which can be used in a second time for further and deeper research.

Ethnographic research can be used as marketing tool that allows organization to enter in the everyday reality of the customer and his connection with the product. Usually it is structured into 3 different parts.

The first part in-home, where the consumer is observed during his common routine with the product, how does he store the product at home, how does he use it, which are the gesture and the problems. A second part is typically in store. The consumer is observed during his shopping experience and particular importance is attributed to the shelf impact on his feeling and his perception toward brand positioning that comes from the disposure of the products on the shelf

23 Philip Kotler, Kevin Lane Keller, Marketing Management. Twelfth addition, Pearson Prentice Hall, 2007 pp 201 -226

24 ETHNOGRAPHIC RESEARCH METHODS Jonathan Y. Okamura, Nepalese Journal of Qualitative Research Methods Introduction to Qualitative Research Methods' edited by Lourdes S. Bautista and Stella P. Go published by Research Center, De La Salle University, Manila, the Philippines, 1985.

and the packaging. In a third part the communication material are subject to the analysis of the interviewed. In this moment usually is conducted a deeper analysis of the reaction and evaluation toward the relationship with the brands and the specific element of the product purchased by the consumer.

The reason an organization like L'Oréal Paris Italia used this tool is to start profiling the segments that compose the market. Sometimes qualitative research are the only method from which an organization can start to collect indispensable insight that allow them profiling the segment *"it must be realized that quantitative research methods and analyses, no matter how rigorous and complex, have their limitations. This is most clearly the case when people's beliefs, perceptions, values, and ideas are the focus of research"*²⁵.

L'Oréal Italia could have used many other methods of qualitative research, but in this case Ethnographic was probably the most adequate one. The reason was the objective of the research. Customers have a very differentiated and personal approach with beauty cares Product. There are too many variables that influence the feelings and the perceptions that they have toward them. Every customer makes many different gestures, evaluate different factors and make different judgments during the consumption experience. Many of this perception are unconscious, and probably they would not be analyzed in quantitative method research or other qualitative method like focus group, where the "habitat" of the consumer is not recreated. In this case the only method to have useful insight about the customer, that can allow the organization make a proper segmentation with further research, was observing the customer in her own "habitat". That is why ethnographic was a perfect tool to collect those information.

Communication strategy

Image to be in the shoes of Francesco Pellitteri. With the information that you can find in the case study, try to set a new communication strategy for Revitalif Laser X3. Would you base it on an emotional branding strategy or ingredients branding strategy? Would you focus on another target? Which kind of communication channel would you use? Motivate your answer.

Try also set the communication strategy for the product.

25 ETHNOGRAPHIC RESEARCH METHODS Jonathan Y. Okamura, Nepalese Journal of Qualitative Research Methods Introduction to Qualitative Research Methods' edited by Lourdes S. Bautista and Stella P. Go published by Research Center, De La Salle University, Manila, the Philippines, 1985.

Emotional and ingredients branding strategy are becoming very popular among organizations: It is now widely accepted in the literature that brands are built through a combination of rational and emotional elements and that emotions evoked by brands may enhance buying and consumption processes (Hirshman and Holbrook 1982). Other studies demonstrate that nowadays organizations are no longer building their position basing their communication strategy just on functional or symbolic benefit, but that the value of a brand is a multidimensional construct which includes both of them (Bhat and Reddy 1998). Other studies state that Decision-making consists of a combination of 'thinking' and 'feeling' although most models assume the pre-eminence of the former²⁶. However, their relative importance is the subject of increasing debate and recent research in the field of neuroscience suggests that decision-making is primarily associated with the part of the brain that deals with affect rather than cognition (Damasio 1994; Zajonc 1980).

All this suggest that L'Oréal Paris should opt for a mixed communication strategy that will involve the communication of both functional and emotional benefit with a larger predominance of the latter. This strategy can be very effective, but the "mixture" of elements communicated has to take in consideration many aspect. Regarding the emotional side it will be important to match brand and target personality, creating a strong connection with the customer. Let's take as an assumption that: consumers use products as a way to define themselves to others and purchase brands with a particular personality to express their self-concept (Aaker 1999; Belk 1988). Self-concept is defined as the cognitive and affective understanding of whom and what we are and can take two forms: the "actual self" and the "ideal self." The actual self is based on the perceived reality of oneself (i.e., who and what I think I am now), whereas the ideal self is shaped by imagination of ideals and goals related to what a person believes that he or she would like to be or aspire to become (Lazzari, Fioravanti, and Gough 1978; Wylie 1979). The Emotional brand attachment depends on which kind of self-congruence companies use: the actual or the ideal and if this link match some important consumers conditions. Those conditions can be resumed in 3 variables that can rather be high or low depending on the kind of consumer²⁷. Those variables are:

1. The product involvement, defined as the personal relevance of the product, which is determined by the extent to which the product is interesting and important to the consumer (L.Malär, H Kohmer, W.D. Hoyer, B. Nyffenegger 2011),

²⁶ / ²⁷ Lucia Malär, Harley Krohmer, Wayne D. Hoyer, & Bettina Nyffenegger, Emotional Brand Attachment and Brand Personality: The Relative Importance of the Actual and the Ideal Self *Journal of Marketing* Vol. 75 (July 2011), 35–52

2. The self esteem, person's overall evaluation of his or her worthiness as a human being (Rosenberg 1979).
3. The public-self consciousness: awareness of the self as a social object or the awareness that others are aware of the self (Fenigstein, Scheier, and Buss, 1975)

When all those variables are high, a positive outcome is generated with the actual-self congruence strategy: "on a general level, the actual self is more important for consumers' emotional brand attachment. Thus, in building a brand personality, the more effective strategy seems to focus on actual self-congruence with the brand rather than ideal self-congruence when trying to increase emotional brand attachment. (L.Malär, H Kohmer, W.D. Hoyer, B. Nyffenegger 2011)."

On the other hand when all those variables are low, ideal-self congruence strategy has better results. *When the product involvement is low consumers can "bask" in the reflected ideals that the brand possesses. Consumers will therefore experience only the positive emotions associated with the ideal self-depiction (such as hope), thereby increasing their emotional brand attachment* (L.Malär, H Kohmer, W.D. Hoyer, B. Nyffenegger 2011).

When Self-esteem is low: *brand that comes close to the ideal self can help consumers to compensate their low self-esteem, get closer to their ideal self (i.e., to self-enhance), and increase their emotional attachment toward the brand* (L.Malär, H Kohmer, W.D. Hoyer, B. Nyffenegger 2011).

Finally consumers with high public-self consciousness are afraid that people judge them on the basis of their consumption. With an ideal product they could think that such brand promise too much to the community and they do not feel comfortable with that position. This negative effect does not happen when self-consciousness is low, because they do not care if other people see them with a not self-congruent brand.

The brand personality of L'Oréal Paris is quite clear. As it is possible to read in the case, the positioning of the brand can be well defined in this sentence: *it represents the accessible lux for whom research beauty*²⁸. L'Oréal Paris since its beginning used emotional branding communication strategy to build its brand equity, implementing it on emotional connection with an ideal beauty. This kind of strategy was used from many beauty care brands for years, but it is true that nowadays many organizations are taking new paths with quite good results. Unilever's Dove for example, based its strategy on connection with common beauty "*used models who are*

²⁸ www.L'Oréal.com

more average in appearance, presumably corresponding more closely to how the majority of consumers actually see themselves (an “actual self”). This approach hit a nerve with many consumers, causing them to form a strong emotional connection with the brand.”²⁹

On the other hand many consumers like brands that do not fit with their actual reality but, rather, represent an aspiration (as a means of self-improvement; Sirgy 1982)

What the management of L’Oréal Paris have to decide is whether to build a connection with an actual self or an ideal self. To set a good strategy, it must to be analysed the personality of the 3 profile that compose the target of Revitalift Laser X3.

Regarding the product involvement, it is high for al the segment. This mean that probably they will verify if there is a link between it and themselves: *self- verification requires substantial cognitive effort and is more likely to occur when people are motivated to process deeply* (Swann et al. 1990). And since *product involvement strengthens the relationship between actual self-congruence and emotional brand attachment*³⁰, for the product involvement point of view, it would be better to base the Emotional communication strategy on an image that can reflect the “actual self” of the target.

Regarding the Self-esteem there are different interpretation for this target. The “interventionist” and the “high demanding” have a high consideration of their aspect, as they spend a lot of effort to appear nicer. For this point of view they would continue prefer an “actual self” in the communication of the product, *People high in self-esteem evaluate their actual self as positive (i.e., positive self- conceptions; Kernis 2003) and seek to confirm their actual self-views. On the basis of these self-verification processes, they will feel closer to a brand that reflects their actual self.* On the other hand the self-esteem of the “sceptical” is Low. They would not make any emotional connection with a brand that is similar to their actual self. They seek to reduce the gap between the actual an ideal self.

The public-self consciousness dimension is it strictly linked to a product that other people could actually see while the consumer is using it. An anti-wrinkle cream is used in the privacy of their home beauty treatment, so is not going to affect significantly the decision making of those consumers.

29 29 Lucia Malär, Harley Krohmer, Wayne D. Hoyer, & Bettina Nyffenegger, Emotional Brand Attachment and Brand Personality: The Relative Importance of the Actual and the Ideal Self journal of Marketing Vol. 75 (July 2011), 35–52

³⁰ Lucia Malär, Harley Krohmer, Wayne D. Hoyer, & Bettina Nyffenegger, Emotional Brand Attachment and Brand Personality: The Relative Importance of the Actual and the Ideal Self journal of Marketing Vol. 75 (July 2011), 35–52

The emotional strategy will play an important role in building a connection between the product and the consumer and in taking their attention between the media crowd. On the other hand a functional communication strategy has to be implemented in conjunction with the other strategy and it will have the objective to build a strong reason to believe, indispensable during the final decision of purchase of the consumer. This strategy will play an important role for all the profiles, as they are all seeking for results.

Having all this in mind it is possible to select a customized emotional communication strategy for those profiles. In order to be relevant it should be selected a strong claim that will take in consideration the need of tangible results and the high product involvement of the target. Since the other aspect differ between the profiles, a more specific advertising campaign should be developed in different communication channel. A different channel will be selected in order to send each customized communication to each profile.

Depending on which Target Francesco would focus he have to choose a different communication strategy and, therefore, a different channel of communication to convey the message.

Communication in marketing channels can serve as the process by which persuasive information is transmitted (Frazier and Summers 1984), participative decision making is fostered (Anderson, Lodish, and Weitz 1987), programs are coordinated (Guiltinan, Rejab, and Rodgers 1980), power is exercised (Gaski 1984), and commitment and loyalty are encouraged. Communication Strategy and channel of communication are strictly linked. Depending on how the Communication strategy will match the channel of communication choose, the outcome could be positive or negative. *When a communication strategy matches the channel conditions, channel outcomes will be enhanced in comparison with the outcomes when a communication strategy mismatches channel conditions.*³¹

Francesco has to find the correct mix of content, modality and frequency that can allow him to reach one or more of the possible target.

What has happened:

Francesco Pellitteri understood that the new claim has to be strong, and touch the sensibility of the target. It has to be something that could speak to their “actual self” and that promise results, and moreover it has to conquer the “Sceptical”. The first new claim was: “*do you think anti-aging*

31 Jakki Mohr & John R. Nevin , 1990. Communication Strategies in Marketing Channels: A Theoretical Perspective.

creams do not work? Discover laser x3". The consumers immediately fill the gap between the old powerful claim and the new one. The market share of the product started to decline going from 5,3% to 4,8% in 4 months. The problem was probably that it was too direct and the emotional aspect was overshadowed. Francesco decided to change strategy again. The new claim was suggested to the manager by a famous and iconic passage of the bible: "the disbelief of Thomas". The new claim was recited in "*risultati che tocchi con mano*" that means "results that you can touch with your own hand". The new claim had the ability to speak to all 3 profiles, and for the first time to touch the sensitivity of the "Sceptical" providing a convincing answer to their needs. It was also implemented a different communication strategy for each profile using 3 different magazines: "*Marie Claire*", "*Io Donna*" and "*F*". The choice was based on the preferences of each profile, selecting the magazine that better talk to the "actual-self" of the profiles and to the "ideal-self" of the sceptical. The communication within the magazines was customized to match their various levels of product involvement, and self esteem of each profile. The results were incredible. The market share of Revitalif Laser X3 start to grow reaching 7,3% of the value of the Market, a word record for L'Oréal.

Revitalift Laser X3 is in 2014 the bestseller product of L'Oréal Paris and the most sell anti-wrinkle cream of the Italian market.

Find key elements for Packaging

To calculate The Relative Importance the packaging elements for each segment it must be calculated the total ranges in each one of them. To calculate the range it can be used the following formula:

Range of an attribute

$$= \sum \text{Maximum Coefficient Value} - \text{Minimum Coefficient Value}$$

Note that the Coefficient Value for Base Level in each attribute is 0.

That is the difference between the largest data value in our set and the smallest data value (for each attribute).

The total range for a segment is the sum of all the ranges of each attribute. Therefore, the total range for the segments A, B and C are 19.73, 14.92 and 17.52, respectively. In order to get the relative importance of the elements in each segment, the next step is to divide the range of each

dimension by the total range.

The results are:

Interventionist	Relative importance	P-Value
Total Range	19,73	0,
Price	45,59%	0,
Rich texture	20,32%	0,009
Light Texture	6,79%	0,332
Pack with 50 grs	7,29%	0,251
Pack with 75 grs	-13,24%	0,082
Immediate results	8,49%	0,213
Results in 4 weeks	13,56%	0,055

Sceptical	Relative importance	P-Value
Total Range	14,92	0,008
Price	51,88%	0,001
Rich texture	25,41%	0,045
Light Texture	31,86%	0,022
Pack with 50 grs	-0,25%	0,981
Pack with 75 grs	-7,04%	0,574
Immediate results	1,42%	0,903
Results in 4 weeks	-7,80%	0,497

High demanding	Relative importance	P-Value
Total Range	17,52	0,002
Price	10,42%	0,071
Rich texture	-34,97%	0,
Light Texture	-64,00%	0,
Pack with 50 grs	-6,37%	0,237
Pack with 75 grs	-12,37%	0,059
Immediate results	13,20%	0,035
Results in 4 weeks	7,66%	0,179

Price:

The relative importance of price for the three different segments is 45,59% (interventionist), 51,88%(sceptical) and 10,42%(high demanding). Not surprisingly the price is it very important for the sceptical and it is not so important for the high demanding.

Texture:

Regarding the texture, all segments prefer a different one. Interventionist prefer a rich texture, sceptical a light texture and high demanding a medium one. This is probably due to the different believes that consumer have about texture. Since high demanding are searching for results, they want that the cream is rich with active, and maybe for them a rich texture means that the product is full of them. The sceptical may believes that if the cream is not absorbed, how can it have an effect on the skin? Light cream is the most absorbable one and maybe that is the reason why they prefer it. High demanding do not believe in light texture, since they are willing to pay an extra price, they want to buy a cream rich of ingredients, but at the same time, they want that the cream is absorbed rapidly because they do not want to wait to much for the cream to be absorbed.

Size and Time for results

There are not statistically significant data for size and time for results. That can mean that those elements are not important for our segment in the communication of the pack.

Anyway is it possible to set some hypothesis on those dimension. Increasing the size, the product would probably loose his capability to be “special”. There must be a feeling that inside every jar of Revitalif Laser X3, there is something magic and that is not easy to find.

Regarding the **Time for results** Sceptical would probably not believe in immediate results, and they know that to actually see something they need to wait at least for some weeks. On the other hand Interventionist are probably impatient to have immediate results. The reason can be that their public self-consciousness is high, so they want results that can be showed immediately to the community.

TN Exhibit:

New printed communication



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ACIDO IALURONICO FRAMMENTATO
 3% PROXYLANE

ANTI-ETÀ CHE PREVIENE
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Interventionist									
Attributes				Attributes			Base Product		
Type of texture	comfortable	Rich	Light				comfortable		
Amount of cream (gms)	50	75	100				75		
Time for results	Immediate	4 weeks	6 weeks				6 weeks		
Price (\$)	19,9	14,9					19,9		
							Exchange Rate		
							0,556		

# Product	Light	Rich	100 grs	125 grs	4 Weeks	Immediate	Price	Rank A	Predicted	Interventionist Utility (w/o price)	Interventionist Residual (w/o price)
1	1	0	0	1	1	0	0	18	14,992	-3,072	-0,209
2	0	0	0	0	1	0	0	15	16,389	-1,674	-0,114
3	0	0	1	0	0	1	0	12	13,950	-4,113	-0,279
4	0	0	0	0	1	0	1	8	7,394	-1,674	-0,114
5	1	0	0	0	0	0	1	5	5,059	-4,009	-0,272
6	0	0	0	1	0	0	1	10	11,680	2,612	0,177
7	0	0	1	0	0	0	1	11	7,630	-1,438	-0,098
8	1	0	1	0	0	0	1	1	3,621	-5,448	-0,370
9	1	0	1	0	1	0	1	2	1,947	-7,122	-0,484
10	1	0	0	0	0	1	1	3	2,384	-6,684	-0,454
11	1	0	0	1	0	1	1	4	4,996	-4,073	-0,277
12	0	0	1	0	0	1	1	6	4,955	-4,113	-0,279
13	0	1	0	0	0	0	0	17	16,724	-1,340	-0,091
14	0	1	1	0	0	0	0	16	15,285	-2,778	-0,189
15	0	1	1	0	1	0	0	13	13,611	-4,453	-0,302
16	0	1	0	0	0	1	0	14	14,049	-4,015	-0,273
17	0	1	0	1	1	0	1	7	8,666	-0,402	-0,027
18	0	1	0	1	0	1	1	9	7,665	-1,403	-0,095

Total Range	19,73	0,
Relative Importance Price	45,59%	0,
Relative Importance of Rich texture	20,32%	0,009
Relative importance of light Texture	6,79%	0,332
Pack with 50 grs	7,29%	0,251
Pack with 75 grs	-13,24%	0,082
Immediate results	8,49%	0,213
Results in 4 weeks	13,56%	0,055

Segment A - Regressão linear (CL = 95%)							
Estatística de regressão							
R	0,953						
R-quadrado	0,909						
R-quadrado ajustado	0,845						
Erro-padrão	2,102						
Número total de casos	18						
ANOVA							
	d.f.	SS	MS	F	p-nível		
Regressão	7,	440,313	62,902	14,235	0,		
Residual	10,	44,187	4,419				
Total	17,	484,5					
	Coefficientes	Erro-padrão	LCI	UCI	Estado	p-nível	H0 (5%) rejeitada?
Intercepto	18,064	1,568	14,569	21,558	11,519	0,	Sim
Light	-4,009	1,24	-6,773	-1,245	-3,232	0,009	Sim
Rich	-1,34	1,315	-4,27	1,59	-1,019	0,332	Não
100 grs	-1,438	1,18	-4,068	1,191	-1,219	0,251	Não
125 grs	2,612	1,351	-0,398	5,622	1,933	0,082	Não
4 Weeks	-1,674	1,259	-4,48	1,131	-1,33	0,213	Não
Immediate	-2,675	1,234	-5,424	0,074	-2,168	0,055	Não
Price	-8,995	1,203	-11,675	-6,314	-7,477	0,	Sim

Attributes			Levels		Attributes		Base Product
Type of texture	comfortable	Rich	Light		Type of texture	comfortable	
Amount of cream (gms)	50	75	100		Amount of cream (gms)	75	
Time for results	Immediate	4 weeks	6 weeks		Time for results	6 weeks	
Price (\$)	19,9	14,9			Price (\$)	19,9	

# Product	Texture	Ammount of cream (grs)	Time For Results	Price (\$)	Rank A	Rank B	Rank C
1	Rich	125	4 weeks	2,59	18	5	11
2	Confortable	75	4 weeks	2,59	15	6	2
3	Confortable	100	Immediate	2,59	12	4	4
4	Confortable	75	4 weeks	1,99	8	15	1
5	Light	75	6 weeks	1,99	5	9	7
6	Confortable	125	6 weeks	1,99	10	18	5
7	Confortable	100	6 weeks	1,99	11	17	6
8	Light	100	6 weeks	1,99	1	10	10
9	Light	100	4 weeks	1,99	2	13	9
10	Light	75	Immediate	1,99	3	11	8
11	Light	125	Immediate	1,99	4	14	12
12	Confortable	100	Immediate	1,99	6	16	3
13	Rich	75	6 weeks	2,59	17	1	18
14	Rich	100	6 weeks	2,59	16	2	17
15	Rich	100	4 weeks	2,59	13	3	14
16	Rich	75	Immediate	2,59	14	8	16
17	Rich	125	4 weeks	1,99	7	7	15
18	Rich	125	Immediate	1,99	9	12	13

# Product	Light	Rich	100 grs	125 grs	4 Weeks	Immediate	Price	Rank A	Rank B	Rank C
1	1	0	0	1	1	0	0	18	5	11
2	0	0	0	0	1	0	0	15	6	2
3	0	0	1	0	0	1	0	12	4	4
4	0	0	0	0	1	0	1	8	15	1
5	1	0	0	0	0	0	1	5	9	7
6	0	0	0	1	0	0	1	10	18	5
7	0	0	1	0	0	0	1	11	17	6
8	1	0	1	0	0	0	1	1	10	10
9	1	0	1	0	1	0	1	2	13	9
10	1	0	0	0	0	1	1	3	11	8
11	1	0	0	1	0	1	1	4	14	12
12	0	0	1	0	0	1	1	6	16	3
13	0	1	0	0	0	0	0	17	1	18
14	0	1	1	0	0	0	0	16	2	17
15	0	1	1	0	1	0	0	13	3	14
16	0	1	0	0	0	1	0	14	8	16
17	0	1	0	1	1	0	1	7	7	15
18	0	1	0	1	0	1	1	9	12	13

Sceptical

Attributes	Attributes		
Type of texture	comfortable	Rich	Light
Amount of cream (gms)	50	75	100
Time for results	Immediate	4 weeks	6 weeks
Price (\$)	19,9	14,9	

Base Product
comfortable
75
6 weeks
19,9

Exchange Rate
-0,646

# Product	Light	Rich	100 grs	125 grs	4 Weeks	Immediate	Price	Rank B	Predicted	Incremental Utility (w/o price)	Incremental WTP L-H
1	1	0	0	1	1	0	0	5	4,039	-2,954	1,908
2	0	0	0	0	1	0	0	6	6,782	-0,212	0,137
3	0	0	1	0	0	1	0	4	8,196	1,202	-0,776
4	0	0	0	0	1	0	1	15	14,524	-0,212	0,137
5	1	0	0	0	0	0	1	9	10,944	-3,793	2,449
6	0	0	0	1	0	0	1	18	15,786	1,050	-0,678
7	0	0	1	0	0	0	1	17	14,774	0,038	-0,024
8	1	0	1	0	0	0	1	10	10,981	-3,755	2,425
9	1	0	1	0	1	0	1	13	10,770	-3,966	2,561
10	1	0	0	0	0	1	1	11	12,108	-2,628	1,697
11	1	0	0	1	0	1	1	14	13,158	-1,578	1,019
12	0	0	1	0	0	1	1	16	15,938	1,202	-0,776
13	0	1	0	0	0	0	0	1	2,239	-4,754	3,070
14	0	1	1	0	0	0	0	2	2,276	-4,717	3,046
15	0	1	1	0	1	0	0	3	2,065	-4,928	3,183
16	0	1	0	0	0	1	0	8	3,403	-3,590	2,318
17	0	1	0	1	1	0	1	7	10,820	-3,916	2,529
18	0	1	0	1	0	1	1	12	12,196	-2,540	1,640

Total Range	14,92	0,008
Relative Importance Price	51,88%	0,001
Relative Importance of Rich texture	25,41%	0,045
Relative Importance of light Texture	31,86%	0,022
Pack with 50 grs	-0,25%	0,981
Pack with 75 grs	-7,04%	0,574
Immediate results	1,42%	0,903
Results in 4 weeks	-7,80%	0,497

Segment B - Regressão linear (CL = 95%)							
Estatística de regressão							
R	0,915						
R-quadrado	0,837						
R-quadrado ajustado	0,722						
Erro-padrão	2,813						
Número total de casos	18						
ANOVA							
	d.f.	SS	MS	F	p-nível		
Regressão	7,	405,379	57,911	7,319	0,003		
Residual	10,	79,121	7,912				
Total	17,	484,5					
	Coefficientes	Erro-padrão	LCL	UCL	Estado	p-nível	H0 (5%) rejeitado?
Intercepto	6,993	2,098	2,318	11,669	3,333	0,008	Sim
Light	-3,793	1,66	-7,491	-0,094	-2,285	0,045	Sim
Rich	-4,754	1,76	-8,675	-0,834	-2,702	0,022	Sim
100 grs	0,038	1,579	-3,481	3,556	0,024	0,981	Não
125 grs	1,05	1,808	-2,978	5,078	0,581	0,574	Não
4 Weeks	-0,212	1,685	-3,966	3,542	-0,126	0,903	Não
Immediate	1,165	1,651	-2,513	4,843	0,706	0,497	Não
Price	7,743	1,61	4,156	11,33	4,81	0,001	Sim

High Demanding

Attributes		Attributes		
Type of texture		comfortable	Rich	Light
Amount of cream (gms)		50	75	100
Time for results		Immediate	4 weeks	6 weeks
Price (\$)		19,9	14,9	

Base Product	
comfortable	
75	
6 weeks	
19,9	

Exchange Rate	
-2,738	

# Product	Light	Rich	100 grs	125 grs	4 Weeks	Immediate	Price	Rank C	Predicted	Incremental Utility (w/o price)	Incremental WTP L/H
1	1	0	0	1	1	0	0	11	11,001	5,984	-16,385
2	0	0	0	0	1	0	0	2	2,703	-2,313	6,334
3	0	0	1	0	0	1	0	4	4,790	-0,227	0,620
4	0	0	0	0	1	0	1	1	0,877	-2,313	6,334
5	1	0	0	0	0	0	1	7	9,319	6,129	-16,781
6	0	0	0	1	0	0	1	5	5,359	2,169	-5,938
7	0	0	1	0	0	0	1	6	4,306	1,116	-3,055
8	1	0	1	0	0	0	1	10	10,435	7,245	-19,836
9	1	0	1	0	1	0	1	9	8,122	4,931	-13,502
10	1	0	0	0	0	1	1	8	7,977	4,787	-13,106
11	1	0	0	1	0	1	1	12	10,146	6,955	-19,044
12	0	0	1	0	0	1	1	3	2,964	-0,227	0,620
13	0	1	0	0	0	0	0	18	16,232	11,216	-30,710
14	0	1	1	0	0	0	0	17	17,348	12,331	-33,764
15	0	1	1	0	1	0	0	14	15,035	10,018	-27,431
16	0	1	0	0	0	1	0	16	14,890	9,874	-27,035
17	0	1	0	1	1	0	1	15	14,262	11,071	-30,314
18	0	1	0	1	0	1	1	13	15,233	12,042	-32,972

Total Range	17,52	0,002
Relative Importance Price	10,42%	0,071
Relative Importance of Rich texture	-34,97%	0,
Relative importance of light Texture	-64,00%	0,
Pack with 50 grs	-6,37%	0,237
Pack with 75 grs	-12,37%	0,059
Immediate results	13,20%	0,035
Results in 4 weeks	7,66%	0,179

Segment C - Regressão linear (CL = 95%)							
Estatística de regressão							
R	0,974						
R-quadrado	0,948						
R-quadrado ajustado	0,912						
Erro-padrão	1,581						
Número total de casos	18						
ANOVA							
	d.f.	SS	MS	F	p-nível		
Regressão	7,	459,51	65,644	26,268	0,		
Residual	10,	24,99	2,499				
Total	17,	484,5					
	Coefficientes	Erro-padrão	LCL	UCL	Estado	p-nível	H0 (5%) rejeitado?
Intercepto	5,017	1,179	2,389	7,644	4,254	0,002	Sim
Light	6,129	0,933	4,05	8,207	6,57	0,	Sim
Rich	11,216	0,989	9,012	13,419	11,342	0,	Sim
100 grs	1,116	0,887	-0,862	3,093	1,257	0,237	Não
125 grs	2,169	1,016	-0,095	4,432	2,134	0,059	Não
4 Weeks	-2,313	0,947	-4,423	-0,203	-2,443	0,035	Sim
Immediate	-1,342	0,928	-3,409	0,725	-1,447	0,179	Não
Price	-1,826	0,905	-3,842	0,19	-2,018	0,071	Não

Interventionist		P-Value	Sceptical		P-Value	High demanding		P-Value
Total Range	19,73	0,	Total Range	14,92	0,008	Total Range	17,52	0,002
Relative Importance Price	45,59%	0,	Relative Importance Price	51,88%	0,001	Relative Importance Price	10,42%	0,071
Relative importance of Rich texture	20,32%	0,009	Relative importance of Rich texture	25,41%	0,045	Relative importance of Rich texture	-34,97%	0,
Relative importance of light Texture	6,79%	0,332	Relative importance of light Texture	31,86%	0,022	Relative importance of light Texture	-64,00%	0,
Pack with 50 grs	7,29%	0,251	Pack with 50 grs	-0,25%	0,981	Pack with 50 grs	-6,37%	0,237
Pack with 75 grs	-13,24%	0,082	Pack with 75 grs	-7,04%	0,574	Pack with 75 grs	-12,37%	0,059
Immediate results	8,49%	0,213	Immediate results	1,42%	0,903	Immediate results	13,20%	0,035
Results in 4 weeks	13,56%	0,055	Results in 4 weeks	-7,80%	0,497	Results in 4 weeks	7,66%	0,179

Attributes	Base Product
Type of texture	comfortable
Amount of cream (gms)	75
Time for results	6 weeks
Price (\$)	19,9

Attributes	Levels		
Type of texture	comfortable	Rich	Light
Amount of cream (gms)	50	75	100
Time for results	Immediate	4 weeks	6 weeks
Price (\$)	19,9	14,9	

