Luxury Brand Management

Module 1 (12-14 Jan) Luxury and Branding



Download lectures from http://hauteluxe.net/edhec-luxe/

Password: luxury

ORGANIZATION AND CONTENTS

Module 1 (12-14 Jan) Luxury and Branding Theory:
•French Luxury versus American approaches
•Maison vs Corporate Brands
•'Haute Luxe' versus Luxury Brand
•Creating Brand Identity DNA
•Architecture & Strategy
•Essentials of Place Branding
•Workshop session
•Groups will be expected to work on class projects for Day 3 and to begin work on personal presentations for Module 2 asap.

Module 2 (11-13 Mar) Review presentations
•Provide individual coaching on brand plans and preparing press stories
• Videos, films and radio interviews will be provided to reinforce lessons learned.

ASSESSMENT
•**Grading:** the final mark will be based on attendance 15%,
•Class Participation and Group work 25%,
•**Personal Projects 60%**

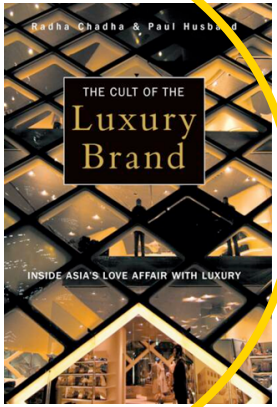
Suggested Textbooks:

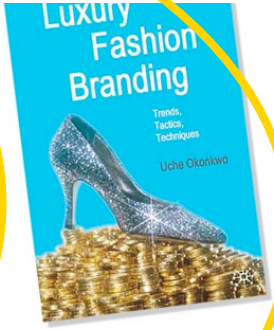
•Chevalier, M & Mazzalovo, G: Luxury Brand Management. Wiley (2008)
•Kapferer,J-N: The New Strategic Brand Management 4th ed. Kogan Page (2008)

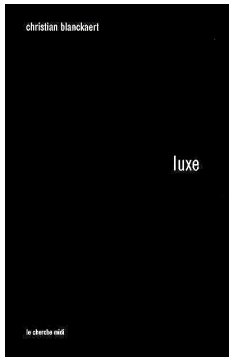
Other titles include ‘Brand New Justice’, ‘Deluxe’, ‘The Cult of the Luxury Brand’, ‘Luxury Fashion Brands’, ‘Fashion Brands’, ‘Luxe’, ‘Luxe, Mensonges and Marketing’, ‘Let them eat cake’.

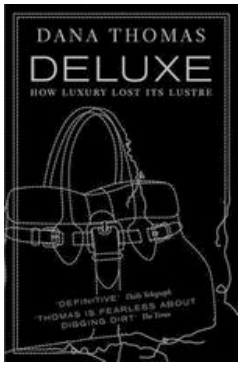


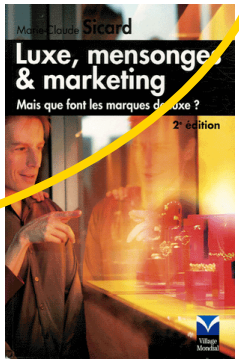
















All are good, none are perfect.

DANIELE *de* WINTER
MONACO

Repositioning workshop
discussion

Revitalising vs **restaging**

relaunching vs **repositioning**

DANIELE *de* WINTER
MONACO

What could this brand be?

Repositioning workshop



« de W » by Danièle de Winter

This new range of beauty treatments is 100% natural and is available in six revolutionary products with its unique formula that combines the best of nature and science.
The result of 20 years of dermatological research in Swiss institutes, each product improves oxygenation of the skin and facilitates hydration, cell regeneration and collagen production.
In less than a year, the Danièle de Winter brand, with its headquarters in Monaco, has grown to international level. A line of men's treatments called "de W Homme" has been available since September 2004.

DANIELE *de* WINTER
MONACO

DANIELE *de* WINTER'S MAGICAL ORGANIC PLANT INGREDIENTS

from website





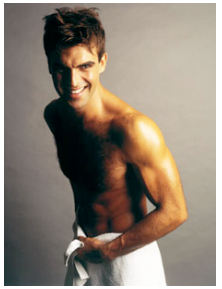








Image: scientific, natural or cosmetic or sporty?

www.danieledewinter.com

February 23, 2005 Positively rejuvenating

DANIELE DE WINTER'S interest in nutrition began at an early age. Her father, the director of radiotherapy at the Royal Sussex County Hospital and a cancer specialist, introduced his daughter to the then radical notion that lifestyle could affect the disease. By the time she was in her late teens she had co-written a book with her father called *What The Doctor Ordered*, recommendations and recipes for healthy living, which she followed up when she was 20 with a book called *Eat Yourself Beautiful*.So much precocious achievement might presage a stellar career in medicine, but she studied graphic design, took an MBA and waited nearly two decades for her interests to coalesce in a skincare range, which she produces in Monaco where she now lives.If a line of cosmetics seems a frivolous payout for so much expertise, she is unrepentant.

Staying younger-looking longer is a major preoccupation and the message that you can do something life-enhancing is positive. If you say eat right and it might help you to avoid cancer, people don't always want to hear. But tell them they can have more energy and look better and they take it on board. This range helps older women's skin return to the peak performance of youth, but gently. It's not about drastic exfoliation, peels or acids- those all have their place when you're treating acne. But for most skins it's a question of increasing oxygenation, improving circulation and staying out of the sun.De Winter is scrupulous about her ingredients- hypoallergenic and 90 per cent organic and determined that they combine the latest scientific research with a hefty aura of luxury. The line is the product of 20 years of research and a collaboration with a doctor who runs three research laboratories in Switzerland. It is claimed to work on the skin's metabolism, using a cocktail of amino acids, flavonoids and vitamin C and compared with £300-a-jar creams, it's affordable (prices range from £ 28 to £ 65).

Nutrition plays a huge part in what she does. She is updating her second book and dispensing tips via her website. The key is to be positive. When I wrote my books in the 1970s, things were much more prescriptive. Now it's about balance. If you want some chocolate, have some. Stop worrying about weight. Don't put yourself down it has a negative impact on how you look.

Daniele de Winter is sold exclusively in Living Beauty Selfridges.

http://www.timesonline.co.uk/article/0,,275-1495430,00.html

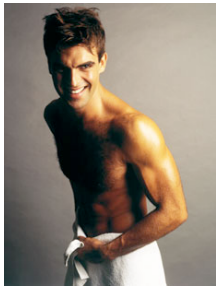
DANIELE *de* WINTER

MONACO

DANIELE *de* WINTER'S MAGICAL ORGANIC PLANT INGREDIENTS











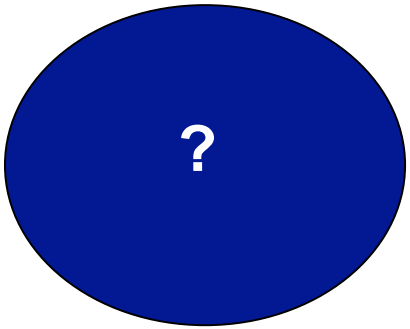


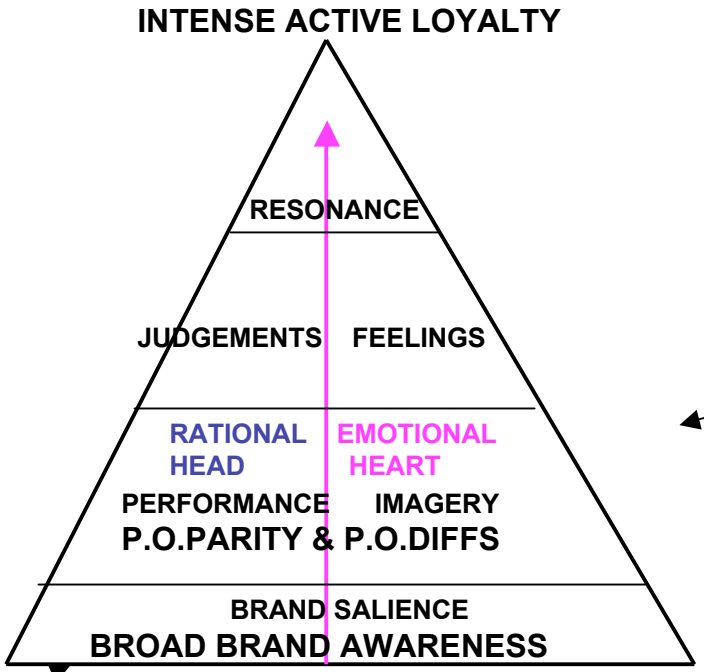
Consider for 10 mins

www.danieledewinter.com

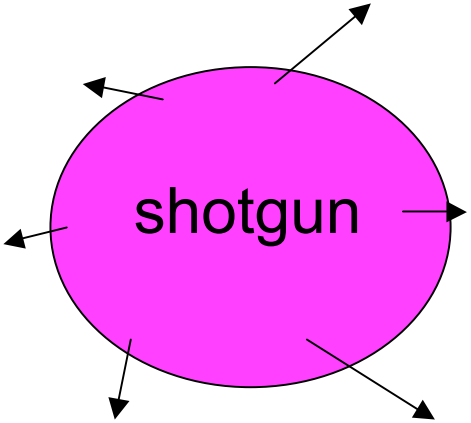
Recap

Product Core





Communication Core



No awareness, and no clear message? Nothing newsworthy. Brand is Stillborn

What promise?

See Keller p 99 CBBE Pyramid

• Brand building eg CHANEL



Glamorous outrageous unique women

Monroe to Moss

Accessories, Cosmetics

Jewellery Store, Hotel?

Product Core

Brand Core

Communication Core

7 ateliers d'art « satellites »

audacious, perfectionist, unique, passionate, and visionary.

Touch of shock



Features & Benefits

Left hand brain

MIND: RATIONAL

Haute Couture to R2W

No.5

Karl Lagerfeld

Symbol, logo

Coco's character

Black & White

House of Chanel

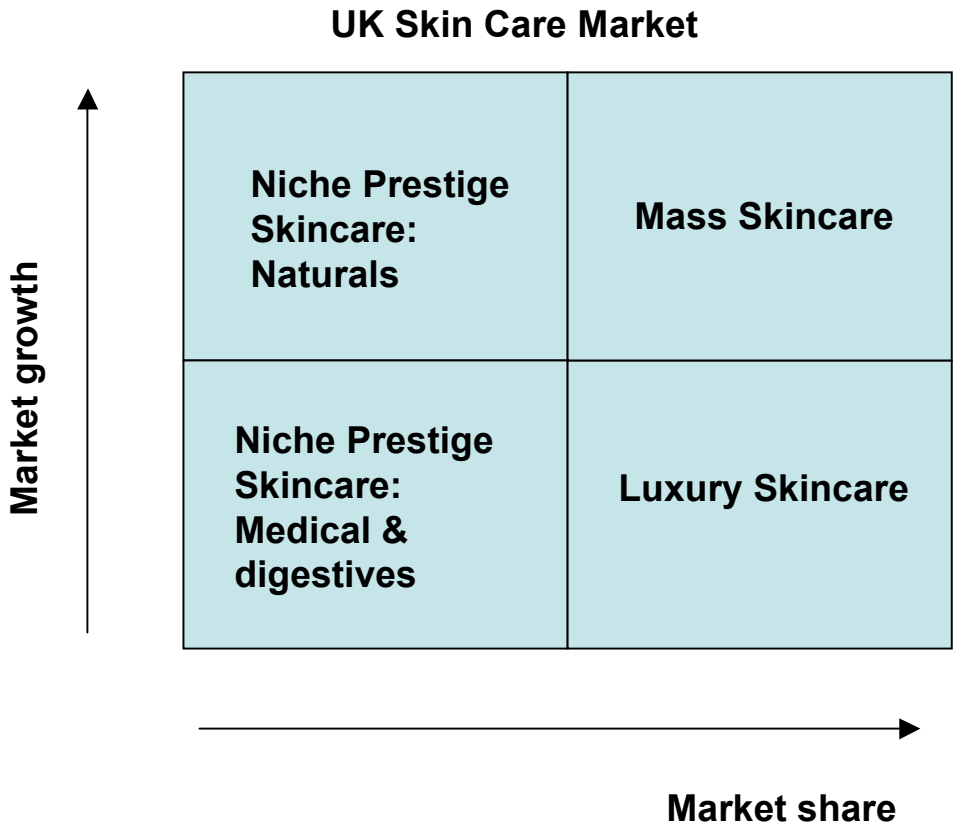
Rue Cambon

Imagery & Attributes

Right hand brain

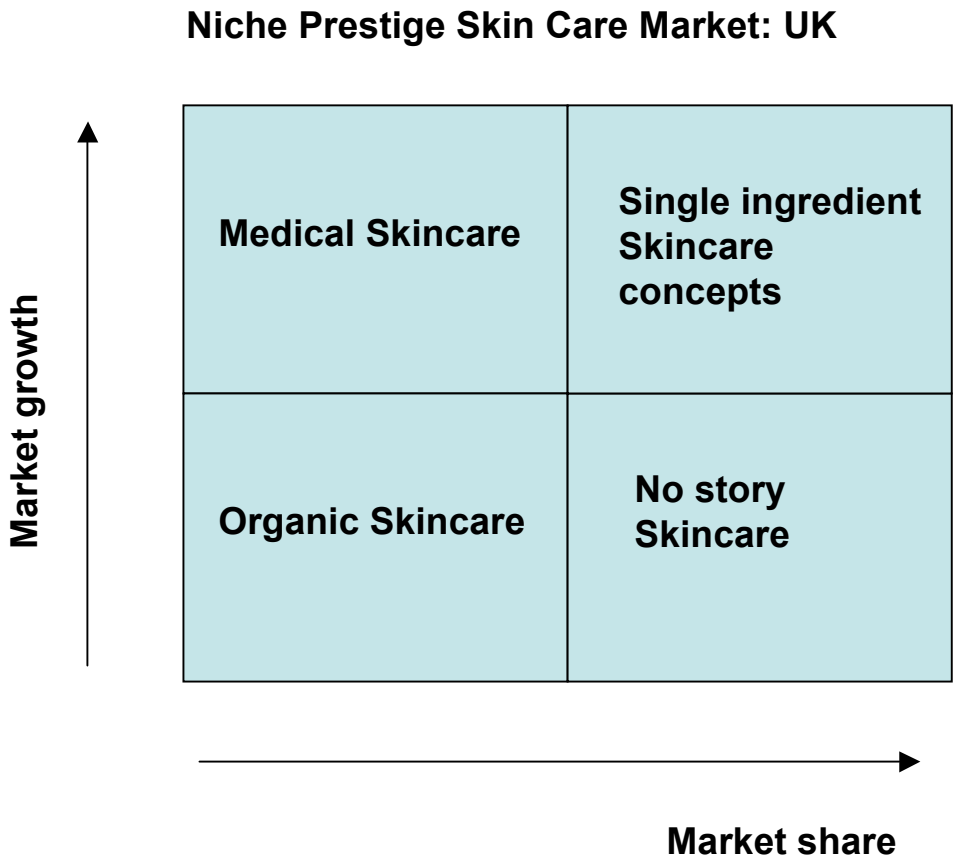
SOUL:EMOTION

Market analysis



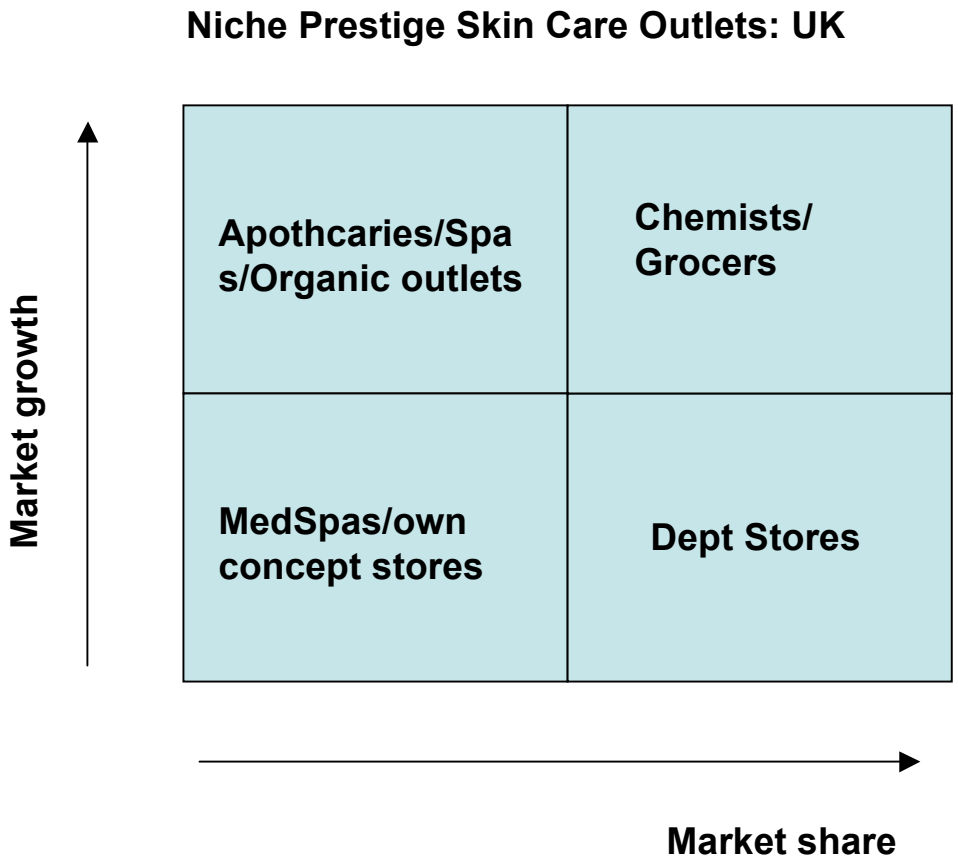
Show amounts % and € and source

Market analysis



Show amounts % and € and source

Market analysis



Show amounts % and € and source

Current niche trends

(sources see xxxxx)

trend

trend

medical

natural

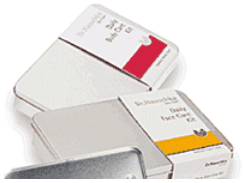
scientific

herbal



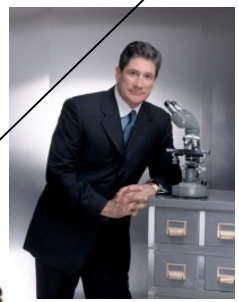
The Organic Pharmacy





Dr. Haushka







Dr. Perricone



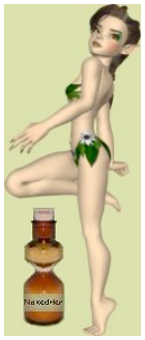


















Trend analysis:

- **A small but extremely fast growing area of the skincare market is dermatologist-developed brands which have sprung up only in the past five years. By putting their name to their own skincare brands, doctors and dermatologists are able to build credibility amongst consumers who feel they can put their trust into something which has been medically endorsed.**
- **Dr. Haushka was the first to be perceived as medical and 'organic'**
- **Globally as well as in UK, there are many trends happening simultaneously:**

1. **<u>Natural products</u> moving towards purer-natural ie Organic and digestibles**
2. **<u>Scientific products</u> moving towards extreme medical performance**
3. **Consumers also still looking for <u>both at once</u> - eg Haushka**

- **Niche brands continue going from strength to strength versus bland claims from big corporate brands**
- **Harley Street Cosmetics is in a good niche but needs to focus positioning and provide credibility**
- **Core DNA needs modification. House Brand and Product Brands to be considered.**

http://www.scf-online.com/english/39_e/dermatologistbrands39_e.htm

Technological advances

- Many of the latest advances in skincare technology have been verified via clinical tests and reported in medical journals, resulting in **doctors and dermatologists** marketing their own high performance ranges. When visiting the dermatology clinic, consumers are far more likely to be persuaded to buy **personally prescribed products** as they already respect the dermatologist's authority and expertise on skin conditions.
- **Nutraceuticals** are becoming popular because some people lack essential nutrients for the skin. With a supplement they really see the results and they then carry on with it. As a result many are introducing Inside-Out regimes.
- Most are focused on anti-aging.
- Most of the experts have written best-selling books
- Most use a house-brand strategy
- As such, most establish ‘the house’ at an address which will enhance brand credibility and offer brand experience
- Key competitors to be examined:

‘Medical’ brands

- One of the first dermatologists to recognise the potential of having his own skincare line was Dr Howard Murad, M.D. (USA) who launched Murad in 1989. Treating patients with every conceivable kind of skin condition gave him direct insigh into what they needed to care for their skin at home. So he developed targeted formulas to alleviate a number of skincare concerns. A common skin problem is acne, which Dr Murad recommends should be treated with Exfoliating Acne Treatmer Gel, a patented formula combining retinol with salicylic and glycolic acids to deep cleanse pores. Dr Murad currently holds eleven patents for his skincare products, with several more patents pending, all in the field of anti-aging or skin health. Nc use of Dr. Haushka orange



Dr.Hauschka Skin Care

Where science and spirit meet

‘These **organic and biodynamic** products will therapeutically restore the health of your skin. Natural fragrances from pure essential oils rejuvenate your senses. All of our ingredients are carefully selected to support and activate your skin's ability to take care of itself. Experience **luxurious and holistic solutions** to skin care. Unveil your skin's inherent beauty.Our travel/trial kits packaged in reusable metal boxes are a perfect introduction to our Face and Body Care lines or the ideal travel companion - easy to pack away in a purse or suitcase.



Dr. Rudolf Hauschka's holistic approach to skin care recognizes all the elements that play a role in achieving healthy, balanced skin. Our products address **skin care problems** rather than dealing with symptoms. They encourage the skin to achieve balance and harmony by stimulating the skin's ability to take care of itself and overcome its weaknesses. Dr. Hauschka Skin Care offers **long-term solutions**, revealing the natural beauty of the skin, allowing inner beauty to shine forth.’

Note brand’s holistic, nature & Dr. Approach. Kits are key success factor.



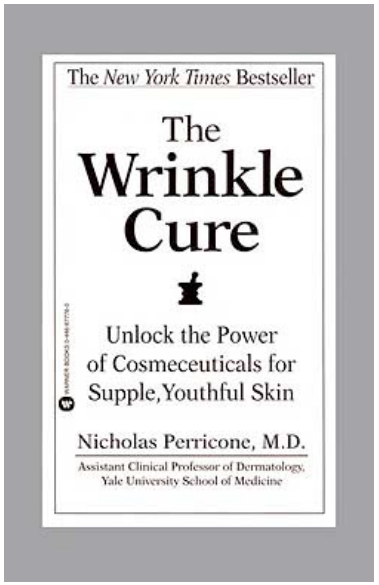




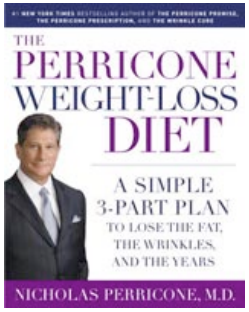


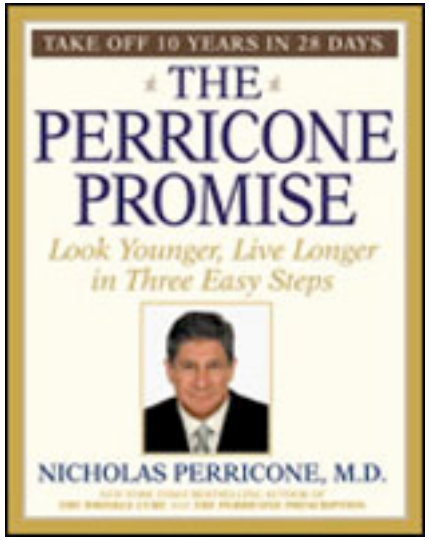
Dr. Perricone: Look Ten Years Younger in Days Without Surgery!

Another well-known dermatologist is Dr Nicholas Perricone (USA) who launched his company N.V Perricone, M.D. Cosmeceuticals Ltd in 2001. He designed and formulated his extensive range of **topical and nutritional supplements** for the skin, containing **patented super-nutrients**, which are said to work on a profound level to help skin achieve and maintain a more youthful, healthy look. Dr Perricone dubbed his approach Healthy Aging, contending that aging is caused by low-level inflammation and that wrinkles and sagging skin are not the inevitable result of growing older. In his book, "The Wrinkle Cure", Unlock the Power of Cosmeceuticals for Supple, Youthful Skin, he states: "After nearly two decades of scientific research, I have discovered a revolutionary, all-natural approach to preventing the signs of aging by putting nature's most powerful nutrients to work for your skin." His range is extensive and **each product is designed to work synergistically**, providing specific benefits to meet each person's individual needs.Aware that many women would like the benefits of Botox but do not want to undergo this cosmetic procedure, Dr Perricone has launched the Face Firming Activator which lifts and contours the skin whilst minimising enlarged pores and reducing scars and skin discolouration. The formulation contains NTP Complex, made up of DMAE, an antioxidant membrane stabiliser which provides immediate lifting and toning benefits. DMAE stimulates muscle contraction by producing a neurostransmitter called acetylcholine.









Dr Perricone





The N.V. Perricone M.D. lifestyle center to schedule a Perricone Prescription- Personal Consult

Brand: NV Perricone M.D Cosmeceuticals

Positioning in name



Note the use of apothcary symbol

Eye Care Face Care Body Care Lip Care Cleansers and Toners Moisturisers Outpatient Range for Problem Skin Supplements Books By Dr Perricone MD Starter Kit NVP Brochure

Products were launched in Dept. Stores firs **before** Lifestyle Centre was opened

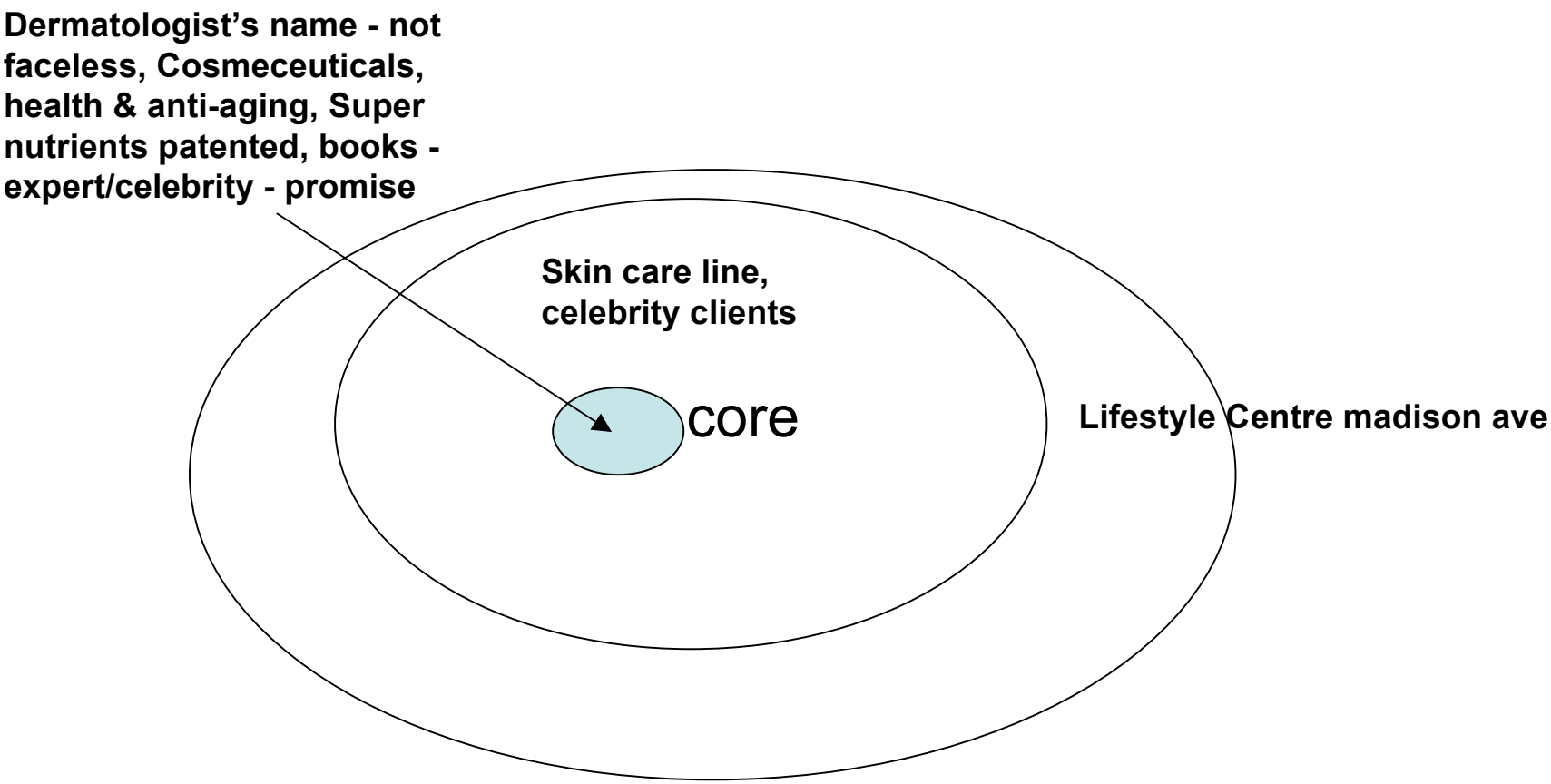
Brand notes: Dr Perricone

- **House Brand only strategy. All products descriptive - no Product Brand name**
- **Cosmeceuticals is added to HB to enhance positioning as lead specialist of this niche**
- **House Brand- Dr. Perricone - has face, credibility - 'certified clinical and research dermatologist'.**
- **Lifestyle center to experience brand,receive a Perricone Prescription- Personal Consultation**
- **Madison Avenue New York to add prestige**
- **Brand is skin care only- covering all categories**
- **Books written by Dr. Perricone and Patented formulas add credibility** ***Bestselling Author and Celebrity Dermatologist***
- **Use of apothecary symbol and brown colour to give natural look. Simple lab label to look authoritative**





Dr. Perricone DNA



Competitive Analysis: Dr Brandt

Dr Brandt

US based Dr Brandt is an internationally known lecturer, sought after physician and dedicated doctor in practice for more than 20years. His highly effective anti-ageing and clarifying skincare line was a natural evolution of his practice and extensive research and represents the fusion of science with active botanicals.Dr. Brandt skincare has two core product lines - Poreless(TM) and Lineless(TM).

Lineless was created to smoothe, repair, protect and add visible radiance to the skin. It contains a high-potency formula of antioxidants including green tea, known for its skin-saving properties, and grape-seed, which helps firm, strengthen and protect the skin.

Poreless, containing lipid soluble acid and anti-bacterial tea tree helps refine enlarged pores, control excess oil and balance combination complexions. Calming botanicals and zinc oxide also help reduce the appearance of redness and uneven skin tone associated with blemished skin.

Dr Brandt skincare exclusive to the UK through Space NK since October 2005.



dr. brandt

about dr. brandt -



a pioneering skin care line

the man behind beautiful skin

dr. brandt

DR. BRANDT SKINCARE IS THE FUSION OF SCIENCE WITH ACTIVE BOTANICALS. DR. BRANDT HAS CREATED CUSTOM FORMULATIONS TO ACHIEVE AND MAINTAIN RADIANT, YOUTHFUL SKIN REGARDLESS OF AGE OR CONDITION.



Designed to mimic the results of laser technology - patented delivery systems that nano-encapsulates potent ingredients- green tea and white tea to help skin fight free radical damage; and grapeseed extract to protect collagen and elastin for firmer skin.



a pioneering skin care line™



a pioneering skin care line™



a pioneering skin care line™



DR SEBAGH

Dr Sebagh has long been regarded as one of **Europe's most prestigious aesthetic doctors.** With a client list which ranges **from celebrities to royalty,** his line of high-tech, advanced formulations have achieved the same recognition. **Using patented technology** in many of the products, his aim is to deliver high concentrations of **vitamins and minerals** direct to the epidermis, leaving the skin **instantly** brighter, softer and looking visibly younger.

Vitamin C is a key anti-aging ingredient. The Dr Sebagh range, named after Dr Jean Louis Sebagh (UK), includes an **innovative Pure Vitamin C Powder Cream** in the range which is indicated for the prevention and treatment of skin aging. The product is presented in a test tube marked with five 1.95gram doses, which are applied onto a puff and then gently tapped onto the face. Dr Sebagh claims that this formulation is the best way to overcome the stability problem of the absorbic acid molecule.



Competitive Analysis







Dr Sebagh continued

Discover Cindy Crawford's secret to flawless skin...



The Meaningful Beauty skincare system contains an exclusive age maintenance formulation from Paris created by Europe's leading cosmetic surgeon, Dr. Jean-Louis Sebagh. Now for the first time, Dr. Sebagh's revolutionary formulas to fight free radicals, help support the stimulation of natural collagen and rejuvenate youthful looking skin have been put into bottles, thanks to an extraordinary collaboration with Cindy Crawford.At the heart of Meaningful Beauty's product formula, is an advanced antioxidant complex that includes a patented French melon extract. This potent extract is loaded with a "first generation" antioxidant that helps rejuvenate damaged skin and reduce the visible signs of aging.Now you don't have to pay thousands of dollars to experience Dr. Sebagh's breakthrough age maintenance formulas. With regular use, the Meaningful Beauty system helps defend your skin against premature aging.





SKINCEUTICALS





SkinCeuticals (recently bought by L'Oreal) has the backing of **Dr Sheldon R. Pinnel, M.D.,** (USA), an **expert in the field of dermatology, antioxidants, collagen chemistry and sun protection**. His latest research has been into new technologies to **prevent skin cancer and photoaging**. Dr Pinnell is a founding scientist of SkinCeuticals that manufactures and distributes skincare products **to dermatologists, plastic surgeons and licensed skincare professionals worldwide**. The brand uses **pure, pharmaceutical grade ingredients** with **proven scientific results**. Formulations are based on optimal concentrations of active ingredients and the range is designed to meet three fundamental skin needs: **protection, prevention** and **correction** of environmental damage.

Dr Mark Palmer, a UK cosmetic physician, recommends SkinCeuticals to his patients. "SkinCeuticals' research is of a very high quality which **has been scientifically evaluated**, unlike skincare products on sale in shops," he explains. "I tell patients SkinCeutical products are **not cosmetics but are like a medicine** which will bring their skin back to its original state." The SkinCeuticals research team helped pioneer the first "cosmeceuticals" with the development of a topical vitamin C formula, scientifically proven to protect skin from premature signs of aging caused by environmental damage. SkinCeuticals has a range of **patented vitamin C products** that use L-ascorbic acid, essential for the production of collagen. .

SkinCeuticals

Founded in 1997, SkinCeuticals began a revolution in the skincare industry with the **introduction of pharmaceutical-grade ingredients in clinically-proven effective formulas**. Today, we continue to raise industry standards through constant innovation and evolution in product technology. At SkinCeuticals, achieving results means more than restoring youthful, radiant skin - it means **preventing serious skin conditions and protecting against future damage** that can both harm and age the skin.Early in our history, a SkinCeuticals research team helped **pioneer the advent of cosmeceuticals** with the original topical vitamin C formula that protects skin from premature signs of aging caused by environmental damage. SkinCeuticals continued to lead the industry as one of the first companies to **provide scientific evidence** to support product benefits -- publishing clinical studies in respected medical journals usually reserved for pharmaceutical research.SkinCeuticals products are the culmination of **state-of-the-art stabilization technology, natural botanical extracts and scientifically advanced skin care,** all designed to improve the condition of even the most environmentally challenged skin.SkinCeuticals products consist of world-renowned stabilized Vitamin-C products, broad spectrum sunscreens, botanical moisturizers, and alpha hydroxy acid products. **Sold exclusively through leading skincare professionals**, SkinCeuticals delivers on its promise.







ADVANCED SKINCARE - PREVENTION, PROTECTION AND CORRECTION To maintain and improve skin health, an effective skincare regimen must contain three fundamental elements -- prevention, protection and correction.^1 The advanced skincare products from SkinCeuticals are designed to prevent further damage, protect healthy skin and correct previous damage.















RéVive

Dr Gregory Bays Brown (USA), founder of skincare brand RéVive, is a plastic surgeon who practises in Kentucky, US. He developed the patented, technologically advanced ReVive skincare line using the bioactive protein molecule, Epidermal Growth Factor (EGF), whose discovery won a Nobel Prize in 1986. EGF is a human hormone required for various metabolic processes and is released from cells upon injury, speeding up the healing process. As skin ages, the activity of EGF decreases, meaning the epidermis requires a much longer period of time to replace itself. Unlike other anti-aging ingredients, EGF causes no redness or irritation. Along with slowing the wrinkling process and improving smoothness and elasticity, ReVive decreases puffiness and swelling and reduces allergic skin reactions. Each bio-active ReVive item can stand alone and is designed to be integrated into any skincare regime.

Get ready for the ultimate facial makeover, no matter your age or ethnicity and without surgery. If there is something about your complexion you would like to change-from dryness to laugh lines to crow's-feet-Dr. Gregory Brown offers an easy-to-follow program that will completely revitalize your face. As a plastic surgeon, Dr. Brown made a discovery that completely revolutionized skin care: He innovated the application of a human protein that actually makes skin heal faster and greatly improves its overall appearance. Now Dr. Brown has applied his expertise and landmark research to create a scientifically sound regimen that will dramatically enhance the condition of your skin-and make you look years younger.











Note: no use of Doctor's name on brand: old style

Dr Adrienne Denese (USA), who runs an anti-aging clinic in New York, also sells an **alternative to Botox** in her anti-ageing range, Dr Denese. Line-Erase is a **needle-free wrinkle relaxant** shown to provide a similar effect to injectable ones but without the loss of facial expression or need for salon treatment.

Dr Adrienne Denese, MD, PhD's skincare, her **very successful anti-aging book, "Dr Denese's Secrets for Ageless Skin** (Younger Skin in 8 Weeks)" and her PBS special. Dr Denese has a **medispa** in Manhattan and her line of anti-aging skincare is **sold on QVC.**





New Anti-Ageing Regime







Note/ brand used to be called SkinScience, then Denese was added, then SkinScience dropped











md formulations,



developed and formulated by US chemist **Dr Joseph Lewis** (USA), claim to be at the **forefront of antioxidant technology**. All products in the vitamin A-Plus and Moisture Defence ranges incorporate powerful and stable antioxidants which are essential in **strengthening, defending and repairing** skin damage caused by everyday environmental exposure. Many products in the md formulations range are made with glycolic acid and are pH balanced to be gentle.

Twenty years of science innovation and beauty with the launch of the next generation glycolic peel. The Alpha/Beta Customised Peeling System (from ⌋45) is a dual-action exfoliating facial with Intensifiers to treat mature and sun damaged, problem prone or uneven and discoloured complexions. Powerful and effective in accelerating the results of the MD Formulations home care line the Alpha Beta Peeling System has been clinically tested to improve conditions by 35-47%. The Alpha/Beta Customised Peeling System combines Salicylic Acid (BHA) with Glycolic Acid (AHA) for enhanced results. The Salicylic Acid exfoliates surface or epidermal skin cells allowing Glycolic Compound to deeply penetrate and stimulate collagen synthesis in the dermis. This synergistic action creates a more powerful environment for the specially designed Intensifiers to work and enhance overall results for various indications:Anti Ageing Intensifier: Essential Fatty Acids and Ceramides help rebuild the skin, Vitamin A increases cell metabolism, Antioxidants repair and defend the skin against future environmental damage and Hyaluronic Acid and Fruit Acids provide enhanced hydration for smoother,younger looking skinClearing Intensifier: AHA/BHA combination removes cellular build up, deep cleanses and unclogs pores, Vitamin A suppresses sebum formation and an alcohol vehicle provides anti-bacterial action.











md formulations

Note: no use of Doctor's name on brand: but modern name and design









DDF®
DOCTOR'S DERMATOLOGIC FORMULA

UPGRADE FROM PROMISES TO RESULTS

New York dermatologist **Dr Howard Sobel** (USA) is the creator of DDF (Doctor's Dermatologic Formula) specialising in **restorative and preventative skincare**, providing therapeutic solutions for acne care, sun protection and anti-aging. DDF was **originally available only to dermatologists and licensed estheticians**, but is now sold in retail outlets. Dr Sobel has had twenty years of experience in the field of dermatology and was a pioneer in bringing dermatology to cosmetic surgery. The DDF formulations **contain bio-actives from marine, herbal and botanical sources.**

DDF DIFFERENCE is Cleanse, Protect, Treat skincare products deliver **fast-acting**, **sustained results** by strengthening skin from within. DDF's treatments are designed for specific skin concerns: anti-aging, acne, sensitive, hyperpigmentation and suncare.













RMX UNVEILED: The Anti-Aging Discovery of the Century.

AGERA®
skincare system



Not all dermatological brands incorporate natural ingredients in their formulations.

Agera RX, developed by **Dr Donald Owen** (USA), contains no plant or animal extracts nor essential oils or botanical extracts, as, according to Dr Owen, "they serve no purpose on human skin". Instead, **the formulations are based on growth peptides** which were originally developed to protect organs in the process of transplantation. Agera Rx growth peptides are **exact copies of the skin's own proteins** that control skin condition and have been synthesised using revolutionary **biotechnology**. Over the last 10 years, Dr Owen has pioneered the development of **nanotechnology and growth peptide research** in the US. Harnessing the nanotechnology delivery system has resulted in the development of Agera Rx Medical Formula products that can successfully **penetrate through the skin** and target the cells that control cell production and collagen and elastin levels. Dr Owen's current research interests involve the aging mechanisms of the skin and new methods of topical delivery technologies including **electroportation and microdermabrasion**. The purpose of this research is to focus on the practical problems of delivering dermal anti-aging, age retardation and prevention, and repair therapies to human skin.













The numbers of dermatological brands are increasing year by year and it is no secret that some of the larger cosmetic brands are eyeing them up with a view to acquisition. Just as professional make-up artist brands including MAC, Bobbi Brown and Stila, caught the attention of Estee Lauder companies, who subsequently bought them, so too must many of these niche medical brands be ripe for acquisition. L'Oreal's Active Cosmetics division, which focuses on clinical brands, has acquired Biomedic, a skincare range used and sold by dermatologists and plastic surgeons. And Estee Lauder-owned Prescriptives has signed New York dermatologist Dr Karen Grossman to lend credibility to the brand. It won't be long before the trend for dermatological skincare brands moves into the mainstream.

BioMedic For the past decade, **BioMedic** has led the way in developing highly advanced therapeutic skin care treatments and products. The **BioMedic** skin care line provides superior results for correcting damage caused by aging, sun exposure, hyperpigmentation, acne and hypersensitivity and a state-of-the-art delivery system for maximum efficacy.

French cosmetics group L'Oreal has acquired the BioMedic brand from CosMedic Concepts for an undisclosed amount. BioMedic is located in Phoenix, Ariz., and specializes in skin care products to accompany dermatology and plastic surgery treatments. Its 60 products are distributed in approximately 25 countries.



‘Pharmacy/apothcary’ brands

RoC - Dermatologic

Note: Roc has recently added the words Dermatologic

Hypoallergenic· Oil-free· Non-comedogenic (won't clog pores)· Dermatologist tested

This exclusive combination of pure Retinol and an essential mineral complex is proven to visibly reduce deep wrinkles when used with RoC’s Retinol Correxion Deep Wrinkle Night Cream. This product:· Diminishes the appearance of expression lines· Visibly reduces even deep wrinkles· Moisturizes skin throughout the day· Helps prevent UVA damage, one of the major causes of premature aging· Leaves skin soft, smooth and younger-lookingThe results after 12 weeks: beautiful skin, as young-looking as it was years ago.RoC has been a leading French skincare brand since 1957, devoted to developing anti-aging products that guarantee visible and lasting results for healthier, younger-looking skin. Strong partnerships with dermatologists have contributed to our expertise in understanding skincare and developing clinically proven products, which are highly effective, yet suitable for all skin types.

owned by L’Oreal











Kiehl's
SINCE 1851





Now owned by L'Oreal





















Neil's Yard Remedies

- Old Apothcary positioning - original 'Natural' line now outdated.
- Single plant claims as per Harley Street Cosmetics
- Same use of dark blue jars as Harley street Cosmetics
- No Medical heritage but good integrity as 'cottage industry' brand
- More credibility than The Body shop
- Leans towards Herbs and Aromatherapy
- Core property is the Original Covent Garden Market stall
- Britain's equivalent to Kiehl's









4mula - modern natural



Using **pure essential oils with natural ingredients**, 4mula has developed a **bath and body care system** that, according to company executives, is in perfect balance -- proving that it is possible to put something good on our bodies, without putting anything unnecessary or unnatural into the environment. 4mula develops bath and body care using pure essential oils with natural ingredients. The 4mula line consists of a total of 18 products, including **body washes and fun and ergonomic soaps** in one of four scents: a bright and **uplifting** blend of mandarin, grapefruit and petitgrain essential oils for clarifying the skin, building immunity, boosting confidence and reversing depression; a cool and **energizing** blend of peppermint, rosemary and eucalyptus for use in soothing sore muscles, increasing circulation, clearing the sinuses and rejuvenating energy loss; a soft and **calming** blend of Moroccan chamomile, bergamot and clary sage for settling the nervous system, reducing inflammation, relieving skin irritations and promoting restful sleep; and frankincense and geranium for **normalizing** problems, easing aches, balancing emotions and inspiring creative thinking.



Treating the **environment** as good as one treats the body was the thought process behind 4mula's creation of the modern and effortless Barbox. The ingredients of this product are made in nature (think **essential oils, herbs and citrus**) and 4mula prides itself in proclaiming that this product is **vegan and cruelty-free**. The simplicity of the labeling on this product really showcases the design elements in a very unique manner. The act of cleansing never looked, smelled or felt so good.



REN - modern natural

REN



REN pioneered the concept of Clean products. Advanced skincare formulations that use the most potent and sophisticated natural extracts and actives whilst avoiding the synthetic compounds and skin unfriendly ingredients common in so many of today's health and beauty products.Leading model Kate Moss and celebrities Nigella Lawson & Sadie Frost are great fans.













Doux me

Doux me

Doux me

Living cosmetics

Doux me

Doux me

The concept



Launched in November 2002 "Doux me" has proved to be, from the very beginning, a new cosmetic brand infused in **both ethical and sensorial** values. The aim of Caroline Wachsmuth - the passionate aromatherapist behind "Doux me" - was to create an organic skincare range that would be so pure and effective, it could then be considered as real organic food for both skin and body ! Hence, she used nothing but a rigorous selection of 100 % certified organic essential oils, floral waters and vegetable oils. And, just as water - a traditional ingredient of beauty products - is definitely very hard to guarantee nowadays, she chose to replace it by 100 % organic floral water. Of course "Doux me" products are free from alcohol, colorant, synthetic fragrance, or animal ingredients. They are not tested on animals and are guaranteed free from GMO. "Doux me" is one of the very first brands which obtained the "Cosmetique Biologique et Biologique" label (Ecological and Organic Cosmetic) on the French market. This label is delivered by ECOCERT, the international organisation of control and certification of organically grown ingredients.



The label conditions are extremely rigorous and respect the demands of the Cosmebio guideline. Cosmebio is the professional association of Ecological and Organic Cosmetic. "Doux me" goes far beyond the standards of the Cosmebio guideline and shows an exceptional performance of **91 % to 100 % organic ingredients** in the final products. To share its commitment to safe and 100% natural cosmetic ethic with every customer, "Doux me" invented the **"no secret translation"**, a translation of the INCI (international nomenclature of cosmetic ingredients) list that allows each ingredient of any "Doux me" product to be instantly identified and easily understood by everyone

Modern Naturals: NATURAL/PHARMACY HYBRID BRANDS

Beyond The Body Shop and Neil's Yard -

•Korres: almost pharmacy due to its Homeopathic heritage

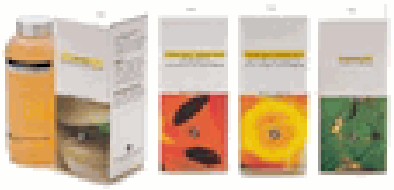




•The Organic Pharmacy



Competitive Analysis: Korres





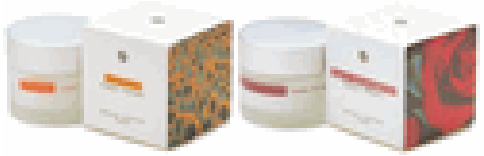








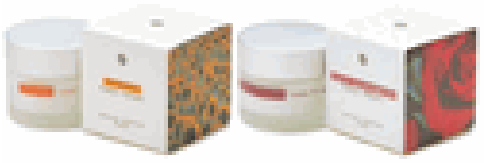








Brand Analysis: Korres Natural Products













- House Brand only. Uses promise of natural in the name.
- Minimalist products trendy design using Greek letters and English. Good use of graphics to show natural positioning. Formulas not natural.
- Developed by Greek Homeopath
- Flagship store in Kings Road, Chelsea, London
- An trendy Body Shop with apothecary imagery
- Store and packaging give credibility and create desire
- No mention of creator/owner other than on website
- Numerous design awards
- Covers all personal care categories. Each category with own packaging style
- Products were launched in dept stores before retail store was opened

The Organic Pharmacy (and clinic)































Skin Care Body Care Hair Care Bath Essential Oils Carrier oils Macerated oils Mother and Baby Care Creams and ointments Homeopathic Tinctures Supplements Detox at home programme Candles

Brand Analysis: Organic Pharmacy

- House Brand only approach. Positioning is clear in the name.
- The Organic Pharmacy is the first and only pharmacy in the world dedicated to health and beauty using organic products and treatments.
- Fully registered with The Royal Pharmaceutical Society of Great Britain, specialising ONLY in herbs, homeopathy and organic skin care.
- Offer to bring you the best products, advice and treatments free from all the toxic ingredients commonly found in mainstream cosmetics and health products.
- Herbal and homeopathic dispensary to custom blend herbs and homeopathic remedies to suit individual needs. Expert advice.
- **Clinic** teamed by trained homeopaths. A holistic approach - entire lifestyle is taken into account from stress, nutrition, organ function, vitamin & mineral status to emotional well being. A personalized programme is offered using herbs, homeopathy and nutrition.
- Kings Road, London pharmacy opened before Product line launched worldwide
- The couple behind it do not promote themselves. Store/Clinic give credibility

Pharmacaceutical Inside/outside skin care hybrids: nutriceuticals







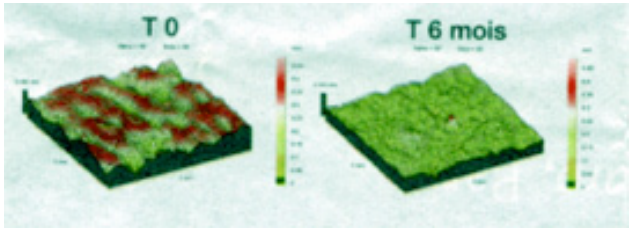




innēov
nutricosmetics



Most everyone believes that diet has an influence on beauty, but Inneov laboratories decided to supply scientific proof with the support of two experts in **skin care and nutrition**: L'Oreal Dermatological Research and Nestle Nutritional Research have joined forces to create inneov. The products are designed for **daily use and the dosages** take the form of pills, unit doses or innovative galenic shapes to improve the **heath and beauty of skin, hair and nails**. inneov Firmness is the first re-densifying nutritional supplement for face and body whose ingredients act from within the body, globally and in-depth. The principal active ingredient is **Lacto-lycopene, a highly bio-available** form of tomato lycopene, combined with soy isoflavins and Vitamin C. Its **efficacy has been demonstrated** in a double blind trial conducted vs. placebo, and the tests showed an improvement in dermal density and skin micro-texture. inneov Hair Mass is the first nutritional supplement designed to energize hair, and it contains a combination of taurine, zinc and catechins. Hair Mass does much more than simply supply nutrients. It was created to work from deep within the roots to actively and continuously boost the growth of thick, dense glossy hair.











The MedSpa Trend - mostly franchises

-In the U.S, spas alone are a $10.7 billion dollar industry. In the last five years, MedSpas have grown 133%, the highest growth rate of any spa type. A MedSpa is a facility that **offers a blend of medical and non-medical aesthetic skin care treatments** in a relaxing, spa-like environment, including Botox, laser hair removal, chemical peels, microdermabrasion and more. All medical procedures are exclusively under the control and direction of **licensed medical professionals**. With such a fast-growing industry, how do you, the non-medical entrepreneur, invest in your own MedSpa and build on the success of this business model?

-A one-time Development Fee allows you access to a Business Development Plan, Site Location/Design/Build Out Search, Staffing & Training for all personnel, Vendor Relationships, Licensing & Compliance Assistance and Custom Marketing Development specifically tailored to your MedSpa. MedSpa Solutions works within established structures in the medical industry to develop a program that is mutually beneficial to medical and business professionals and you, the MedSpa client. The MedSpa Solutions Consulting Program allows you to offer the four most in-demand and highly profitable services within the medi-clinical spa industry ξ Botox, Laser Hair Removal, Microdermabrasion and Collagen treatments. Your MedSpa is designed to maximize profitability without sacrificing efficacy or client care. The MedSpa Solutions systems will also generate additional revenue from the sales of cosmeceuticals and other pre and post-treatment regimens. Skin care products with proven records for enhancing results are hand-picked for improving satisfaction levels and repeat visits among clients. The MedSpa Solutions Management Teamɔs extensive, hands-on experience in the beauty and healthcare industries is indispensable to those wishing to participate in the MedSpa industry. Our wide range of knowledge in business start-ups and attention to detail, ensures you will be offered expert assistance to successfully, effectively and efficiently grow your MedSpa business. More About the MedSpa Industry:

-http://www.medspasolutions.com/medspa_industry.html MedSpa Services: http://www.medspasolutions.com/medspa_services.html MedSpa Industry News Updates: http://www.medspasolutions.com/industry_updates.html For further information, please call Pierce Mattie Public Relations, Inc: Pierce Mattie Public Relations Brand Advocate: Missy Patrice 212.243.1432 ext 303http://www.piercemattie.comhttp://www.piercemattie.com/blogs





Inaara MedSpa Information: Join the $10.7 Billion Spa Industry



The MedSpa Industry? The new Fountain of Youth is at the strip Mall. These anti-aging boutiques are popping up all over the country and you'd be surprised at who's trying to look younger. - CNN. MedSpas have grown 133% in the last five years - the highest growth rate of any spa type- International Spa Association . Millions of woman and men annually are spending billions of dollars in the anti-aging industry. Non-invasive, recurring, cosmetic medical procedure sales are growing at an unprecedented rate.

Inaara is a true Medical Spa, where the state-of-the-art technology of Western Medicine meets the old-world tranquility and luxury of a spa. The synthesis of these two worlds has created a new wave of the future and it's called Inaara. **Atmosphere** Like a Day Spa, Inaara's concept of a MedSpa has a relaxing atmosphere: from the color of the walls to the soothing demeanor of the staff: every detail is designed to ease the clients into the treatments. However, this Medical Spa concept differs from a Day Spa in the following two regards.· An Inaara MedSpa houses **both a Medical and Esthetic staff** under one roof, thereby offering a comprehensive medical and cosmetic approach to client care.· MedSpas are able to use a higher-grade product that shows greater results. Inaara MedSpas strike **the perfect balance between the clinical and the luxurious** .

Inaara MedSpas are a part of the spa industry. According to the 2002 International Spa Association Study, total spa revenue in 2001 totaled US$10.7 billion. They also found:· **Strong trend toward medical-type products and service.**· Consumers want simplicity.· Consumers have less time to spend at a spa. Many people see spas as a necessity to stay healthy.





Medical Spa

The medical spa concept is the natural blending of advanced skin care and other aesthetic services combined with the relaxing atmosphere and convenience of a day spa. Before medical spa's, the only access to these services was through a doctor's office. SLEEK MedSpa features state-of-the-art technology in a comforting spa environment, offering flexible business hours and easy online appointment scheduling.Our talented team of medical spa professionals is dedicated to enhancing the personal appearance, self-esteem, and health of our clients. Each SLEEK MedSpa offers FDA-approved procedures for men and women of all skin types, including Laser Hair Removal, Microdermabrasion, Spider Vein Treatment, Photo Facial, Chemical Peels, Botox and Cosmetic Fillers. We work only with the most advanced equipment to achieve your desired results.



New smaller niche brands - not all successful

Ethos, Orhis, In Fiore,Triology, Star Kleb, Erbaviva, L'Herb, Balm Balm, Herbasin, Margherita Ghel, Exyste

SKIN DIVING Looking for something to protect freshly sandblasted skin, French microdermabrasion guru **Odile Lecoin** synthesized a shielding molecule from a **deepwater** micro-critter. You'd never know such high-intensity activity was going on in her super-light, super-rich, super-absorptive mega-cream, but if your skin is at all stressed from acne, sun damage or Retinol treatments, this stuff will make you consider pulling a reverse Little Mermaid. $275 for 50 ml at **Barneys**













Ethos



Ethos Ingredients are 97.25% - 99.8 % & 100% Naturally Derived Ingredients that activate not overstate - a result of carefully selected blends of botanical herbs and minerals



Esse organic skin care

Using 100% vegetarian ingredients



BONICCA

Natural Body Care



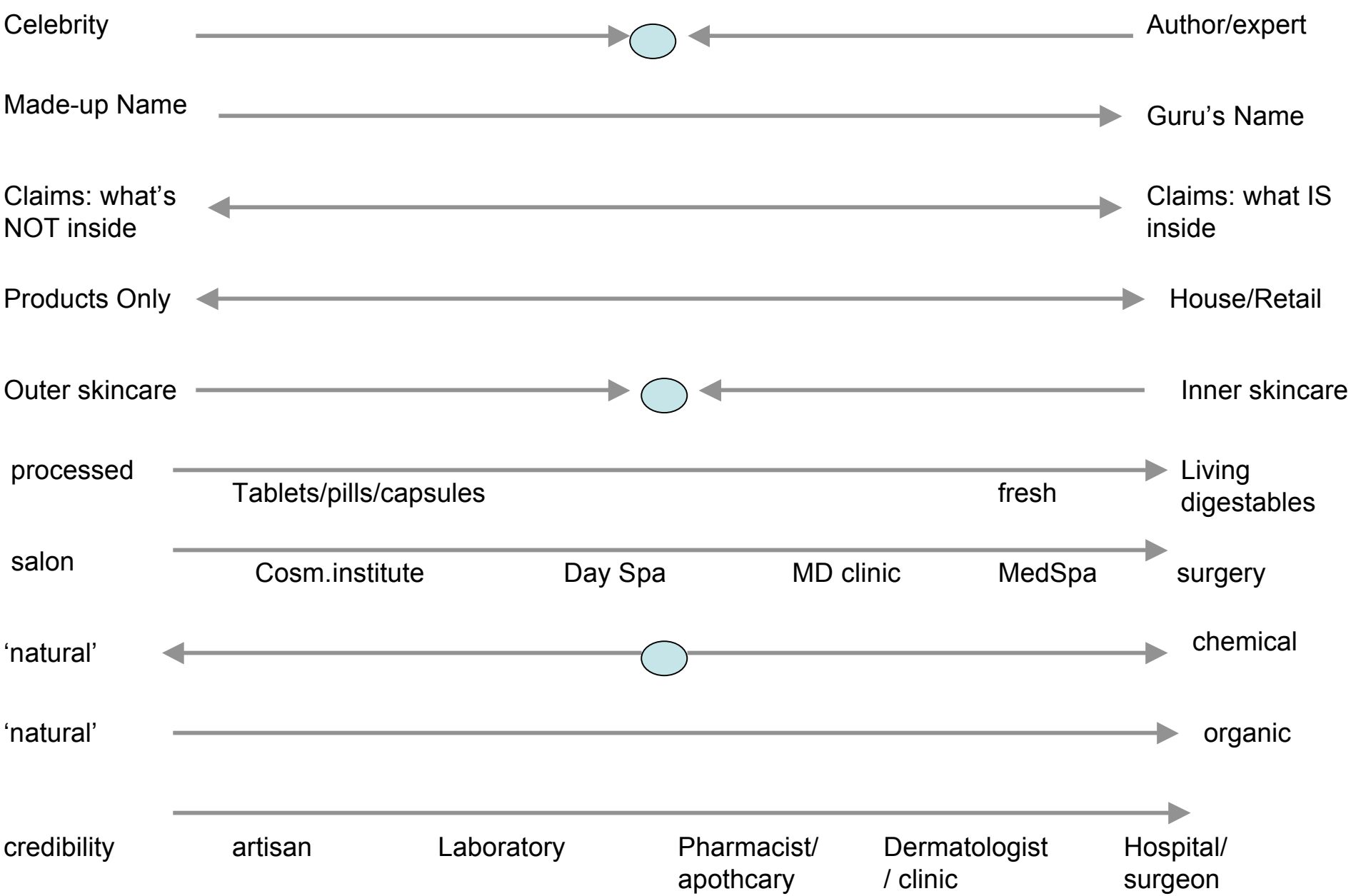
Organic Luxury Spa Lotions and Skin Care

Current niche trends

Where to go?







And now?

Trend movement considerations

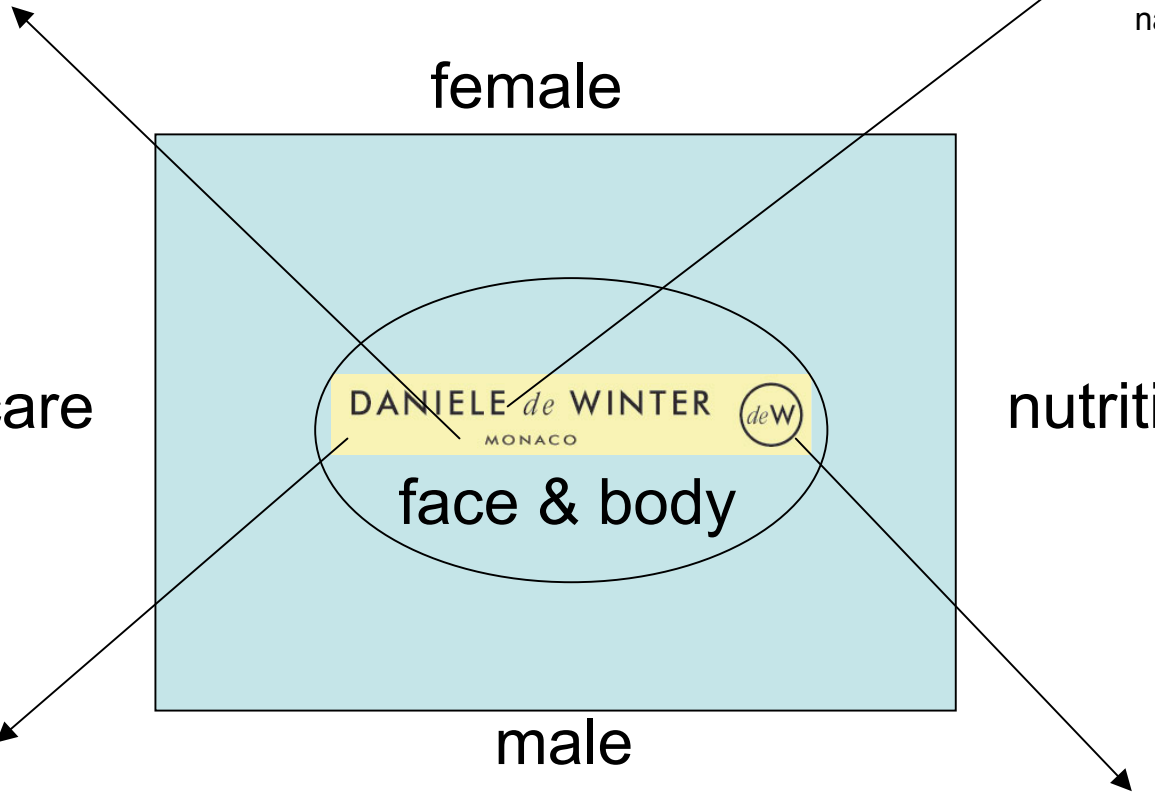
Diagnosis so far

Luxury or passé?

Casinos, Formula 1, Call girls and Mafia or Princess Grace retro elegance, Cote D'Azur (passé?). Any skin care cred? Aspirational? Is it a Spa, an Institute or a shop?

NOT faceless.

HB Founder's name or deW?



Authenticity:

Book Eat yourself beautiful

Daddy Cancer expert

The Swiss pharmacist

Authenticity:

Book Eat yourself beautiful

Daddy Cancer expert

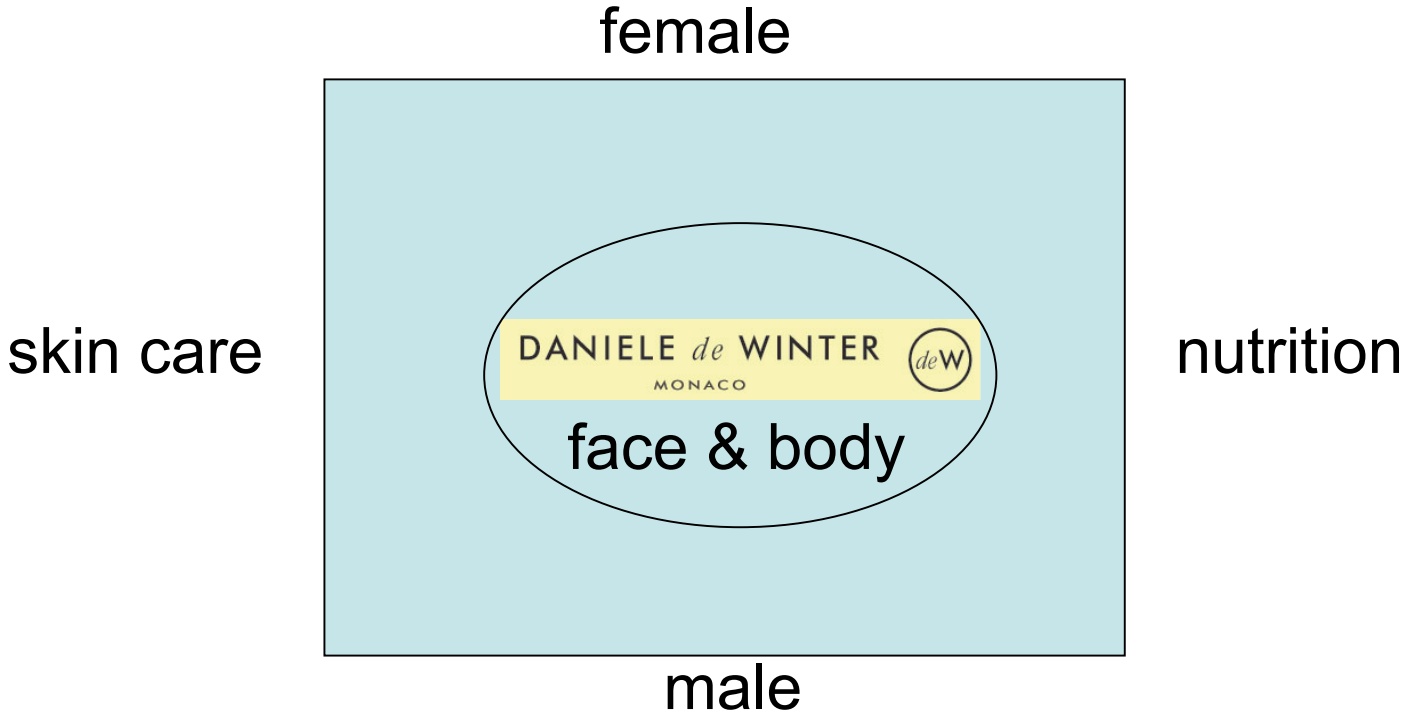
Yellow? Citrus? Cleansing/harsh?

Logo - looks home-made, private label

DEW or de W?

Where to from here?

Diagnosis so far



Where's the link between skin care and nutrition?

Where are the synergies?

What's the promise, the mission, the focus?

Current core?

Taglines:

- THE MOST FABULOUS SKINCARE IN NATURE ™
- NATURAL SCIENTIFIC SKINCARE

Features:

- Entirely natural, botanical skin care regime
- Result of 20 years of research
- Combination of the finest of natural ingredients & a scientific dermatological transport system

Benefits:

- Radiant younger-looking skin

Authenticity:

- By the author of Eat yourself Beautiful, daughter of doctor and made by a Swiss chemist

POINTS OF SALE

Choice of exclusive distribution channels: upscale department stores

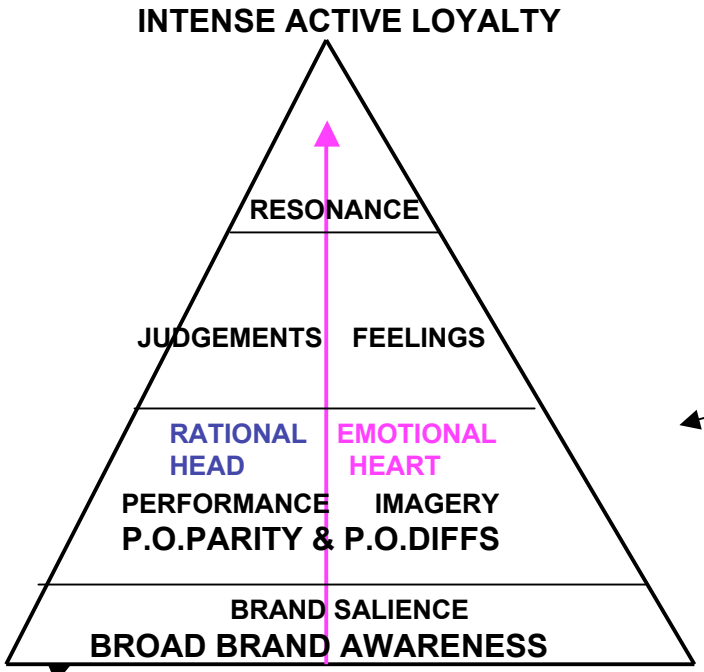
- ~~Printemps Haussman, Paris~~ discontinued
- Selfridges, London
- Sephora, Monte Carlo

Recap

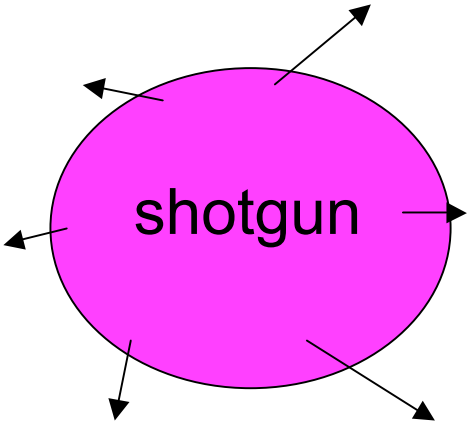
Product Core

Skin or food books?

Science or nature?



Communication Core



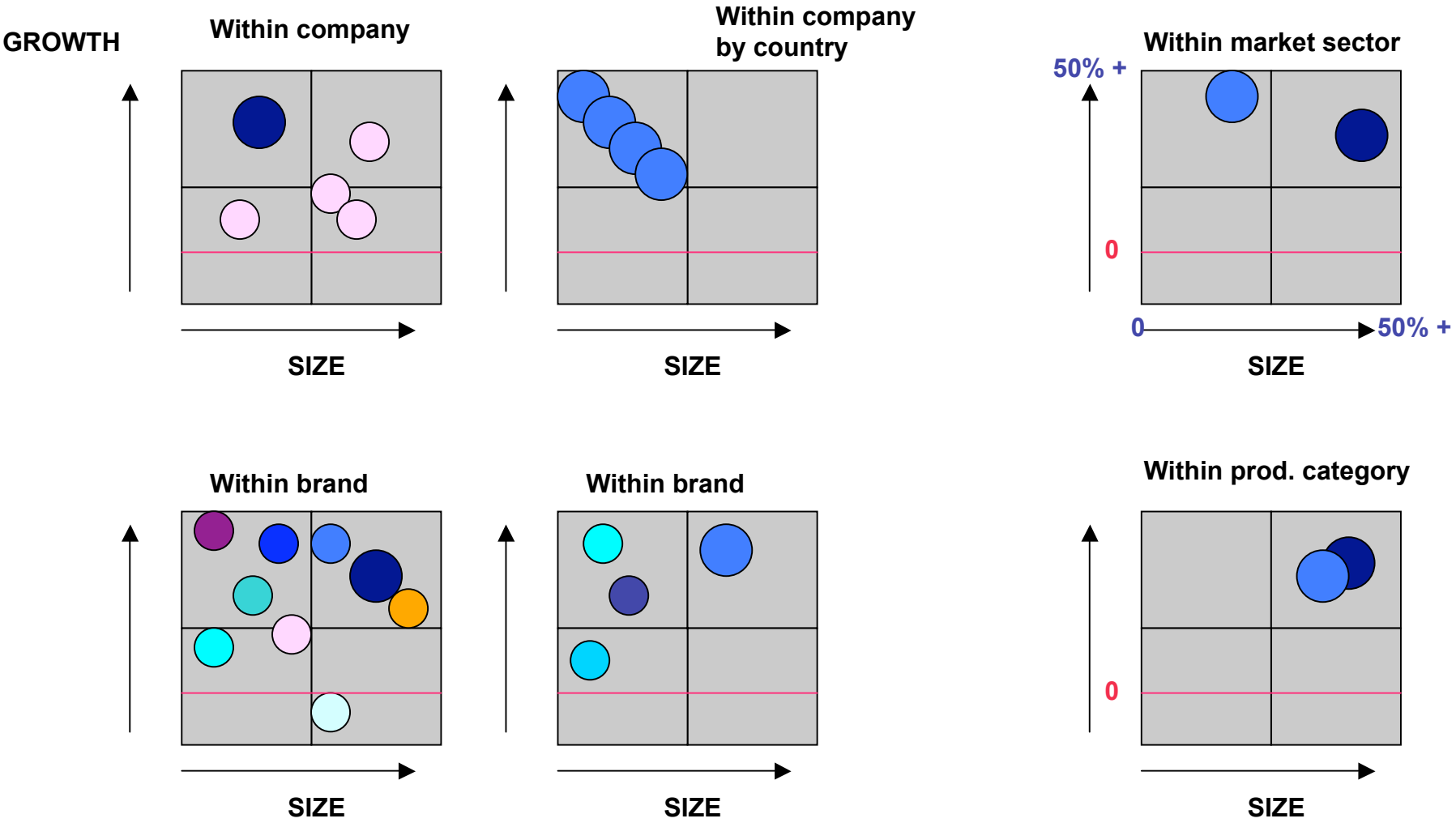
No awareness, and no clear message? Nothing newsworthy. Brand is Stillborn

Is beauty promise relevant or is promise of youth better?

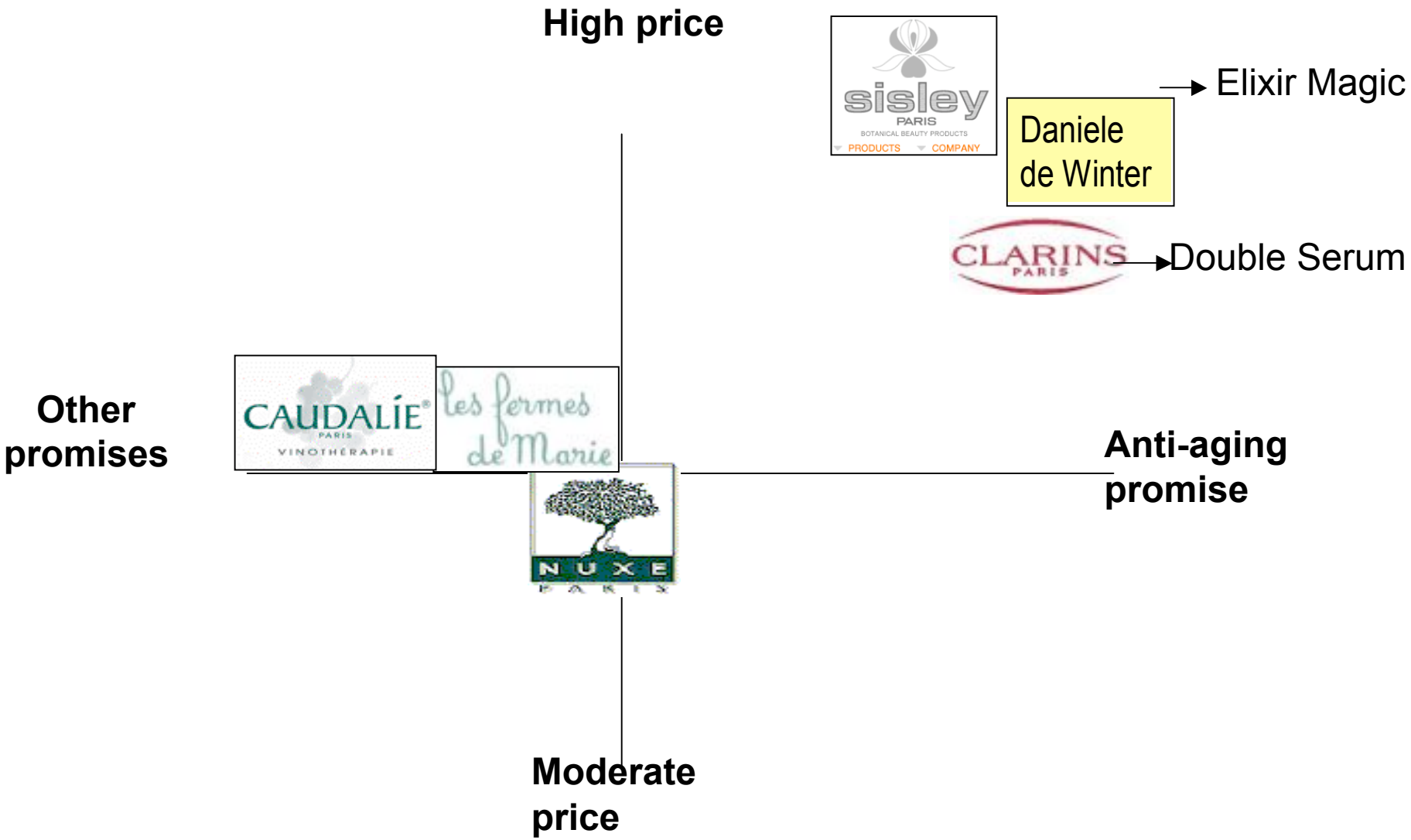
See Keller p 99 CBBE Pyramid

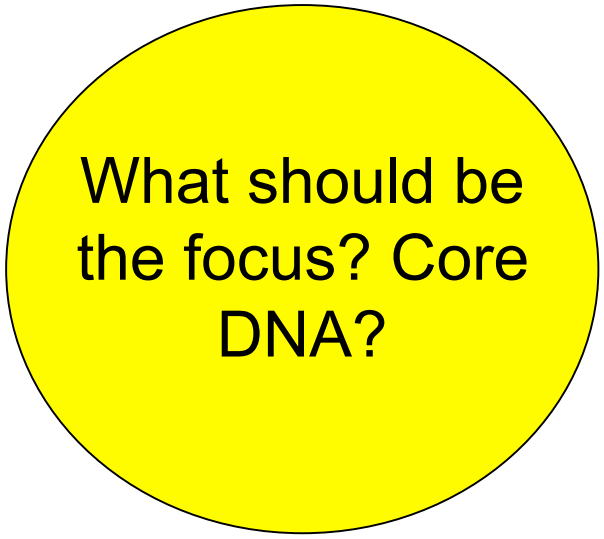
- Snapshots by BCG Matrix
- **(always use this tool to understand your brand portfolio)**

Strategic segmentation and structural considerations: always structure for growth



COMPETITIVE POSITIONING of STAR PRODUCT



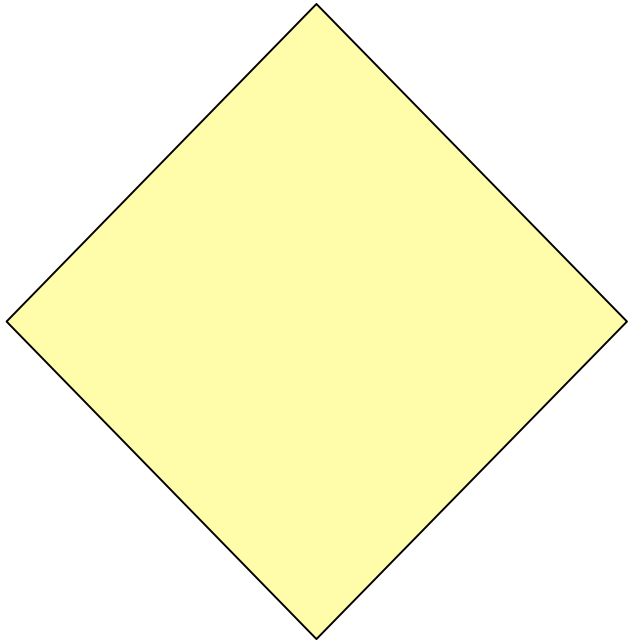

What should be the focus? Core DNA?

BRAND POSITIONING

A brand for what? For whom? For when? Against whom?

Why?

For whom?



When?

Against whom?

Kapferer pp99-100

How to evaluate and choose a brand positioning

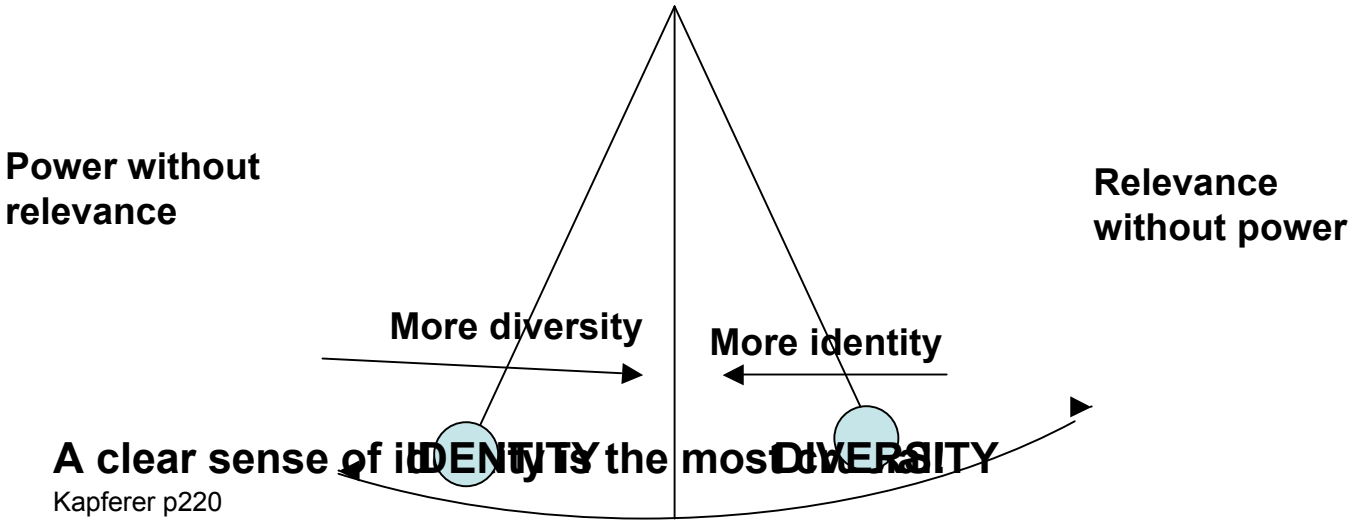
- **Are the product's current looks and ingredients compatible with this positioning?**
- **How strong is the assumed consumer motivation behind this positioning? (What insight)**
- **What size of market is involved by such a positioning?**
- **Is this positioning credible?**
- **Does it capitaliuse on a competitor's actual or latent durable weakness?**
- **What financial means are required by such a positioning?**
- **Is this positioning specific and distinctive?**
- **Is this a sustainable positioning which cannot be imitated by competitors?**
- **Does this positioning leave any possibility for an alternative solution in case of failure?**
- **Does this positioning justify a price premium?**

THE SAME QUESTIONS ARE ASKED WHEN PLACING A VALUE ON A BRAND FOR M&As including Separability of HB and PB, Elasticity of HBs and PBs etc

Source:Kapferer p101

Brand Elasticity key factors:

Brand Identity versus Brand Diversity/Elasticity



A clear sense of identity is the most important

Kapferer p220

Brand positioning is based on one fundamental principle: all choices are comparitive!

The standard positioning formula is as follows:

- For…..(definition of target market)
- Brand X is…(definition of frame of reference and subjective category)
- Which gives the most …(promise or consumer benefit)
- Because of…(reason to believe)

Kapferer p103

TRENDS IN SKINCARE

- High growth in prestige NICHE brands/stores and Spas
- Salons and spas focus on high-end offerings, although prestige products are also sold directly to consumers in retail outlets.
- Brands opening spas: Caudalie, Nuxe etc
- There are some important trends to pay attention to -- *Botox* alternatives, men and teens, natural ingredients, etc.
- Standing out from the crowd is an important strategy.
- Medical professionals are developing physician formula products with ingredients or approaches that support their preferred skin care philosophy. MedSpa trend too.
- Neutraceuticals / nutricosmetics are growing: Nestle & L'Oreal Alliance: Inneov Skin & Hair



Food / diet trends

- Certified organic
- From Atkins diet to low-Cal
- From antioxidants to Probiotics
- From Dead food (processed) to live





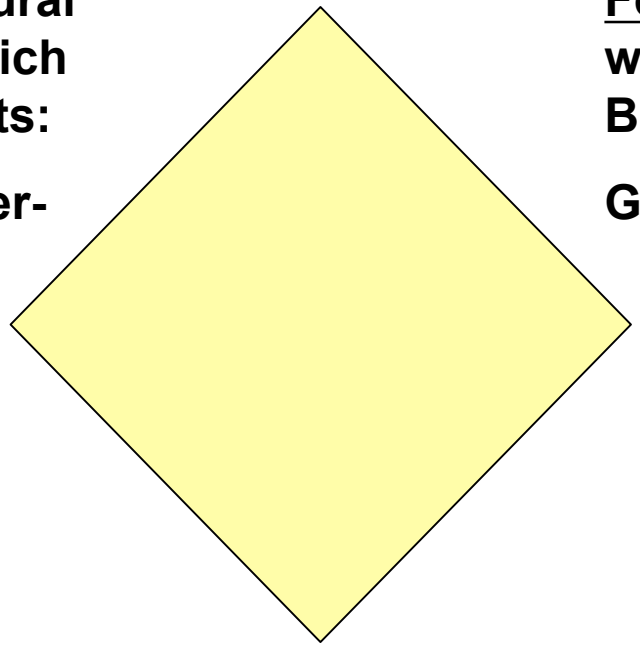


BRAND POSITIONING

<u>Why:</u> to offer natural nutriceuticals which give visible results:

↓

A radiant, younger-looking skin



<u>For whom:</u> for all active women 30 years old & over: Baby boomers

↓

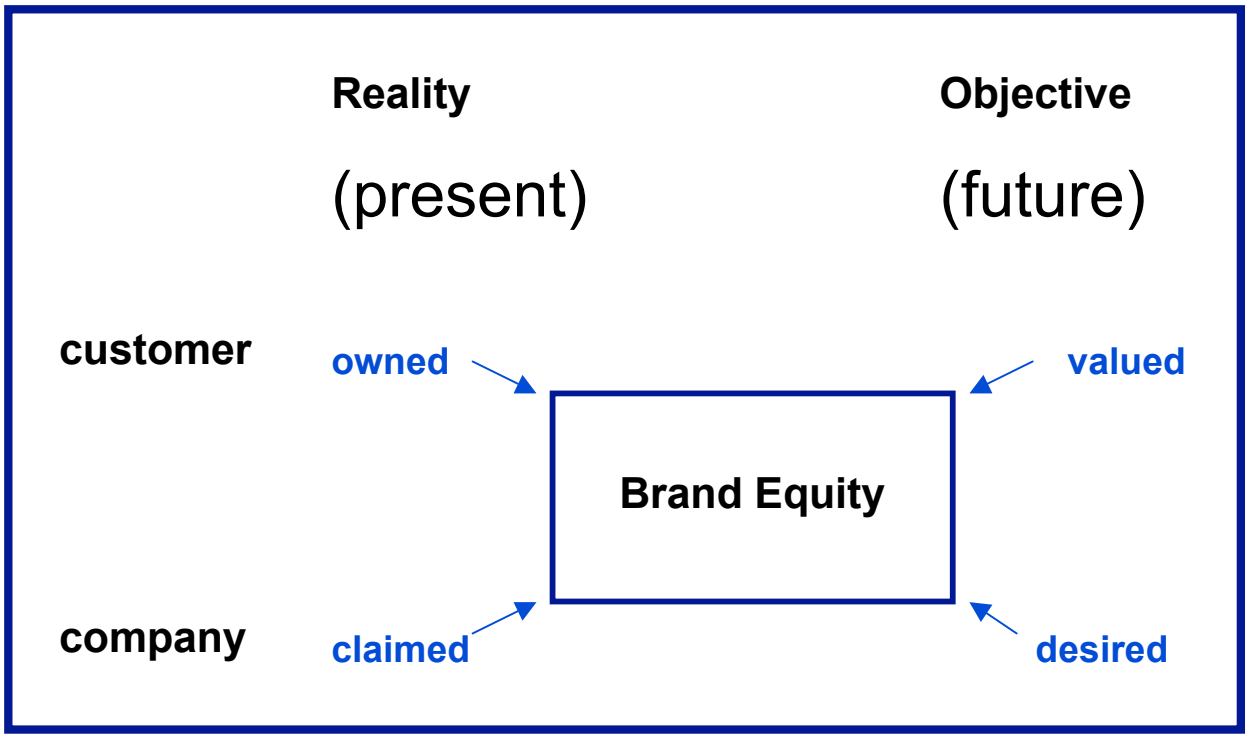
Generation X

<u>When:</u> as a daily routine

<u>Against whom:</u> brands like Sisley, Nuxe, Caudalie, Les fermes de Marie, Clarins

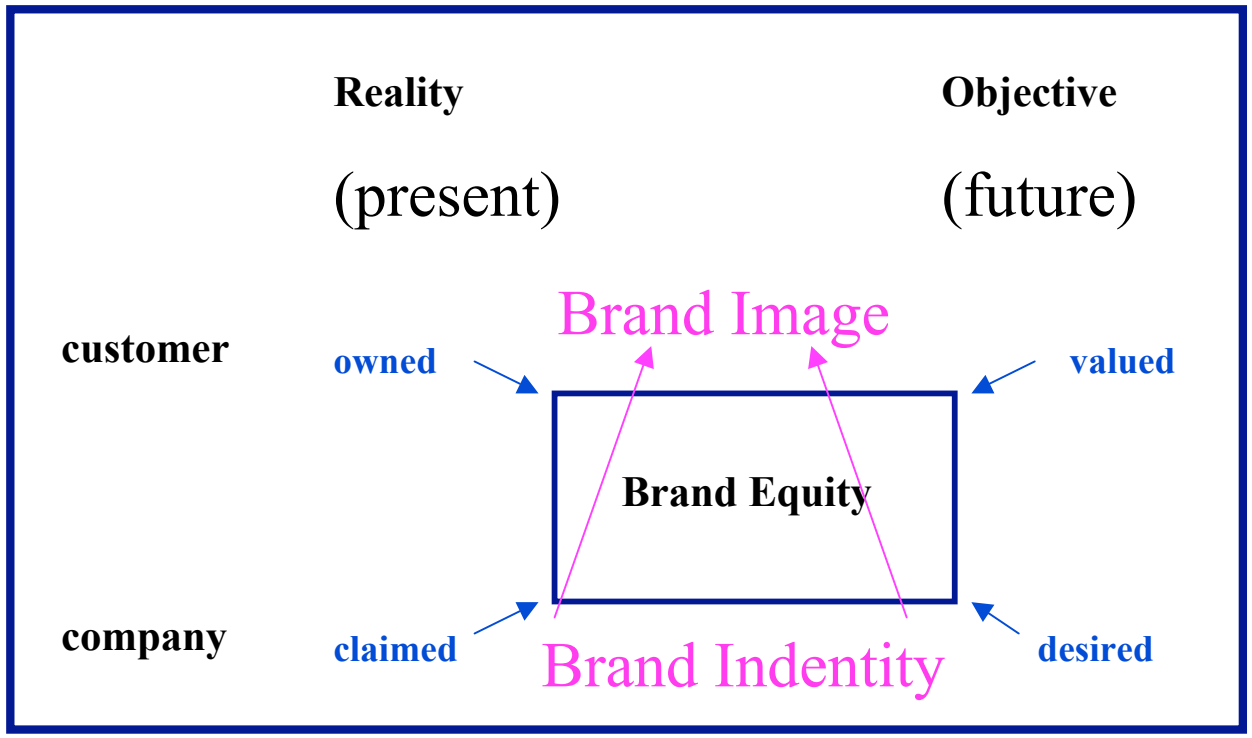
Roberts' Positioning Consideration model

(see Keller p167)



A good model for **Re**positioning

How to map these elements?



Routes to Growth

Strategy

- **How to maintain existing customers?**

Strategy

- How to maintain existing customers?
- How to gain new customers?

Strategy

- How to maintain existing customers?
- How to gain new customers?
- How to dominate existing market?

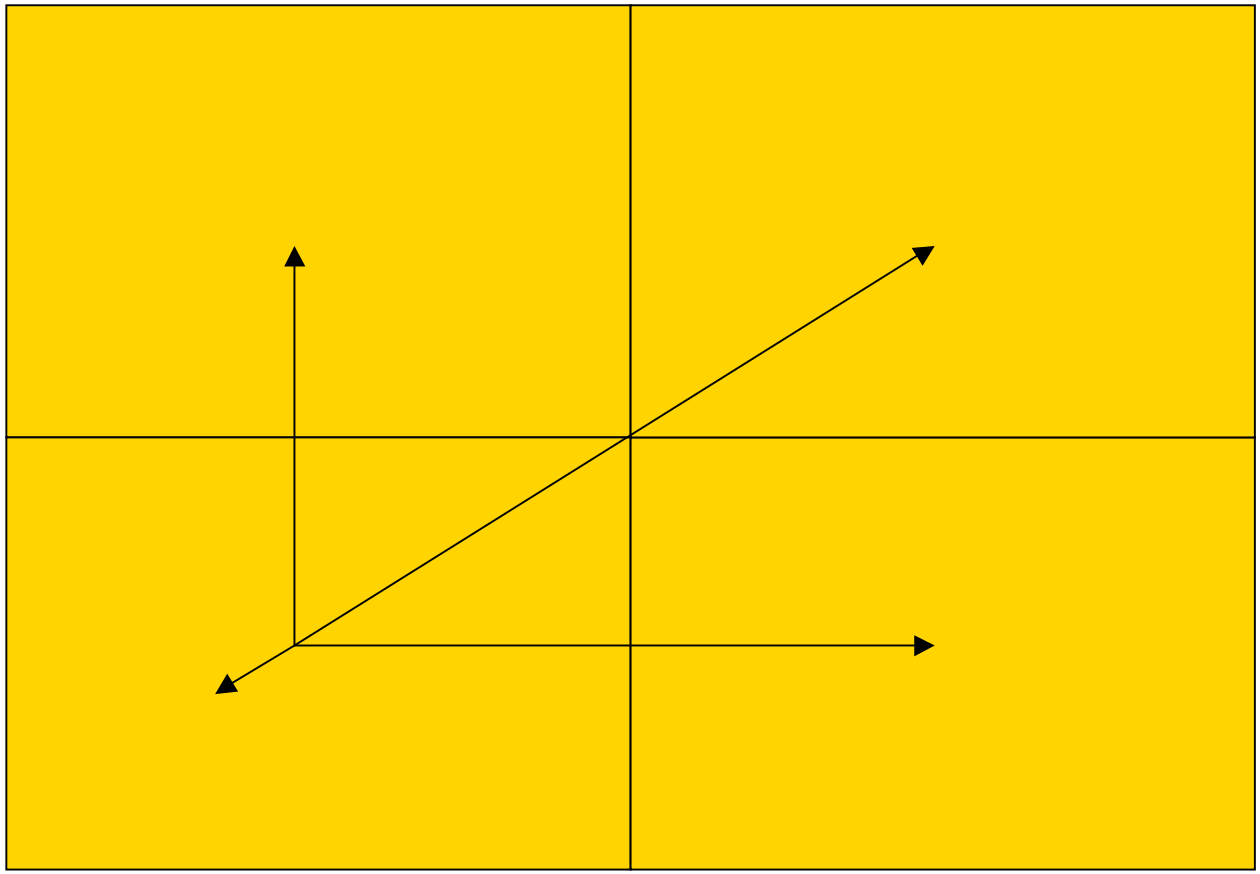
Strategy

- How to maintain existing customers?
- How to gain new customers?
- How to dominate existing market?
- How to penetrate new markets?

Domestic Portfolio Options

NEW
CUSTOMERS

EXISTING
CUSTOMERS



EXISTING
MARKETS

NEW
MARKETS

New positioning options becomes obvious!

- Options?

Myths & facts about organic products

- Most 'Organic' Cosmetics Labels Mislead Public.
- “Natural ingredients” is a common sale argument for mainstream cosmetic manufacturers
- Certified Organic is your only guarantee of synthetic chemical free products which are truly non-toxic.
- Only a few associations are entitled to give these certifications

BRAND IDENTITY

- Daniele de Winter's vision: use her knowledge of beauty foods and their benefits to the skin to provide people with a natural bioactive skincare that rejuvenates and beautifies the skin.
- Points of difference: Monaco's endorsement & the teachings of "beauty through nutrition"
- Permanent nature:100% natural plant ingredients
- Value: Belief in natural beauty
- Legitimacy: result of 20 years of research,Jan de Winter's scientific credibility in England, "health & beauty" best-seller author

Repositioning workshop

InsideOut Beauty!

Live/fresh digestion/spa cuisine for eternal youth

Daniele must be THE expert

Create a new category/title: Nutri-dermatology!

Daniele becomes world's first expert in Nutri-Dermatology!

Launch beauty 'shots'

Creat real HB - open spas, then franchise

NOT Paris or NY first, but Monaco and Tokyo

Book, 'Eat yourself Youthful?'

Newsworthy, newsworthy, newsworthy

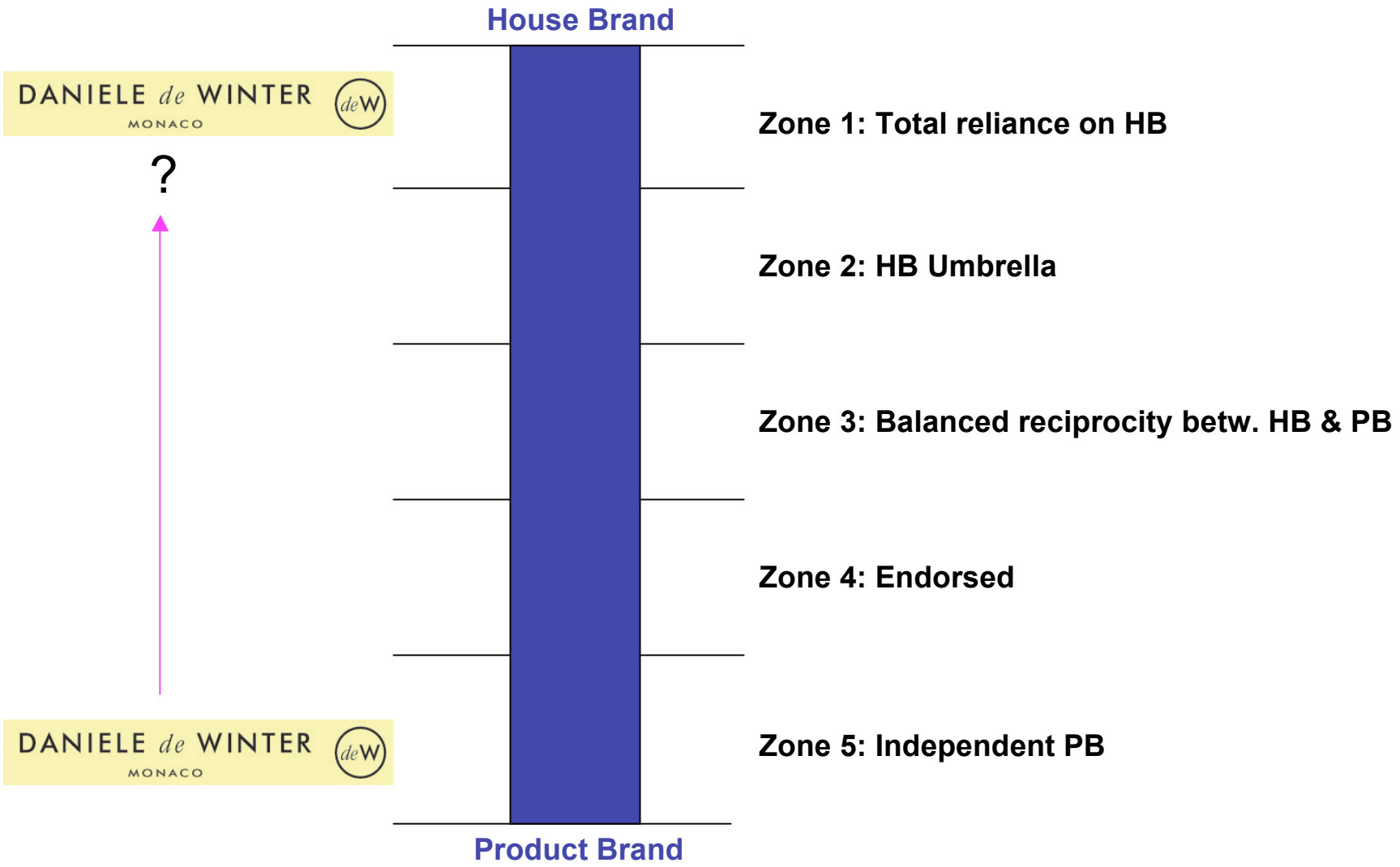
Examine the positioning of your brand from an historical perspective to the present and answer the three questions:

1) Define the Core Properties of your Brand

2) How is it similar to your competitor?

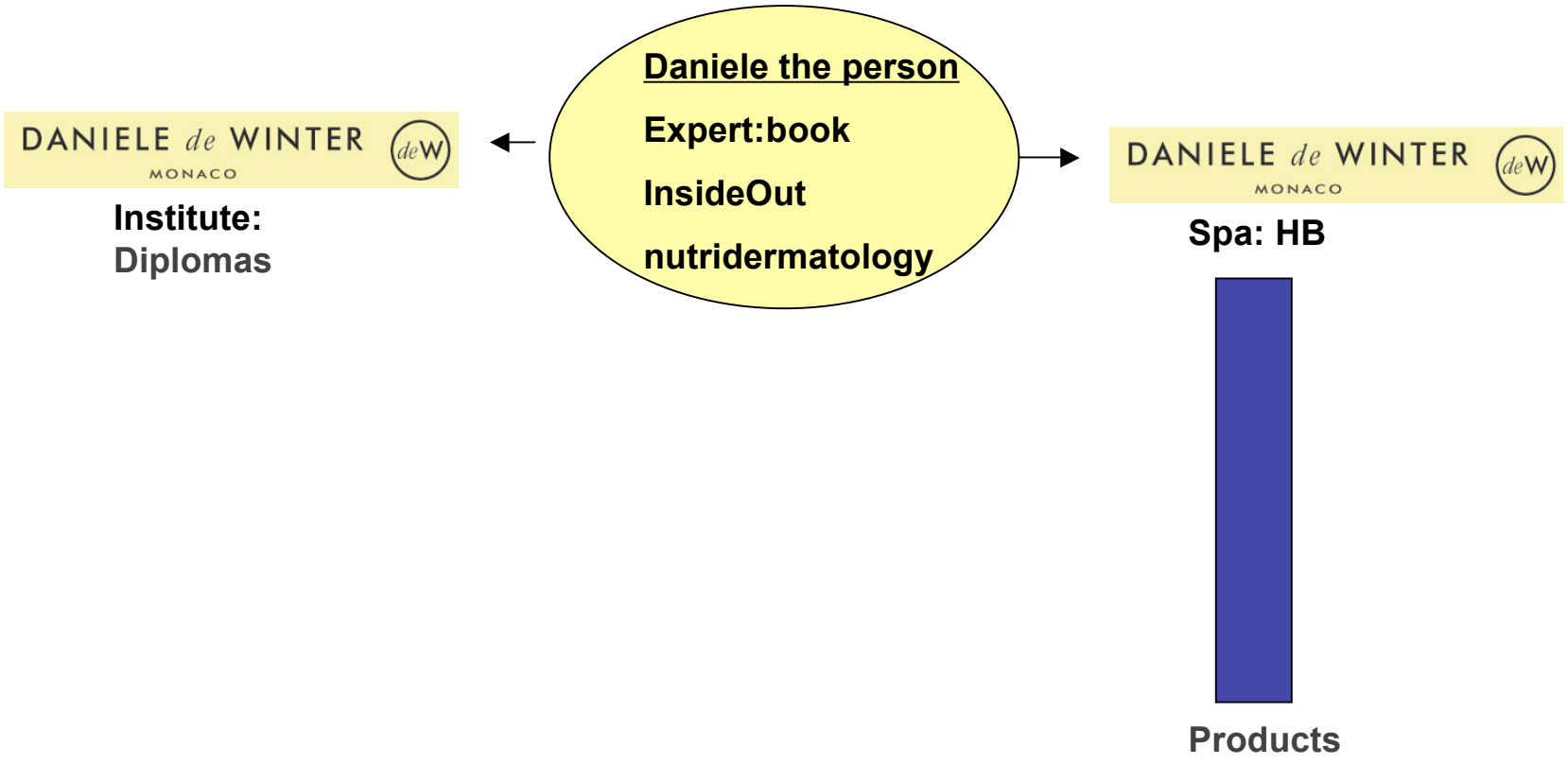
3) How is it different?

See Keller, Sternthal and Tybout, '3 Questions you need to ask about your Brand': Harvard Business Review Sept 02

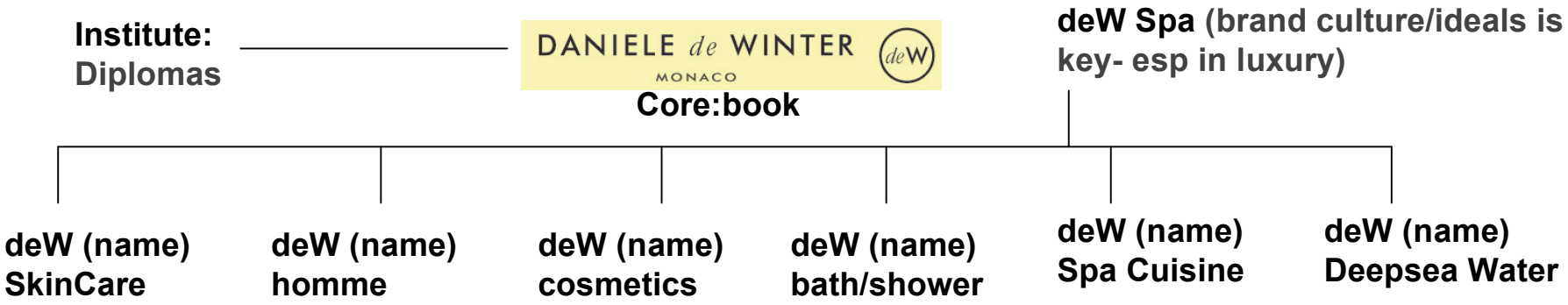

House Brand
DANIELE de WINTER
MONACO
?
DANIELE de WINTER
MONACO
Zone 1: Total reliance on HB
Zone 2: HB Umbrella
Zone 3: Balanced reciprocity betw. HB & PB
Zone 4: Endorsed
Zone 5: Independent PB
Product Brand

Person: Daniele de Winter means expert Nutri-Dermatologist and author: Someone to appear on TV. No need to talk about Daddy or MBA

House Brand: Daniele de Winter, **Monaco, Tokyo** means InsideOut Beauty Spas (broad elasticity) - show chart



PBs: *to be created for Femme, Homme, Beauty Drinks and maybe water too etc*



Brand Equities: *the person, the story, the added values, emotional values of HB and functional values of PBs, always newsworthy*

That was just the beginning…….Now brand manager should do forecasts for each market niche, competitive positioning maps, and P&Ls to determine priorities and to support recommendations…..

DANIELE de WINTER SHINES AT EXHIBITIONS



DANIELE de WINTER presented their brand new, redesigned luxury retail and SPA product ranges at the Monte-Carlo Travel Market and the European Spa Exhibition in Monaco, unveiling a seductive range of luxurious, natural anti-ageing products for professional and home application which for the first time include two revolutionary beauty drinks, the 100% natural deW SHOTBEAUTE. The entire new deW beauty range is free of parabens and petroleuem extracts.



PARIS & BERLIN LAUNCH OF DANIELE de WINTER INSIDEOUT beauty



The revolutionary new DANIELE de WINTER INSIDE**OUT** beauty skin rejuvenation system has launched at Colette in Paris and Quartier 206 in Berlin. The deW INSIDE**OUT** beauty system is composed of two anti-oxidant beauty drinks that nourish the skin from within in partnership with two advanced anti-ageing beauty creams : the most delicious way to rejuvenate your complexion!



NEW deW LAUNCH IN DUBAI AT L'ESPRIT BEAUTE



DANIELE de WINTER are delighted to announce the launch of the DANIELE de WINTER INSIDEOUT beauty anti-ageing system in Dubai at the beautiful l'Esprit Beaute on Jumeira. **L'Esprit Beaute** will be offering the revolutionary, new deW INSIDE**OUT** beauty treatments and proprietary rejuvenating facial and body rituals, bringing pure monegasque luxury to the Dubai elite.

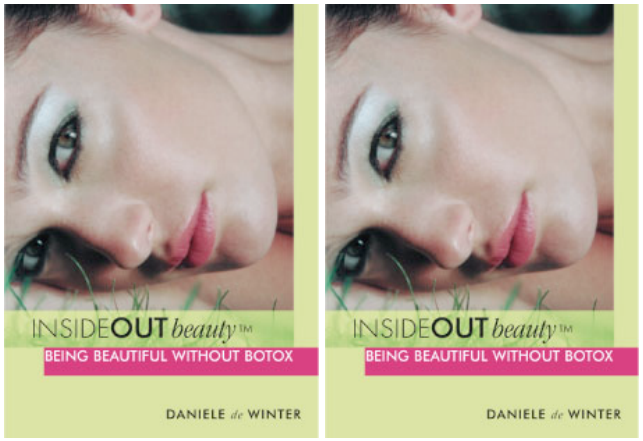


DANIELE de WINTER MONACO LAUNCH AT MITSUKOSHI NIHOMBASHI



Following the successful opening of the DANIELE de WINTER INSIDE**OUT** beauty institute in Tokyo Omotesando and the deW counter at Matsuya Ginza in November 2005, we are pleased to announce the launch of DANIELE de WINTER at iconic department store Mitsukoshi Nihonbashi, as well as at the beautiful Celestine AKASAKA spa in Hakata in West Japan.







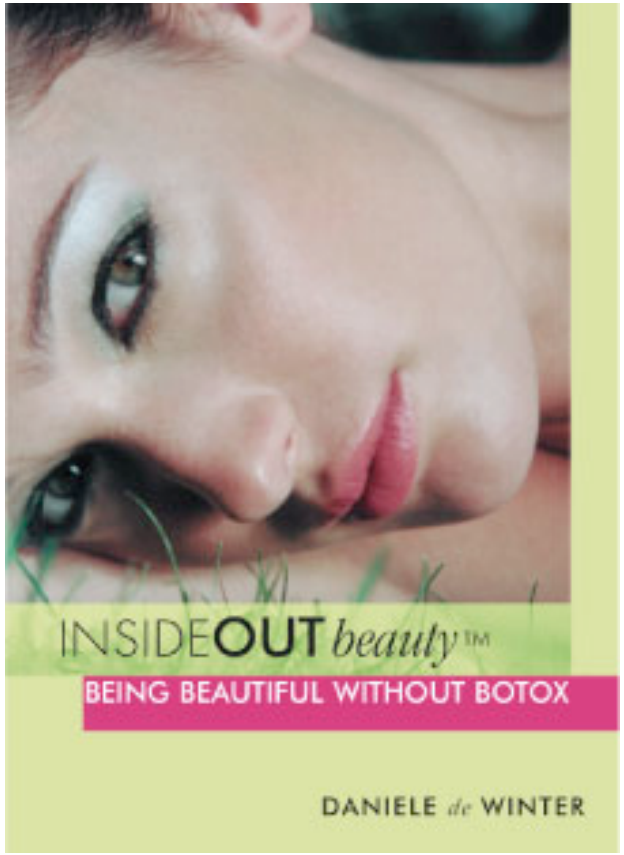


styledesignartfoodmusicbeaut始ewsFOOD

Rajeunissez en buvant: Daniele de Winter nous propose la premi俊e boisson - produit de beaut avec **de W INSIDEOUT**. Energie Pure pour le matin : un pur shot de beaut / Clair de Lune pour le soir : 2e shot pour une beaut de l'int屍ieur... En provenance d'Australie, la premi俊e eau min屍ale pour nos amis canins, **Aquadog**! 2 saveurs au choix, b▽uf ou poulet.

Start the morning in a beautiful way (literally) by awakening your energy levels with Daniele de Winter's first drink: a beauty product named **de W INSIDEOUT**. Think of it as a liquid beautification shot: pure energy for the morning and Clair de Lune for the evening

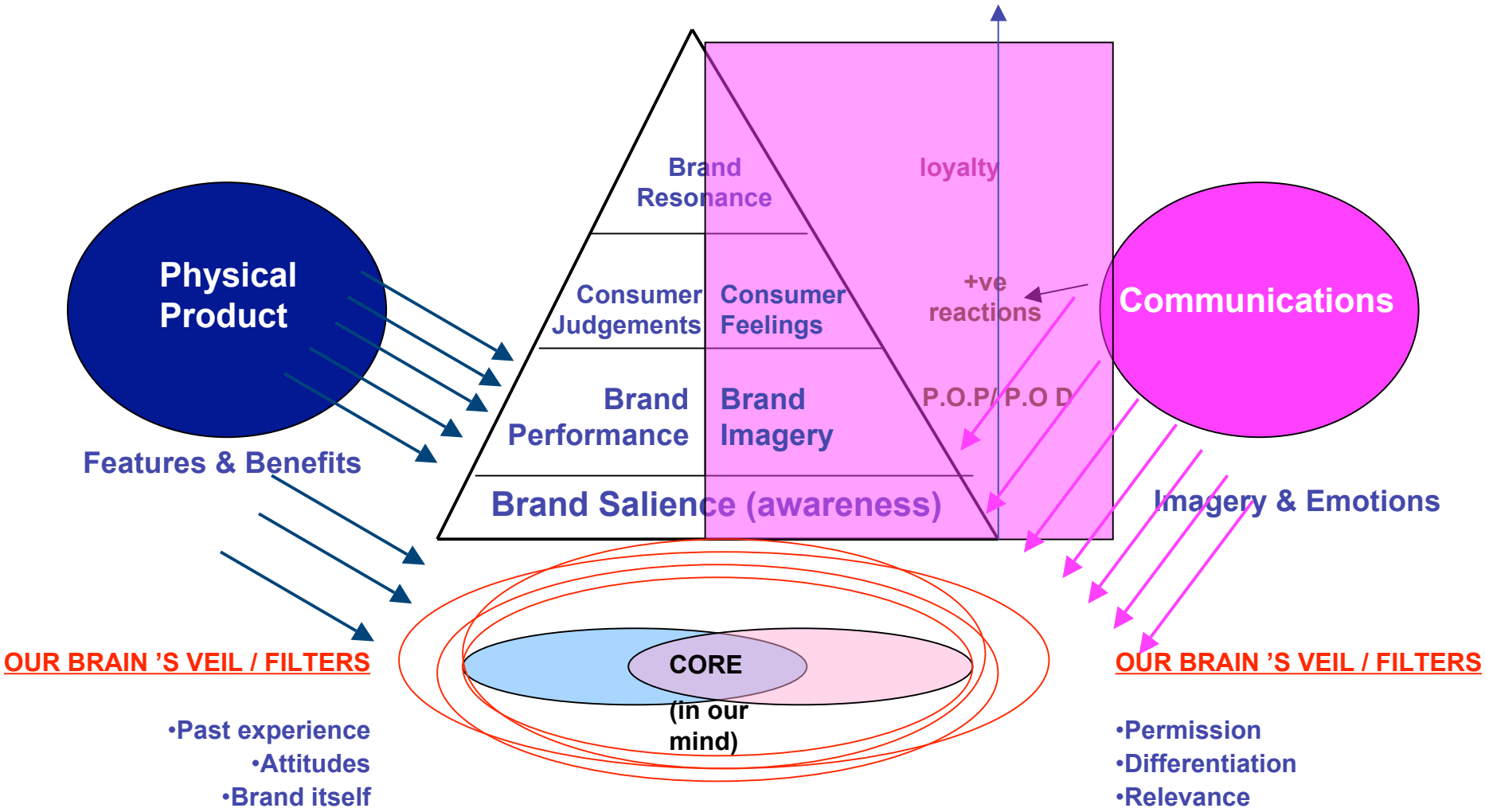




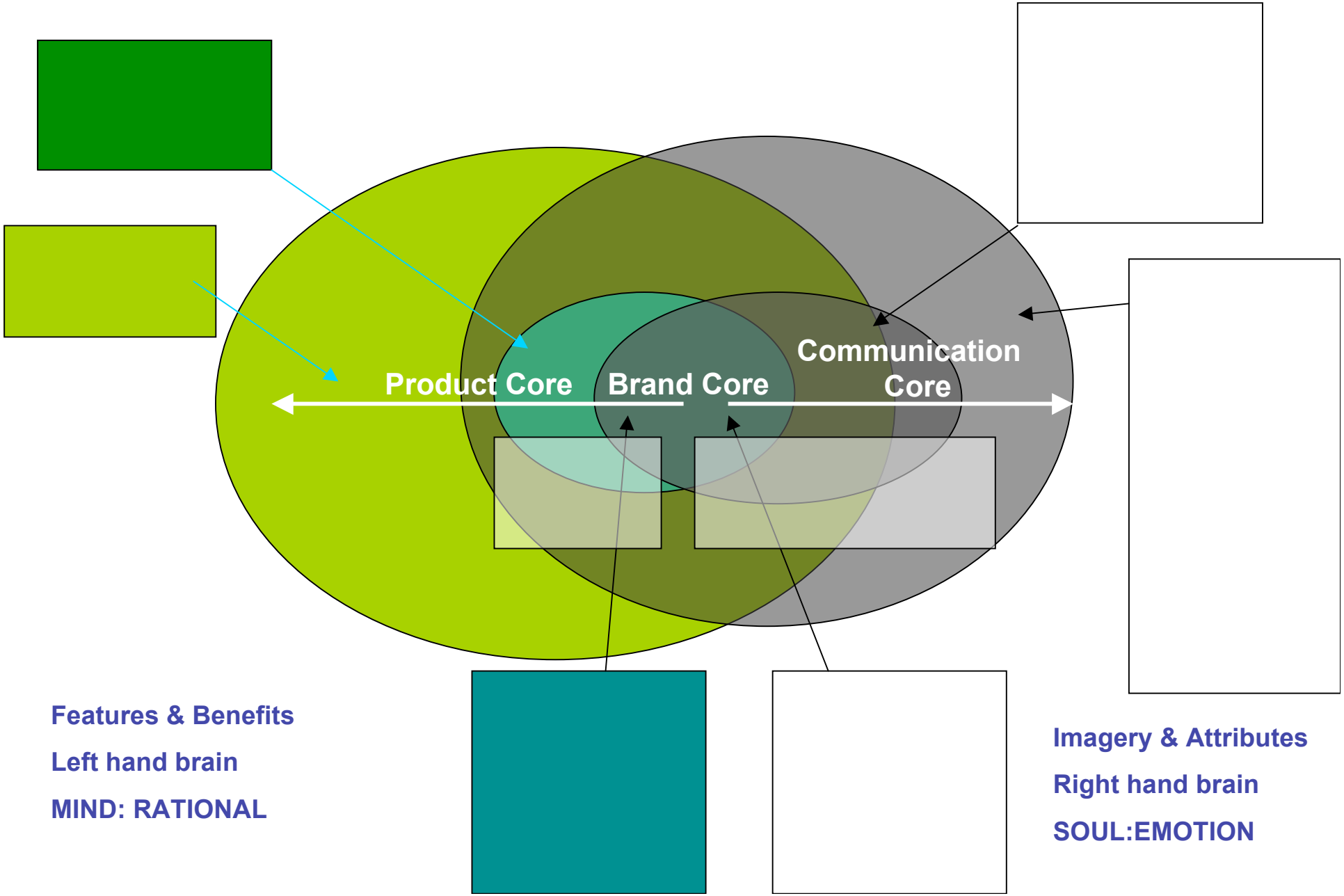
But has the brand been saved??



- **Brand building: sensory perception**



- **Brand building eg Daniele de Winter**



Inside only: Live digestives - not processed tablets

BORBA





MIRACLE HEALTH DRINKS MAKING YOU LOOK YOUNGER

You are what you eat. It's a much-used adage but no one it seems has taken it as literally as skincare **nutraceuticals brand** Borba**. The top selling US brand, available at Sephora stores,** has created a line of products that you actually **eat or drink, including nutrient enriched drink mixes which are proven to decrease facial wrinkles by 28% after month's use.** The brand's **Healthy Skin from within** motto is made possible by a special maturation process **that injects nutrients and vitamins into water molecules.** Sweet tooth's will love the Skin Candy range - we're talking jellybeans and gummy bears which work like the drinks. Oh, and don't think all of those extranutrients will affect your waistline **- all of the Borba products are calorie and carbohydrate free.**

Inside only: Live - not processed tablets

BORBA

BORBA, **named after its creator, Scott Vincent Borba**, has found the **Fountain of Youth** and bottled it. **BORBA Nutraceuticals** address the skin's inner needs with an evolutionary new approach to skin health to transcend the Health & Beauty with the first on-the-go skin treatment designed to

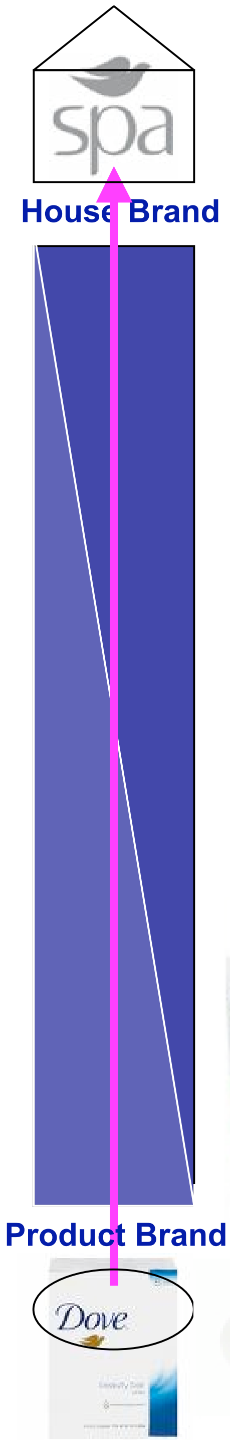
1) harness the positive effects of ingestible supplements

2) combine simplicity and nutrition with the goodness of water and the benefits of topical skin enhancing products in one mobile step.

BORBA Cosmetceuticals address the skin's outer needs with next generation topical skin care products that incorporate another first in skin treatment - **Fiber-Knit Technology.** Skin is literally surrounded with nutrient-infused ingredients and cosmeceutical-grade natural fibers, which are specifically formulated to work with your body's unique daily changing chemistry to provide visible skin-improving results.

Added bonus**: All BORBA products are dermatologist-tested and recommended**.

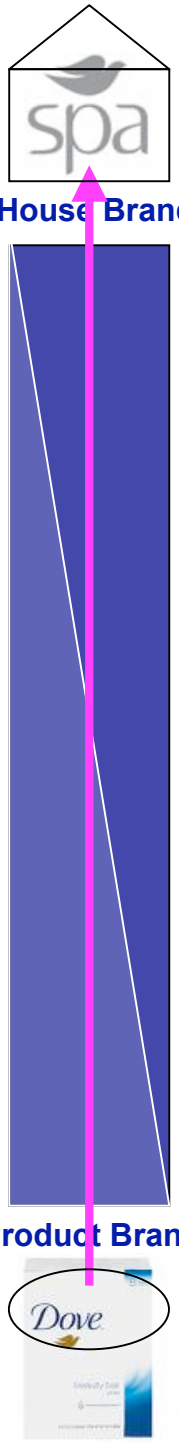




Theory recap:

Brand architecture and the brand story













Dove Spa
Professional Products

spa

POND'S INSTITUTE

spa

PUREDUTCH IVORYBOARD

How can we add value to this brand?

See http://www.sierquality.com/#

Q&A