



20 YEARS OF TURNING IDEAS INTO PRODUCTS



CASE STUDY

L'Oréal Brandstorm 2012 "CREATE for a Beautiful World"

CONTEXT

The original, natural and ethical beauty brand

It was in 1976 that Dame Anita Roddick began to write the fabulous history of *The Body Shop* from a small boutique in Brighton, UK, starting out with a simple but totally new idea: 'companies have the power to change the world'. Today, with sales of more than £1bn, *The Body Shop* brings innovative products and ground breaking values campaigns to customers all around the world.

The Body Shop Values

The five core Values of *The Body Shop* are as relevant today as they were when Anita Roddick first set them out: the brand is always looking for new ways to bring them to life. *The Body Shop* teams believe that these Values are at the heart of the brand's commercial success and that they are the key to growing the business. As going forward, more creativity is always needed to bring this message to consumers in search for brands with principles that they can trust.



A retail business model

With more than 2,600 stores in 65 countries and territories, *The Body Shop* is a worldwide player in the single-brand retail based sector of the beauty industry. The store is the single biggest point of contact with the brand today and provides a great opportunity to experience the brand, engage customers and build support with the *Love Your Body* customer loyalty programme. *The Body Shop* focuses on offering friendly and personal services around storytelling, while creating a stronger sense of theatre to give customers a consistently memorable experience.

For several years now, *The Body Shop* has opened the majority of its new stores in new markets and has ambitious plans to expand further.

Reaching out to customers

In addition to its large store network, *The Body Shop* reaches out to customers through increasingly exciting and innovative ways.

The brand has e-commerce sites in a number of markets and this is expanding rapidly. The creation of temporary retail outlets, along with blogging events around the world, attract many new fans to the brand. It also increased its presence in Global Travel Retail outlets, particularly at international airports, which pushes the boundaries of the brand's visibility.

From top to toe

The Body Shop offers customers more than 1 200 products in the following categories: Skin Care, Body Care, Make Up, Gifting, Fragrance, Men's, Hair Care, Body Hygiene, Accessories and Home Fragrance.

The Body Shop has a number of iconic products including the best loved Vitamin E day cream which sells 1 every 18 seconds, the world's first award winning Body Butter, Hemp Hand Protector, and the world's first cruelty free musk, *White Musk Fragrance range*.

BRANDSTORM 2012 CASE

“Be creative and imagine the new iconic and innovative product – or product range – of *The Body Shop*, respecting the brand’s Values.”

PRE-CASE STUDY

I- THE MARKET

→ Analyse the current offering of beauty products that are sold in the retail distribution channel.

1/ Define the market

Current market situation and evolution; fundamental characteristics which define the global and local markets; growth opportunities and threats; distribution characteristics.

2/ Identify the competition

Who are the main competitors? Define their positioning and targets.

3/ Understand the consumer; identify the trends

Who are the consumers that buy beauty products in the retail distribution? Who buys what? What are their habits (frequency, preferences, rituals)? What are their expectations? Are they satisfied with the current offer? Are there any new consumer trends? Define the main trends for this type of consumer.

II- THE BRAND

Analyse the status of *The Body Shop* and any other two brands of your choice (select brands from the retail distribution channel).

Based on what you have just found out, do a **SWOT analysis** of the *The Body Shop* brand when it comes to a **new iconic product (or product range)**. Find out where would the opportunities for *The Body Shop* be by analysing:

- Business performance
- Products (packaging design, range composition)
- Market share
- Positioning and image
- Mix (price, promotions, etc.)
- Consumers
- The communication strategy focused on public awareness

Base your analysis on your local market, but bear in mind the international positioning of the brand. As we say at L'Oréal: "Think local, act global!"

Pre-Case Option: What sort of product would you launch as the new iconic product? What would be your target like? Briefly present your product.

CASE STUDY

Now that you have completed a full analysis, take action and answer the following:

- What would be the *The Body Shop* legitimacy in your product category? How would it be attractive to your target? How does this product support *The Body Shop*'s beauty authority, its product expertise and its values?
- Imagine a new iconic and innovative product – or product range – and define its positioning within *The Body Shop*'s existing brand portfolio, its brand positioning statement and the reason why.
- Develop and implement a mid-term international marketing strategy (2 years) for your new product. Define a competitive approach and focus on creating a strong identity, along with a communication strategy both in-store and online. Specifically, your communication campaign must be:
 - a. In-store (animation + window poster); and
 - b. Online (digital)

Your strategy must consider the following:

- You have to imagine one single product or product range (from the category of your choice).
- Your strategy will be developed with the aim of attracting new consumers but also of providing the existing clients with an exciting novelty: your product.
- You must include innovation in your product (either in the formula, the packaging, the application, or so...).
- Remember to think of Beauty *The Body Shop* way which maintains a balance between beauty authority and product expertise and values.
- Your product must include one *Community Fair Trade* ingredient.
- Your communication campaign must raise awareness on *The Body Shop*. You have no constraints in terms of media budgets & profitability.
- Bear in mind *The Body Shop* distribution channel.
- *The Body Shop* is an international brand: if your strategy is based on your local market, make sure it can be implemented internationally.

(For countries not doing the pre-case, incorporate the pre-case analysis into the case study and disregard the **Pre-Case Option**).