



POLITECNICO
MILANO 1863

L'ORÉAL

L'ORÉAL BRANDSTORM

STRATEGY & MARKETING
PROJECT 2022-2023

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Market Analysis

We decided to begin our journey with a market analysis, in order to understand the current situation, trends and characteristics of the market arena we will deal with.

Cosmetics has become an indispensable feature of modern lifestyle of individuals. In addition, growth in consciousness about external beauty along with individual internal intellect has become one of the major driving factors in the global market. Moreover, there is a rise in use of cosmetics among men which complements growth of the global cosmetics market demand.

Since they are safe and non-toxic, products made with natural derived substances are becoming even more popular all over the world. The eco-friendly goods market is expected to grow in the near future as people are becoming more aware of **sustainability** and the harmful effects of synthetic chemicals both on human health and environment.

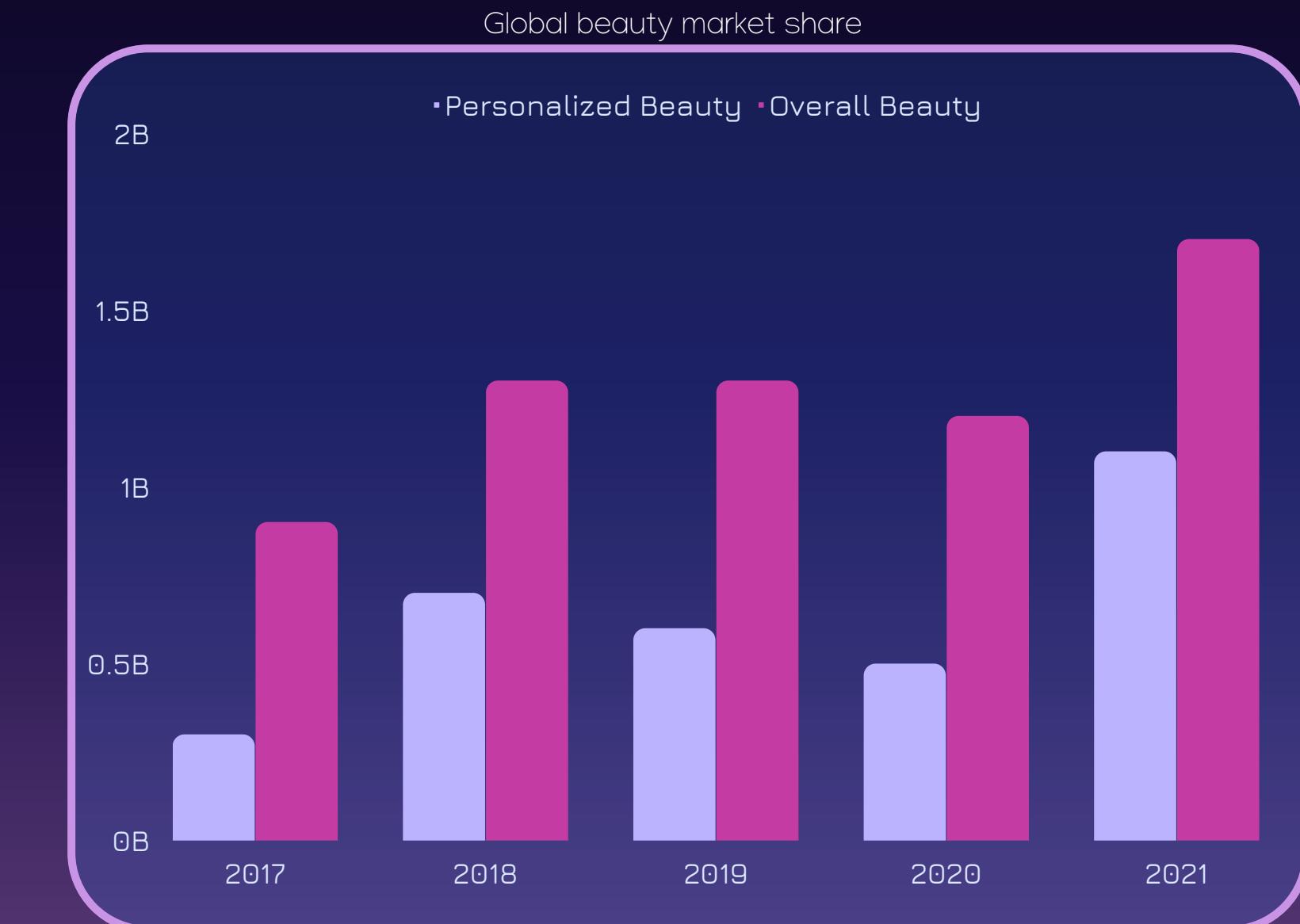
COVID-19, a growingly attention to **inclusion** and **celebration of diversity** have radically changed the way of using and buy cosmetics.

Additionally, **user-experience** and **personalisation** are emerging as new challenges for the global cosmetics industry, that is more and more based on **eCommerce** platforms.

Also, the increase of use of new technologies like **AR/AI**, **metaverse** and **blockchain** are increasingly used to create **personalised experiences**, like virtual try-ons.



To meet the wants of every customer, the market will offer products that are **ever-more-customizable**. Nowadays, the personalised beauty market is worth **US\$ 37.72 billion** and it's expected to grow at a **CAGR of 11.07%**. Furthermore, the market received over **US\$ 1 billion** of the total **US\$ 1.7 billion** invested in the whole cosmetic market.



Cara Salpini for Retail Dive. Data Source: PitchBook

<https://www.fortunebusinessinsights.com/cosmetics-market-102614>

STEEP Analysis

We used the Steep Analysis to better understand the most relevant Opportunity and Threats faced by L'Oréal in its external environment, and use them to shape our strategy.

S

Social

- The demand for vegan products is growing as people are becoming more aware of the harm that **chemical cosmetics** cause to both environment and human skin.
- Due to the increasing focus on **diversity and personal expression**, there is a rising demand for customised products that better reflect each individual idea of beauty.
- New generations are more likely to purchase products from companies that share their **beliefs and values**. They desire new and exclusive goods, especially those that are the result of **limited collaborations**.
- Younger generations typically spend less and usually compare numerous options online before making a single purchase.

T

Technological

- The enhances of **AI/AR** algorithms and **recommendation systems** techniques allow deeper insights of customers' desires in order to provide them with the best solution.
- **E-commerce** is becoming an increasingly important distribution channel, even for shopping and specialty products.
- **Automation** and **simulation** of time-consuming company's processes are used to **maximise efficiency** and **productivity**.

E

Economic

- The **global economic slowdown** and **geopolitical problems** are significantly threatening the exportation of goods and the supply chain.
- The global **man's beauty** products **market** size is expected to **grow** at a consistent pace.
- **Competition** in the cosmetic arena is **very high**, which could lead to **saturation** of the market and **lower profitability**.



E

Environmental

- The **fight** against **pollution** is the current great challenge of the millennium, thus younger generations are looking for **greener** products.
- Customers, especially younger generations, place a high value on the **sustainability** and **origin** of the goods they buy.

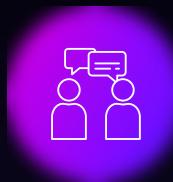
P

Political

- Advertising Standards Authority defines a clear policy and **sets rules** for **advertising** that companies must follow.
- The European Union puts a set of very strict rules and **regulations** regarding the use of **chemicals** and **testing on animals**.

Porter's 5 Forces

Using Porter's 5 Forces let us understand the relative Strengths and Weaknesses of our competitors in the cosmetics arena, allowing us to understand the key factors to focus on, in order to create a sustained competitive advantage.



COMPETITIVE RIVALRY

[very HIGH]



- **A bloody ocean.** The cosmetics and beauty market is low concentrated since lots of companies tend to offer almost the same products for a high and stable demand.
- **Same but different.** Cosmetics are divided into well-defined categories and the main products are usually the same. The difference is made by technologies and quality behind them but most of all the taste of the single customer.
- **An expensive access.** The entrance in the market requires high development and research costs as well as a strong physical infrastructure. Furthermore, acquiring a strong brand identity becomes expensive in terms of adv and marketing.



POWER OF SUPPLIERS

[LOW]



- **A big industry.** Bargaining power of suppliers is low in this industry, since there are a lot of possible partners who deal with manufacturing, packaging and raw materials. For this reason suppliers depend more on the companies than the companies on the suppliers.
- **A natural change.** Nowadays dealing more than ever with natural ingredients let the supply process to be easier in terms of acquisitions but at the same time more demanding in terms of certifications and authorisations.



POWER OF CUSTOMERS

[very HIGH]



- **An easy switch.** Customers switching costs are null, so it's all about their choices.
- **B2B threats.** A lot of companies rely on third party distributors. In this context they could easily bargain the price according to their power.
- **No false move allowed.** In this arena the opinion of the customer is very influential and the word of mouth spreads quickly. Companies always have to keep the quality of their products at the highest level without betraying the ideals of their customers.



POWER OF SUBSTITUTES

[very LOW]



- **Almost no replacements.** Up to now there are no large scale products that could replace beauty and cosmetics industry products. Natural substitutes exist, but they're a niche, poor in technology and comfort compared to mainstream cosmetics.



NEW ENTRANTS

[LOW]



- **A competitive industry.** Since the cosmetics industry deals with daily consumer goods, this market arena is large and competitive, with a lot of companies fighting to keep and enlarge their market share.
- **A profitability drop.** The attractiveness to new entrants inevitably leads to price wars that could affect profitability of incumbents companies.
- **A matter of identity.** In order for firms to enjoy long term profitability, they should develop customer loyalty within their industry, through a worldwide reach brand identity. For this reason the key of success is an economy of scale.



VRIO

For internal analysis we decided to use a Resource Based approach, as we truly believe in the company's resources and capabilities and we want to push them to outclass competitors



RESOURCES & CAPABILITIES

E-COMMERCE

Nowadays, especially after the pandemic, almost all companies use eCommerce, so, even if it is a value for L'Oréal, it's certainly not considered rare.



QUALITY OF PRODUCTS

High-quality materials are well valued by consumers, especially in a high-end market, but there are also other companies focusing on it. It is an imitable resource for every financially-powered company.



PATENTS

In 2022 L'Oréal has 20.351 granted active patents, demonstrating it to be a first class innovative brand. Nevertheless, patents are a double-edged sword since the period of protection eventually runs out, which represents a threat for a real organisational resource.



DISTRIBUTION NETWORK

“We’re talking about over 150 distribution centres, delivering more than 7 billion products each year to half a million delivery points across the world”.
Jamie, Global Head of Physical Distribution, and Pascaline, Global Head of Transport



SUSTAINABILITY

“Now is the time to reconcile innovation, sustainability and progress, to make the shift to a circular economy and to reduce the impact of our products.”

Delphine Viguier-Hovasse, Global Brand President of L'Oréal Paris



TECHNOLOGY INNOVATION

“As a digital first company, L’Oréal’s purpose, which is to create the beauty that moves the world, embraces technology as a catalyst for transformation across our business.”

Nicolas Hieronimus, L'Oréal's Chief Executive Officer



SUSTAINED COMPETITIVE ADVANTAGE

SWOT

We summarised all our external and internal analysis results in the SWOT in order to have a better global vision of the brand's current situation and build upon it our innovative idea.



Strengths

Global Brand: L'Oréal is one of the most known cosmetic brand in the world. They sell their products in 150 countries around the globe.

R&D: L'Oréal spends huge amounts of money on the R&D of products in order to ensure state of the art products and be always ahead of the competition.

Diversity in products: L'Oréal has a huge range of products that give the firm the possibility to embrace the whole market.



Horizontality: L'Oréal offers products from the low-end to the high-end.



Weaknesses

Lack of proprietary E-Commerce platform: L'Oréal sells its products through third parts platforms. This could limit the possibility for personalized experiences through the platform.

Poor customer service: Customers frequently complain about the difficulty in obtaining assistance after purchasing a product.

A point of incoherence: L'Oréal still uses questionable practices in certain areas (e.g. animal testing in China). This could endanger brand perception.

Lack of PoS: L'Oréal products are also sold through retail companies. This could give the impression of non-exclusive products.



Opportunities

Organic trend and growing of environmental awareness: The demand for organic and healthy products is increasing. L'Oréal began to move in this direction many years ago anticipating the market.

Increasing use of e-commerce: E-commerce has become the first channel of distribution and it is expected to grow. This increased online presence can also provide new insights on customers through Big Data.

Digital evolution: The market is moving towards a massive digitalisation followed by new ways of communication, enriching the user experience. Furthermore, it attracts younger generations.



Threats

Growing saturation: The cosmetics and skincare market is one of the most competitive and intense markets globally. New products in skin and hair care lines have saturated the market without leaving any room for growth.

Economic recession: Instability of the geopolitical situation (China-USA, wars), and the growth of the inflation rate could decrease the demand for consumer and specialty goods like cosmetics.

Unpredictable market: The market is heavily influenced by social trends, that are not always simple to foresee.

Our innovation: Le Club

In order to fully take advantage of the company strengths, but also to overcome the weaknesses shared by most of the companies in the cosmetics world, we want to propose a one-of-a-kind service aimed to create an innovative and gamified brand experience: **Le Club**.

Le Club is an app that combines **personalisation of products**, gaming-style **reward membership** and **items tokenisation** through NFTs.

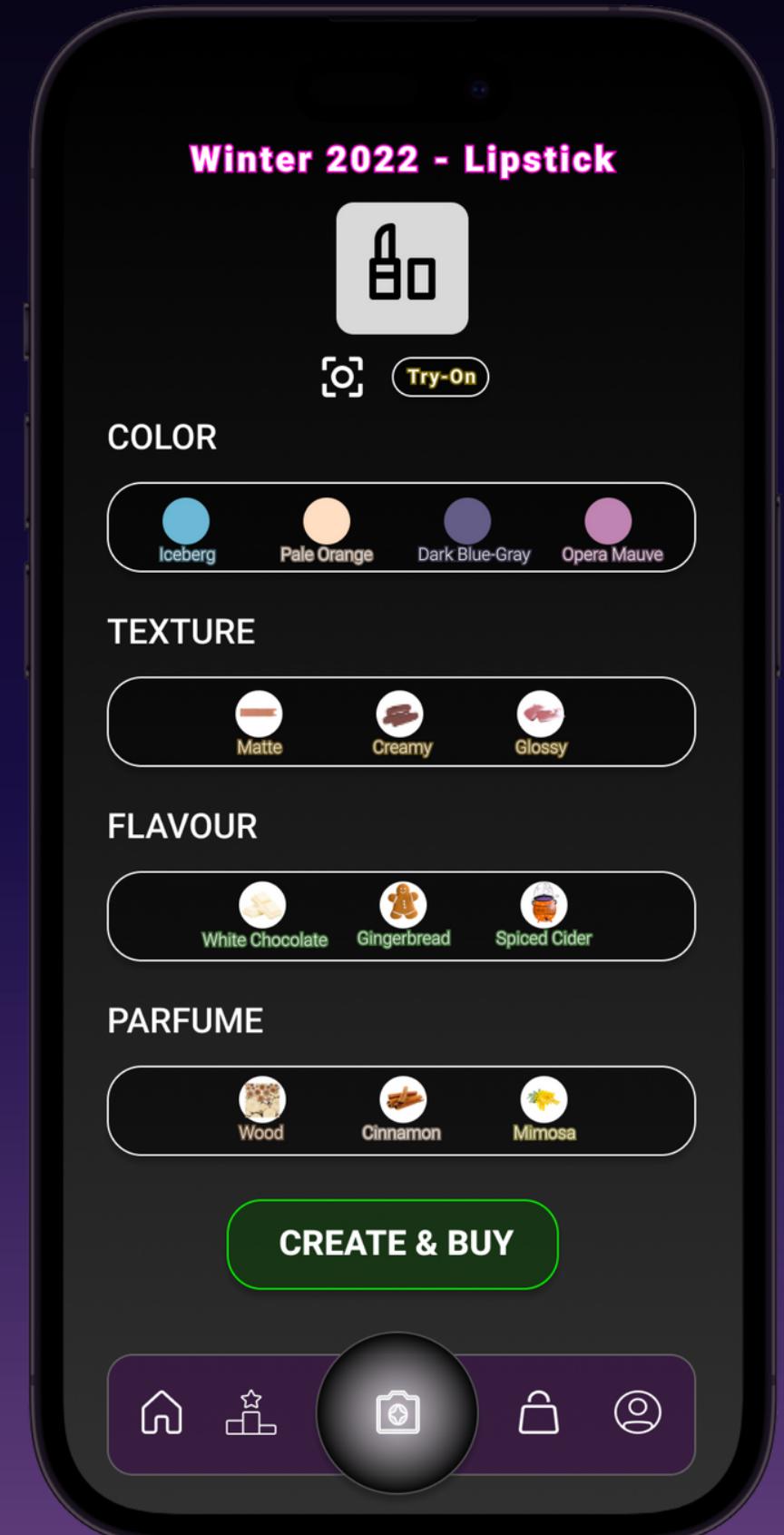
Have you ever wanted to create from scratch your own lipstick? Have you ever had the digital token of your favourite nail-polish? And why not, exclusive access to the last limited edition of your favourite mascara thanks to your membership? For all of these questions the answer is one: L'Oréal Le Club.

Le Club experience could be fully summarised through 3 main keywords: **personalisation**, **membership** and **tokenisation**.

The service follows nature and fashion seasons: Winter, Spring, Summer and Autumn.

We take the products of the L'Oréal **cosmetics baseline** (lipsticks, palettes, etc.) and we push them further. Each season L'Oréal experts choose the most suitable bundle of **colours**, **textures**, **flavours** and perfumes that will be available for **customisation**. Then, at the beginning of the season, users will have the possibility to **create** their personalised product. The first one to create a specific product with specific characteristics will be the **owner** of it. What does it mean? The owner unlocks the **digital token** (NFT) of that product that will be **connected** to his **personal account**.

During the customisation process the user can **try-on** the product through L'Oréal's powerful AI algorithms. The user can also **check** all the **ingredients** of which his/her product is composed of.



Personalization Membership Tokenization

The store uses a membership **reward program** based on digital L'Oréal points: LecOin.

For every purchase on the store of an already registered product, the owner will receive LecOins that could be used to:

- unlock **prior access** to **limited collections**
- join fully-digital **metaverse masterclass** with L'Oréal experts
- receive special **discounts**

With the free version everyone can search, try and buy products already created. Only the subscribers can create products, gain LecOins, play with their products' filters and be part of an amazing community.

Le Club wants to **merge** the physical and the digital world of cosmetics through **NFTs**.

Every personalised product is **linked** to a one-of-kind NFT, owned just by the creator, as an **authenticity** and **unique certificate**. Every NFT is displayed on the **digital beauty case** of the user and can be **shared** on socials both as **digital art** and as a **wearable filter** in photos and videos.

During the season there will be limited edition collections available only for the platform's users. Just a limited amount of NFTs will be released for those products, and just the owners of that token will receive at home their physical object. Let's **collect-them-all!**

Our innovation: Le Club

With Le Club we want to take all the values already important for L'Oréal and push them further. We want to base this innovation on 5 main pillars: **inclusivity**, **social awareness**, **environment friendliness**, **AI/AR** and **metaverse**.

Inclusivity

One of the main problems of the beauty market so far was the lack of inclusion of people with, for example, darker or clearer skin or people suffering from specific skin diseases (like acne). With LeClub everyone can create a **tailor-made product**, which means **overcoming** these **barriers** and satisfying his/her own needs.

Social awareness

Society is more and more aware of certain values like veganism, toxicity of some ingredients and cruelty free experimentations. All the ingredients and processes details will be available to the customer both during the customisation and buying process. Customising a cosmetic means to **take care of what's inside** it and how it's made, this leads to a **bigger awareness** that puts constraints on what is acceptable or not in a product.

Environment friendliness

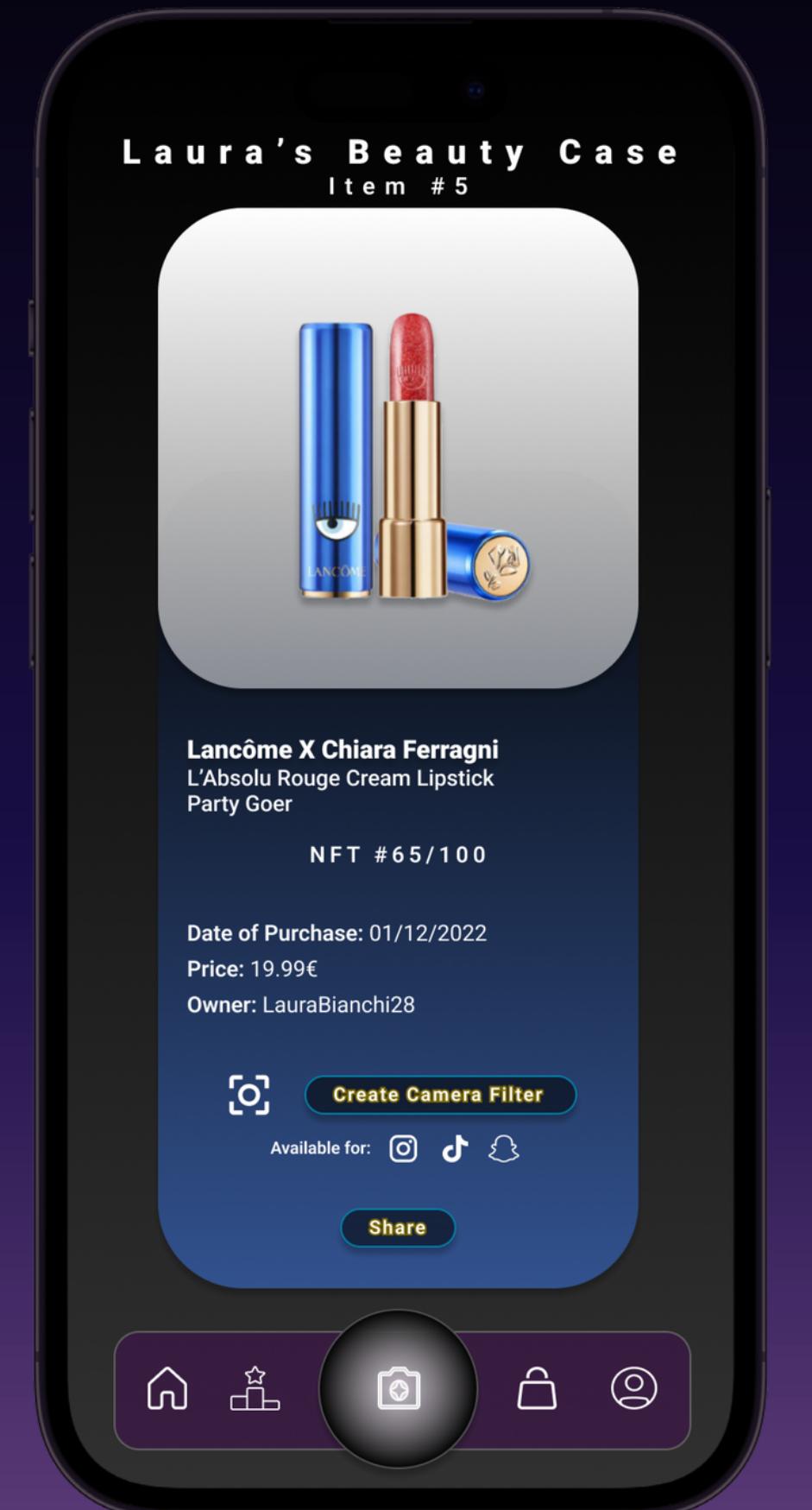
Following L'Oréal environment commitments, all the products will be delivered in **small recycled boxes** in order to decrease the packaging and increase the number of products transported. Moreover, all the ingredients will be **bio based**, derived from abundant minerals or from circular processes... from the very beginning.

AI/AR prone

Customisation begins from AI. AI/ML algorithms that are able to automatically create a skin-profile (or even give you a profile of your skin evolution) and with just a **virtual try-on** can give you **advice** in the customisation process. This means that the future is putting AI more and more at the centre of the beauty universe and, as L'Oréal, LeClub can immediately take advantage of these powerful proprietary tools.

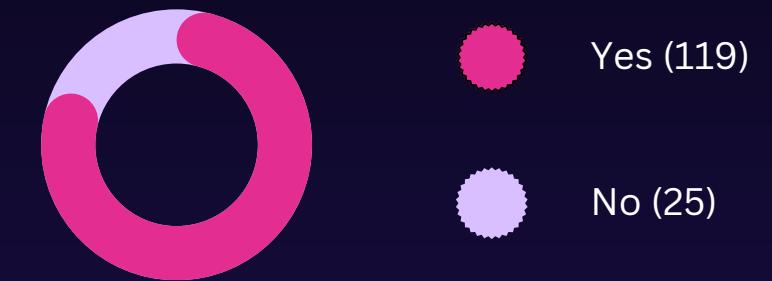
Metaverse ready

LeClub wants to continue and accelerate the investments of L'Oréal in the web3. The creation of **wearable collectables**, **meta-masterclasses**, the multiple **sharing** modalities are just few ways to increase the brand's presence in the metaverse.

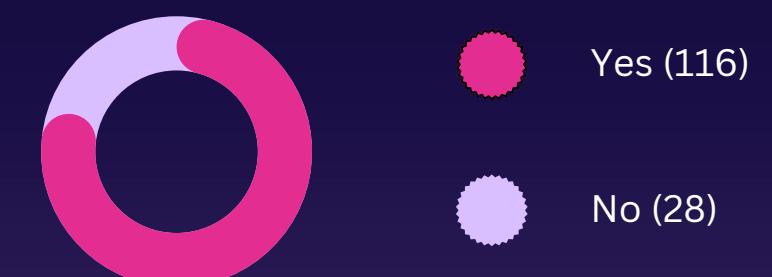


We created a survey to understand how interesting our idea could be. Our results are based on 144 people of different ages and genders.

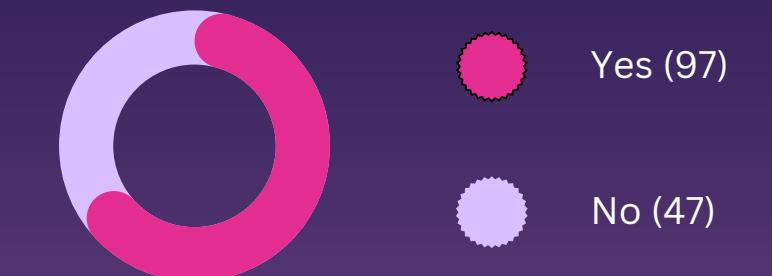
Would you like to try, through AI, products directly from your smartphone before purchasing them?



Would you like to receive collectables with the purchase of 'special' products?



Would you like to customise cosmetics products?



Business Model Canvas



Key Partners

- Delivery companies for personalized product, for high efficient service.
- Cloud platforms for the data management.
- Blockchain infrastructure company.
- Influencer and testimonials for the creation of limited products.
- Advertising companies.



Key Activities

- Software design and implementation for the new application.
- Create a unique e-commerce.
- Marketing and advertising to promote new features.
- Seasonal update of personalization features.



Key Resources

- Partnership with influencer.
- Blockchain system.
- Cloud system.



Value Proposition

- Customers have the opportunity to create personalized product that fit perfectly on the customer's style.
- Possibility to try the new products using AR/AI implementation.
- Possibility to access premium metaverse masterclass/experiences through membership rewards.
- Possibility to generate digital art or AI filters starting from their own personalized products on social platforms.



Customer Relationship

- Long-term relationship with the customers, increased also by events.
- Social media and customer service to ensure continued support, satisfaction, and further sales.
- Personalised promotional experience.



Channels

- Social Media
- Mobile application
- Online adv.



Customer Target

- New generations such as **Millennials** and **GenZ** that are searching for new products that fit better with their personalities and describe themself.
- People who want to stay always up to date with the seasonal trends.



Cost Structure

Fixed costs

- Service and IT maintainability.
- Promotion and advertising.
- Shipping / Delivery costs.

Variable Costs

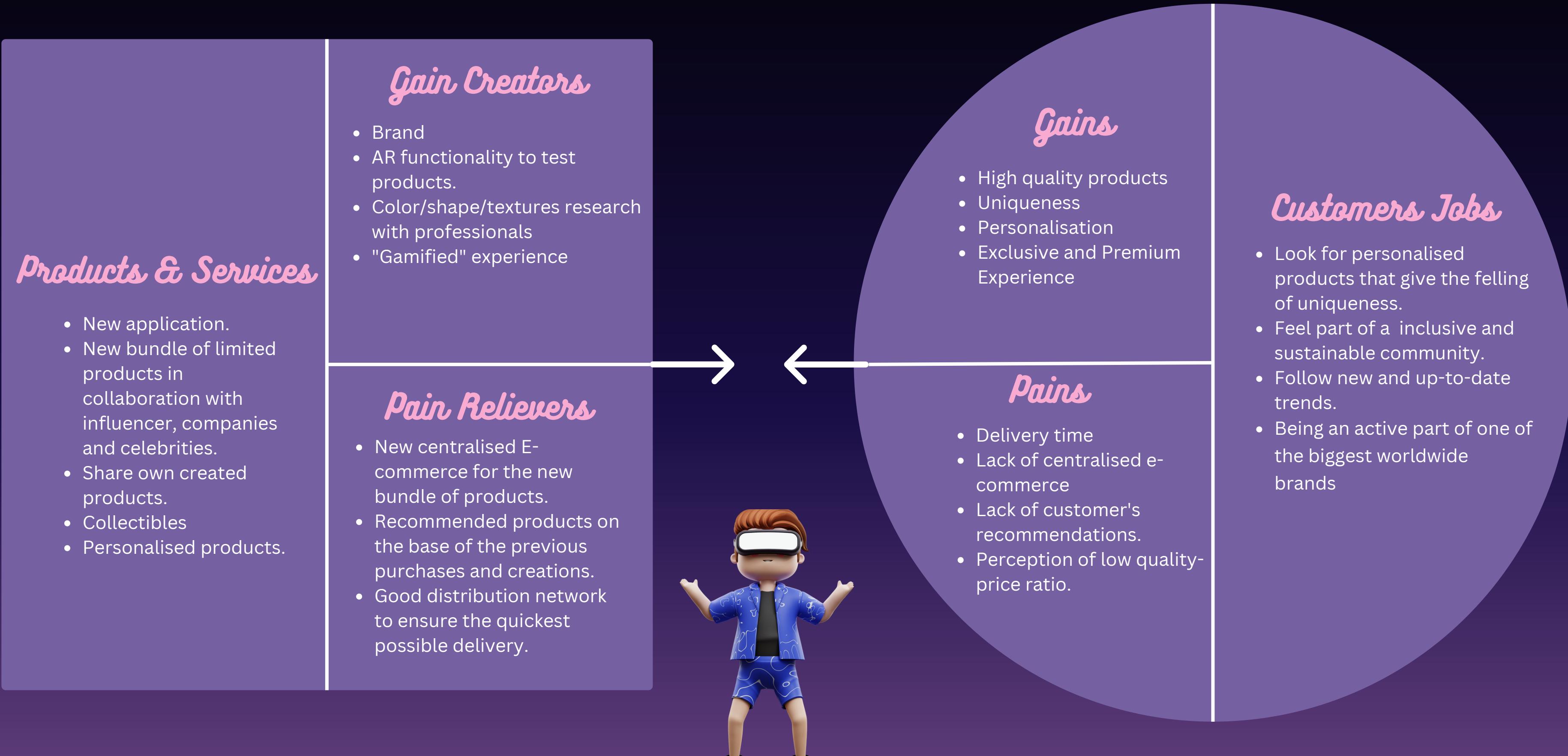
- Influencers, celebrities and companies.
- Cost for consultants for the creation of personalized features.
- Costs for special partnerships.



Revenues Streams

- Premium subscriptions.
- Higher costs for personalized products.
- Data selling about customers behaviour

Value Proposition Canvas



Segmentation

Our idea is oriented towards a B2C market. Our strategy is focused and entirely based on the new digital technology like NFT, customisation, use of AR/AI and, moreover, on an improvement of the e-platform. For these reasons, the segment of the population more accustomed to the use of digital technologies will be our main focus. Another strength will be the enlargement of the customer pool towards the male population thanks to a unisex collection and customisation features.

Customer segmentation by age

Gen-Z
16-24

[very HIGH]



Millennials
25-39

[HIGH]



Gen-X
40-54

[very LOW]



Boomers
55+

[very LOW]



Customer segmentation by area

Asia-Pacific

[very HIGH]



North America

[very HIGH]



Western Europe

[very HIGH]



Central & Eastern Europe

[MEDIUM]



Latin America

[LOW]



Middle East & Africa

[very LOW]



Customer segmentation by behavior

Tech Enthusiast

People enthusiast about latest tech trends (NFT, AR etc.)

[very HIGH]



Trend Followers

People who habitually follow latest fashion trend and influencers

[HIGH]



Habitual Customers

People who habitually use L'Oréal product

[LOW]



Casual Customers

People who don't apply too much effort in purchases

[very LOW]



Targeting

Considering the nature of our idea, we want to focus on the customers more accustomed to the use of **digital technologies**. Ideally our **persona** is someone between **18-28**, whatever gender, living in **Europe, North America or Pacific-Asia**. Furthermore, they have to be someone who is accustomed to using **social media** and to sharing their experiences. Additionally, they could be also assiduous follower of **influencers** or just someone who want to express their own **style** in a more personal way. Some data to justify our choices.

Our Target

Gen-z

Gen-Z is very careful about company value like **sustainability** and **inclusivity**. Furthermore, they like **individualised** shopping experience and they have an affinity for **micro-influencing**.

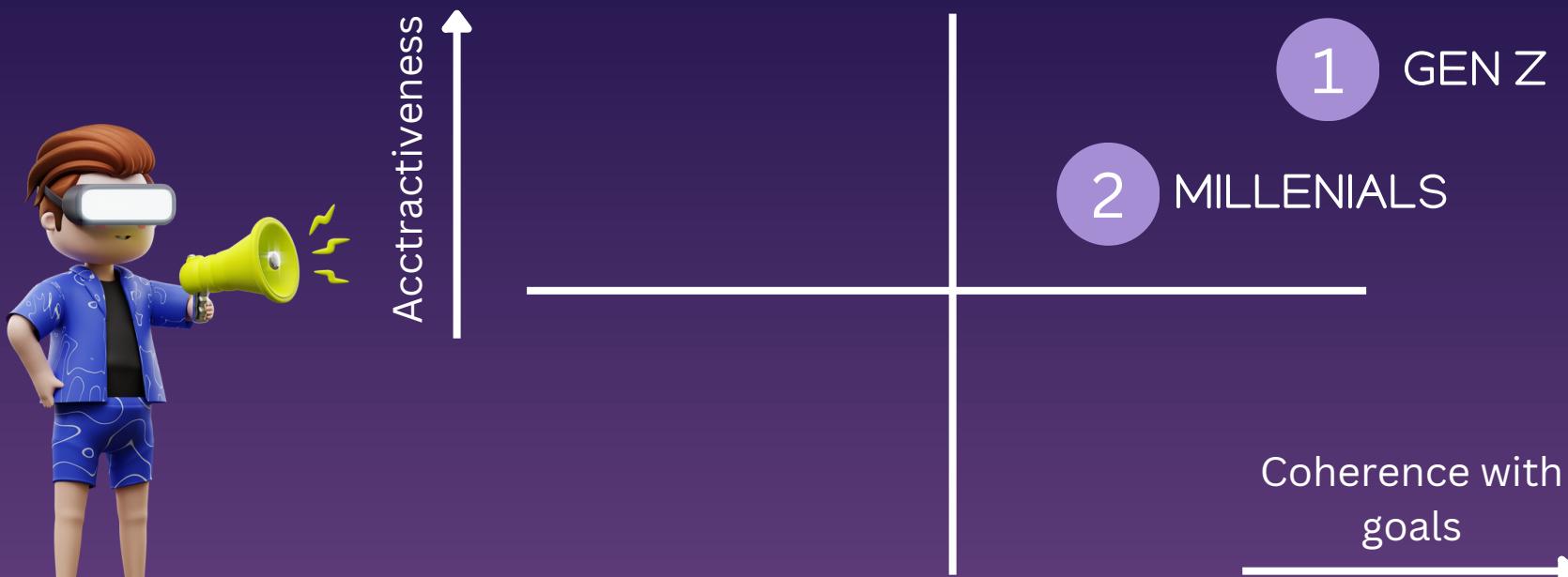
- Favorite communication channels:**
- Social Media (TikTok, Instagram)
 - YouTube

Millenials

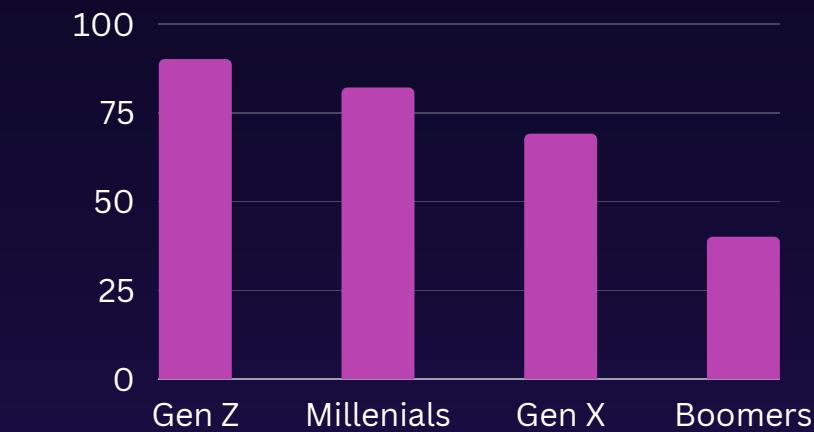
Millennials apply a good level of **effort** when they buy something; they put attention in details like **performances** and **quality/service** ratio. Furthermore, they're more **brand loyal**.

- Favorite communication channels:**
- Social Media (Facebook, Instagram)
 - YouTube

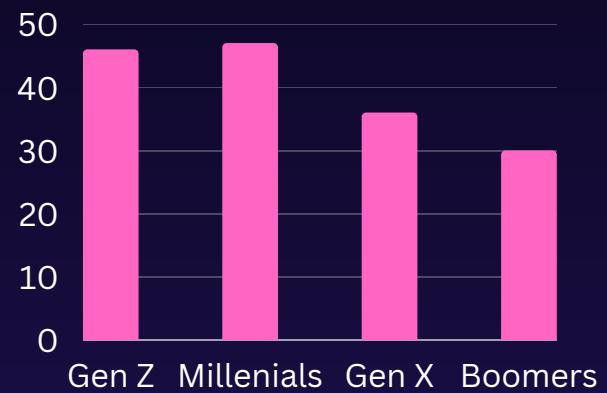
Matrix of Attractiveness



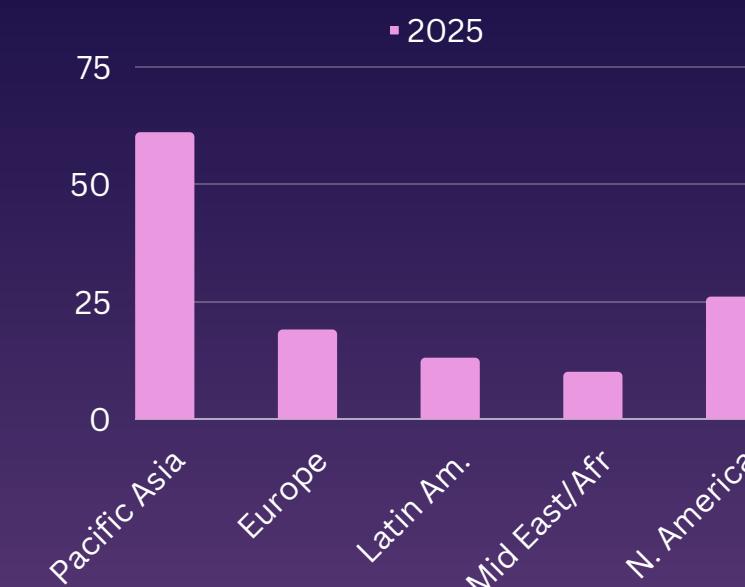
% of adults who use social networks



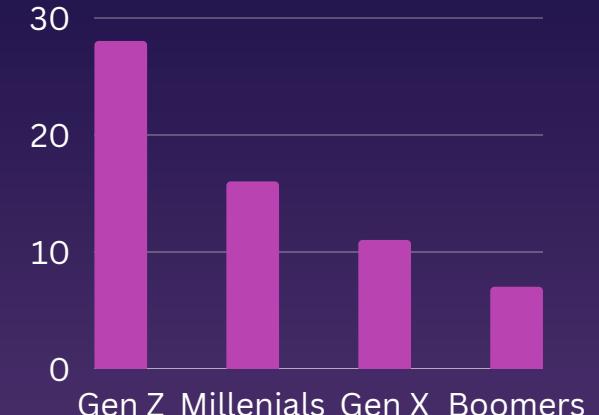
% of people who customize their personal use products by age



E-Commerce sales % by region (2025)

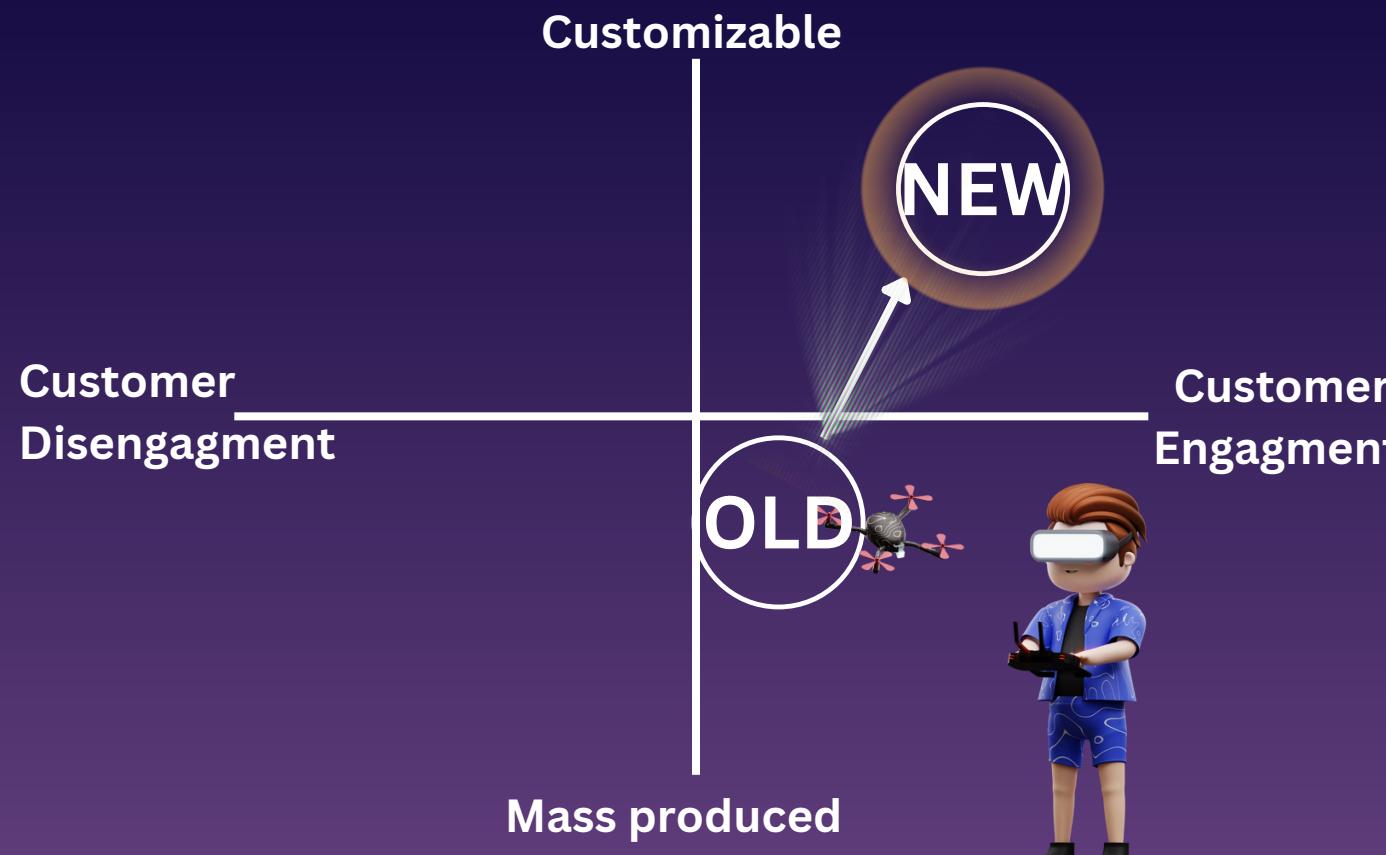
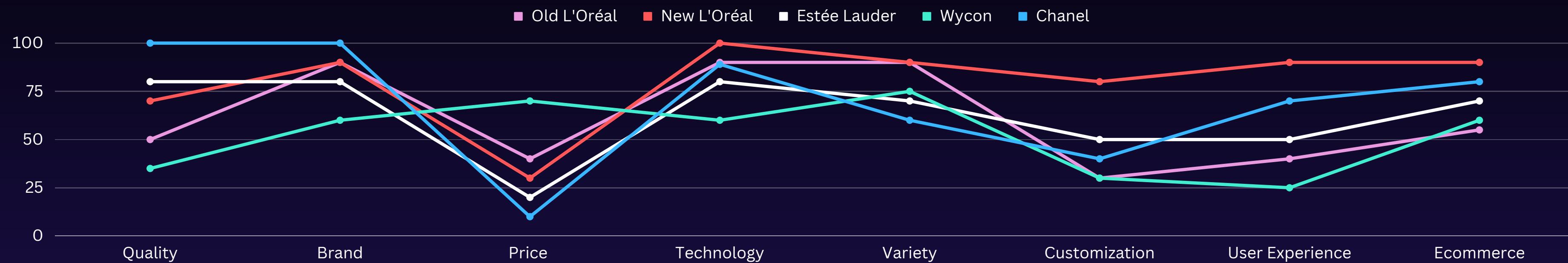


% of people who buy from influencer by age



Positioning

Following the new **value curve map** of L'Oréal after the **repositioning** of the brand, after the implementation of the idea (old vs. new L'Oréal). Comparisons have been made with some of the biggest competitors of the firm. Factors chosen are either **technical** or **perceptual**. The higher the point is the higher will be the **value offered** of a certain attribute (on the horizontal axis).



From the graph, **new L'Oréal** will outclass competitors in almost all the considered characteristics and these will bring a competitive advantage to the firm. The only drawback could be the higher price, factor which could lead to a problem due to the previous brand quality perception.

A **repositioning** would improve the **engagement** of the customer, offering a brand new **user experience** with an obvious augmentation of the **user loyalty** to the brand. Further effect of the repositioning will be an enlargement of the products to the male market (which is rapidly growing) with a consequential improvement of the **inclusivity** and hence a beneficial effect for the **brand image**.

Marketing Mix

1

Product

Cosmetics and beauty products can be considered a **specialty good**, which means that customers compare them on the basis of **quality, price and style** putting an extra effort.

Using both the **personalisation** and the **gamification approach** with AR the customers' experience is boosted. The customer's feeling of being part of a community is also increased thanks to the opportunity to **share** their **personalised product**, scale up the **season standings** and help the R&D research with direct **feedbacks**.

During the years customers will have also the opportunity to buy **exclusive** and **limited product** in **partnership** with celebrities, companies and influencers.

There is also a shift from the short-term transaction to a **long-term relationship** in which the customer will be related to the company not only from a commercial point of view, but also from a **sentimental point**. Through this process, the **perception of the company** will increase and this may permit to an increase of the prices.

2

Place

L'Oréal already has a strong presence in the cosmetic and beauty markets covering **5 continents and 150 countries** through the presence in a variety of **point of sales**, such as supermarkets and beauty shops.

However, the real strength of L'Oréal is on the **E-commerce**. Younger generations like GenZ and Millennials are always more accustomed **finding all the information** they need online and buy products there. A well-curated **application** with automatic recommendations and an **AR implementation** would facilitate this process.

The amount of data is increased by the use of a **unique centralised e-commerce** for these products, introducing a direct channel of distribution.

3

Promotion

The applied strategy to reach a high number of customers is a **pull strategy**. Since our target is mainly composed by younger generations we decided to use three different ways of communication.

We mainly propose the **Social Media and online adv**, to reach **our** targeted customers.

Then, the second way is to use sponsorship including **celebrities and influencers** who often address and deal with **social inclusion, personal acceptance and sustainability**.

Finally, **sales promotions** will be introduced in the first period to introduce customers to the new features and the new application. For instance, there will be promotions about the premium subscription and membership rewards (personalised products).

4

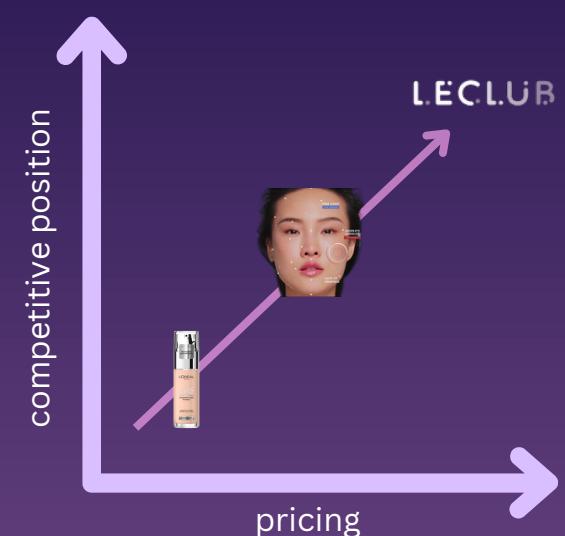
Price

L'Oréal has a **huge range of prices**, from the baseline with a low price to the luxury products.

With the new opportunity of **personalised products** and **limited edition** in collaboration with influencer and celebrities, the firm creates a **new midrange bundle of products** with higher prices.

Considering also the new application the company establishes a **long-term relationship** that, thanks to the premium subscription, might be converted into a **long-term income**.

A penetration pricing strategy in the available market of personalised cosmetics experiences could be a winning solution.



Estimation of Profitability

Costs

To estimate the cost of our investment, we have researched articles on the web in order to be able to make an estimation based on real data. We didn't consider the fact that L'Oréal has a huge number of partnerships with technological companies. In that case, the costs might be even lower.

For the next five years we foresee a expense of **\$350M** considering all the marketing expenses.

ADVERTISING

Average CPC and CPM of the most important advertising platforms:

Platform	CPC	CPM
Google Search Ads	\$2.32	\$38.40
Google Display Ads	\$0.67	\$3.12
Facebook Ads	\$1.35	\$8.60
Instagram Ads	\$3.56	\$8.96
Twitter Ads	\$0.38	\$6.46

PLATFORM DEVELOPEMENT & MANTAINANCE

Normally the cost for the development of an application is **150-200K**. This price could be less in the case that L'Oréal decide to go for a "make" approach, also by using technologies and resources already present and used within the company.

Furthermore, generally the cost of the maintenance of the system is around 20% of the cost of development every year. So, it will be **30-40K** per year.

TOTAL COST ESTIMATION

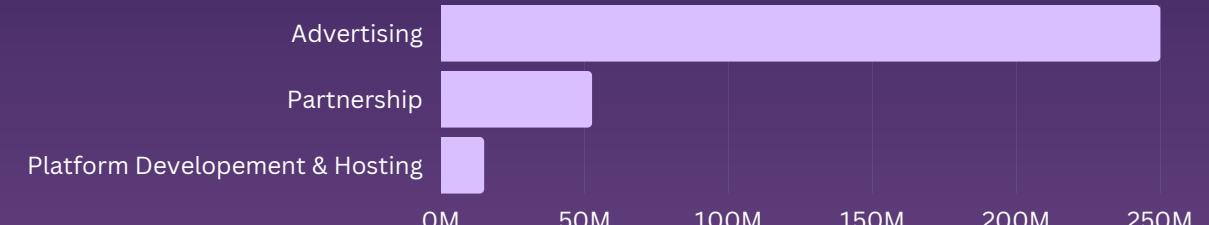
Total expenses esteem (in 5yrs period) would amount to 318.500.000€ considering ADV, Partnerships and platform costs (development, maintenance and hosting)

PARTNERSHIPS

In the world the average cost of a project involving a partnership agreement is **\$500k**. We expect to do **30 partnerships** in the first year and then decrease the number of partnerships per year down to **15**. So, we estimate a cost of **\$15M for the first year** until reach **\$7.5M in the following years**.

INFLUENCER MARKETING

Average cost of influencer marketing for sponsored post:



Revenues

E-COMMERCE SELLING

In the best scenario, considering an average of **4 purchases** with a cost of **\$50** for every purchase, the estimated revenues for the firm are **\$1.00B** per year.

SUBSCRIPTION

The new subscription plan will be a new income for L'Oréal. We decided to put an average cost of **\$3.99 per month** for every user that want to use the premium service. Therefore, we can estimate a profit of **\$19.95M per month** in the best scenario.

DATA SELLING

Thanks to the new application, L'Oréal is able to store the purchase behaviour and preferences of users. This type of data can be sold for **\$6.8k per day**, making **\$2.5M per year**.



2.5M 19.95M 60.00M

KPI

In order to have a look at the future and verify that our business objectives are achieved in the future we will use some KPIs, related to two main checkpoints:

- 2024: Get feedbacks of how our application has been perceived.
- 2027: Check for fixes in the pillar values of the app in order to stay competitive

SALES GROWTH

Expected sales growth in units through the new application

2024 2027



APP USAGE TIME

Time spent weekly by the user on the app (hours per week)

2024 2027



SUBSCRIPTION USERS

Number of year subscription on the platform (in thousands of users)

2024 2027



LIMITED EDITION PARTNERSHIPS

Number of limited edition products partnership per year

2024 2027



SOCIAL SHARES

Number of interactions on post and social contents related to LeClub's products (in millions of interactions)

2024 2027



AVERAGE ORDER VALUE

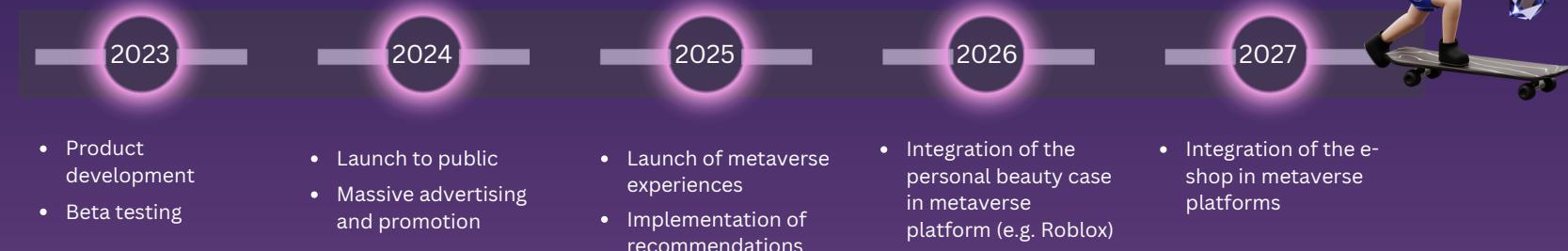
Increasing of the average value of each order (in euros spent per avg order)

2024 2027



FUTURE PLAN

What about the future? Below our roadmap plan:



What-If Analysis (BY 2027)

We have outlined three scenario based on the value of three KPI:

SUBS PER YEAR

Good indicator of fixed revenues

REVENUES PER YEAR

Indicator of the sales trend

SHARES PER YEAR

Indicator of effectiveness of ADV and marketing campaigns

BEST CASE SCENARIO

Best case scenario foresees an increase of sales of around 18%. L'Oréal would become a trailblazer of customer of a new slice of the market: the customizable product. This could make L'Oréal an incumbent in a new developing market with future possible expansion towards new fashion trends like metaverse. Growth in sales will generate an income large enough to justify new investment in the sector.



Est. Revenue from subs:
239 mln €/yr +



Est. Revenue from sales:
1.000.000.000€/yr



Social Shares

MEDIUM CASE SCENARIO

Medium case foresees a lower engagement w.r.t. the best case. People will subscribe to the service, but the medium average purchase is still low. Profits are anyway granted by the subscription and all the services linked by it, with a substantial profit generated by user data & subs. This could cause a slowdown into the development of the platform waiting for more mature time.



Est. Revenue from subs:
143-239 mln€/yr



Est. Revenue from sales:
500.000.000€/yr



Social Shares

WORST CASE SCENARIO

Customers are not engaged at all by the platform because they think it requires too much effort (or it is simply useless). The project would result as an experiment and can be put aside since it is a separate section of the L'Oréal core business. The loss wouldn't be too high due the relatively low numbers of the investment. By the way L'Oréal could use the experiment as a boost for the brand, confirming itself as a leader in innovation.



Est. Revenue from subs:
<2mln €/yr



Est. Revenue from sales:
<60.000.000€/yr



Social Shares