

[20589001]



Likely changes include more emphasis on research , soaring advertising budgets and aggressive pricing .  
a-e-p n\_of:x-i v-e-i-p much-many\_a-e-i n\_of:x-i \_ n:x \_ v\_e-i n:x \_ a-e-p n:x \_

[20589015]

But some cosmetics-industry executives wonder whether techniques honed in packaged goods will translate to the cosmetics business .  
c:i-i-i q:i-h-h n:x v\_e-i-h n:x v\_e-i-p v\_e-i-p n:x \_ v\_to:e-i-i q:i-h-h n:x n:x \_

[20589016]

Estee Lauder Inc . , Revlon Inc. and other cosmetics houses traditionally have considered themselves fashion enterprises whose product development is guided by the creative intuition of their executives .  
named:x-c named:x-c n:x \_ named:x-c n:x \_ a-e-i n:x n\_of:x-i a-e-e \_ v\_e-i-i-i pron:x n:x n:x \_ n:x n\_of:x-i \_ v\_to:e-i-p \_ q:i-h-h a-e-p n:x p\_e-x-i q:i-h-h n:x \_

[20589017]

Cosmetics companies roll out new makeup colors several times a year , and since most products can be easily copied by competitors , they're loath to test them with consumers .  
n:x n\_of:x-i v\_out:e-i-i \_ a-e-p n:x n:x a-e-p n\_of:x p\_e-u-i n:x \_ \_ x:e-h-h q:i-h-h n:x v\_modat:e-h \_ a\_for:e-e v\_e-i-p \_ n:x \_ pron:x \_ a-e-i-h \_ v\_e-i-p pron:x p\_e-u-i n\_of:x-i \_

[20589018]

" Just because upscale cosmetics look like packaged goods and smell like packaged goods , it does n't mean they are packaged goods , " says Leonard Lauder , chief executive of Estee Lauder .  
\_ x:e-u x:e-h-h a-e-p n:x v\_like:e-i p\_e-u-i v\_e-i-p n:x \_ v\_of:e-i p\_e-u-i v\_e-i-p n:x \_ pron:x \_ neg:e-h v\_to:e-i-h-i pron:x v\_jde:p-i v\_e-i-p n:x \_ \_ v\_to:e-i-h-i named:x-c named:x-c \_ n:x n\_x p\_e-x-i named:x-c named:x-c \_

[20589019]

" They're really fashion items wrapped up in little jars . "  
\_ pron:x v\_jde:p-i a-e-h n:x n\_of:x-i v\_up:e-i-i \_ p\_e-u-i a-e-p n:x \_

[20589020]

In contrast to the more artistic nature of traditional cosmetics houses , Unilever and P&G are the habitats of organization men in gray-flannel suits .  
p\_e-u-i n:x p\_e-u-i q:i-h-h compe-u-u a-e-p n:x p\_e-x-i a-e-p n:x n\_of:x-i named:x-c \_ named:x-c v\_jde:p-i q:i-h-h n:x p\_e-x-i n:x p\_e-x-i n:x n\_x p\_e-u-i n:x n\_of:x-i \_

[20589021]

Both companies are conservative marketers that rely on extensive market research .  
q:i-h-h n\_of:x-i v\_jde:p-i a-e-p n:x \_ v\_on:e-i-i \_ a-e-p n:x n:x \_

[20589022]

P&G , in particular , rarely rolls out a product nationally before extensive test-marketing .  
named:x-c \_ p\_e-i p\_e-i \_ a-e-e v\_out:e-i-i \_ q:i-h-h n:x a-e-e p\_e-u-i a-e-p v\_e-i-p \_

[20589024]

P&G already has shown it can meld some traditional packaged-goods techniques with the image-making of the cosmetics trade in the mass-market end of the business .  
named:x-c a-e-e \_ v\_e-i-h pron:x v\_modat:e-h v\_e-i-p q:i-h-h a-e-p n:x p\_e-u-i q:i-h-h v\_e-i-p-u \_ q:i-h-h n:x n\_of:x-i p\_e-u-i q:i-h-h n:x n\_of:x-i \_ q:i-h-h n:x \_

[20589025]

Consider Oil of Olay , which P&G acquired as part of Richardson-Vicks International in 1985 .  
v\_e-i-p named:x-c p\_e-x-i named:x-c \_ \_ named:x-c v\_e-i-p p\_e-u-i part\_of:i-i \_ named:x-c named:x-c p\_e-u-i yofc:x-c \_

[20589026]

The moisturizer , introduced in 1962 , had a dowdy image .  
q:i-h-h n:x \_ v\_to:e-i-p p\_e-u-i yofc:x-c \_ v\_e-i-i q:i-h-h a-e-u n\_of:x-i \_

[20589027]

" Oil of Olay brought with it the baggage of being used basically by older women who had already aged , " says David Williams , a consultant with New England Consulting Group .  
\_ named:x-c p\_e-x-i named:x-c v\_e-i-p-h p\_e-u-i pron:x q:i-h-h n:x p\_e-x-i \_ v\_e-i-p \_ \_ a-e-i n:x \_ \_ a-e-e v\_e-i \_ \_ v\_to:e-i-h-i named:x-c named:x-c \_ q:i-h-h n:x p\_e-u-i named:x-c named:x-c named:x-c named:x-c \_

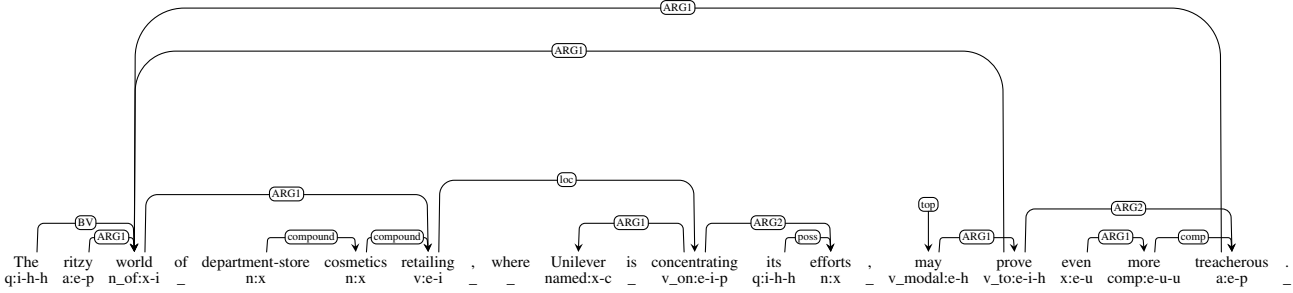
[20589028]

P&G set out to reposition the brand by broadening the product line to include facial cleansers and moisturizers for sensitive skin .  
named:x-c v\_out-aim:e-i-h \_ \_ v\_e-i-p q:i-h-h n\_of:x p\_e-u-i v\_cause:e-i-i-h q:i-h-h n:x n\_of:x \_ v\_e-i-p a-e-p n:x \_ n:x p\_e-u-i a\_to:e-p-i n:x \_





[20589061]



[20589063]

