The cultural challenges that may influence the entry strategies to Latin American Cosmetics market

Research dissertation presented in partial fulfillment of the requirements for the degree of

MBA in International Business Management

Graduate Business School
-
Griffith College Dublin

Dissertation supervisor: Aine McManus

Adeline Pramil

May 2014

Candidate declaration

Candidate Name: Adeline Pramil

I certify that the dissertation entitled: **the cultural challenges that may influence the entry strategies to Latin American Cosmetics market**, submitted for the degree of**:   MBA in International Business Management** is the result of my own work and that where reference is made to the work of others, due acknowledgment is given.

Candidate signature:

Date: 30th May 2014

Supervisor Name: Aine MacManus

Supervisor signature:

Date: 30th May 2014

"People from different cultures have different definitions for beauty. Isn't that sad to judge others with our standards... rather than appreciate them?"

— Mizuki Nomura

Rational

I worked for two years at the French global healthcare company Sanofi for the African zone and realized how complex it was to create a global brand all over the world. I thus chose this subject in order to learn more about the challenge of creating a global beauty brand. This research topic is also a personal interest in both the cosmetics market and the Latin American culture. Indeed, I have met several people from Latin America and feel very close with this culture. Moreover, this is a region where the cosmetics market is increasingly growing as being beautiful is important primarily for social life. (Figueroa and Moore, 2013) In addition, I am very interested in the world of cosmetics and I would like to work in a global beauty company in the future. It can thus be useful for my career to do a research within this area.

This research has been undertaken in order to understand how to succeed in Latin America by choosing the right international marketing strategy, according to the culture of the target. This study attempted to understand the successes and failures of successful global cosmetics brands by analyzing the culture of Latin American women in order to provide evidence on the right strategy to use for a cosmetics brand nowadays.

Acknowledgments

First, I would like to thank Aine McManus for having been such a good supervisor. She has been very helpful all along and a great adviser in my moments of doubts. She gave me all her knowledge on the dissertation writing and methodology.

Thank you to Justin Keogan for his methodology lessons. His lectures helped me understand what I wanted and I have been able to design the primary research I needed.

Many thanks to Sorcha Hegarty for her availability, her professionalism and her kindness… She took the time to meet me, respond to my questions and giving me advice with precision and many non-expected details. It has been very interesting and helpful to exchange ideas with her. Her information and comments have been very helpful for the design of this study.

Others thanks to my lecturers Sandy Alexander Dunlop and Rachel Bowden for giving me knowledge and information collected from their own professional experience. It inspired me and gave me many ideas for this research paper.

Billions of thank you to Virginie Guerrero, who has been a huge support all along the research process. She also gave me all her knowledge on the Qualtrics software, which has been an important help for the primary research of this study.

Finally, thank you to my friend Queta Grandin for always being there for me. She talked to several of her Latin American friends about my research and thus help me gathered enough people for my cultural panel. She also helped me for the translation of the questionnaire in Portuguese. She has thus been a huge help for this paper.

Table of contents

List of tables

.

List of figures

.

List of abbreviations

WTO: World Trade Organization

RTA: Regional trade agreements

MNE: Multinational company

Latam: Latin America

Cf: confer, which means 'consult'

Abstract

Purpose: The purpose of this study is threefold: to analyze the impacts that the implementation of the Latin American market has on the marketing strategy of cosmetics brands; to identify the needs and expectations of women from Latin America in terms of products and marketing and to provide a guideline which explains to cosmetics brands the key factors of success in Latin America.

Design/methodology/approach: A quantitative analysis has been chosen in order to reach the aim. A questionnaire has thus been fulfilled by 106 Brazilian women from eighteen years old, who were born and live in Brazil. They answered questions regarding their beauty habits and ideals. In order to design the possible answers of the closed-ended questions of the questionnaire, a cultural panel has been organized to collect qualitative data on the previous issues.

Findings: It has been observed that companies, when implementing a foreign market, cannot choose either the standardization strategy or the adaptation one, but must use both in the right level. Indeed, beauty culture in Latin America is different from other regions even though some trends are the same. For instance, a trend of natural beauty is emerging like it did in western countries few years ago with the Dove beauty campaign.

The main point of the findings is that women have different needs and expectations according to their age, origins or marital status even into a same culture. Moreover, the slavery period resulted in a racial mix of the population with women from different skin and hair types. The products thus need to be adapted to the specific skin and hair of Latin American women but they also need to represent them in ad. Moreover, by analyzing the beauty market, the author realized how complex and important being beautiful was, in Latin America and how much the beauty ideals are different: white skin and generous bodies are really appreciated there.

But the main added value of this research was the recommendation on the creation of the brand identity. Offering a brand that connects with Latin American women is the only way to be different from the challenging competition nowadays and to actually succeed. This study revealed that women want their brands to be a friend, a mother and a leader. In other terms, brands must be an expert and a great adviser. Brands need to show their consumers they care

about their well-being. Indeed, the notions of beauty and well-being are very linked in Latin America.

Key words: Latin America – Brazil - Beauty - Culture – Brands – Strategy.

Type of paper: Research Paper.

1. Introduction

1.1. Brief overview

With the current Globalisation phenomenon, international business became easier. Thanks to the world trade organisation's (WTO) actions and due to the increase of Regional Trade Agreements (RTAs), the barriers once experienced for foreign trade have now been broken down. In addition, the industrialised countries of the 20th century (the United States, Japan and the European Union) experienced saturation; many companies thus decided to go abroad in order to remain financially healthy. Indeed, according to Mühlbacher et al (2006) "international business in not only a route to growth but also a necessary means to survival". Firms have thus made the world their market and the marketers' work became a challenge.

In order to face the international competition and to reach this new target, every Multinational company (MNE) has to develop a marketing strategy in order to identify opportunities and to take advantage of them. This programme involves analysis and reflexion in four main areas: the products or services to be sold, the way in which it will be promoted, the pricing, and the distribution strategy to be used. According to Van Gelder (2006) these four elements will make the brand different from its competitors and appeal the target. Indeed, according to Rugman and Hodgetts, (1995) international marketing is the process of identifying the needs of customers outside the country of origin and distributing the goods or services at the right prices and places. In the international market, this process is similar to the one used for the national market, but there are some important modifications in the marketing mix that need to be done for the specific new countries targets.

The international brand management notion now thus represents a fundamental aspect of the MNEs organisation. (Xie and Broggs, 2006) Indeed, when a multinational go abroad, the company has to choose either a specific marketing strategy for each market or a unique one. This decision between these two alternatives, presenting both advantages and disadvantages, is linked to the choice of standardisation or adaptation of the international brand. The main challenge for companies is thus to deal with two contradictory imperatives: the adaptation of the national strategies to the local conditions and their coherence at the international level.

(Doole and Lowe, 2008) To sum up, they have to decide whether they want to adapt their brand to the local conditions and if so, in which proportions.

The cosmetics market did not escape this globalisation's wave. Indeed, most of the cosmetics brands are now multinationals. The dynamism of this sector mostly results from its ability to innovate, the increase of living standards and the growing importance of beauty in society.

In geographical terms, opportunities for this market are very different from one region to another. Western Europe, the United States and Japan, still represent the biggest market. They are mature, however and growth remains slow (Frick, 2012), with the exception of the men's market. (Gallon, 2012a) In contrast, Eastern Europe, Latin America, Africa and Asia (excluding Japan) are growing very fast. Among the emerging markets, four of them are already in the 10 largest consumers of cosmetics products: Brazil, China, India and Russia. (Gallon, 2012b)

Even though, the emerging markets are a real opportunity for global brands, the differences with the western countries are significant and need to be carefully understood. The etymology of the terms «to make up» highlights some keys on the way people, through different cultures, perceive beauty. (Ternisien, 2009)

- "Se maquiller" in French, possesses several meanings. The first one is the dissimulation, which is used as well in the field of criminology, as for a murder or a stolen car. We thus understand the highlight of a natural and discrete beauty, neither artificial nor exaggerated, and the rejection of an excessive sophistication which would hide the real personality of women. (ibid)
- With the verb "to make up" in English, which means revealing, we can perceive a more optimistic vision of the beauty, which always tries to show the best of it. The woman is no longer in the search of discretion but of the revelation of her qualities. (ibid)
- The Chinese "huà zhuang" gets closer to the notion of disguise, to come on stage, in references to the make-up of the traditional theatre. This is why, Cosmetics brands didn't go to China before the last decades. In the Chinese mind, when using excessive make up, they are disguised … (ibid)

The beauty market may be one of the markets the most difficult to standardise as beauty perception is so personal. For instance, in Latin America, the history of slavery has deeply influenced the culture of beauty (Figueroa and Moore; 2013) and the physical aspect such as skin or hair became a way to classify people into society. Cosmetics brands need to carefully understand the issues around beauty and adjust their strategy to fit with the local culture.

1.2.   Purpose of the study

The aim of this research paper is to understand the cultural challenges that face the global cosmetics brands when entering Latin America. The cosmetics involve the business of any products which enhance, clean, preserve or alter the human body and color or protect the skin, hair, nails, lips, eyes, or teeth, (Britannica Concise Encyclopedia, 2012). This research paper studied data of the four following areas: fragrance, make up, hair care and skin care.

The cosmetics market is one of the hardest to standardize because of all the physical differences that exist around the world. For instance, women's hair is totally different according to race (Nichols, 2013) and need totally different products.

Moreover, the beauty perception differs a lot from a country to another. For example, women from western countries dream about tanned complexion whereas women from emerging countries increasingly use whitening products. (Figueroa and Moore, 2013)

Another factor that might influence the needs and expectations in Latin America is the climate. It has indeed a significant impact on the use of the products. For instance, Brazilian women take from two to three showers per day and thus put fragrance in their skin several times a day. They can't use strong European perfume, they need fresh fragrances. (Bourgeois, 2012)

The research focused on the Latin America market as it is a region that is spectacularly emerging and where beauty is really important. (Gallon, 2012c) The term Latin America refers to the twenty independent countries in the south of the United States where Spanish and Portuguese are the main languages. It includes Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Cuba, Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay and Venezuela. (Nicholls-Nixon et al, 2011) Moreover, this research paper focused on the women market as it is the most significant one.

1.3. Research questions

1.3.1. Justification for the research

Some studies analyzed the role of beauty in the Latin American culture. Other studies focused on the trends of Latin American cosmetics markets. No studies, linking those two points however, have been found. This paper tended to explain how cosmetics brands can meet the needs and expectations of the Latam countries by embracing the complexity of their culture of beauty nowadays.

1.3.2. Objectives

This paper investigated on three main objectives.

- Analyze the impacts that the implementation of the Latin American market has on the marketing strategy of cosmetics brands.
- Identify the needs and expectations of women from Latin America in terms of products and marketing.
- Provide a guideline which explains to cosmetics brands the key factors of success in Latin America.

1.4. Paper's structure

This study has been structured into six main chapters.

- The first is the introduction that presents the aims and objectives of this paper.
- The second is the literature review which gives information and provides a discussion about the findings of various authors on this topic.
- The third is the methodology that aims to explain the way this study has been written by the investigator and which methods of research have been selected, in order to reach the objectives.
- The next chapter presents the research findings and an analysis of the needs and expectations of women from Latin America regarding the cosmetics brands' offer and message.

- The fifth chapter gives concrete recommendations on marketing strategy for future cosmetics brands that want to implement and succeed in Latin America. It also gives recommendations for future researches on this area.

- Finally, the last chapter makes a concise, clear and critical review of what the study has found and achieved.

2. Literature Review

This research paper includes a review of the literature from books, online journals and the Internet. The purpose of the literature review is to examine what has already been said and observed concerning international marketing strategies, the culture of beauty in Latin America and the beauty market trends in this region. This chapter is composed of both theories explanation and concrete studies results.

2.1. Theories on strategies to use when entering foreign market

2.1.1. The standardisation debate's introduction

The debate on the choice of standardisation or adaptation began a long time ago. Vrontis and Vignali (1999, cited in Vrontis and Thrassous, 2007) explain that the debate started in the 1960s, with Elinder expressing the idea of worldwide advertising. Buzzell (1968, cited in Vrontis and Thrassous, 2007) continues the discussion by saying that it would rather consider the whole marketing mix. He adds that, in the past, dissimilarities among nations have led MNEs to organise their marketing planning in each country strictly as a local one. However, the situation has changed, and the experiences of a growing number of multinational companies suggest that there are real potential gains to consider the standardisation of the marketing mix. According to Levitt (1983, cited in Vignali, 2001), only global companies will achieve long-term success by focusing on what everyone wants rather than worrying about what everyone thinks they might like. Indeed, the promotion of a global brand allows reducing the costs but the proponents of adaptation argue that globalisation seems to be as much an overstatement as an ideology. (Ruigrok and van Tulder, 1995 in Vrontis and Thrassous, 2007). Lipman (1988, cited in Vrontis and Thrassous, 2007) argues that the standardised marketing theory can only fail because marketing a single product one way everywhere can push away the customers, and blind a company to its consumers' needs. The basis of the adaptation school of thought is that the marketer is subject to a new set of macro-environmental factors, to different constraints such as language, climate, habits, education, taste, cultures or laws. (Czinkota and Ronkainen, 1998).

2.1.2. Constructive speech of the pro side

More exactly, on the one hand, proponents of standardisation argue that in a world of increasingly homogenised markets and consumers' behaviour, it is possible for a firm to standardise marketing strategies across countries. (Chandra et al, 2002)

Ohmae (1989, cited in Vignali, 2011) explains that large company have to see the entire world as a single borderless market in order to compete; and Levitt (1983, cited in Vignali, 2001) confirms by suggesting that in this context of a more and more homogenise world the key to success is the ability to globalise the marketing strategy. Many brands succeed at the international level by being global: technology brands such as Google, Amazon, BlackBerry and Nokia, American brands such as Coca-Cola, McDonalds and Disney which are all still strongly associated with a sense of living the American dream, or beauty and fashion brands such as Louis Vuitton and L'Oreal which play on their French heritage of high quality life and luxury. Indeed, for decades, marketers have debated the emergence of groups of consumers who share similar needs and desires around the world. Today, it is thus widely accepted that globalisation has promoted the growth of global consumer segments (Holt, Quelch, and Taylor, 2004 cited in Gelder, 2006), which appear to share similarities in consumption behaviours (Keillor, D'Amico, and Horton, 2001 cited in Gelder, 2006). This trend has thus also contributed to the desire for global branding.

2.1.3. Refutable speech of the cons side

On the other hand, proponents of adaptation have argued that cultural, economic and political situations of each country are barriers which necessitate marketing strategies adaptation. (Sorenson and Weichmann, 1975; Quelch and Hoff, 1986; Wind, 1986 cited in Chandra et al, 2002).

Taylor (1991, cited in Vignali, 2001) agrees by advising to firms to follow the famous 'Think global, act local'. For instance, prices need to be adapted to every specific country. Indeed, it is the most difficult aspect of the marketing mix to standardise because of the economical inequalities that exist between countries. For this school of thought adaptation is thus inevitable.

2.1.4. An endless debate

To conclude, standardisation allows economies of scale but it needs market homogeneity and depends on the home county effect. If the home country has a positive image, standardisation is an advantage. For instance, wine from France, cars from Germany or new technologies from Japan. Adaptation, however, is often required because of the level of socio-economic development, the market parameters, the government influence and/or the consumer tastes. Indeed, in food for instance, companies will always have to adapt their recipes because of the different tastes and habits of each country's consumers. Even McDonalds had to adapt some products. In India, for example, McDonalds serve vegetable nuggets, and in tropical markets, guava juice has been added to the menus (Vignali, 2011). Zara is a good example of successful internationalisation. Indeed, Zara uses standardisation and targets young people. It is one of the world's most successful fashion retailers, operating in 59 countries. At first Zara implemented geographically or culturally closed markets before taking opportunities in more distant ones, after a first success in New York. Zara sells a largely homogeneous product range for a global market (Flavian and Polo, 2000 cited in Lopez and Fan 2009). "Zara's belief is that national frontiers are no impediment to sharing a single fashion culture". (Lopez and Fan, 2009) Nevertheless, Zara needs to adjust some of its products because, for example, of the customer's size differences in Asian countries (Monllor, 2001 cited in Lopez and Fan 2009), or cultural differences in Arab countries where some garments cannot be sold. (Euromonitor, 2002 cited in Lopez and Fan 2009). One of the dangers in taking a global view

is that the desire to produce a global brand with an appeal for a large range of consumers may not be ideal for any of them and thus lead to a failure. Hooper-Greenhill (2009) says that the best would be to produce one piece of communication for each person in the world, which would correspond to the person's needs and its relationship with the brand; but obviously it is impossible. Firms have thus to identify both similarities and differences.

Indeed, a smart marketer will focus on the differences as much as the similarities, and exploit them. Payne (2002) argues "It is important to identify similarities across boundaries but it is vital to recognise the differences." The more the company knows the local market, the better the adaptation of the strategy will be and the more it will be credible abroad. There is no universal solution to resolve this choice between adaptation and standardisation. "Success is not dependent upon adaptation or standardization, but it depends upon merging the two and finding the right level of standardization and adaptation across the marketing mix elements and marketing strategies for each country." (Vrontis & Thrassou, 2007)

Doole and Lowe (2008) also explain that nowadays, in practice, firms are too complex for being either adaptive or standardised; they have to use a combination of elements of each strategy to build global recognition and local effectiveness. This phenomenon is named transnational approach. The firm has a standardised identity and corporate values all over the world but defines its objectives through different elements of multi-domestic, regional and global strategies.

Figure 2: Alternative worldwide strategies (Doole and Lowe, 2008)
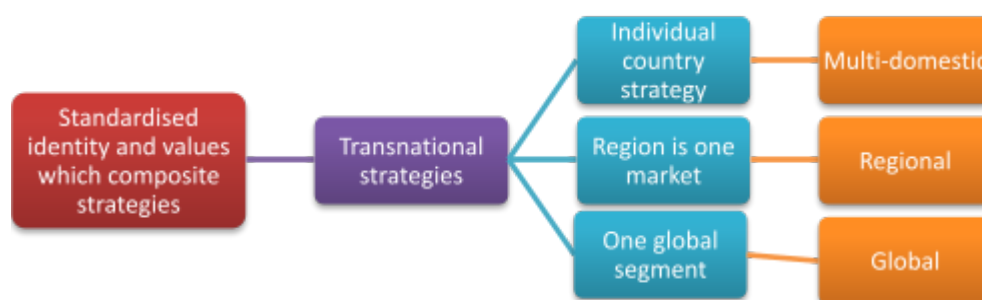
In conclusion, previous studies have shown both the advantages and disadvantages of the international marketing strategies which can be global or multi-domestic. It has however, been

proved that a company cannot choose either one or another but has to use the two in the right level. The transnational strategy thus allows to company to benefit from the advantages of both strategies while avoiding the disadvantages.

When entering Latin America, a cosmetics brand must adapt the best strategy. This research paper thus tries to understand the cultural parameters of the Latam cosmetics market in order to define consumers' needs and expectations and be able to provide evidence on the right marketing strategy to choose. Indeed, one of the main concerns of the cosmetics industry is to market products based on people's perception of beauty. (Kumar et al, 2006)

2.2. The beauty culture in Latin America

2.2.1. Beauty importance in society

The real truth about beauty study commissioned by Dove (Etcoff et al; 2004) reveals that only 2% of women all around the world are comfortable describing themselves as beautiful and 48% stated that they feel depressed in general when they feel less beautiful. These interesting figures reveal the importance that beauty has into our society nowadays. From the middle of the nineteenth century and in the whole world, hygienic standards became a mean of defining its position in the social hierarchy, (Jones; 2008) and this is again really true in Latin America. Indeed, for Latin women, beauty has always mattered both in a personal way and for their relations with others. Their physical aspect has a strong impact on how they operate in the world. (Figueroa and Moore, 2013) According to Etcoff et al, (2004) 66% of Brazilian women and 52% of Argentina women agree that beautiful women have greater opportunities to succeed in life. Moreover, 69% of Brazilian women and 60% of Argentina women are persuaded that attractive women are more valued by men. Figueroa and Moore (2013) underline the notions of 'race' by stating that in Latin America, it is significant criteria of beauty and impact the social relations of women.

2.2.2. Latin American history

It is important to look at Latin American history in order to understand the notions of 'race' so important there. In the XV century, Mexico then Central and South-America have been conquered by Spanish, Portuguese and French nations, in order to develop an economy thanks to local natural resources and slaves. They first used indigenous people such as Aztecs in Mexico, but because of the tropical heat and extreme life conditions, lot of them died really fast. Western countries thus went to Africa to take slaves who were able to work in tropical

weather. Numerous African people have thus been brought to Latin America. Kinsbruner and Linger (2008a) explains that after the abolition of slavery (from 1823 in Chile to 1988 in Brazil), African people had to confront housing, employment, and other forms of racial discriminations. Numerous tried to go back to Africa, but few of them succeed.

Consequently, cultural associations such as carnival associations in Brazil, spread across the nations, popularized black culture and music to become an integral part of the national culture. (Kinsbruner and Linger, 2008a) Still according to Kinsbruner and Linger (2008a) the black press also tried to reflect a broader awareness of other black communities' conditions especially in the US.

Underground black consciousness movements thorough the 1970s also expanded such as the unified black movement (MNU: movimiento negro unificado) in Brazil. The movement argued that true abolition had not yet occurred. Leila Gonzales, a Brazilian anthropologist and one of the founders of the MNU also helped develop the Afro-Brazilian women's movement, highlighting the difficulties black women face into society. (Kinsbruner and Linger, 2008) Since then, these issues are still issues.

2.2.3. History impacts on beauty perception

Indeed, Latin America has thus now a population *mestizaje* where no one is black or white but darker or whiter than others. (Figueroa; 2013 in Figueroa and Moore; 2013) And even though some moves for the black pride have been observed in Brazil for instance, strong prejudices based on physical appearance still occur. (Nogueira, 1985 in Gordon, 2013) It can be based on the ideology of European superiority and beauty, (Jarrin, 2010; Wade, 1997 in Gordon, 2013) consequence of the colonization. Jones (2008) also finds an explanation in the fact that from the 1950s American beauty brands export their products with large and relevant advertising campaigns thanks to huge budget and skills. Therefore, the American blonde blue-eyed female beauty ideal has been spread all over the world.

As a result, 92% of Brazilian women think that the skin appearance is one of the most important attribute in making a woman beautiful. (Etcoff et al; 2004) Nichols (2013) also highlights the role of the hair by stating that when a woman has tightly-curled hair, it suggests that she has an African heritage and when she has too straight hair that means she has indigenous blood.

We can thus see the importance and the pressure that women from Latin America have on their beauty. It is the first step for their social recognition. For numerous jobs such as customers' related jobs (commercials or bank advisers) and TV journalists, it is important to fit with the idealized image of beauty that is expanded in Latin America. If women do not fit they can be excluded from society. Wissinger (2012) demonstrates for instance, that black models have limited opportunities because of the beauty standards. Lovell (1999 in Gordon, 2013) adds that black women who rise to the top of the occupational hierarchy often experienced heightened inequalities and discrimination. For their career lot of them thus use whitening beauty products. Etcoff et al (2004) reveals that 49% of women from Argentina and 40% of the Brazilian female are not comfortable describing themselves as beautiful. This reveals the gap that women feel with the current idea of feminine beauty.

According to Acosta-Azuru (2010), in Venezuela, 70% of the population is poor; the national cosmetics expenditure is, however, increasingly growing and people now spend almost fifth of their income on cosmetics… Some writers refer to that phenomenon as an obsession with beauty. In Brazil, more than everywhere, women have a culture of sensuality and a power of decision depending on their beauty. As a result, it is one of the most dynamic markets in the world for the cosmetics segment with a growth rate of almost 15% each year. (Basilio, 2012 in Bourgeois, 2012)

2.2.4. Gender, race and sexuality

The Latin American culture has strong macho culture codes: men are strong, women are weak. (Dunlop, 2013a) The machista is strong, brave, powerful, and sexually aggressive. He is never sensitive. Women are both object and proof of men's power and authority. Indeed, they are expected to accept their husband's infidelities and for that sacrifice they earn the respect of their community. (Kinsbruner and Linger, 2008d)

Wade (2013) also highlights the link between machismo, sex and race and the fact that blackness is associated with sexual desirability whereas whiteness is a symbol of pure aesthetic beauty. He also demonstrates that one of the reasons is the fact that black and indigenous women have been domestics for long and were thus being of service to the needs and desires of the dominant class. In soap opera it is common to see women with dark skin portrayed as a domestic. They are often portrayed as vulnerable and erotic and have sexual relationship with the white male of the house: the machista. (Wade, 2013)

Within that cultural structure is a strong matriarchal family life. The role of the mother is very strong. Women take their role as householder very seriously. Latin American women are very aware of their strengths. Machismo is a concept for insecure male egos, but true strength is something that only women have. (Dunlop, 2013a) It is certain that new government regulations, work structures, individual rights, sexuality consciousness and modern gender standards have influences that macho culture over time. (Kinsbruner and Linger, 2008d)

People recognize that the modern situation is not reflected in media. There is a gap between their experience and what is shown in television.

Dunlop (2013b) found out that there is thus a huge opportunity to build an emotional connection between the brand and female consumers as there is a real hunger to see women represented in a way that is more real and updated. Indeed, the goddess culture remains strong. The idea of strong, feminine women is highly attractive in Latin America.

Feminity and strength is not a contradiction especially when it comes to the defense of family. It is however important that these strong women are not shown in opposition to a man, this would be read as humiliation. (Dunlop, 2013b)

2.3. The Latin American beauty market

2.3.1. Cosmetics market's trends

The Rexam Consumer Packaging Report (2011/2012) reveals interesting figures about Latin America trends. In 2011, shower products, shampoos and deodorants were leading the market. Their use is becoming incorporated into the daily hygiene habits of consumers. Moreover, Latin America represented 26% of global sales of perfume in 2010.

Etcoff et al (2004) agrees by giving the list of products used to feel physically attractive (in order of importance):

▪ In Brazil: perfume, deodorants, body moisturizer, nail care products & hair care products.

▪ In Argentina: deodorants, perfume, body moisturizer and then facial care products.

The overall market is expected to grow by 4% annually until 2014; the best performance being achieved by facial make-up, perfume and eye make-up. The region is even expected to be the main growth driver of the global beauty industry, with a growth of USD 18 billion to its

value size by 2015. The share of premium make up however, is still very low mainly because of high import taxes in Brazil that is the major market.

Indeed, Brazil has become a key country in the internationalisation of cosmetics brands (Bourgeois, 2012). Its economic growth combined with a fairly successful social democratic programme and a young population attracts each year more and more foreign brands. (Gordon, 2013) Moreover, within its 200 million inhabitants, more than 100 million are women and the median age is 29. In addition, Brazilians have a high level of consumption, mostly in the beauty market. In the last five years, more than 40 million people have advanced from a precarious state to one that allows Brazilians to purchase unnecessary products, phenomenon that the whole cosmetics market is fully benefiting.

Beauty is indeed, very important in Brazil, fact which seems completely normal in a country where climate encourages body exposure. (Rochet-Podvin, 2012 in Gallon, 2012c) Beauty and physical appearance are matters of daily concern for Brazilians who spend large amount of time and money to take care of their body, hair, skin and nails. (Gordon, 2013)
According, to Joao Carlos Basilio (Bourgeois, 2012), President of the ABIHPEC (the Brazilian Association of the Cosmetic, Toiletry and Fragrance Industry), Brazil is one of the most dynamic markets in the world for the cosmetics segment with a growth rate ranging between 12% and 15% each year.

Argentina is also a very interesting market of Latin America. According to Gallon (2012d), the Argentine market ranks second, after Brazil, among South American countries. In 2010, the scale of the Argentine prestige cosmetics market has expanded steadily, realising a 30% increase to USD 127 million (approximately EUR 97 million).

Colombia is also a key player of Latin America. Indeed, according to Colombia's Chamber of Industry of cosmetics and toiletries, the country's exports have been multiplied by ten since 2000 (Proexport Colombia, 2011). Colombia is now one of Latin America's leading exporters. The country has indeed a skilled workforce, a climate offering the possibility to produce all year long and a unique biodiversity since Columbia is the world's second richest country in terms of variety of flowers species after Brazil. Finally, the country can take advantage of a

huge market potential, with the second best growth in the area in 2010. Many multinationals such as Unilever or Reckitt Benckiser have thus decided to implement Colombia to enjoy this biodiversity (ibid).

2.3.2. Aesthetics Surgery market

Aesthetics surgery is an invasive physical practice that people are increasingly doing in order to modify their appearance. One of the reasons is that the advertising is highly persuasive with TV makeover programs, testimonials and advertising texts promoting it. Jeffries (2007 in 2012) says that society imposes to women to be perfect and produce ideologies, when seeing this advertising women are thus in a weak position and are easily persuaded that surgery is the solution. Nowadays, self-esteem of women is primarily dependant on physical appearance and their permanent sense of dissatisfaction is the result of the images diffused on mass media. (Negrin, 2002) "Cosmetics surgery needs to be seen as an important social practice because it merges the attention given to the body by an individual person with the values and priorities of the consumer society." (Lirola and Chovanec, 2012, p491) It gives the opportunity to fit with the cultural expectations of beauty. Some women risk they life in order to find their place into society.

According to Lirola and Chovanec (2012) the reasons to have aesthetic surgery social physical and psychological. Indeed lot of studies have been done in the past few years and the reasons are various: to feel better in its own body, to have greater job opportunities, to please a partner, to follow the media's ideal image, to affirm its feminity, to improve its self-esteem or still to fight against ageing. (Delinsky, 2005; Henderson-King and Brooks, 2009; Markey and Markey, 2009; Mirivel, 2008; Nabi, 2009 Slevec and Tiggemann, 2010; in Lirala and Chovanec, 2012)

However, whereas numerous feminist theories explain that aesthetic surgery is made to reduce women to sexual objects and that when women refuse they cannot have a good place into society, Davis (1995 in Negrin, 2002) explains that it can also be an act of empowerment whether than oppression. Indeed, women are aware of the risks but knowledgeable of the benefits. Still according to Davis, (1995 in Negrin, 2002) lot of them decide to do aesthetic surgery in order to fill the gap between their body and the way they saw themselves.

But whatever the causes and motivations of these women, aesthetic surgery is a phenomenon particularly important in Latin America. Indeed, Eckland (2013) explains that it is perceived differently as compared to the western countries, and it is more widely available to people of all social and economic classes. There is no shame to have had a little help there; it is even weird to not take advantage of the opportunity. The most popular procedures are the liposuction, the breast augmentations and the buttock enhancement that reflect the Latin American culture and its emphasis on female sexuality and sensuality. (Eckland, 2013) However, the local surgeons say this trend is changing. They report that in the last few years, the requests have changed. Indeed, the majority of women are no longer asking for very large implants or extreme buttock augmentation in order to get more natural and proportioned body. (ibid) Still according to Eckland (2013), surgeons also report a dramatic change in the types of facial procedures patients are asking for. Many surgeons report that this comes from the reality-show television programs portraying women with heavy surgerized faces that frighten women.

Moreover, women can't afford big facial procedures and can't take the time off from work either. They want something quick and natural. Botox and other fillers are thus increasingly popular, despite their temporary results. Even the focus of liposuction has changed; more people are looking for sculpting liposuction instead of fat reduction. (Eckland, 2013) These trends reveal how important physical appearance is for the social life of women.

2.3.3. Successful marketing strategies

In Brazil and Colombia, local brands are leading the market and proudly wear their Nationality. To challenge this competition, international brands should be above reproach in terms of product quality and find an appropriate way of distribution and communication.

Dunlop (2013c) explains that there are three eras of marketing: the product, the consumer and the brand era. Usually, brands focus in one era for an advertising message but the three have to be clearly determined in order to be long-term coherent. Before implementing a market, brands thus need to define the key attributes and adding-value of their products, the personality, behavior, needs and expectations of their target as well as the identity of their brand.

Product era

Bougeois (2012) demonstrates that to enter the Brazilian market, brands had to do some adjustments in their formulas, for their products to be able to cope with the Brazilian climate and the different skin types. Indeed, Gallon (2013) explains that product innovation is growing rapidly in Bolivia and México and the demand for products containing natural ingredients present growth opportunities in Colombia, Costa Rica and the Dominican Republic. It is thus really important to deeply understand the latam markets in order to sell the products adapted to the local needs and to use the right marketing strategy that will reach the consumers' heart.

Consumer era

People believe and act upon their beliefs for a variety of reasons. An authority is defined as a reason to believe. (Dunlop, 2013c) Four powerful sources of authority in global culture are possible. (Dunlop, 2013c)

Figure 3: The four sources of authority (ibid)

The source of authority the most efficient in Latin America would be the community. Indeed, the importance given to human relationship and to cordiality is really significant and has consequences in terms of marketing. Moreover, Brazil, the major market, ranks second in the use of social networks which has also direct consequences into the cosmetics market. Bloggers exchange advice and make-up experience and the impacts of the posts are very strong. (Rochet-Podvin, 2012 in Gallon, 2012c) And the fact that direct selling is so popular in Latam countries is a proof. Indeed, it continues to expand in Argentina and lead the market in Bolivia. Brazil, however, is seeing an expansion of beauty specialist retailers such as Sephora. Several other Latin American countries are also experiencing strong retail growth with pharmacies and hypermarkets that are increasingly reaching consumers. (Gallon, 2013) Avon, an American beauty brand, perfectly understood the importance of community over there and is currently the n°1 brand in Brazil. Indeed, Avon is a direct-seller that makes sales through reps. Therefore, when the brand implemented the Brazilian market they hired women and taught them how to use the products in order for them to be able to sell. Becoming Avon's representatives gave a job, money, new beauty habits and it developed their sense of belonging to the brand. The reps became increasingly numerous and sales considerably grew.

It is also important for brands to clearly identify their target because, as Mendoza (2002 in Montenegro et al, 2011) highlights, class, age, race, sexuality and national origin make a difference between women and their conditions of life such as needs and expectations. Brands can't communicate in the same way to different women.

Middle income consumers benefiting from a higher purchasing power drive beauty and personal care sales throughout Latin America, especially in Brazil and Peru. Premium products, however, keep growing in Chile, Costa Rica and México and remain a priority for many consumers in Venezuela, despite a low purchasing power. (Gallon, 2013) Understanding the consumer is primarily important. Once the target defined, the brand needs to define the element of desire, which means: what does my consumer want from its beauty brand? Is it a differentiation, a physical reality, a relationship or transcendence? (Dunlop, 2013d)

Regarding successful media channels, television attracts around 60% of advertising expenditure in Brazil and Mexico, 46% in Chile and 42% in Argentina (Sinclair, 2009). Free-to-air TV is a true mass media; pay-TV however, is only reaching the elite social class (ibid). Internet is increasingly used, especially blogs to get some beauty advice. Because the majority of the population doesn't get a credit card yet, purchasing online is not very popular. A relevant point however is that some regions still don't have access to television and internet, companies need to be careful with the localization of their target (ibid). The best way to reach the whole population is still the outdoor advertising very popular in hot countries.

Brand era

Because of rapid growth and increasing competition, relevant mass communication is very important in emerging countries. (Xie and Boggs, 2006) Corporate branding could thus be an effective strategy. MNEs with a high quality brand identity have a huge potential to succeed in an international context as it reinforces the brand positioning. (Burt and Sparks, 2002 in Xie and Boggs, 2006) Corporate branding is the sum of impressions and expectations on an organization in the minds of its stakeholders. (Topalian, 2003 in Xie and Boggs, 2006) Organizations thus need to communicate on common values and ideas in order to reach the sympathy of local consumers. By connecting with consumers through brand identity, MNEs can have a competitive advantage. Indeed, in a world of homogenized offer, identity makes the difference.

According to Tsai, (2006) a relevant way to build a strong brand identity would be to associate an archetype role to the brand in order to provide "a symbolic meaning with which consumers can construct identities across boundaries" (Tsai, 2006, p649). It would help the brand to become someone and create a community in order for the consumer to have a feeling of belonging. According to Jung (1964), human beings have unconscious psychological visualizations called archetypes, enabling them to react in a human manner. There are only a few archetypes that exist at the unconscious level but there is an infinite variety of images that lead back to them. For instance, a warrior in western culture is visualized as a man with a

strong body whereas in Asia it is a man with a strong mind. The archetype here is 'the warrior' but the images, the visualizations are infinite depending on the culture of the person. Every human being as an idea of the following 16 archetypes: "father", "mother", "friend", "teacher", "craftsman", "child", "lover", "healer", "trickster", "bard seer", "rebel", "judge", "hero", "leader", "warrior", "virgin". (Dunlop, 2013e) As previously stated, these archetypes have different meaning for every part of the world; therefore brands need to be careful in defining global archetypes but also in communicating it.

According to Jung, "the archetypal mode of manifestation is a step-by-step individuation process via creative imagination" (Tsai, 2006, p651). Brands need to understand the cultures of people in order to predict this process.

2.4.   Conceptual framework

This study focuses on three research areas in order to achieve the research objective. The research objective is to understand the cultural challenges of the Latin American cosmetics market in order to provide a guideline to cosmetics brands on the key factors of success.

The first research area deals with the international marketing strategies. The right strategy when entering foreign markets is indeed difficult to choose, as it has to take into account criteria such as the political and economic situation or the culture that can be very different than the country of origin. MNEs thus need to decide whether they want to standardize or adapt their marketing mix, and in which extent.

Numerous authors have proved that companies cannot choose either the standardization strategy or the adaptation one but must use both in the right level. A successful strategy is thus to standardize the corporate and/or the brand identity and adapt attributes such as the price or the advertising models and message.

The second research area is about the culture of beauty in Latin America. As a consequence of years of colonization and slavery, the beauty ideals are very different from the western ideals of beauty. In Latin America, women need to be white, to have wavy hair (not too curly but not too straight), to have a moisturized skin, to be voluptuous and very primed at any time of the day. Being beautiful is more important there than anywhere else on the planet. Women need to be primed to have a chance to succeed in life and have a husband. But is it really how things are perceived by Latin American women nowadays?

The third research area consists on analyzing the beauty market trends. Indeed, Latin America and especially Brazil is becoming a key region for the global cosmetic market. Therefore this market is increasingly competitive. Foreign brands thus need to differentiate them from the competition in order to have a chance to succeed. One of the key strategies would be to focus on the brand era of the marketing and create a real identity. What would be the most efficient identity though?

The literature gave numerous and important element of response. In order to fully achieve the research objective though, primary data on consumers' needs and expectations is needed.

2.5. Conclusion

The literature review outlines the theoretical framework for the further development of this study. Research demonstrates that the Latin American culture of beauty is indeed a challenge for foreign brands as it is so specific. Beauty ideals are completely different and deeply set-up in people's minds. In addition, the latam beauty market is really competitive and foreign brands need to have a strong differentiation point if they want to have a chance to succeed. In order to provide a guideline to cosmetics brands on the key factors of success, primary data is thus required.

The following chapter is about the methodological approach chosen to collect data for this research paper.

3. Methodology

The methodology chapter of this research paper describes the chosen approach to collect data in order to reach the objectives. This chapter thus explains the research paradigm and the research strategy. It is the result of a discussion with Sorcha Hegarty from the Alexander Dunlop Company. Her job is to analyze cultures and provide advice to numerous brands on marketing strategies. One of the biggest customers of the company is the Unilever group.

3.1. Primary research

3.1.1. Research Paradigm

This research has been based on the positivistic aspect of the paradigm. Indeed, reality is independent of anybody and the goal here is the discovery of a consumer insight through empirical research. For the author's point of view, social behaviors are due to a set of causes and effects that can be observed, analyzed and understand. Indeed, positivism anticipates and explains social phenomena in order to control them. (Collis and Hussey, 2009) The author has thus applied logical reasoning based upon precision, objectivity and rigor. This study attempts to understand the female consumer behavior of the Latin American cosmetics market. By following the positivism method, the author has been able to observe, analyze and understand the female behavior, in order to create strategies to reach them.

According to the paradigm chosen, a quantitative method has been used in order to collect relevant information. The survey has been determined as the best way to achieve this goal. A highly structured questionnaire has been made to collect large and relevant information, using the literature review.

This research thus involves a deductive research approach in order to provide explanations to this social and cultural study through statistics. The author is going to explain the causes between the variables. Reality is objective and the researcher kept distance from the results in order to stick to reality.

3.1.2. Research strategy

A survey methodology has been designed to collect primary data from a sample. Generalizations have thus been made. The author chose a questionnaire because it allows "the collection of a large amount of data from a sizeable population in a highly economical way". (Saunders et al, 2000, p.93) This questionnaire attempts to capture many different female's

perceptions in order to understand the insight of beauty brands' consumers in Latin America. The survey is analytical and tried to highlight a consumer insight.

3.1.3. Collection of primary data

Methods for collecting data

The primary quantitative data collection has been through an online questionnaire designed, distributed and analyzed through an online questionnaire provider: Qualtrics. The researcher used her own network in order to spread the questionnaire in Brazil. Indeed, the author has access to Brazilian women from both her professional and personal network. They have been respondents and also helped to distribute the questionnaire to their own network through Facebook and e-mails. In addition the researcher contacted various associations such as LASC (Latin American Solidarity Center) in Dublin or Bonjour Brazil in France. These associations distributed the questionnaire to their Brazilian members.

Source of data

"Two features distinguish quantitative research: the use of precise measurement and the use of quantities expressed as numbers capable of being analyzed by statistical methods or other computational methods". (Walliman, 2005, p.322) Therefore, close-ended questions have been used in order for the author to quantify and measure the findings. Once a questionnaire is fulfilled by a respondent, the data collected has been transcribed into computer format using Microsoft excel. All the findings have then been tabulated and presented thanks to graphics in order for the researcher to analyze them, along with the literature gathered at the earlier stage of this research.

Sample

"Sampling techniques provide a range of methods that enable you to reduce the amount of data you need to collect by considering only data from a sub-group rather than all possible cases or elements." (Saunders et al, 2000, p150) The survey focused on Brazil as it is the biggest cosmetics market in Latin America with a growth rate of almost 15% each year. (Basilio, 2012 in Bourgeois, 2012) The researcher believes cosmetics market need to focus on reaching Brazilian consumers before implementing other latam markets. The sample used for

the survey is thus Brazilian women from 18 who were born and live in Brazil. The author chose to look for one hundred respondents in order to collect enough data to make generalizations.

<u>Questionnaire structure</u>

The questionnaire has been structured as a funnel with general questions first to understand the beauty perception in Brazil. The questionnaire has deeper questions then on the needs and expectations of Brazilian women in terms of brand identity or products and models in advertising. The aim of the questionnaire is to respond to issues the researcher faced during the literature review regarding the three eras of marketing: product, consumer and brand. (Dunlop, 2013c) The questions have been inspired by the real truth about beauty study from Etcoff et al (2004). Cf Table 1.

In order to design the possible answers of the closed-questions a cultural panel has been organized to collect qualitative data on the various previous issues. A panel of six women from Colombia, Peru and Mexico has been chosen. These women have lived in their home country at least until their eighteenth birthday, that way they are considered as deeply influenced by Latin American culture. A discussion has taken place in Paris, the 8th of March 2014 at 2pm.

Table1: Questionnaire issues and aim (Burgess, 2001)

Issues	Question focus	Era studied
The products used to feel more physically attractive. The aim is to innovate and sell products meeting local needs.	What are the main beauty concerns over there? What is important? What are the beauty criteria? Is it about the skin, the hair, the lips, the eyes...? The face or the body?	Product era
Importance of attributes that make a woman beautiful. The goal is to determine slogan and the portrayal of women in advertising.	Are women thinking of physical attractiveness or Interior beauty? And in both cases, what does physical attractiveness or interior beauty mean?	Consumer era
The reasons that make a woman feel beautiful in Latam countries. The purpose is to create a scenario/story for mass communication.	What make them feel beautiful? Is it an individual concern or a consequence of social thinking?	Consumer era
The deepest thoughts of women => qualitative data through pre-determining answers collected from the cultural panel and the real truth about beauty study from Dove. (Etcoff et al, 2004) The aim is to understand women and reach them through advertising.	Do they think the skin color is really important? Do they think being beautiful can help to have a job and/or a husband? Do they think age matters? Are they satisfied with the portrayal of women in media?	Consumer era
The reasons that make a consumer buy a specific product. The purpose is to understand what latam women are expecting from a brand.	Is the brand nationality important? Is the brand identity important? Are the products more important than the brand?	Brand era
The brand strategy that would be the most efficient in this current competitive context. The aim is to define the brand archetype roles for the latam market. (Dunlop, 2013e)	What is the relationship that women have with their beauty brands?	Brand era
What is the profile/characteristics of every woman that answer the question => highlighting the various correlations.	Do the age, social class, marital status and geographic situation have an influence on needs and expectations?	/

Ethical consideration

According to Saunders et al (2000, p130) "In the context of research; ethics refers to the appropriateness of your behavior in relation to the rights of those who become the subject of your work, or are affected by it." Saunders et al (2000, p131) refers also to Wells (1994) who defines "ethics in terms of a code of behavior appropriate to academics and the conduct of research". In order to respect the code of behavior cited by Wells, and to obtain answers as frank as possible, the investigator has created a questionnaire based on the anonymity and voluntary service. The results are also confidential for respondents.

3.1.4. Approach to data analysis

The data collected has been analyzed thanks to statistical tools within Qualtrics.

It is important to declare that the primary data might have some bias. Indeed, it is possible that a population be less represented than others through the sample. The author admits it and highlighted the consequences it might have on the findings.

During the analysis of data, outliers which are observations that do not fit the pattern of other data (Weisstein, 2013) also appeared. It has been taken into account. The purpose of this research is to understand reality. The author tried to be as precise and objective as possible and deducted results through information collected by the secondary research, the cultural panel and the questionnaire.

3.2. Secondary research

3.2.1. Design

"Secondary sources sometimes can provide data that an individual company cannot collect on its own." (Kotler, 2001, p.274)

Indeed, the secondary research allows the obtaining of more information and to better understand the results of the primary research. The author, thanks to the secondary research, analysed the evolution of the use of adaptation and standardisation theories and understood the beauty culture of Latin American countries. She has also been able to analyse the brand strategies that worked in the past.

3.2.2. Procedure

To construct the research, secondary information has been collected from books, journals and websites. The disadvantage of textbooks is that the data may be out of date due to the long publishing date; new concepts and models may be identified after the book has been published. In order to avoid out of date data, recent and current journals have been used. This source of information is generally accepted by the public, which minimises the risk of understanding wrong concepts. Concerning the Internet, online sources of data are easy to reach thanks to the popularity of the Internet. The reliability of information on the Internet is, however, much lower than in textbooks or journals. In order to overcome this problem, the author tried to find trusted sources and specialist authors.

3.2.3. Business Discipline and academic areas

The author looked for information into academic literature that is concerned with International Marketing theories around the debate between adaptation and standardization. These theories explain the complexity of going abroad and choosing the right strategy for the new target according to the company. Moreover, other studies focusing on cultural studies and feminism theories have been analyzed in order to get a deep understanding of the variables determining women behaviors.

3.3. Conclusion

This chapter provides an overview on the methods to collect data about the needs and expectations of Latin American female consumers of the beauty market. This methodology is the most appropriate as the research needs to get a deep understanding of the majority of the Latin American women. The following chapter presents the findings gathered through the application of this methodology.

4. Research findings and discussion

This chapter presents the findings of the primary data which have been collected according to the research design explained in the previous chapter. The findings are organized into three categories: the consumer era, the product era and the brand era. Each graph demonstrates the trend of the respondents' feedbacks. The number of respondents was 106 women from 18 years old, who were born and live in Brazil. The researcher tried to get a sample which corresponds as much as possible to the whole Brazilian population. Among those women, 77% were between the age of 18 and 34. According to the CIA (2011), 44% of the Brazilian population is between 25 and 54 and the second biggest part of the population is between 15 and 24. The young age of the respondents is thus in correlation with the young Brazilian population.

**Figure 4:** Age of the respondents
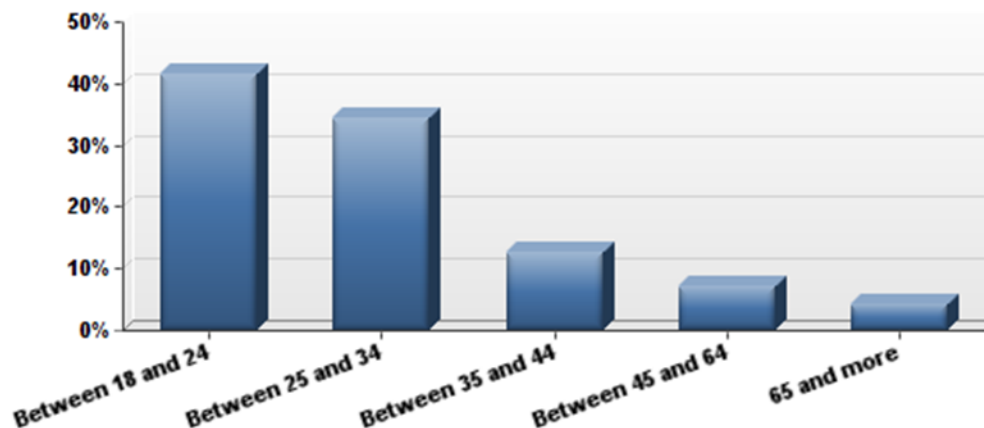
In addition, 73% were single.

Figure 5: Marital status of the respondents
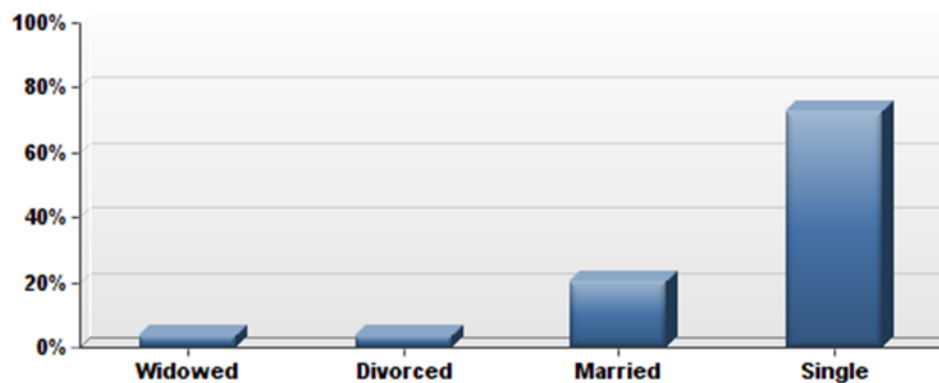
Regarding the geographic position, it seems the respondents were well spread into the country. The majority was from South-East (36%), the South (35%) and the North-East (12%) which corresponds to the demographic concentration of the Brazilian population as the majority of the population is concentrated along the coast of North-East, South-East and South of the country. (Brazil Beleza, 2013)

Figure 6: Geographic position of the respondents.
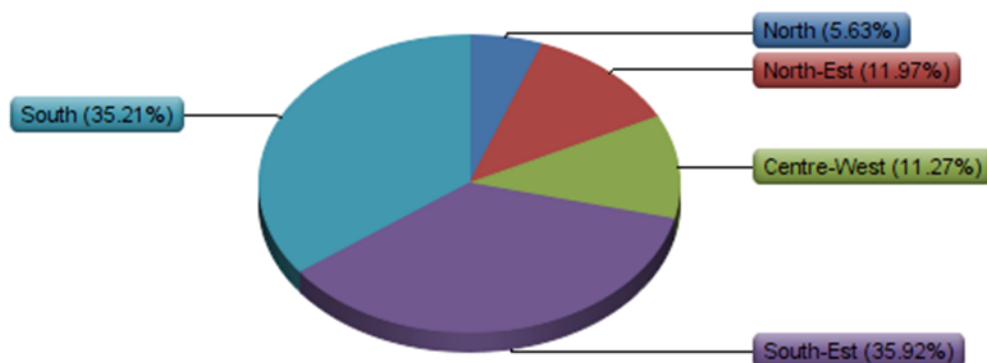
By looking at the ethnicity of the respondents, it is obvious that the majority of the respondents were Whites (72%). Only 19% were Mestizos and 9% were Blacks, Asians or Amerindians. It thus approximately corresponds to the Brazilian population trend as 55.2%

are whites, 39.3% are mestizos and 5.5% are blacks, Amerindians or Asians. (Brazil Beleza, 2013)

Figure 7: Ethnicity of the respondents
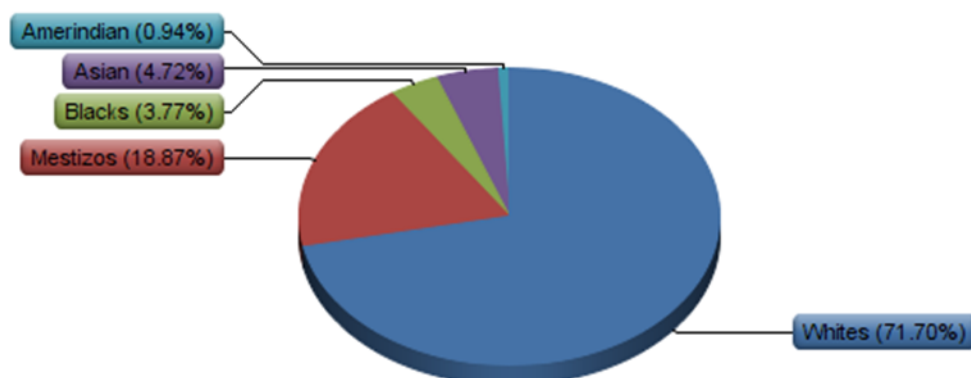
Regarding the social classes, 72% of the respondents were from the middle class and 21% from the upper one. Only 8% of the respondents were from the lower class. Ogier (2012) explains that in Brazil 54% of the population is from the middle class, the upper class comes after and the lower class is now the smallest. The trend of the profile of the respondents is thus representing the whole Brazilian population.

Figure 8: Social classes of the respondents
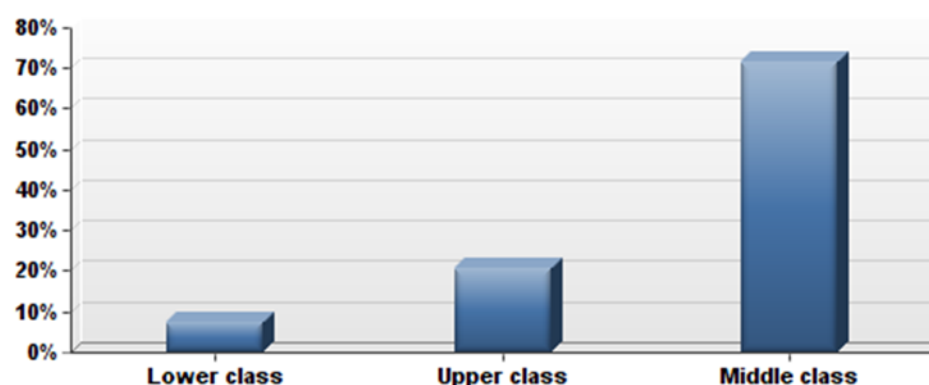
The researcher needed to know whether or not all these characteristics were influencing the response of the Brazilian women. By making cross-tabulations she analyzed the various data

according to the profile of the respondents and it seems these characteristics have an importance. A detailed analysis according to the profile will thus be added to the findings analysis.

4.1. Findings

4.1.1. The product era: Beauty habits

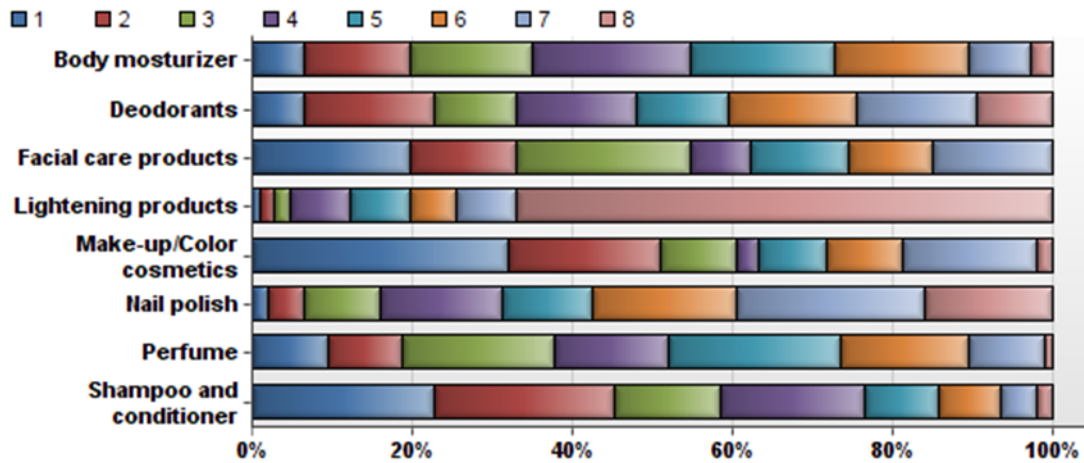**Figure 9**: The favorite products used to feel more physically attractive

According to the figure above, the 3 favorite products of Brazilian women are Make-up, Shampoos and Facial Care products. However, when going deeper into the analysis, it seems there is a significant difference of products usage according to the respondents' age.

Table 2: The 3 favorite products according to the age of respondents

Age of respondents	Make up	Shampoo/ Conditioner	Facial care product	Perfume	Body Moisturizer	Deodorant
General	1st	2nd	3rd			
18-24	1st	2nd	3rd			
25-34	1st		3rd	2nd		
35-44		1st	2nd		3rd	
45-64		2nd	1st		3rd	
65+		2nd	1st			3rd

Indeed, because they were more young respondents than older ones, the weight of their responses was heavier. It can however be observed that the more a women is getting old, the more she focus on the aspect of her skin. The make-up is no longer a priority but the body moisturizers are. The shampoos and facial products are however a priority for every woman,

no matter the age. Another significant point: perfume is very important for women from 25 to 34.

Other significant differences have been observed according to the ethnic group of the sample. No matter the origins, shampoos and facial products are still the favorite beauty products among Brazilian women, however, while white women use make-up, Asian women use lightening products, black women use deodorants and Amerindians use body moisturizers. Because they were more white respondents in the sample, it explains that make-up products are one of the 3 favorite products but body moisturizers are also particularly appreciated

Table 3: The 3 favorite products according to the origins of respondents

Origins of respondents	Make-up	Shampoo/ Conditioner	Facial care product	Body Moisturizer	Perfume	Deodorant	Lightening product
General	1st	2nd	3rd				
Whites	1st	3rd	2nd				
Mestizos	2nd	1st			3rd		
Blacks		1st	3rd			2nd	
Asians			1st	2nd			3rd
Amerindians		3rd	2nd	1st			

No significant differences have been observed according to the marital status, however, another significant difference with the lower class have been detected. They use hair care products, body moisturizers and deodorants. This difference is not linked to the age or the ethnic group of these respondents. Indeed, 50% of the respondents from the lower class are below 35 and whites.

In Centre-East and North-East, the favorite products are also facial care products, shampoos and body moisturizers. The explanations could come from their age and origins as 72% and 45% (respectively) are above 34 and 35% and 50% (respectively) are not white.

It can thus be affirmed that the four favorite products of Brazilian female are: Make-up, Hair care products, Facial care products and Body moisturizers. The brands just need to well

determine their target (age, ethnic group and purchasing power) so they can adapt their offer to their specific needs.

4.1.2. The consumer era: Beauty perception

Figure 10: Importance of attributes that make a woman beautiful
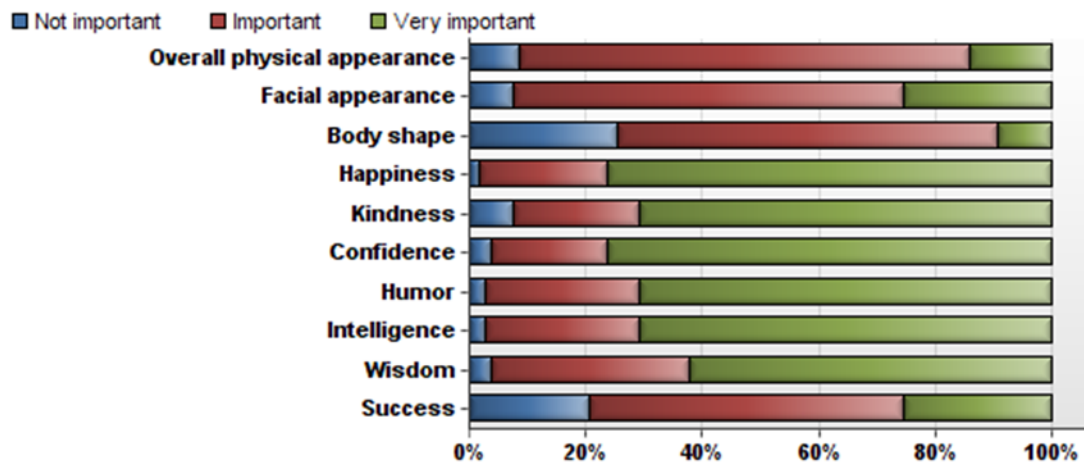
For Brazilian women the two attributes the most important for a woman to be beautiful are happiness and confidence. They are very important for 76% of the respondents. Kindness and humor are also very important for 71% of the respondents. Regarding the physical characteristics, it seems the most important element of beauty is the women's face (77% think it is important) followed by the overall physical appearance which gather charisma, figure homogeneity (67% think it is important) etc.

Success and body shape are the two attributes that are considered the less important characteristics of beauty. 25% of the respondents think body shape is not important and 21% of the respondents think success is not important.

By looking at the Appendix C *(Importance of attributes that make a woman beautiful – Cross Tabulation)* however, it seems there is a difference of opinions according to the respondents' age. Indeed, body shape is more important for people from 18 to 34 as 12% think it is very important and 71% think it is important for being beautiful.

The following question was about determining what makes the respondents feel beautiful. The purpose was to discover whether it was a personal feeling, or because of relatives and/or a situation.

Figure 11: What makes you feel beautiful?
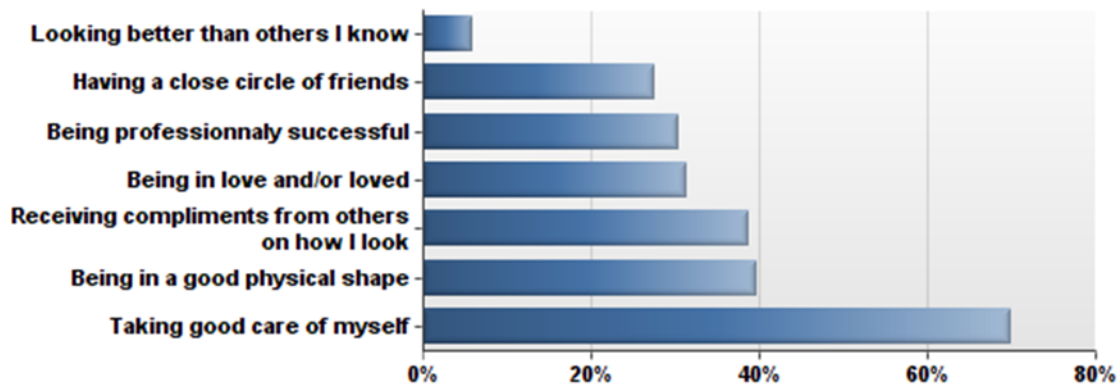
These results demonstrate that feeling beautiful is first of all a personal feeling that 70% of Brazilian women get after taking good care of them. Being primed often means feeling beautiful. The second most important element that makes Brazilian women feel beautiful is being in a good physical shape. Feeling good and comfortable in its body helps 40% of respondents to feel beautiful. In addition, 39% stated that receiving compliments from others make them feel beautiful.

By analyzing the Appendix D *(What makes you feel beautiful – Cross Tabulation)* however, some differences of opinions exist according to the respondents' profiles.

Regarding the age, differences among responses exist. For women from 18 to 24, being in love is more important than being in a good physical shape. For women from 35 to 44, being in love is more important than receiving compliments from others. And to finish, for women between 45 to 64, having a close circle of friends is more important than receiving compliments from others.

Another interesting figure has been detected when looking at the marital status, for divorced women, being in love is very important as 75% of the respondents stated it helps them feel beautiful.

Figure 12: Feedbacks on general beauty statements
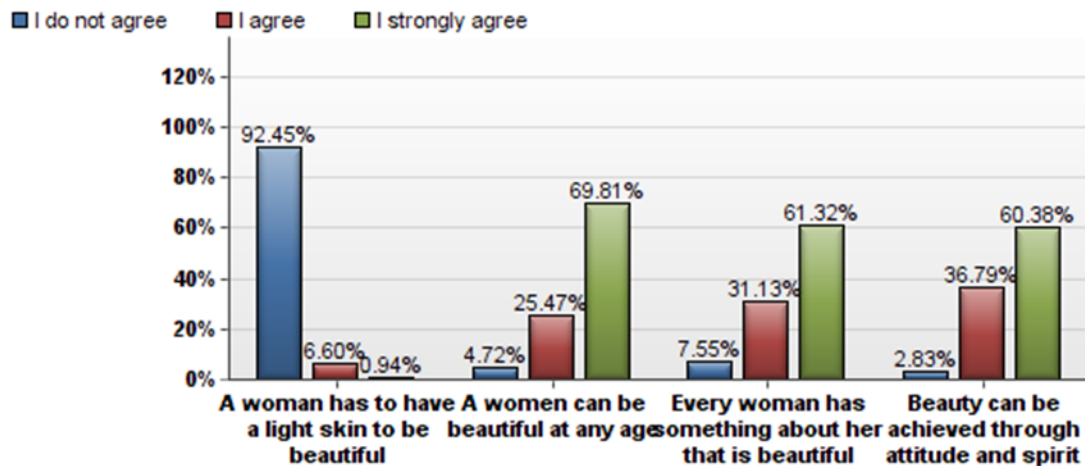
92% of our respondents do not agree with the statement that women have to have a light skin to be beautiful; even though some Asian women stated before on the questionnaire that they are using lightening products.

70% of the respondents strongly agree a woman can be beautiful at any age. In addition, 61% of women strongly agree every woman has something about her that is beautiful. These numbers mean that, may be, they would appreciate portrayals of women of various ages, origins and shapes in advertising.

Moreover, 60% of the respondents strongly agree beauty can be achieved through attitude and spirit. This concludes that for Brazilian women, attributes such as happiness and confidence are more important than physical attributes for a woman to be beautiful.

Figure 13: Feedbacks on beauty importance in Brazilian women's lives
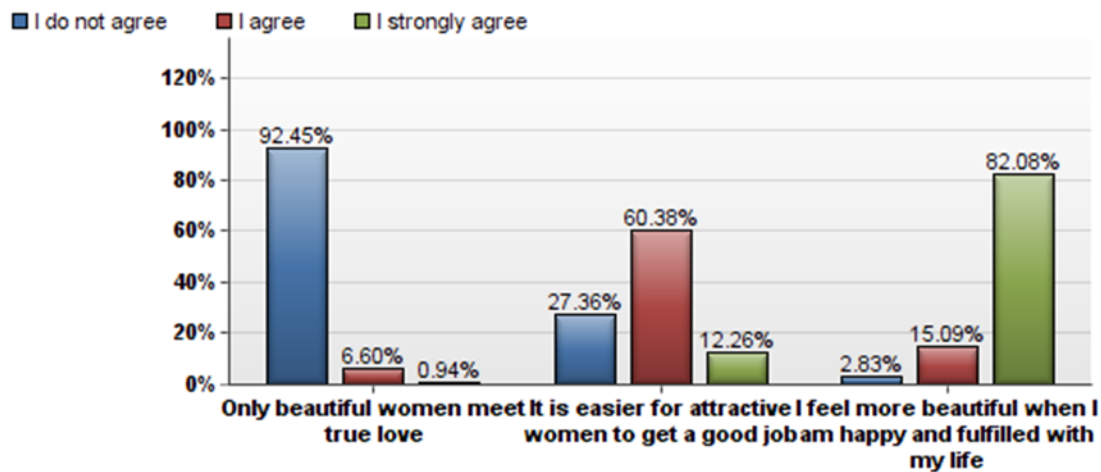
In the literature review, it has been found that beauty is primarily important for social life in Brazil. The questionnaire attempted to determine whether or not women are feeling it is. Women do not agree that being beautiful necessarily means they will meet true love (92% of the respondents) however they do agree it helps finding a good job (60%). The most significant number is that 82% of the Brazilian respondents strongly agree that they fell more beautiful when they are happy and fulfilled with their life which means they is a link with the situation they are living in.

Figure 14: Feedbacks on feelings about media's portrayal of women
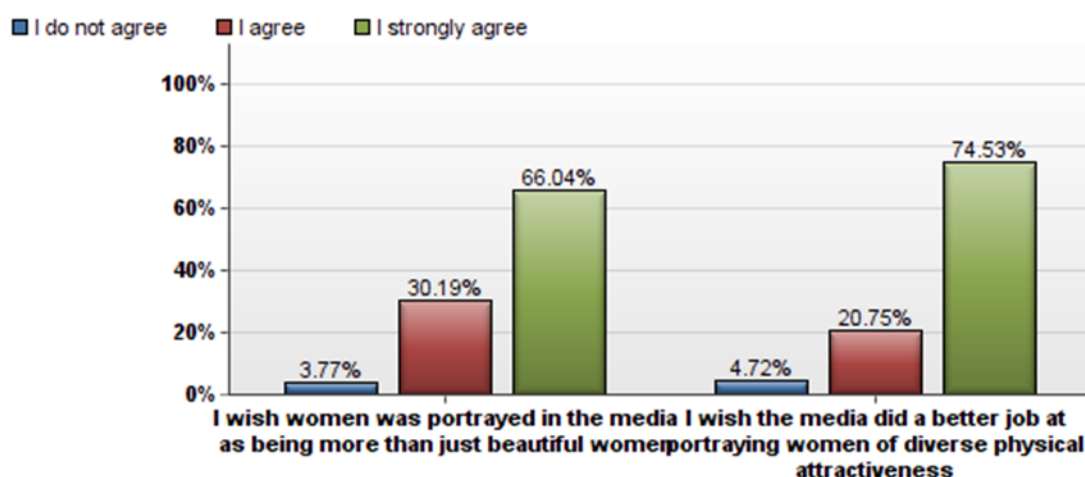
The last figures demonstrate Brazilian women's feelings regarding the portrayal of women in advertising. 66% of the respondents strongly agree they wish women were portrayed in the media with an actual role, not only as beautiful women being beautiful to get a man. In addition, 74% of the respondents strongly agree they wish to see models from diverse physical attractiveness in media. Cosmetics brands thus need to take that into account when entering the market and communicating on their products.

4.1.3. The brand era: Brands' role

Figure 15: The favorite brands
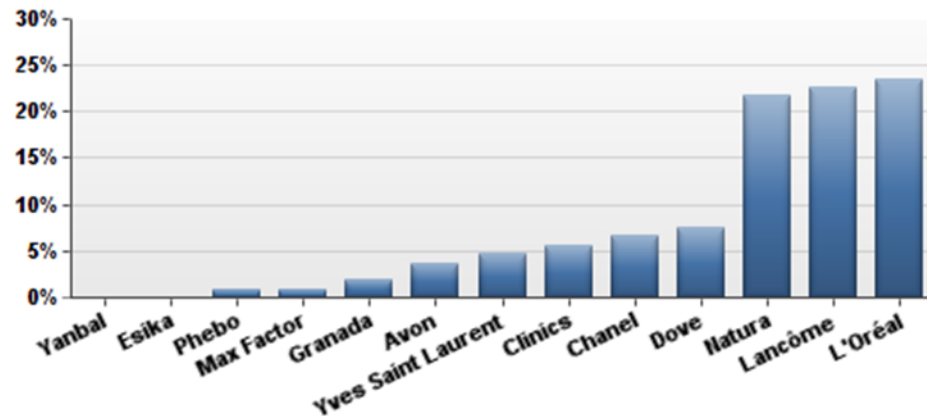
The results are obvious here, the three favorite brands are L'Oréal, Lancôme and Natura. Two of the three favorite brands are French but Natura is a local Brazilian brand. Two little differences exist among the responses of our different respondents profiles though: L'oréal is replaced by Dove for the women aged of 65+ and by Yves Saint Laurent for the women between 45 and 64. The two last brands are also French.

Figure 16: The reasons it is the favorite brands
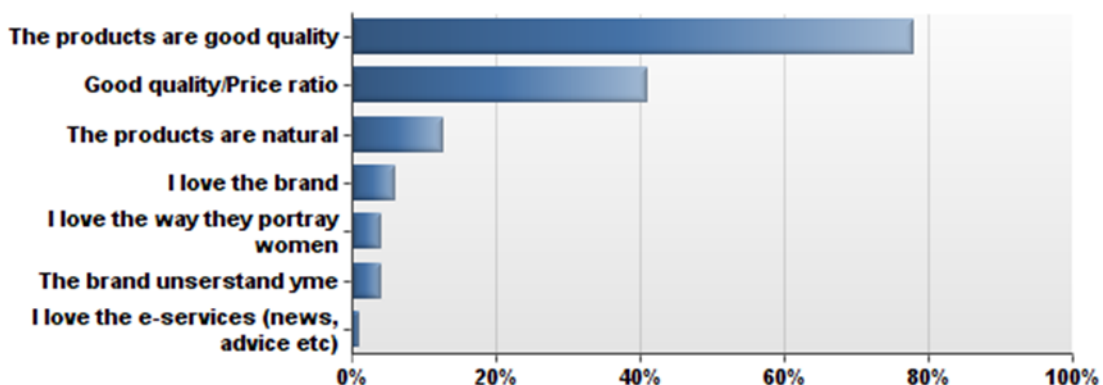
When looking at the reasons these brands are appreciated, it can be seen that the quality of the products is declared, by 78% of the respondents, as the most important. The brand's reputation and expertise is thus really important for Brazilian.

The second main reason is the price / quality ratio of the products of the brands, with 41% of the respondents stating this is important for them. The pricing strategy is thus really important in Brazil.

It has been analyzed in the literature review that the brand identity is really important in a competitive environment. Indeed, good products and services are important but the identity is able to connect with consumers and create a long-term relationship. The three archetypal roles that respondents think is important for a beauty brands are: friend, mother and leader.

Figure 17: The archetypal role
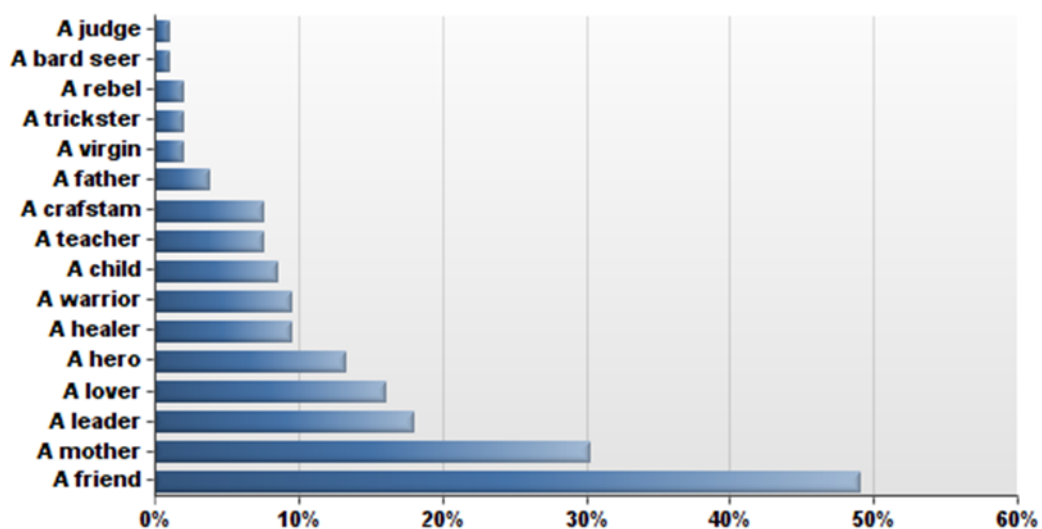
However, as the appendix E *(Beauty brand as a person – Cross tabulation)* states, some differences exist among the respondents regarding the importance of the archetypal role. It can be observed than the friend and the mother roles are important for all profiles however, the third archetypal role can differ. Indeed, beauty brand as a lover is more important than as a leader for the 25-34 and the 35-44. The women between 45 and 64 expressed the desire for their brand to be child as well; and the women aged of more than 65 years old would like their brand to be a father.

Regarding the ethnic group, mestizos prefer the lover role instead of the leader one for white people. The Asian women have been the only one to give importance to the virgin character. Amerindians like the warrior role of a beauty brand.

Regarding the marital status, single women like the leadership of a brand while married women give importance to the hero character and divorced women to the lover one. Widowed like the father trait of a beauty brand.

An explanation can be found for all these results. Once again, the need for the brands to identify its target and understand its needs and expectations is confirmed.

As it has been demonstrated in the literature review, there are only a few archetypes that exist at the unconscious level but there is an infinite variety of images that lead back to them. It means these archetypes have different meaning for people according to their culture. Therefore brands need to be careful in defining global archetypes but also in communicating it. An open question has thus been added to the questionnaire in order for the respondents to explain why the archetypal roles chosen are important for them and how they relate them to beauty brands. The results are really interesting.

Table 4: The comments on the brand's five favorite archetypal roles

Important comments explaining the importance of the archetypal role of brands				
Friend	**Mother**	**Leader**	**Lover**	**Hero**
To assist you and give you advice. Friends are always here to help you.	Because mother is the most important person in the life of a person.	Someone who could make me feel better about me.	Lovers always want to please you and make you happy.	A hero is able to make the impossible possible.
Because a friend does not judge you for your appearance. He loves you anyway and always tries to help you.	A mother takes care of you; she has the best spirit of caring ever. She is also here to protect you.	To always be ahead, respecting the consumer, and updated for new technologies to improve the products.	I think, to attract me, a brand has to offer many colors and to have beautiful packaging.	A brand has to show quality. It must correct imperfections.
A friend is someone I can relate and trust.	A mother is someone I can trust and rely on.	Power and strength => the best!	Love makes feel the other special and beautiful.	A beauty brand saves you every day.
A friend knows and understands you and your expectations.	Mothers are the basis of everything in our lives.	It could always guide me, surprise me and satisfy me in every way.	If the brand was a lover it would be sexy!	A hero can save you when you feel ugly and that you are swollen with pimples.
A friend is always by my side.	She is a good person.	Leadership is sexy!	Do with love.	A hero is sexy!
Good friends do good things for you.	A mother always tells the truth.	A leader could command women's life.	It would make the product more appealing to me.	It symbolizes trust and protection.
With my friends we exchange tips, ideas, tricks and opinions about products, brands and ways to use them.		A leader is someone who makes people follow him by identifying, liking and being inspired.	We're talking about beauty so brands get you ready for the person who loves you.	
It is a relationship of care, as a dear friend, but not a relationship of		The brand should make women feel strong, independent and		

dependency as a family member.		mistress of their lives.		

It can be seen that different meaning exist for a same archetypal role even into the same culture. For instance, the leader is not seen in the same way. For some women, a leader beauty brand is sexy, for others the leader would command women's life and for most of them, he could embody women to make them feel strong and independent. Regarding all these comments it can be concluded than few characteristics are really important for the majority of the respondents no matter the archetypal role linked to these characteristics.

In Brazil, a brand needs to be someone women can rely on, someone trustworthy. It should also be protective and care about them. The brand should be friendly and gives tips and advice like a friend or a mother. It has to bring a sexy touch in their lives as well and make them feel strong, independent, beautiful and special. To finish, it also has to be innovative and to always provide good quality products produced with the last technology.

4.2. Discussion

Through the literature review and the primary research, several cultural characteristics of the Latin American beauty market have been highlighted. The results have been split into three categories.

4.2.1. The product era: beauty habits

The secondary research revealed that in 2011, shower products, shampoos and deodorants were leading the market. Their use is becoming incorporated into the daily hygiene habits of consumers. (Rexam Consumer Packaging Report, 2011/2012) Moreover, in 2004 Etcoff et al gave a list of products used to feel physically attractive in Brazil (in order of importance):

1. Perfume,
2. Deodorants,
3. Body moisturizer,
4. Nail care products and
5. Hair care products.

However, the best future performance was expected to be achieved in the make-up and perfume areas by 2014. (Rexam Consumer Packaging Report, 2011/2012)

The primary research revealed that nowadays, in 2014, the 3 favorite products of Brazilian women are Make-up, Facial care products and Hair care products. However, when going deeper into the analysis, it seems there is a significant difference of products usage according to the respondents' age.

Indeed, it can however be observed that the more a women is getting old, the more she focus on the aspect of her skin. The make-up is no longer a priority but the envy to be moisturized, and get a beautiful, rested skin through body moisturizers is. The hair care and facial care products are however a priority for every woman, no matter the age. Another significant point: perfume is very important for women from 25 to 34.

Other differences have been observed according to the ethnic group of the sample. No matter the origins, hair care and facial care products are still the favorite beauty products among Brazilian women, however, while white women use make-up, Asian women use lightening products, black women use deodorants and Amerindians use body moisturizers. It can be explained by the cultural differences in beauty ideals and education. Indeed, for instance, white women have the ideal of the American Barbie-type beauty which has a deep look and red lips and Asian women have the largely homogenized ideal of the white western women, so lightening products are a real need for them.

Another significant difference with the lower class has been detected. They use shampoos, body moisturizers and deodorants. This difference can be explained by the purchasing power and the look for cheap ways to gain beauty. Indeed, shampoo, body moisturizers and deodorants are basic and hygienic products for everyday lives' gestures whereas make-up is more a non-essential products.

It can thus be affirmed that the four favorite products of Brazilian female are: Make-up, Hair care products, Facial care products and Body moisturizers.

However, and as the Rexam Consumer Packaging report (2011/2012) reveals, the perfume market is growing. Indeed the data of the primary research announced that women from 25 to 34 give importance to perfume to feel beautiful. The global brands thus need to adapt formulas for their products to be able to cope with the Brazilian climate and the different skin types. (Bougeois, 2012) Indeed, Latin American women really love fragrance but in western

countries the fragrances are too strong. Indeed, Latam's countries are hot places with very high temperatures, women thus take around three showers per day and they put fragrance in their skin several times a day. Therefore, they need fresh fragrances. A real potential exist there.

To conclude, the brands just need to well determine their target (age, ethnic group and purchasing power) so they can adapt their offer to their specific needs.

4.2.2. The consumer era: beauty perception

As discovered in the secondary research, it is important for brands to clearly identify their target because, as Mendoza (2002 in Montenegro et al, 2011) highlights, class, age, race, sexuality and national origin make a difference between women and their conditions of life such as needs and expectations. Brands can't communicate in the same way to different women as their beauty perception can differ. The primary research revealed interesting figures regarding that point. For Brazilian women the two attributes the most important for a woman to be beautiful are happiness and confidence. Regarding the physical characteristics, it seems the most important element of beauty is the women's face followed by the overall physical appearance which gather charisma, figure homogeneity etc. Success and body shape are the two attributes that are considered the less important characteristics of beauty.

However, it seems there is a difference of opinions according to the respondents' age. Indeed, body shape is more important for people from 18 to 34. The choice of the model that will represent the beauty ideal of the brand thus needs to be carefully done according to the brand's target.

The secondary research also revealed that people believe and act upon their beliefs for a variety of reasons. An authority is defined as a reason to believe. (Dunlop, 2013c) Four powerful sources of authority in global culture are possible (Dunlop, 2013c) but the source of authority the most efficient in Latin America would be the community. Indeed, the importance given to human relationship and to cordiality is really significant and has consequences in terms of marketing. The primary research thus tried to understand whereas the community was important for women to feel beautiful. The results demonstrated that feeling beautiful is first of all a personal feeling that 70% of Brazilian women get after taking good care of them. Being primed often means feeling beautiful. The second most important element that makes Brazilian women feel beautiful is being in a good physical shape. Feeling good and comfortable in its body helps women to feel beautiful. However, 39% stated that receiving compliments from others make them feel beautiful. We can thus see that the personal feeling is highlighted by others' opinions.

Some differences of opinions exist however, according to the respondents' profiles. For women from 18 to 24, being in love is more important than being in a good physical shape. For women from 35 to 44, being in love is more important than receiving compliments from

others. And to finish, for women between 45 to 64, having a close circle of friends is more important than receiving compliments from others.

Another interesting figure has been detected when looking at the marital status, for divorced women, being in love is very important as 75% of the respondents stated it helps them feel beautiful.

It can thus be observed that love, friends and compliments are important for some profiles of women in order for them to feel beautiful. Differences in needs and expectations exist among women according to their life: what they achieved, what they need and what they want. It can thus be interesting to use that feedback for the portrayal of women in marketing campaign over there. Brands thus need to define their primary target and focus on how to reach them.

The primary research also tried to look for the Brazilian women's feelings regarding the portrayal of women in advertising. The results showed that women wish they were portrayed in the media with an actual role, not only as beautiful women being beautiful for her man.

Indeed, the Brazilian respondents strongly agree that they fell more beautiful when they are happy and fulfilled with their life which means they is a link with the situation they are living in. For many years, beauty has been primarily important for social life such as finding a good job, being married to a "good guy" with a good situation etc. Therefore, when women have a good social life, they feel beautiful. Brand should thus take that point into account when portraying women in advertising.

In addition, they wish to see models from diverse physical attractiveness in media. Cosmetics brands thus need to take that into account when entering the market and communicating on their products. Indeed, they do not agree with the statement that women have to have a light skin to be beautiful; even though some Asian women stated before on the questionnaire that they are using lightening products. It is demonstrating the gap between the media message and the local women's point of view. Moreover, they think a woman can be beautiful at any age and that every woman has something about her that is beautiful. This means that they would appreciate portrayals of women of various ages, origins and shapes in advertising. In addition, Brazilian women stated that beauty can be achieved through attitude and spirit. This concludes that no matter the physical attributes of a model, as long as the model is happy and confident, she can be seen as beautiful. The primary research's result perfectly fit with

Dunlop's result (2013b) which states that tere is a real hunger to see women represented in a way that is more real and updated.

4.2.3. The brand era: brand's role

The secondary research explained that in Brazil and Colombia, local brands are leading the market and proudly wear their Nationality. However, the primary research reveals that the three favorite brands of Brazilian women are L'Oréal, Lancôme and Natura.

Two of the three favorite brands are French and the third one, Natura is a local Brazilian brand. Two little differences exist among the responses of our different respondents profiles: L'oréal is replaced by Dove for the women aged of 65+ and by Yves Saint Laurent for the women between 45 and 64. The two last brands are still French though.

When looking at the reasons these brands are appreciated, it can be seen that the quality of the products is declared as the most important. The brand's reputation and expertise is thus really important for Brazilian women. The fact that the two favorite brands are French is thus in correlation with this result as the French reputation of excellence in the cosmetics market is recognized worldwide. Moreover, Natura is a local brand and can pretend to deeply understand the needs of Brazilian women and thus provide products according to their needs. Moreover, Gallon (2013) explains that product innovation is growing rapidly in latam countries and the demand for products containing natural ingredients present growth opportunities in numerous countries. The local brand Natura has thus the perfect strategy as it is a brand selling products with natural ingredients.

The second main reason is the price / quality ratio of the products of the brands. It means that women do not mind to spend money if the product worth it but they also do not want to spend too much money for a product of a medium quality. The pricing strategy is thus really important in Brazil. Indeed, the booming of the middle class increases the desire to have a better life style but without having as much money as the upper class.

It has been analyzed in the literature review that the brand identity is really important in a competitive environment. Indeed, good products and services are important but the identity is able to connect with consumers and create a long-term relationship. It creates a bond in the unconsciousness. Indeed, consumers like to think they buy a product for the quality of this

one and that is partially true but the reason they first buy it is due to the environment created around the product and around the brand. The brand identity will also allow loyalty and that is what beauty brands need most of all. The three archetypal roles that respondents think is important for a beauty brands are: friend, mother and leader. However, some differences exist among the respondents regarding the third archetypal role.

It can be observed than the friend and the mother roles are important for all profiles. They all choose these two archetypes because they want their beauty brand to support them in their everyday lives and to give them advice. They want a brand they can trust and that know them very well in order to have product adapted to their needs and expectations. These statements were general. The third archetypal role can differ, however.

Indeed, beauty brand as a lover is very important for the 25-34 and the 35-44. In Brazil indeed, it is really important to get married before 30s. If a woman does not find a husband before her 30s, she is a disappointment for her family and it is then harder and harder to find a husband. Moreover she will be in competition with younger women. It is thus a period when a woman wants to feel beautiful, sexy and happy and that's what lovers do. Beauty brands thus need to have a lover role. Moreover, lovers are always here to please you and they want brands available whenever they want. In addition, some women stated they want their brands to produce and market their products with love. It can thus been observed through these three first archetypal roles that Brazilian women have a strong feeling against global mass brands. They really want a brand that is available, that understand them and that can be trustworthy.

The women between 45 and 64 expressed the desire for their brand to be child instead of a lover for the youngest women. A desire to stay young despite the years thanks to their beauty brands has been expressed.

Finally, the women aged of more than 65 years old would like their brand to be a father. For them, fathers are here to deal with problems and beauty can be a problem.

Regarding the ethnic group, mestizos prefer the lover role instead of the leader one for white people. The leader role represents strength and power and could give independence to women regarding their physical appearance The Asian women have been the only one to give importance to the virgin character because, for them, it is a person that inspirer. Amerindians like the warrior role of a beauty brand that could fight the imperfections for them. A deep qualitative analysis would be needed in order to understand that results.

Regarding the marital status, single women like the leadership of a brand while married women give importance to the hero character that would be here to help no matter what and divorced women to the lover one. Widowed like the father trait of a beauty brand.

An explanation can be found for all these results, some are obvious some are not. A qualitative analysis could be useful. Therefore, once again, the need for the brands to identify its target and understand its needs and expectations is confirmed.

To conclude, through the archetype of either the friend, the mother or the father (according to the profiles of women) it is really important in Brazil that a brand is someone women can rely on, someone trustworthy. It should also be protective and care about them. The brand should be friendly and gives tips and advice.

Moreover, through the archetype of the lover, the leader, the hero or the warrior, brands should make them feel strong, independent beautiful and special. It has to bring a sexy touch in their lives as well. The primary research's result perfectly fit with Dunlop's result (2013b) which states that feminity and strength is not a contradiction. The idea of strong, feminine women is highly attractive in Latin America. To finish, it also has to be innovative and to always provide good quality products produced with the last technology.

4.3. Conclusion

The primary data is a huge help for this research paper and is a good completion of the secondary data. The main point is that women have different needs and expectations according to their age, origins, marital status etc. However, many trends have been observed and analyzed and the author is now able to give some recommendations to global brands which plan to implement the Latin American cosmetics market.

5. Recommendations

One of this research paper's objectives was to provide a guideline which explains to cosmetics brands the key factors of success in Latin America. The following section will thus try to give tips and advice in order for global cosmetics brands to successfully implement the Latin American beauty market. The author will then highlight the limits of her work and give recommendations for future studies, in order to fill the gap.

5.1. Recommendations for practice

The first recommendation would be to implement the Brazilian market first. Indeed, it is the biggest and the most mature one; it thus leads the trends for the other markets around. When the brand is successful and recognized by Brazilian's consumers, that is when the brand can implement others countries such as Colombia or Argentina that are big and interesting latam markets as well.

The second recommendation would be to decide the primary target of the brand in order to create a strategy that would perfectly fit with the needs and expectations of that target. As previously stated, numerous differences among women exist and they have huge significations. The brand thus needs to focus on one key target, defined through the age, the social class, the marital status, the origins or the product usages and habits.

Then, the brand must define the offer according to the needs and expectations of its primary target. As the primary research revealed, the products which have the biggest potential in Brazil are the make-up, the facial care products, the hair care products, the body moisturizers and the perfumes but some differences exist among women on the favorite products used. For instance, Asian women use lightening products a lot and Black women have stated the deodorant is important for them to feel beautiful. The most important point is to adapt the products' formulas to the climate and the skin and hair specificities of the local consumers. Indeed, there is a strong need in Brazil to have innovative products of good quality and that fit to their physical specificities.

The next recommendation would be to decide the brand identity. Indeed, as previously stated, the brand identity is what makes the difference in this current competitive market. Brazilian women really like their local brands but through the primary research, it has been discovered that two of the three favorite brands are French.

Indeed, French brands are strong because they have the French expertise's reputation. It is thus obvious that the brand's image is really important for Brazilian women, even if it is at an unconscious level. In the literature review, the author discovered Dunlop (2013b) who explains that a brand should decide of archetypes that describe it, in order for consumers to be able to create a relationship with it. Through the questionnaire, it has been discovered that the archetype of the friend, the mother or the father (according to the profiles of women) is really important in Brazil. The beauty brand needs to be someone women can rely on, someone trustworthy. It should also be protective and care about them. The brand should be friendly and gives tips and advice. Moreover, through the archetype of the lover, the leader, the hero or the warrior, brands should make them feel strong, independent, beautiful and special. It has to bring a sexy touch in their lives as well. The idea of strong, feminine women is highly attractive in Latin America. It is however important that this strong women is not shown in opposition to a man, because this would be read as humiliation. (Dunlop, 2013b) To finish, it also has to be innovative and to always provide good quality products produced with the last technology.

According to the target's expectations, the brand thus needs to define itself through two or three archetypes and stick with it. These archetypes should never be forgotten when creating any billboards, online communication, TV advertising and so on. The brand needs to be coherent and truly act regarding its personality.

The brand then needs to define its strategy regarding its target and its brand identity. This strategy should include the advertising support, the message, the models and the portrayal of the model.

The literature review revealed that regarding successful media channels, free-to-air TV is a true mass media; pay-TV however, is only reaching the elite social class (Sinclair, 2009). Internet is increasingly used, especially blogs to get some beauty advice. A relevant point, however, is that some regions still don't have access to television and internet, the brand thus

needs to be careful with the localization of their target (ibid). The best way to reach the whole population is still the outdoor advertising, very popular in hot countries like latam ones.

Regarding the models, the brand needs to look at the results of the primary research in order to understand that there is a real desire among women, to be represented in a more realistic way. The natural beauty is more and more appreciated. It has been observed through the increase in the purchase of beauty products done with natural ingredients but also in the aesthetic surgery market.

Indeed, the majority of women are no longer asking for very large implants or extreme buttock augmentation in order to get more natural and proportioned body. Through the questionnaire, women expressed their desire to see models of various physical shapes and stated a woman can also be beautiful through attitudes and spirits. They also declared wanting to see women in others situations than being beautiful, smiling at her man.

The brand should thus innovate in terms of advertising's stories and choose models with a natural and local beauty.

To finish, the brand should offer a good and adapted service. It should hire a community manager dedicated to that specific market because community is important in Lain America and as a mother or a friend, the brand needs to actually act like it. Therefore, the key is to be available and reachable, to be present and active on blogs and social networks, and always innovate in the communication area.

5.2.   Recommendations for further research

This research paper would need to be completed by a qualitative analysis with the aim of understanding the deep reasons of the differences of needs and expectations among women. For instance, why did the Amerindian women of the sample express the desire to have a beauty brand as a warrior whereas the white women want a leader? The researcher thinks it would be interesting to organize a bigger cultural panel with various profiles of women in order for them to express themselves and interact with each other. During this cultural panel, it would be interesting to show them beauty brands' advertising in order to better understand their feeling about female's portrayals and brand's messages. That would be a good way to better understand them and create the perfect ad that will reach them.

Another interesting point would be to interview Cosmetics managers in order to know what challenges they are facing in the real world and what are the priorities for them, which strategy they decide to adopt and why. It could also be interesting to talk with them about the result of the questionnaire in order to check if they are aware of these trends.

A primary research would also be needed in others countries in order to succeed the implementation there as well. Indeed, Colombian or Argentina women are different from Brazilian women even though they have a similar history and culture. Therefore, a specific analysis would be needed to determine their beauty habits and perceptions in each country.

5.3. Conclusion

This research has thus been really effective as it lead to several effective recommendations that can be used by future researchers and/or beauty brands that want to implement the Latin American market.

6. Conclusion

This paper investigated on three main objectives. The first objective was to analyze the impacts that the implementation of the Latin American market has on the marketing strategy of cosmetics brands. Through the secondary research, the author analyzed the evolution of the use of adaptation and standardization theories. That way it has been observed that companies, when implementing a foreign market, cannot choose either the standardization strategy or the adaptation one, but must use both in the right level. Indeed, the primary research revealed that countries can have different political, economic and social environment even though some needs and expectations are the same. This study focused on the cultural aspect of differentiation and revealed that beauty culture in Latin America is different from other regions. A trend of natural beauty is emerging though, like it did in western countries few years ago with the Dove beauty campaign. It should thus be deeply understood in order to create a fitting strategy.

The second objective was to identify the needs and expectations of women from Latin America in terms of products and marketing. Through the secondary research, the author understood the beauty culture of Latin American countries. Indeed, by analyzing the History of the region with a focus on the slavery period, it helped her understand the racial mix of the country and the beauty ideals. Moreover, by analyzing the beauty market, the author realized how complex and important being beautiful was, in Latin America. The products thus need to be adapted to the specific skin and hair of Latin American women but also to their regular use (sometimes they take three showers a day) due to the hot and humid climate. They also need to respond to their wish to see more natural beauties in advertising, who actually look like them. The brands also need to be an expert and a great adviser. They need to show them they care about the well-being of their consumers. Indeed, the primary research revealed that the notions of well-being and beauty are very linked in Latin America.

The third objective was to provide a guideline which explains to cosmetics brands the key factors of success in Latin America. Thanks to a deep analysis of the findings, the author has been able to give clear, concrete and detailed recommendations on the way to reach the heart of Latin American beauty market's consumers. The recommendations gave tips on which products to market and how to adapt them to the local and specific needs. The tips were also about how to promote them through which channel. But the main added value of this research

was the recommendation on the creation of the brand identity. Offering a brand that connects with Latin American women is the only way to differentiate from the challenging competition nowadays and to actually succeed. This study can thus be a good help for beauty brands.

It can thus been said that the methodology succeed in helping the researcher to answer the main aim. Indeed, the cultural challenges that may influence the entry strategies to Latin American Cosmetics market have been defined, analyzed, understood and solutions have been provided in order to face them. The primary research has been able to define the needs and expectations of women while the secondary research helped the author understood them and defined the context of their answer.

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8. Appendices

Appendix A: Cultural panel results

	Marcia, Mexico, 29	Natalia, Colombia, 24	Lisette, Peru, 25	Karen, Peru, 30	Christina, Colombia, 32	Lucia, Colombia, 56
What beauty means for you?	Tall, thin, white, blond, blue eyes, with long hair, => American beauty, Barbie style.	Natural, no aesthetics surgery. Men love voluptuous women but Aesthetic surgery is often done by women from the lowest social classes, and from big cities. It is becoming synonymous of vulgarity.	Voluptuous but natural without too much make-up. I would like also to have breast implants but not too big, a natural size.	Natural, voluptuous and with a flat stomach and cinched waist. Personally I would like to do aesthetic surgery but discrete and homogenized with my body. The liposuction is very popular in Peru.	Voluptuous women with big tits and a big ass. Aesthetic surgery is really popular in Colombia to fit with the beauty standards but men prefer natural, voluptuous women and lot of women have regrets after the surgery.	Beautiful women have a harmonized body and have charisma. It is more something she gives more than something she has that makes her beautiful. An elegant appearance is important, no matter your skin color.
What makes a woman beautiful?	Her happiness. In Mexico, everybody is constantly on a diet but nobody really respect it and people are happy like that.	Both beauty and state of mind.	Her character: if she is nice, smiling, friendly…	Her charisma: what she gives with her look, her smile, her clothes…	Her happiness and well-being.	Her charisma: what she gives with her look, her smile, her clothes…
When do you feel beautiful?	When I take care of myself with make-up new clothes, new hair cut…	After sport and sleep. It also depends of my state of mind.	When I go to the gym.	When I am on a good mood. For instance during my period I always feel bad and ugly.	When I am happy and in a good mood I feel more beautiful.	When I sleep a lot and that my clothes fit me well.
Which product is essential	Cream. My mother always told me to take care of my skin.	Cream but also product to straight my hair.	Cream: it is vital!	Cream to moisturize and avoid wrinkles!	Cream	My Lancôme cream. A beautiful skin is more

for your beauty?						important than good make-up.
What is the main beauty advice your mother gave you?	Take care of your hair and your skin with natural products. It became a habit; it has never been a constraint because I have been raised like that. I put lotion and cream on my hair and skin every day.	Take care of your skin.	Don't eat fast food it is not good for your skin.	Wash yourself with soap only once a day otherwise you will hurt your skin.	It is not my mother but my big sister that gave me advice on what kind of natural oil I can use for my hair and my skin.	Clean your face's skin and watch your weight.
Do you think you have to be beautiful to have a beautiful life?	It is important to have some jobs such as mannequin of TV journalist. For instance, women on TV in France who present the weather would be retired in Mexico!! Also the darker your skin is the most difficult your life will be. For instance, some clubs refuse the entry to black women. And They did a study with children to understand how the skin color is perceived and the darkest are bad people and the lightst are good. It is really important that cosmetics brands choose their target and understand it because people change according	You don't necessarily need to be physically perfect but you need to take care of yourself, to be elegant and have charisma... especially for some jobs such as jobs on TV.	No, not especially. But for jobs with customers or on TV you need to be good looking.	No, women in Peru are naturals, they don't put a lot of make-up (mostly because of the weather) but you need to take care of your clothes. Clothes are really important. The color of your skin isn't that important in Peru and black culture, especially black music, is more and more popular.	It is important to be white in Colombia, when you are black life is very complicated. The most important is to have money because when you don't have money everybody can see it. Women try to put a lot of make-up and to buy lot of clothes but the style is completely different and vulgar. You need to be elegant to have a good job.	I don't really think being beautiful matters or even being white. You just need to take care of yourself and to have nice clothes, at least for most of the jobs and most of the men… But for jobs on TV yes you need to be perfect, I am shocked here in France to see "normal" women on TV.

	to their social class.				
What do you think about the portrayal of women in advertising?	In Mexico we have almost always the same ad than in the US so the women are white, blond, thin, tall etc… Except with Pantene ads they always hire local models. Mexico does not really have local brands.	It depends of the brands: when the brand is local, we have local women but when the brand is local we have local ones. The local models are very superficial such as the Colombian I can see in the street. When women go out it is a real competition between them: who is the most beautiful/ superficial.	Colombia has lot of local brands and export their products and advertising in Peru. Local models are more white than black.	When it is a product for teenage girls we can see young Latin American women who go to a party or at school. When it is a product for adult we can see a femme fatale who wants to seduce her man.	We can see local women but never Indian women who are at the bottom of the social classification. They are always trying to be beautiful for men but without doing anything really. There is no story in the ad just a beautiful women smiling to her boyfriend. In Colombia, women never go out without make-up and with the nails perfectly painted…	
What do you think about beauty contests?		It's crazy!! It is a huge event and everybody loves them but sometimes it is too much. For instance, for Miss Venezuela, women need to lose weight so they sew something on her tongue to prevent eating….	The beauty contests are a nice entertainment. We critic the contests but we love them!		It is a huge event! In my family we watch them with a piece of paper and we vote between us! But the most surprising is that, in opposition with Miss France, every beauty has done aesthetics surgery: cheekbones, nose, mouth, breasts,	The whole country stops to watch them. It is happening in big cities and it is always a real show with singers and numerous surprises. It happens outdoors with beautiful landscapes behind the stage.

				buttocks… Everything!	
What is your favorite beauty brand and why?	In Mexico we have all the same brand than in the United States.	Natura is a good Brazilian brand, especially for the cream.		Natura, Yves Saint Laurent for the quality of the products.	Yanbal, Esika, Avon, Natura and Clarins for the quality of the products and the respect of the skin.	Chanel, Yves Saint Laurent and Lancôme for the quality of the products and also because it is French brands, I am sure it is quality! Ravon: nobody like it anymore, it is seen as an old brand.

Appendix B: Questionnaire template

What is your gender?
- Male => *Thank you for your time, but we only need women's feedback for this survey.*
- Female

How old are you?
- Younger than 18
- Between 18 and 25
- Between 25 and 34
- Between 35 and 44
- Between 45 and 64
- 65 and more

What is your marital status?
- Single
- Married
- Divorced
- Widowed

Where do you live in Brazil?
- North
- North-Est
- Centre-West
- South-Est
- South

What ethnic group do you belong to?
- Whites
- Asians
- Blacks
- Mestizos
- Amerindians

Which category best describe your annual income?
- Lower class
- Middle class
- Upper class

Importance of attributes that make a woman beautiful. *(Not important/Important/Very important)*
- Overall physical appearance
- Facial appearance
- Body shape
- Happiness
- Kindness
- Confidence
- Humor
- Intelligence
- Wisdom
- Success

What makes you feel beautiful? *(a maximum of 2 choices)*
- Taking good care of yourself
- Being in a good physical shape
- Receiving compliments from others on how you look
- Looking better than others you know
- Being in love
- Having a close circle of friends
- Being professionally successful

Please, rank the products you use to feel more physically attractive. *(1 being the most preferred)*
- Shampoos and conditioner
- Body moisturizer
- Facial care products
- Lightening products
- Perfume
- Deodorants
- Make-up/color cosmetics
- Nail polish

What is your favorite brand? *(Randomization of answers)*
- Natura
- Yanbal
- Esika
- Phebo
- Granado
- Avon
- Dove
- Max Factor
- Clinics
- Yves Saint Laurent
- Chanel
- Lancôme
-

Why is it your favorite? *(a maximum of 2 choices)*
- The products are good quality
- The products are natural
- Good quality/price ratio
- I love the brand
- I love the e-services (news, advice, etc)
- The brand understand me
- I love the way they portray women

If your favorite cosmetic brand could be a person, you would like it to be *(a maximum of 3 choices)*

- Father
- Mother
- Friend
- Teacher
- Craftsman
- Child
- Lover
- Healer
- Trickster
- Bard seer
- Rebel
- Judge
- Hero
- Leader
- Warrior
- Virgin

Please explain.

Your opinion matters: *(I do not agree, I agree, I strongly agree)*

- A woman has to have a light skin to be beautiful.
- Only beautiful women meet true love.
- A woman can be beautiful at any age.
- It is easier for attractive women to get a good job.
- I feel most beautiful when I am happy and fulfilled in my life.
- Every woman has something about her that is beautiful.
- Beauty can be achieved through attitude and spirit.
- I wish the media did a better job at portraying women of diverse physical attractiveness.
- I wish female was portrayed in the media as being made up more than just physically attractiveness.

Appendix C: Importance of attributes that make a women beautiful – Cross Tabulation

Attribute	Importance	How old are you?							What's your marital status?					Where do you live in Brazil?						Which ethnic group do you belong to?						Which category best describe your annual income?			
		Under 18	Between 18 and 24	Between 25 and 34	Between 35 and 44	Between 45 and 64	65 and more	Total	Single	Married	Divorced	Widowed	Total	North	North-Est	Centre-West	South-Est	South	Total	Whites	Mestizos	Blacks	Asian	Amerindian	Total	Lower class	Middle class	Upper class	Total
Overall physical appearance	Not important	0%	7%	14%	6%	0%	0%	8%	11%	0%	25%	0%	8%	0%	0%	7%	11%	11%	8%	8%	5%	0%	40%	0%	8%	0%	11%	5%	8%
	Important	0%	83%	67%	88%	89%	50%	77%	75%	87%	75%	75%	77%	80%	86%	79%	71%	80%	77%	76%	90%	75%	40%	100%	77%	100%	75%	77%	77%
	Very important	0%	10%	19%	6%	11%	50%	14%	15%	13%	0%	25%	14%	20%	14%	14%	18%	9%	14%	16%	5%	25%	20%	0%	14%	0%	14%	18%	14%
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Facial appearance	Not important	0%	0%	11%	13%	11%	25%	8%	7%	4%	25%	25%	8%	0%	14%	7%	0%	14%	8%	5%	20%	0%	0%	0%	8%	13%	8%	5%	8%
	Important	0%	66%	67%	81%	67%	25%	67%	65%	78%	50%	50%	67%	60%	79%	79%	63%	63%	67%	68%	65%	75%	60%	0%	67%	75%	70%	55%	67%
	Very important	0%	34%	22%	6%	22%	50%	25%	28%	17%	25%	25%	25%	40%	7%	14%	37%	23%	25%	26%	15%	25%	40%	100%	25%	13%	22%	41%	25%
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Body shape	Not important	0%	17%	36%	13%	33%	50%	25%	25%	17%	50%	50%	25%	20%	29%	29%	11%	40%	25%	28%	25%	0%	20%	0%	25%	25%	29%	14%	25%
	Important	0%	71%	56%	88%	67%	0%	65%	64%	78%	50%	25%	65%	40%	71%	64%	74%	57%	65%	64%	65%	75%	60%	100%	65%	75%	62%	73%	65%
	Very important	0%	12%	8%	0%	0%	50%	9%	11%	4%	0%	25%	9%	40%	0%	7%	16%	3%	9%	8%	10%	25%	20%	0%	9%	0%	9%	14%	9%
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Happiness	Not important	0%	2%	3%	0%	0%	0%	2%	3%	0%	0%	0%	2%	0%	0%	0%	5%	0%	2%	0%	5%	0%	20%	0%	2%	0%	0%	9%	2%
	Important	0%	15%	25%	31%	33%	0%	22%	23%	26%	0%	0%	22%	20%	21%	29%	32%	9%	22%	21%	25%	0%	20%	0%	22%	25%	22%	18%	22%
	Very important	0%	83%	72%	69%	67%	100%	76%	75%	74%	100%	100%	76%	80%	79%	71%	63%	91%	76%	79%	70%	100%	60%	100%	76%	75%	78%	73%	76%
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Kindness	Not important	0%	5%	8%	13%	11%	0%	8%	8%	9%	0%	0%	8%	0%	7%	7%	11%	6%	8%	8%	5%	0%	0%	100%	8%	13%	5%	14%	8%
	Important	0%	22%	28%	19%	11%	0%	22%	23%	22%	0%	25%	22%	0%	7%	29%	37%	11%	22%	20%	20%	50%	40%	0%	22%	13%	22%	23%	22%
	Very important	0%	73%	64%	69%	78%	100%	71%	69%	70%	100%	75%	71%	100%	86%	64%	53%	83%	71%	72%	75%	50%	60%	0%	71%	75%	72%	64%	71%
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Confidence	Not important	0%	2%	3%	6%	11%	0%	4%	3%	9%	0%	0%	4%	0%	14%	7%	3%	0%	4%	5%	0%	0%	0%	100%	4%	0%	3%	9%	4%
	Important	0%	17%	25%	19%	22%	0%	20%	21%	22%	0%	0%	20%	0%	7%	14%	37%	11%	20%	20%	10%	0%	60%	0%	20%	13%	21%	18%	20%
	Very important	0%	80%	72%	75%	67%	100%	76%	76%	70%	100%	100%	76%	100%	79%	79%	61%	89%	76%	75%	90%	100%	40%	0%	76%	88%	76%	73%	76%
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Humor	Not important	0%	2%	3%	0%	11%	0%	3%	1%	9%	0%	0%	3%	0%	7%	3%	3%	0%	3%	3%	5%	0%	0%	0%	3%	0%	3%	5%	3%
	Important	0%	20%	25%	38%	56%	0%	26%	24%	35%	50%	0%	26%	20%	29%	43%	37%	9%	26%	24%	25%	0%	80%	100%	26%	25%	25%	32%	26%
	Very important	0%	78%	72%	63%	33%	100%	71%	75%	57%	50%	100%	71%	80%	64%	50%	61%	91%	71%	74%	70%	100%	20%	0%	71%	75%	72%	64%	71%
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Intelligence	Not important	0%	5%	6%	6%	0%	0%	3%	4%	0%	0%	0%	3%	0%	0%	0%	8%	0%	3%	4%	0%	0%	0%	0%	3%	0%	1%	9%	3%
	Important	0%	24%	22%	19%	67%	25%	26%	24%	35%	25%	25%	26%	20%	29%	50%	29%	14%	26%	26%	20%	0%	60%	100%	26%	38%	21%	41%	26%
	Very important	0%	71%	72%	75%	33%	75%	71%	72%	65%	75%	75%	71%	80%	71%	50%	63%	86%	71%	70%	80%	100%	40%	0%	71%	63%	78%	50%	71%
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Wisdom	Not important	0%	5%	6%	0%	0%	0%	4%	5%	0%	0%	0%	4%	0%	7%	0%	5%	3%	4%	5%	0%	0%	0%	0%	4%	0%	3%	9%	4%
	Important	0%	29%	33%	38%	44%	50%	34%	31%	48%	25%	25%	34%	40%	14%	57%	50%	14%	34%	36%	20%	25%	60%	100%	34%	13%	34%	41%	34%
	Very important	0%	66%	61%	63%	56%	50%	62%	64%	52%	75%	75%	62%	60%	79%	43%	45%	83%	62%	59%	80%	75%	40%	0%	62%	88%	63%	50%	62%
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Success	Not important	0%	24%	19%	19%	22%	0%	21%	20%	26%	25%	0%	21%	7%	7%	0%	32%	14%	21%	21%	20%	25%	0%	0%	21%	25%	20%	23%	21%
	Important	0%	39%	56%	69%	78%	75%	54%	52%	57%	75%	50%	54%	60%	64%	57%	50%	51%	54%	55%	50%	25%	60%	100%	54%	50%	50%	68%	54%
	Very important	0%	37%	25%	13%	0%	25%	25%	28%	17%	0%	50%	25%	33%	29%	43%	18%	34%	25%	24%	30%	50%	40%	0%	25%	25%	30%	9%	25%
	Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Appendix D: What makes you feel beautiful – Cross Tabulation

Appendix E: Beauty brand as a person – Cross Tabulation

Appendix F: Female opinion – Cross Tabulation