A Work Project, presented as part of the requirements for the Award of a Master Degree in Management from the NOVA - School of Business and Economics.

HOW TO RE-LAUNCH THE UNILEVER FACE CARE BRAND SIMPLE® IN PORTUGAL?

Confidential

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1. Abstract

Simple® is a brand recently launched in Portugal that has failed to reach the launching objectives projected by Unilever-Jerónimo Martins. This Work Project focuses on the face care category and its main intention is to understand how to re-launch the brand in Portugal. After developing a deep research through in-depth interviews and in-store observations, based on the purpose of understanding why Simple® was not able to meet its launching objectives, we identified that the brand positioning was the main issue to be addressed to re-launch Simple® successfully in Portugal.

2. Key Word

Brand Positioning, Face Care category, Simple®[1].

[1] When mentioning the brand Simple® we will write *Simple*

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1. INTRODUCTION

Currently I am working at Unilever-Jerónimo Martins (ULJM) in the Marketing department, more precisely as Assistant Brand Manager of *Simple*.

Per se, I carefully chose my work project topic in accordance with my current position.

Simple was created in 1960 in the UK, where, at the moment, is the number one Face Care Brand. In January 2017 ULJM decided to launch the brand in Portugal. Nine months after the launch, *Simple*'s market performance is far from the success it was expected to have. Thus, the present Work Project focal objective is to understand how to re-launch the Unilever skin care brand *Simple* in Portugal. In order to address this objective and after presenting a contextual background, we first explore why *Simple* has not been able to meet the launching objectives. Then, we present recommendations to reposition the brand in Portugal.

2. CONTEXTUAL BACKGROUND

In order to address the Work Project objectives, we first study in this contextual section the concept of brand positioning, afterwards we present the brand *Simple* in the UK, before its launch in Portugal. Then we contextualize the understanding of the Portuguese face care market in the modern retail. Finally, we present the brand's launch in Portugal and its current situation.

2.1 Brand Positioning

Many branding authors have studied the concept of Brand Positioning. In the present Work Project we use Keller's model (2008). We also present the Brand Positioning's model used at Unilever, the "Brand Key" model**.**

2.1.1 Keller’s approach

According to Keller, Brand Positioning is “the act of designing the company’s offer and image so that it occupies a distinct and valued place in the target customers’ minds” (Keller, 2008). According to the author one should use the Customer-based brand equity (CBBE) model, which explains that, in order to decide the positioning, one should define the frame of reference (by finding the **target** market and the **nature of competition**), the **points of difference (POD)** and the **points of parity (POP)** from the brand’s competitors.

First and foremost, to define the Market, one should define **Who the target consumer should be**. Considering that different customers may have different brand perceptions, it is of importance to identity the consumer target. To define rightly the Target Market it is essential to take into account two main concepts: 1) Market: the set of all actual and potential buyers who have sufficient interest in, income for, and access to a product (Keller, 2008) and 2) Market Segmentation: how the market is divided into distinct groups of homogenous consumers who have similar needs and consumer behavior (Keller, 2008). Regarding the segmentation bases, they can be classified as descriptive (consumer-oriented, that is, what kind of person the customer is) or behavioral (brand-oriented, that is, how the customer thinks of or uses the brand).

Secondly, we need to understand the Nature of Competition: **Who the main competitors should be**. Should competitors be the ones that 1) Target the same segment, 2) Compete in the same distribution channels and/or 3) The ones that consumers also consider when purchasing decision happens?

Thirdly, it should be defined the **Points of Difference** (PODs) that the brand ought to have towards its competitors, which are attributes or benefits that consumers strongly associate with a brand, positively evaluate, and believe they could not find to the same extent with a competitive brand (Keller, 2008). According to Keller, a POD needs to be: 1) Relevant, because the Target consumers must find the POD personally relevant and important, 2) Distinctive because Target consumers must find the POD distinctive and superior and 3) Believable because the brand must offer a (or several) credible reason(s) for its choice over the other options.

Fourthly, one should define the **Points of Parity** (POPs), associations, which are attributes, or benefits that are not unique to the brand but may be shared by other brands (Keller, 2008). There are two types of POPs, the **Category POPs,** which are necessary, but not sufficient conditions for choosing the brand, in other words they are the expected associations of the category level; and the **Competitive POPs**, associations designed to "negate" competitors' PODs, in other words, former PODs that were also adopted by the competitors.

2.1.2 Unilever Brand Key model

Unilever approaches the brand positioning as the sum of every point that differentiate the brand. We present in Figure 1 the "Brand Key" framework for *Simple* in 2016.

Figure 1: ***Simple's Brand Key Framework (Source: Unilever 2016)***

2.2 The Brand *Simple* in the UK, before its launch in Portugal

In 2010, Unilever bought *Simple* when the anglo-dutch company acquired *Simple*'s parent corporation Alberto-Culver (an American corporation whose main business was manufacturing hair and skin care products). Five years later, *Simple* became the number one Face Care brand (in Value and Volume market share) in the UK.

Simple's mission is to liberate skincare (and woman's lives) from their sensitive skin limitations. The brand believes that a sensitive skin is not a skin type but a skin condition that can occur when the skin is exposed to a variety (external or internal) of factors (such as pollution, cold, heat, makeup). Since 1960, the brand is committed to make all its products with no perfumes, colors or harsh chemicals.

In the UK, *Simple* operates in almost all the Personal Care categories, from Face Care to Shower Gel and Hair Care. For the purpose of this Work Project, only the Face Care category is taken into account since it is the category that was launched in Portugal (see the Face Care portfolio in the UK in appendix 1).

The Face Care market is divided between Face Cleansing products and Face Treatment products. While the Face Cleansing category is mostly made of cleansers, facial care products used to remove makeup, dirt, oil and other types of impurities from the skin, the Face Treatment category is typically made of creams and moisturizers, mostly used to care and hydrate the skin.

In the UK, while the Face Care market (in value) is divided evenly between Face Cleansing and Face Treatment (appendix 2), *Simple*'s portfolio is mostly focused on Face Cleansing.

Simple's core target consumers in the UK are young millennials[2]. Either with sensitive skin and/or embracing the values of kindness and simplicity in skincare, they are considered urban natives, seeing nature as the solution for healthy living. These consumers buy *Simple* for two main reasons, one being *Simple*'s uncomplicated skin care routine: consumers busy lifestyle calls for simple straightforward skincare solutions, "less is more" is their mantra, natural, free from and non-harsh products complement their naturally healthy skin approach. Two because it is good for sensitive skin, free from "baddies" and more natural than other brands, a necessity to address their delicate skin need drives them to be informed in their approach on buying skincare. They question products, processes and want expertise. They look for natural, safe, non-harsh ingredients.

[2] We consider as young millenials all people between 18 and 25 years old

2.3 Portuguese Face Care Market in the Modern Retail

In Portugal, the Face Care market is worth €38.4M (Nielsen, July 2016). The weight of Face Treatment is much more significant than Face Cleansing's, with more than 70% of the value sales of the market (Nielsen, July 2016). Although the Face Treatment category has declined in the last few years, the Face Care market has grown, having the Face Cleansing category increased a significant value of 9%. The Face Care market is controlled predominantly by manufacturer brands that account for 92,7% of the market (Nielsen, July 2016).

The Market is dominated by L'Oréal and Beiersdorf, two manufacturer companies, that together, are worth more than 70% of the value market share (see appendix 3). Nivea (Beiersdorf), L'Oréal Paris (L'Oréal) and Garnier (L'Oréal) are the leading brands of the market. Concerning their category division the three brands have their portfolio dominated by Face Treatment.

Regarding distribution, hypermarkets and big supermarkets are worth, together, almost 90% of the sales, in both categories (Nielsen, July 2016).

2.4 *Simple's* launch in Portugal

Launched in January 2017, ULJM defined a set of numerical goals to be met by the end of the year. The target was set at 6,33% for the value market share of the Face Care market (10% VMS of total Face Cleansing and 2% VMS of total Face Treatment). Taking into account UK's portfolio analysis, ULJM decided to launch eleven skus[3] (appendix 4), four of Face Treatment and seven of Face Cleansing. It was established a premium price strategy, around 30% above the face care market average price.

[3] Skus is the denomination for product within Unilever

Setting a first strategy aiming to establish the brand, the main “Job to be done” was to make women, below thirty five years, aware that their skin can be sensitive to a lot of factors (external or internal) and that it deserves sensitive skin care.

Before the launch of the brand, the CMI (Customer Market Insights) department of ULJM made a study based on consumer’s insights on the Face Care market. From the study, the Marketing team realized that there was an opportunity to capture young girls that have not yet entered the market of Face Care.

- Concerning communication, around three fourths of the investment was assigned to brand awareness through television, strong point of sale communication, press communication and out of home mupis; and the other one fourth of the investment was assigned to build brand credibility and desire, mainly through social media and influencer marketing strategies, a communication strategy was developed focusing millenials, through Instagram as the main channel.
- Regarding distribution, *Simple*’s plan was to reach 90% of modern retailers in Portugal. Their in-store objective was to be next to Garnier and Nivea.

In order to define *Simple*’s brand positioning in Portugal we use Keller’s approach, allied to the “brand key” framework showed in Figure 1.

1) Who the **Target** consumer should be. Two Tribes represent *Simple’s* target consumers: “The Queens of Simplicity”, who have low interest in the beauty and face care, they like to “keep it simple” - less is more. They are not interested in claims on packaging nor in the latest advances in new products, as long as it is straightforward and good value. “The Perfection Seekers”, who have high interest in beauty and face care, they research products before buying and take notice of the ingredients, they like

scientific advances, but organics are also important. These tribes are differentiated according to their values towards life, beauty and skincare.

2) Who the main **competitors** should be. We consider as *Simple*'s competitors the following brands: Nivea, Garnier, L'Oreal Paris, Diadermine, Bioten, Johnson&Johnson and Corine de Farme.

3) Points of Difference (**POD**s): *Simple* is the expert in sensitive skin, addressing all skin types and focusing on the most sensitive ones since 1960.

4) Points of Parity (**POP**s): Category POPs: products that care for the skin. Competitive POPs: natural origin ingredients. Figure 2 sums up the brand positioning when the brand was launched in Portugal (January 2017).

Figure 2: *Simple's Positioning Statement when launched in Portugal, based on Keller's model (2008). Work Project author, based on internal Unilever documents*

[TARGET]

For women, "Queens of Simplicity" and "Perfection Seekers"

[FRAME OF REFERENCE / POPs];

Simple is a brand offering face care products, with a wide range of moisturizers and cleansing products, that care for your skin, with natural ingredients;

[PODs]

Which offers the expertise in sensitive skin; made for all skin types even the most sensitive ones;

[REASONS TO BELIEVE]

Because 1) is made without perfume or color and no harsh chemicals, 2) is the first brand (in UK since1960) to deliver skincare products without harsh chemicals and 3) simple believes that all skin is sensitive and that sensitivity is not a type but a condition that all skin types are exposed to.

2.5 *Simple* today in Portugal

Analysing the past 9 months and comparing to the documented expectation for *Simple's* first year in the Portuguese market, the first metric that stands out is that only around 60% of the target was achieved. In 9 months there was a significant decrease in distribution, alongside a decrease in store visibility. Although it is the second face care brand to invest the most in communication, *Simple* is only worth 2% market share in Skin Cleansing and 0,3% market share in Skin Treatment (Nielsen July 2017).

Internally, the sales department is not motivated with the new Face Care brand, as the retailers do not want to buy significant volumes (because they claim to still have stock in house) neither do they want to make promotions, which is something important for any brand selling in the modern retail in Portugal.

3. ADRESSING THE WORK PROJECT RESEARCH QUESTION

The Work Project objective takes us to the following research question: "Why has *Simple* not been able to meet the launching objectives?"

3.1 Market Research

In order to address the previous question it was conducted a market research involving an analysis of the brand web-site, qualitative interviews and in-store observations.

3.1.1 Web-Site Analysis

Simple's Web Site data was analysed in order to understand the visits profile. The analysis was made based on the data collected by the brand's media agency.

3.1.2 Qualitative Interviews

Methodology

We conducted 20 qualitative interviews. Qualitative in-depth interviews are used, in order to explore in depth a general idea in which the interviewer is interested (Saunders 2012). This method is used to gather data, which is normally analysed qualitatively, likely to be used not only to understand the "what" and the "how" but also to place more emphasis on "why" (Saunders 2012). On average, the interviews took 30 minutes, and were all conducted in Portuguese.

Structure

It was first established a pre-requisite questionnaire (appendix 5) to select the sample to be studied for the purpose of the research question. In order to study the current brand target's behaviour towards Face Care, it was pre-determined a set of mandatory restrictions. First, all interviewees had to be women with more than fifteen years old and less than twenty-five years old. Second, all interviewees had to have bought Face Care products in the last six months in the modern retail. Third, a hundred per cent of the sample had to know the brand *Simple* and more than fifty per cent had to use or have bought Nivea or Garnier. It was also developed an Interview Guide (appendix 6) with the main topics to be covered during the interview; at the end of the interview, in order to understand the perception that the interviewee had of *Simple,* it was shown to the interviewee *Simple's* full portfolio range and the latest commercials of the brand.

3.1.3 In-Store Observations

Methodology

Observation involves the systematic observation, recording, description, analysis and interception of people's behaviour. In order to maintain the observed consumer unaware of the observation, a covert observation must be conducted (Saunders 2012). Thus to mitigate the observer effect (Saunders 2012) the researcher (my self) acquires the role of complete observer (Saunders 2012) by assuming a shopper position. For the purpose of preserving the purchase behaviour as it takes place usually, the research took place in its natural environment. Observation was made in three Hypermarkets in the Greater Lisbon (Continente Vasco da Gama, Jumbo Amoreiras and Pingo Doce Telheiras), during regular hours (9 a.m. - 9 p.m.). These observations were made from 27th of October to 17th of November. The collected Data was afterwards studied using a patterned analysis.

Structure

An Observation Grid was developed (appendix 7) and divided into four main parts of research: “Demographics”, “Approach to Face Care Category”, “Purchasing Decisions” and “Observational Annotations”.

Concerning “Demographics” information, it was only taken into account two variables, gender and age estimation, as the two variables do not require interaction with the consumer.

The “Approach to Face Category” incorporated three main aspects: i) Approach, ii) Perceived evaluation criteria and iii) Decision time.

i) Approach concerns how the Observed Consumer (O.C) approached the Face Care sector of the store. We analysed if the consumer went directly to a specific product, to a multiple of products of a certain brand, to a specific sub-category or if they pondered the overall variety of Face Care products and brands. The following sub-categories were taken into account: Naturals (as the section that has products made of natural ingredients), Wipes, Other Cleansers, Other moisturisers, Aging Moisturiser and Teen ranges.

ii) The perceived evaluation criteria of the O.C, involved five features: Price (If observed that the O.C took into account the price list of the product), Promotion (If observed that the O.C took into account any (attention) signs of the product), Labelling of Front of Pack (FOP) (If observed that the O.C took interest in the FOP of the product), Labelling of the Back of Pack (BOP) (If observed that the O.C took interest in the BOP of the product), other features (if the evaluation criteria was not observable, such as taking into account all assortment of the Face Care sector, without showing a precise interest for any of the previous analysed features).

iii) The last aspect to account was the decision time. The observer recorded how long it took to the O.C to make a final decision on either picking a product from the shelf and putting it in a shopper basket or move to a different store section.

The "Purchase Decision", took into account if the O.C did indeed place a product in the shopping basket. Later the observer was to record which article, in what quantities, indicating if in promotion.

Lastly, the observational "Annotations" consisted on documenting any other information relevant for the purpose of the observation, to be posteriorly analysed and added, if relevant, to the other gathered data.

Thirty observations were completed.

3.2 Market Research Insights: Why *Simple* has not been able to meet the launching objectives

The purpose of this section is to address the research question: Why has Simple not been able to meet the launching objective?

The first important insight taken from the market research is that, generally, younger girls[4] do not have interest in the Face Care category except when they have a specific skin problem (e.g. Acne); **this insight is built on two interpretations, firstly all consumers that we were able to observe in the Face Care aisle of the supermarket were aged between 18 and 50 years old, which means that the younger ones do not go to this section; secondly, as the following quotes illustrate, the only (studied) consumers below 20 years old, that do have interest in the Face Care category and purchase it in the supermarket, look for problem-solution products:**

"What I always buy in the supermarket is a mask to peel of blackheads from Nivea because I really love to use that to remove blackheads" (F, 20, student).

"The one I bought more recently, was the Garnier's charcoal mask. I saw the product all over social media, everyone was using it. Plus it said it was for oily skin, which is something I struggle with." (F, 18, Student).

"The last Face Care product I bought was a exfoliating, from Garnier, I think, to help on my pimples" (F, 17, Student).

In addition to the quotes above, all O.Cs, considered as younger girls, took interest in the Teen Ranges sub-category but did not actually purchased any product.

- **Another interesting learning from the market research, is that most studied consumers (18/20), buy face care products from both the modern retail and the pharmacy channel:**

[4] Considering younger girls as all women below 20 years old

"In the Supermarket I bought the Nivea daily cream, which I normally use. The toner to remove makeup I use one from the pharmacy" (F, 22, Student)

"*Other than Cien's new cream I bought, I go to the pharmacy, specially to buy the micellar water from La Roche Posey"* (F, 21, Working)

"From the Supermarket I buy Garnier's micellar water, but I don't use it always… As I've said before my skin is more sensitive sometimes, and during that time I use cleansers and creams from the pharmacy, from Avene and Uriage mainly." (F, 19, Student)

"*Every time I go to the supermarket it's normally because of price. Pharmacy products always have better quality. Although, sometimes I use the Nivea cream from the Supermarket, all my cleansers I buy them at the pharmacy"* (F, 22, Student)

- **In general, the natural (product ingredients) characteristics of face care brands, are not an important driver for the studied consumers, as the following quote demonstrates:**

"I believe that some people would buy it (Simple) because it does not has color or aggressive chemicals, but for me it is not a problem" (F,22, Student).

When the feature is considered important, is mainly because the respondent is older. Only 4/30 O.Cs went to the "Naturals" section of the Face Care aisle, and those who went were all aged above 27. Additionally, the biggest percentage, 21,4% of the visits to *Simple's* website, is from people with twenty-five to thirty-four years old, and the second biggest, 15%, is from people with thirty-five to forty-four years old, which increases the belief that, younger women do not have a clear interest for natural face care brands.

- **The most important driver for the consumer is related to other people's advices, if they have never heard about the brand or product, there is a small probability they will buy it.**

"*From that specific Facial Wash from Garnier I saw a lot of publicity no Instagram, with girls showing the product with good results, they described to have the same problem I have. Well, I do not believe in everything they say, but nevertheless I've decided to try"* (F, 22, Student).

"I bought the Cien cream because a friend of mine told me she did and she loved it. Then, I've tried and it has been almost one year I've used it." (F, 23, Student)

"I am afraid of trying new face care products, because I do not know how my skin will react. So if someone tells me they have tried and it worked, I would be more willing to buy it too" (F, 22, student)

- **Promotions are also an important factor, as illustrated by the following quotes:**

"I always like to pass through the Face Care sector in the store to see if the products I like are on promotions, if they are I normally buy them". (F, 17, Student)

"I bought a Garnier's day cream I think, actually I wanted to buy the micellar water too because I was almost running-out of it. But it was not on promotion, so waited until the next week. I already know that at least one week per month they are on promotion, so I go there to see when" (F, 20, Student)

Although promotions are a driver to purchase a certain product, all interviewees who mentioned promotions as one of their purchase drivers (3/20) were not considering on trying new products, but wanted to buy their frequently used product.

- **Face Care is a High Involvement Product Category**[5], from the analysis of the data collected from the in-store observation, 20/30 O.Cs had a decision time of more than 8 minutes. Even though that during this research we have discovered that the Face Care corridor has significant less movement compared to other corridors of the store, mainly because of the long usage life of each product, the majority of the O.Cs that approached the Face Care category showed exceptional interest in the aisle by

[5] Higher emotional involvement with the category

evaluating "intensely" the overall assortment of the category. From those with longer[6] decision time, 14/20 O.Cs did not actually purchase any product; these O.Cs took interest in all Face Care assortments, picking different products from different categories and brands. From the 6/20 that took more than 8 minutes to finalise their purchasing decision by adding product(s) to a basket, all took interest or in a specific brand or in a specific sub-category. Therefore, the studied consumers demonstrated that usually they are brand loyal, as the following quote demonstrates:

"Nivea is a brand that you can always trust, because it has been in the market for so long, so it gives a feeling of trust. I use the same cream because I like the effect it had on me. Thus, I've continued to buy." (F, 23, Working)

- **Social media has an important role in the Face Care category.** The interviewees seemed to be reluctant to change brands and do not trust a new brand easily. In order to do so, they consider essential the search for product reviews on social media, before purchasing any new products.

"I like to follow beauty YouTube bloggers to be aware of new trends and products, the problem is that I prefer to watch English ones, but when I want to purchase a certain product most of the times they are not for sale here in Portugal, so now I've started to watch the Portuguese ones. Because I don't have a lot of time to search for my self, I see what is new in their channels and if I think it may work with my skin I buy the product" (F, 24, working)

"It's mainly youtubers, social media, Instagram… It's mainly that... More from this platforms than from TV commercials. Because I trust more the real experience of people I follow, from people that have already tried it and so they know what to say about the product, if it really worked on their skin." (F, 19, Student)

- **Concerning face care routines, most of the younger interviewees[7] did not seem to have a specific face care routine**:

[6] Considered higher decision time more than 8 minutes
[7] To be considered younger interviewees as the ones with age below 20

"Well treatment I use every day - Twice a day. But cleansing only sometimes…" (F, 16, Student)

"No, no… I just use it when I feel my skin needs. I mean, to take out I sometimes wipe with a wipe, like 1 in 2 days or with with a tonic to clean my face, but i'm not used to put cream."(F,19, student)

"I don't really have a routine, sometimes I use my mother's cleansers to remove makeup" (F, 17, Student)

Older interviewees mentioned the importance of their daily face care routines mixing both treatment and cleansing products:

"Normally I use the Nivea cream during the day and the micellar water at night to remove makeup before going to bed. I do not use any cream at night." (F, 21, Working)

"In the morning I clean my face with that facial wash from garnier and right after I hydrate my face with a pharmaceutical moisturizer. At the end of the day I remove my makeup with Wipes or a toner and after I clean with normal water and finally I apply my moisturizer again." (F, 24, Working)

- Because only two of the twenty interviewees had used *Simple,* the ***Simple's*** **Brand Image** analysis is based on people that have never used any of *Simple*'s products**.**

Figure 3. *Insights from Simple's Projective Technique*

As Figure 3 and the quotes below illustrate, *Simple* is perceived by the majority of the interviewees as a natural, trustworthy, easy brand:

"It looked that the wipes were very good for sensitive skin, because a lot of times the wipes burn the skin, and those ones looked that might be good for my skin" (F, 19, Student)

"Something easy, that makes what we need without a lot of complexity and that works for all skin types." (F, 23, Working)

"It has a clean image, I like it" (F, 20, Student)

"I believe I would consider buying, it seems that is good for sensitive skin, and my skin is a bit sensitive sometimes" (F, 22, Working)

Finally, although the message of the latest commercials showed to the interviewees was understood by the greater part, as they mentioned that *Simple* wants to address daily skin harmful triggers as a cause for skin sensitivity:

" I understood that what stands out is that all aggressions that your skin might fight daily can be improved by a Simple product." (F, 22, Working).

The studied consumers also mentioned that the communication overall is uninteresting and the message not straightforward enough, consequently it does not persuades them to buy:

"But it does not capture my attention. Because there is nothing that stands out, like a special characteristic from the product, a special ingredient perhaps…" (F,22, Student)

"I think i tis a bit boring. If I'm concentrated on the message, yes I understand, but on a daily basis I won't be, so I think it should be something to stand out more " (F, 21, Student).

4. CONCLUSION AND RECOMMENDATIONS TO UNILEVER

In order to re-launch this brand successfully in Portugal, we recommend, based on this Work Project research, an alteration in brand positioning for Unilever face care brand *Simple.*

The main **conclusion** of the Work Project research is that *Simple's* target was wrongly defined at the moment of the launch in Portugal.

Firstly, because it addressed two very different types of consumers - the Queens of Simplicity and the Perfection Seekers - with the same positioning.

Secondly, because by targeting women 15-34 years old, *Simple* was aiming to capture younger girls, whom, based on this research, do not have interest in purchasing face care products, except when they have a skin problem, and when they do, its more likely they will purchase in the pharmaceutical channels

Following on the conclusion, we recommend a new positioning for *Simple,* based on Keller's approach presented before.

The **Target** must be more aligned to what *Simple* stands for, to the brand key pillar of making products more natural as possible, for sensitive skin. Thus, the brand must target women that realise that their skin is sensitive but consider buying products in the supermarket or hypermarket.

From the research we verified that the (studied) younger girls, that *Simple* was aiming when the launch, do not have interest in the Face Care category unless they have specific skin problems and, usually, to treat those problems they purchase face care products in the pharmaceutical channel. Based on the research, we were able to understand, that only older women, with at least more than twenty-five years old, care for the natural features of the face care products.

Therefore, *Simple* target must be women older than 25 years old, who realise that their skin is sensitive but consider buying face care products in the modern retail instead of the pharmaceutical channel.

Regarding **Competition**, *Simple* should focus on face care brands selling in the same distribution channels, the modern retail, and that also target the same segment as *Simple*. Hence, *Simple's* main competitors are Garnier, Nivea, L'Oreal Paris and Bioten.

Concerning **POPs**, *Simple* is a brand dedicated to face care, offering a wide range of face cleanser and face moisturisers

Taking into account the **new target**, *Simple's* **PODs** turn to be more relevant. Its most important features are what make *Simple* different from the competition. As it was the first brand (in the UK) to make all its products with no perfume, color or harsh chemicals and because it believes that all skin is sensitive and that sensitivity is not a type but a condition that all skin types are exposed to. *Simple* is more natural than other brands and the expert in sensitive skin.

Resulting on the new brand positioning presented above, Figure 4 sums up our recommended new positioning statement.

Figure 4: *Simple's recommended new positioning statement*

[TARGET]

For women who know that their skin can be sensitive, but consider buying their skin care products in the modern retail instead of the pharmaceutical channel

[FRAME OF REFERENCE / POPs];

Simple is a brand offering face care products, with a wide range of moisturizers and cleansing products, that care for your skin.

[PODs]

More natural than other brands, it offers the best expertise in sensitive skin even for the consumers with the most sensitive skins.

[REASONS TO BELIEVE]

Because 1) is made without perfume or color and no harsh chemicals, 2) is the first brand (in UK since1960) to deliver skincare products without harsh chemicals and 3) *Simple* believes that all skin is sensitive and that sensitivity is not a type but a condition that all skin types are exposed to.

To implement the new positioning, a marketing plan must be defined. *Simple* should include more face treatment products in its portfolio, as these are important to the new target. Additionally, the message on communication and product needs to be more direct and clear. The marketing team should implement a stronger communication on the point of sale, as it is an aisle of the store where the interested shoppers spend a considered amount of time. Finally, and once the brand achieves more awareness and becomes of more interest to younger girls, *Simple* should bring problem-solution products, such as the Teen Range.

5. WORK PROJECT LIMITATIONS

The main limitations experienced throughout this Work Project were mostly related to four aspects: access to information, geographical limitations, sample size and time constraints.

In relation to Nielsen database, it was not possible to have access to Lidl's Personal Care Private Label Cien market values, thus the consideration of brands market shares do not take into account Cien's performance.

Regarding In-Store Observations, all stores visits were only made in the Greater Lisbon area and, since Simple is poorly distributed, they were all made in supermarkets and hypermarkets. Also, the O.Cs sample is very small, due to observation availability time limitations.

Concerning In-depth Interviews, all interviewees were resident in the Greater Lisbon area, and there were significant sample limitations. For one, it was difficult to find women, with less than twenty years old, that frequently buy and consume face care products (in general). Two, it was not easy to find women over twenty years old who buy face care products in the modern retail. And Three, as *Simple* is a recently new brand, it was difficult to find women that already knew the brand *Simple.*

6. REFERENCES

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A Work Project, presented as part of the requirements for the Award of a Master Degree in Management from the NOVA School of Business and Economics.

HOW TO RELAUNCH UNILEVER FACE CARE BRAND *SIMPLE* IN PORTUGAL

APPENDIX

Carolina de Matos Pereira Gaspar, 27366

A Project carried out on the Master in Management Program, under the supervision of: Prof. Catherine da Silveira

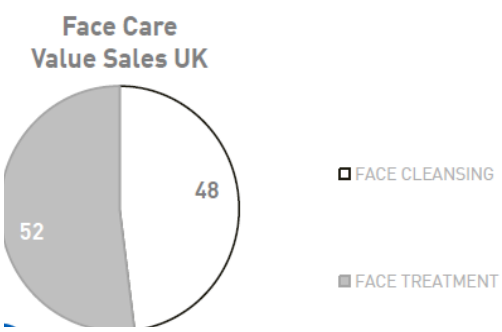
7. Table of Contents

Appendix 1 *Simple's* Portfolio in the UK

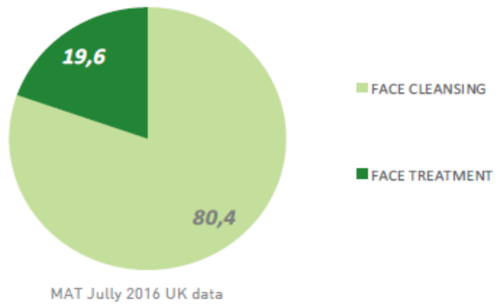
Figure 1. Face skincare Portfolio of Simple in the UK

Appendix 2. UK's Face Care Market and *Simple's* market share

Division of Face Care Value Sales in the UK between Cleansing and Treatment,, Source: Nielsen MAT July 2016



Simple's portfolio division between Face Cleansing and Face Treatment, Nielsen MAT July 2016



MAT w27.2016

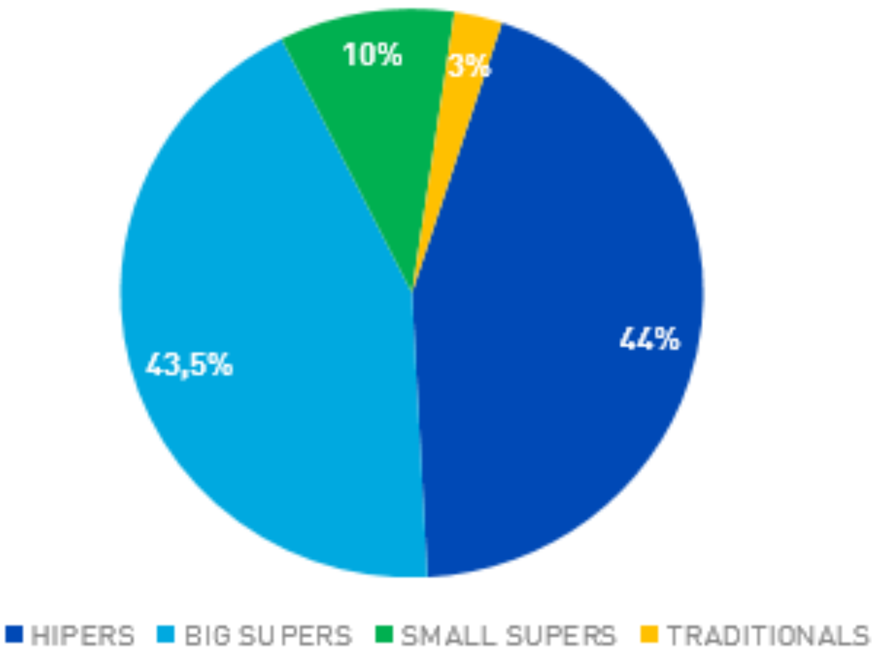
Top 10 Skus of Simple in the UK, Nielsen 2016

1.	FACE CLEANSING	FACE CLEANSER	WIPES	25 WIPES	UNILVR SIMPLE 25 WI STAN~I1VWF9
2.	FACE CLEANSING	FACE CLEANSER	WIPES	25 WIPES	UNILVR SIMPLE KIND TO S 25 WI STAN~IE3XKP
3.	FACE CLEANSING	FACE WASH	FOAM	150 ML	UNILVR SIMPLE 150 M STAN~I1VWCK
4.	FACE CARE	FACE MOISTURISER	LOTION	125 ML	UNILVR SIMPLE KIND TO S 125 M STAN~I1VWEB
5.	FACE CLEANSING	MAKE-UP REMOVER	LIQUID	125 ML	UNILVR SIMPLE 125 M STAN~I1E1UY
6.	FACE CLEANSING	FACE CLEANSER	WIPES	25 WIPES	UNILVR SIMPLE KIND TO S 25 WI STAN~IE9EWM
7.	FACE CARE	FACE MOISTURISER	LOTION	125 ML	UNILVR SIMPLE KIND TO S 125 M STAN~I1VWET
8.	FACE CLEANSING	FACE CLEANSER	LIQUID	200 ML	UNILVR SIMPLE 200 M STAN~I1E1S7
9.	FACE CLEANSING	FACE CLEANSER	LOTION	200 ML	UNILVR SIMPLE 200 M STAN~I1VWB8
10.	FACE CLEANSING	FACE CLEANSER	WIPES	25 WIPES	UNILVR SIMPLE REGENERAT 25 WI STAN~I29GSK

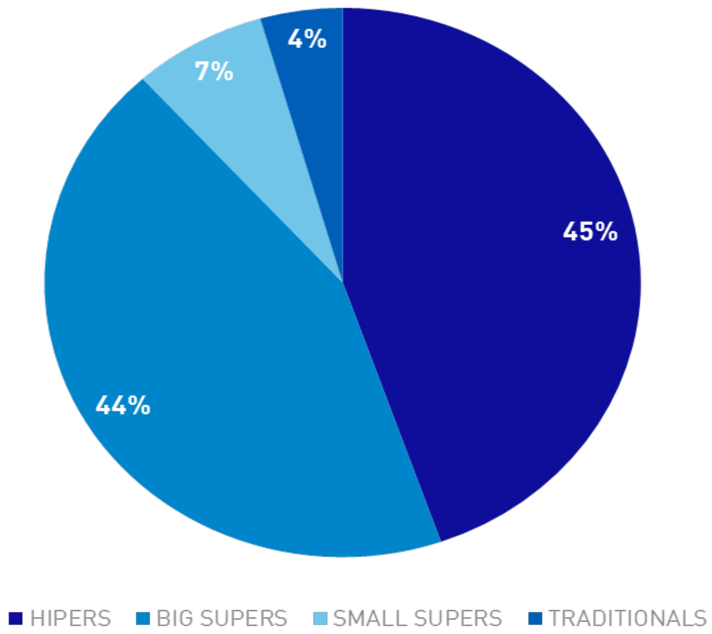
Appendix 3. Portuguese Face Care Market

Division of the Face Care market in Portugal in value, Nielsen MAT w4-w28 2016

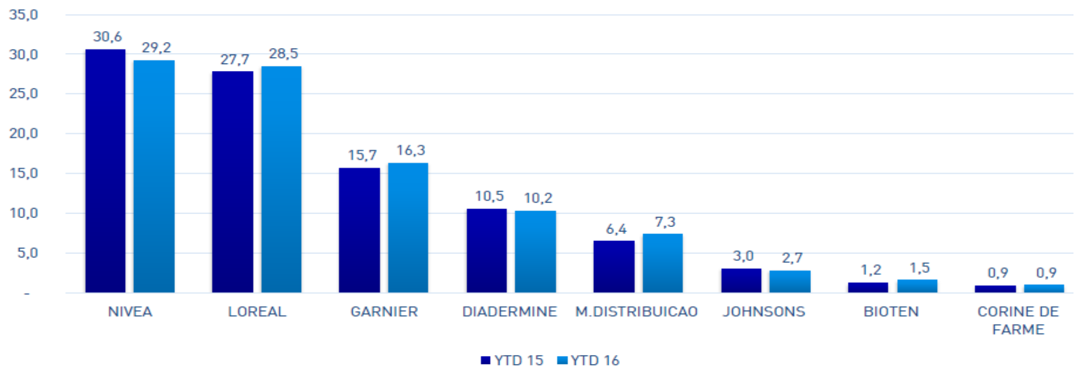
Retailers value sales division in the Face Care Market, Nielsen MAT w4-w28 2016
Figure 17.1: *Retailers value sales division in the Face Cleansing Market*



Retailers value sales division in the Face Treatment Market

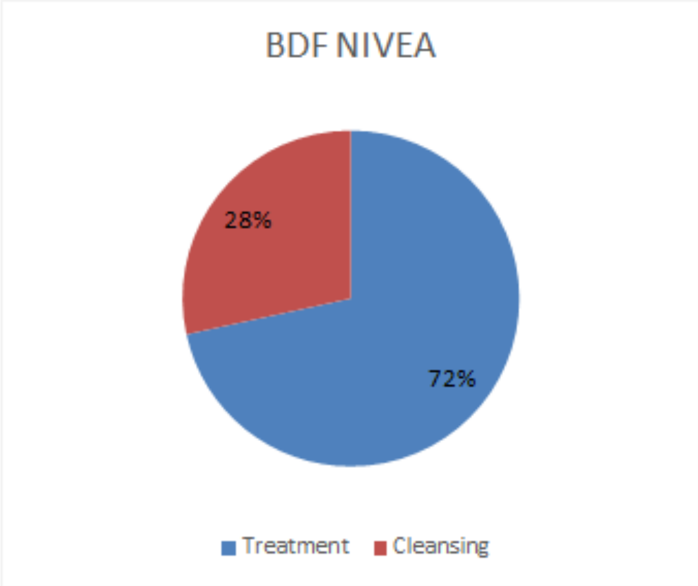


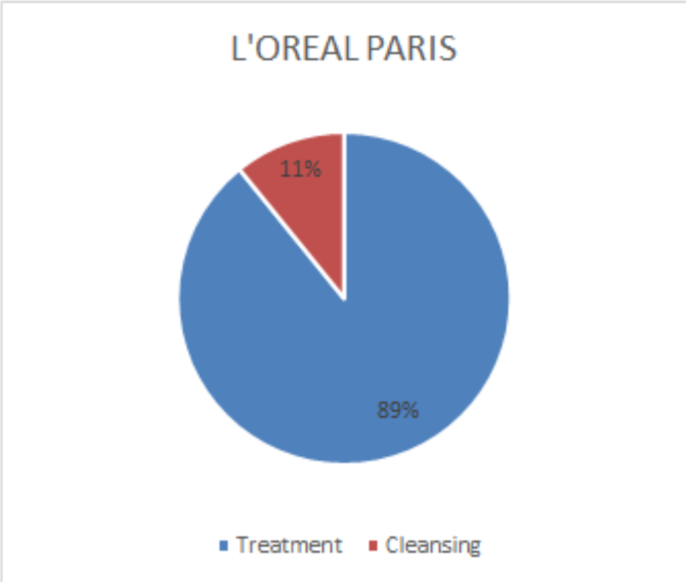
2015 and 2016, brand's[8] value market share in percentage, in the Face Care market..

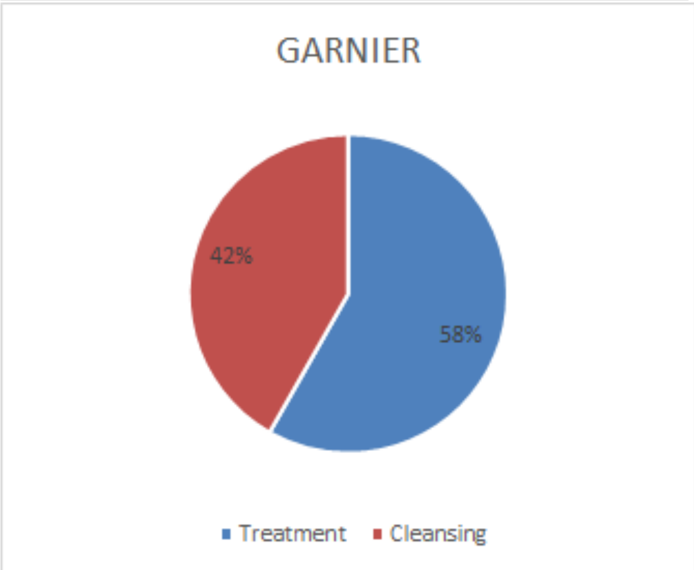


[8] The M.Distribuição does not contemplate LIDL's private label Cien

In value Category division of the Top 3 Face Care brands, Nielsen MAT w4-w28 2016







Appendix 4. *Simple* launch in Portugal

Simple's launch portfolio in Portugal

Appendix 6

Simple's POS communication


CUIDADOS
DO ROSTO
GARNIER
NIVEA
simple
PACK

Appendix 5. Pre-Requisite Filter Questionnaire

1. Are you Portuguese or did you live in Portugal for at least 5years? Yes (filter2) or no (stop questionnaire)

2. Have you bought Face skin care products for yourself, in a supermarket or/and hypermarket in Portugal , in the last 6 months? Yes (filter 3) or not (stop)

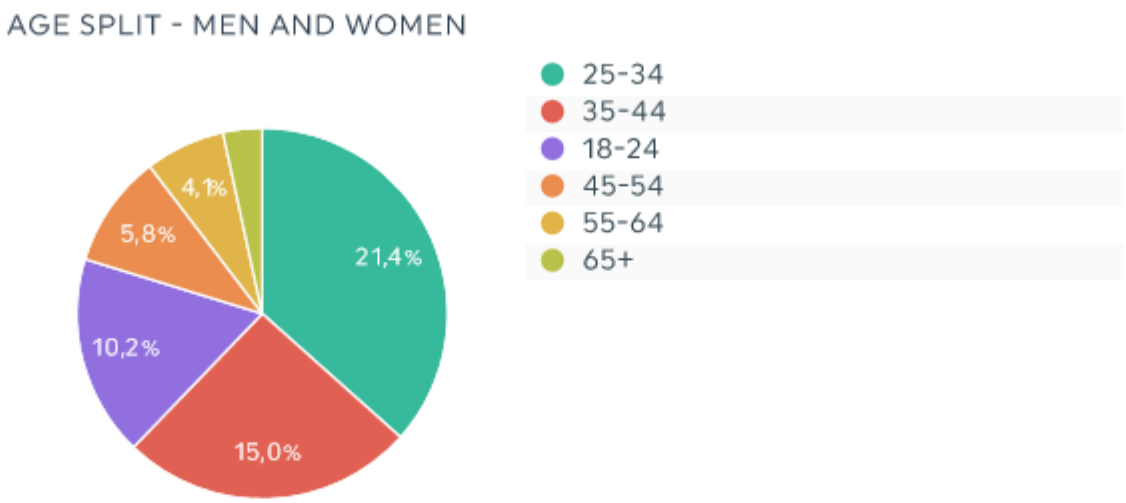
3. Now look at the list below (Figure X)and tell me which brands of face skin care products do you know, at least the name? [100% should know Simple- If not stop interview]

4. From the same list, please tell me which brand(s) of face skin care products have you bought for yourself at least once over the last year? [At least 50% have bought Nivea or Garnier?

List of brands showed in the pre-requisite questionnaire

Appendix 6. Web-site Analysis

Full year 2017, Source: Web-site data base, media agency



Appendix 7. Interview Guide

Warm-up: Hello, I would like to start thanking you for accepting to do our interview today. As you know, I am doing a research for my thesis in Nova SBE. I am trying to figure out some consumer's consumption habits, and so this interview will help me a lot. To make you feel more comfortable I would like to say that even though we are recording the interview, nothing that you will say here will be shared and your name will not appear anywhere in my work. This interview will last around one hour. If you have any questions, I will later answer everything.

Initial Question: "Last time you bought face care products in a supermarket or/and hypermarket in Portugal, which brand did you buy and why?

<table>
<tr><td rowspan="8">Topics to be developed through the interview</td><td colspan="5">1 Purchase behaviour</td></tr>
<tr><td>Purchase frequency</td><td>Channels</td><td>Which brands/Products of face care?</td><td>Purchase Drivers</td><td>Brand Loyalty</td></tr>
<tr><td>Understand how often the interviwee buys skin care product in the modern retail</td><td>Understand if they mix channels ex: Pharmacy + Modern retail Which supermarkets? Which hypermarkets? Why?</td><td>Understand which products and brands from the Face Care market does the consumer buy</td><td>Understands what makes the Interviewee more willing to buy a certain product (Influencers? Promotions? Price?)</td><td>Understand if the person is loyal to the brand or consume more brands</td></tr>
<tr><td colspan="2">2 Consumption behavior</td><td></td><td colspan="2">3 Image and perception</td></tr>
<tr><td>Usage Frequency</td><td>Habits/Routines</td><td></td><td>Prefered Brand</td><td>Simple</td></tr>
<tr><td>Understand how often the interviwee uses skin care product in the modern retail</td><td>Understand if the consumer has a certain habit or routine of face care usage</td><td></td><td>Opinion on the brands they use more frequently + Opinion on advertising + online communication | Projective Technique: Ask to the interviwee "If the Brand (they consumer more often) was a party, what party would it be?</td><td>Opinion on Simple + Opinion on advertising + online communication | Projective Technique Ask to the interviwee "If Simple was a party, what party would it be?</td></tr>
</table>

End with: We are getting to the end of this interview. I would like to thank you for your help. Your insight was very useful for my research. Do you have any question? As I told you before your information is totally anonymous. Being said that, I would like to make some more personal questions. Age, consumer or only buyer, occupation, parent's profession. If you have any question in the future don't mind to ask. Thank you, again!

Profile of the interviewer to be taken in consideration

- Age
- Gender
- Occupation (student, employed, unemployed, retired…)
- level of education (Parents level of education if students)

Appendix 8. In-Store observation grid

O.C #			
Demographics		Gender Estimated Age	
Approach to Face Care category	Approach		
	Perceived Evaluation criteria	Price Promotion Labelling FOP Labelling BOP Other	
	Decision time in minutes		
Purchasing Decisions		Article Quantities Promotions	
Observational Annotations			