

**IMPLEMENTATION OF A CONSUMER-CENTRIC DIGITAL
STRATEGY FOR BIODERMA IRELAND**

Marie Coffinet

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Supervisor:
Prof. Isabel Soromenho Sequeira, ISCTE Business School,
Departamento de Marketing, Operações e Gestão Geral

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Abstract

This Master's thesis consists of an in-company project in cooperation with Bioderma and more specifically with Bioderma Ireland, where the author is currently working as a Digital Project Manager.

Recommended by dermatologists, known by customers all over the world, Bioderma is one of the leaders in the dermo-cosmetics market and the creator of the first Micellar Water: Sensibio H2O. This year of 2020 is the 25th anniversary of Sensibio H2O, the best seller of Bioderma in many countries, including Ireland. This product has an opportunity to become the leader of its category but the emotional dimension is still missing to create links and attachment with customers.

The 25th anniversary of Sensibio H2O is an occasion to develop a new digital campaign that will help the brand to create this emotional link and product attachment. This campaign will be developed and implemented in different countries where Bioderma is presented but this study will focus on the adaptation and implementation of the campaign in Ireland. A literature review was made to understand the key concepts such as storytelling, content marketing and social media marketing and justify their importance in the new strategy. The external analysis of Bioderma competitors in Ireland, of the Irish market and consumers behavior, allowed the identification of the brand's main opportunities and threats in Ireland. The internal analysis of Bioderma Ireland permitted to better understand the brand, its current marketing strategy and highlight the brand's strengths and weaknesses.

Today, the proportion of people with sensitive skin is increasing in the world and in Ireland. Bioderma has a product that can help these people: the Sensibio H2O. In a very competitive market, the brand has to stand out from the competitors and work on developing the emotional dimension that is missing. The aim of this thesis is to propose a new emotional consumer-centric strategy that will help taking advantage of the increase of sensitive skin in Ireland.

Keywords: skincare, storytelling, social media, communication, Bioderma

JEL Classification System: M31 Marketing; D91 Role and Effects of Psychological, Emotional, Social, and Cognitive Factors on Decision Making.

Resumo

Esta tese de mestrado consiste num projeto real, em cooperação com a Bioderma e, mais especificamente, com a Bioderma Irlanda, onde a autora trabalha atualmente como Digital Project Manager.

Recomendado por dermatologistas, conhecidos por clientes em todo o mundo, a Bioderma é uma das marcas líderes no mercado da dermocosmética e criou a primeira Água Micelar: Sensibio H2O. No presente ano de 2020 comemora-se o 25º aniversário do Sensibio H2O, o bestseller da Bioderma em muitos países, incluindo a Irlanda. Este produto tem a oportunidade de solidificar a liderança na categoria, mas ainda lhe falta a dimensão emocional para criar vínculos e ligação aos clientes.

O 25º aniversário do Sensibio H2O é o momento escolhido para desenvolver uma campanha que ajudará a marca a criar esse vínculo emocional e ligação ao produto. Esta campanha será desenvolvida e implementada em diferentes países onde a Bioderma atua, mas este estudo irá concentrar-se na implementação da campanha na Irlanda. Foi feita uma revisão da literatura com o objetivo de entender os principais conceitos, como storytelling, marketing de conteúdos e marketing nas redes sociais e aferir a sua relevância na estratégia pretendida. A análise externa dos concorrentes da Bioderma na Irlanda, do mercado irlandês e do comportamento dos consumidores, permitiu identificar as principais oportunidades e ameaças da marca na Irlanda. A análise interna da Bioderma Irlanda permitiu conhecer melhor a marca, a sua estratégia de marketing atual e destacar os seus pontos fortes e fracos.

Hoje, o número de pessoas com pele sensível está a aumentar no mundo e na Irlanda. A Bioderma, uma marca conhecida e recomendada por dermatologistas em todo o mundo, possui um produto que pode ajudar essas pessoas: o Sensibio H2O. Num mercado muito competitivo, a marca precisa de se destacar dos concorrentes, através do desenvolvimento de uma dimensão emocional que lhe falta. O objetivo desta tese é propor uma nova estratégia emocional, centrada no consumidor, que ajudará a marca a tirar proveito do aumento da pele sensível na Irlanda.

Palavras-chave: skincare, storytelling, social media, comunicação, Bioderma

JEL Classification System: M31 Marketing; D91 Role and Effects of Psychological, Emotional, Social, and Cognitive Factors on Decision Making.

Executive summary

During her studies, the author had the opportunity to travel and live in different countries: France, Canada and Portugal. After finishing her Master's in Marketing, she wanted to discover another country and then move to Ireland to start her career. She arrived in Dublin during the summer of 2019 and joined the NAOS group (Bioderma Ireland) as a Digital Project Manager. As soon as she started, she was challenged by Bioderma Ireland and Bioderma headquarter to take part in the elaboration of a new campaign for all Bioderma countries and also to work on a specific adaptation of this campaign for the Irish market. Thereby, the idea of her Master's thesis came up when she had to think about ideas and concepts for the new strategy and the implementation of the campaign in Ireland. She used this project to have a more scientific background to elaborate the new strategy and to provide more details about the Irish market, the competitors. This project is interesting because the implementation of the strategy in Ireland was done at the same time as the thesis was progressing. When the author started her Master's thesis, it was the beginning of the elaboration of the new strategy and all the works that were done for this project were use in the implementation steps of the strategy, that is now launched in Ireland. Thereby, this project has a double objective: an academic objective but also a professional purpose that can be valuable for other professionals and companies as they can learn something from it.

The NAOS group is a cohesive system of three skin-inspired brands. Ecobiology is at the heart of its approach to better preserve the skin ecosystem and to strengthen its natural mechanisms. NAOS is a group of three skincare brands: Bioderma (ecobiology at the service of dermatology), Institut Estherderm (ecobiology at the service of aesthetics) and Etat Pur (ecobiology at the service of personalized Skincare). This Master thesis will focus on Bioderma, and more especially on Bioderma in Ireland. Created by Jean-Noël Thorel, a French pharmacist and biologist, Bioderma is the dermatologic department of NAOS and aims to offer products that help the skin functioning by itself. Through its ten ranges, Bioderma has a solution for each skin type (sensitive skin, acne skin, baby skin, dry skin, etc.). The brand was also the creator of the first micellar water in the world, the Sensibio H2O. Bioderma arrived in Ireland five years ago and eight of the ranges are distributed through pharmacies and beauty shops. Like the majority of other brands in the dermo-cosmetic industry, the communication strategy of Bioderma is product-centric, meaning that its marketing campaigns are focused on the products rather than on the consumers. Consequently, even though the brand is one of the leaders of its

sectors, the emotional dimension is missing to create brand attachment and then, preventing the brand to recruit more customers that it could.

The main purpose of this project is to propose a consumer-centric strategy that will help Bioderma to create this emotional dimension. The strategy developed in this project will be adapted and tailored to the Irish market and focus on the digital part. To do so, it is important to first understand how brands can create an emotional dimension and develop links with customers. Then, thanks to an analysis of the current situation, including a benchmarking analysis, researches about the Irish market and Bioderma Ireland, the digital recommendations for the strategy will be drawn.

As storytelling and content marketing became the key of successful online marketing campaigns, brands should highly consider them in their strategy as they have many benefits such as building strong brand image, increasing brand attractiveness, creating links with customers and retaining/acquiring customers. The analysis of Dove's campaigns will confirm the importance of storytelling and will also give a good example of a consumer-centric approach by placing consumers at the forefront and products on the background. With the benchmarking analysis, we will see that Bioderma competitors in Ireland all have a product-centric approach and that the concept of storytelling is not often used in their communication strategy. Considering these facts, Bioderma should adopt a consumer-centric approach and use the concept of storytelling in its communication in order to stand out from the competitors and also develop the emotional dimension that is missing.

The increase in the proportion of people with sensitive skin in Ireland, and the fact that the urban lifestyle aggravates sensitive skin, are creating the need for a product that will not only cleanse the face from make-up and particles but that will also soothe sensitive skins. First micellar water truly adapted to sensitive skin, the Sensibio H2O is an ideal product because it not only cleanses the skin but also soothes and increases the skin tolerance threshold. For this reason, and as it is the 25th anniversary of the Sensibio H2O, Bioderma should focus on this product and use this occasion to develop its new consumer-centric campaign.

The aim of this digital campaign will be to create a link between consumers and the Sensibio H2O by communicating around one keyword that links both – “respect”: women empowerment with the respect of their choices and skin’s respect with Sensibio H2O for 25 years. With this consumer-centric storytelling, the brand will be able to create an emotional link with its community, sharing the same value: respect of their skin & of themselves. The campaign will display a direct parallel between social issues and the product’s main strengths. This will allow to highlight the product in an indirect way when staying very consumer-centric. Different kind of posts will be used, such as awareness posts that aim at setting up the storytelling of the campaign (for example content about women profiles and their choices), consideration posts that aim at reaffirming the Sensibio H2O superiority (for example content about skin aggressions and product’s benefits while still making a link with women’s stories) and conversion posts that aim at promoting the 25 years limited edition bottles (for example women skincare routine videos).

I – Context of the problem

Bioderma is a French dermo-cosmetic brand created by a Pharmacist and biologist 43 years ago. By creating this brand, he aimed to put biology at the service of dermatology, developing products that help the skin functioning by itself. Bioderma is supported by dermatologists, recommended by pharmacists and acclaimed by consumers around the world, making the brand one of the leaders in the dermo-cosmetics market. Bioderma is also the creator of the first Micellar Water in the world: the Sensibio H2O. It was developed in 1995 with and for the dermatologists after they realized there were no cleansing products truly adapted to sensitive skin. Today, the Sensibio H2O represents more than 70% of all range sales. In France, this micellar water is the number one in prescription and sell-out, making it the best seller of Bioderma. In Ireland, the Sensibio H2O is also the best seller. Worldwide, one bottle is sold every two seconds. The Sensibio H2O is in a good way to become the leader of its category for several other reasons:

- Recognizable for its pink bottle
- Copied by competitors
- Increase of sensitive skin

However, today emotion plays a critical role in decision making and this emotional dimension is still missing with Bioderma to create links and attachment with customers. Bioderma is seen as an expert in the skincare industry but the brand is disembodied and has a product-centric approach.

The objective of this thesis is to develop a new strategy, more emotional and consumer-centric, to create product and brand attachment. This strategy will also aim to increase Bioderma awareness in Ireland, recruit new customers and increase brand loyalty. To do so, we will first try to better understand how and why emotion plays a critical role in decision making and define the tools needed to implement this new digital strategy. Then, to build a sustainable strategy for Bioderma Ireland, a situational analysis will be done, including: an analysis of Bioderma Ireland, a benchmarking analysis of the competitors and other successful campaigns, an analysis of the market in Ireland, as well as a PESTEL analysis.

II – Literature review

The aim of this Literature Review is to study and explain the main theoretical concepts to better understand how the concept of storytelling plays a critical role in decision making and to define the main tools that will be used in the strategy that will be drawn later.

This Literature Review aims to understand why and how brands should create link & attachment with their customers, through the concept of storytelling. In order to do this, the following concepts will be defined:

- Storytelling, brand authenticity and its impact on consumers
- Digital marketing: tools & impacts on consumers' behavior

A - Storytelling

1. The concept of storytelling

The concept of storytelling, communicate by telling stories, is the oldest but also the most modern art used (Herskovitz *et al.*, 2010). Stories have always caught people's attention, fascinated them and are easy to remember. Storytelling is a very powerful way to strengthen and create emotional connections with people around us, but also with a brand (Herskovitz *et al.*, 2010). Indeed, "intuitively consumers are looking for brands that offer more than just products and services (Smith & Wintrob, 2013)". According to Smith & Wintrob (2013), people are attracted by stories because they combine ideas and emotions that they feel without expressing them on their own.

The main purpose of storytelling is to create a desire, an action or a movement in order to push customers towards a new idea which will then be adopted (Lewi, 2014). The aim is to entertain and distract customers, but also "to persuade them and make them adhere to conclusions that are dictated by the narrator (Lewi, 2014)". According to Gerber *et al.* (2013), we can define storytelling by three fundamental actions: capture attention, captivate and convince. The first fundamental, capture attention, can be done by using a question-based approach (explaining the problem and the plot) where the narrator tries to attract the listener to the new world he is creating. The second step is to captivate the listener. It can be done by continuing the story with its initial situation, its characters, its twists, etc. In this step, the listener is transported into a story that will catch his attention. To finish, the narrator has to convince the listener by delivering a moral, a solution or more rational elements.

According to Smith & Wintrob (2013), there are four types of stories that brands should incorporate into their communication strategy: heritage stories, contemporary stories, folklore stories, vision stories. Vision stories are stories where brands are creating their idea of a future legacy. The aim is to unite and engage consumers around the brand (Smith & Wintrob 2013). The idea of contemporary stories is, through the use of intersecting plotlines, explain the purpose of the company and what they are doing to stay connected with their consumers. It is the most common form of stories as it is often used to promote new products and services. The third type, heritage stories, is explaining how and why the brand was created, explaining its main strengths and qualities. It is common that it involves the origin of the brand and any related heritages stories. The purpose of heritage stories is to create a link between the brand and customers by animating the brand history. To finish, folklore stories have the particularity to create a strong emotional attachment as they are stories about a brand but narrated by consumers themselves.

When brands are creating storytelling, it is important to make sure the story will be memorable. In order to be memorable and engage customers, a story has to have a specific structure: a beginning, a middle and an end. The events have to unfold in a chronological sequence called a plot. It is common that a story includes a conflict followed by a quest for restoring harmony (Fog *et al.*, 2005) and the main message of the story should be the answer to this conflict. It is important that “the story’s solution is clear and put the brand in a positive light (Mossberg & Nissen Johanssen, 2006)”. As well, in order to please customers, and as it is the part of the story that is the most remembered, it is important that the end has an emotional aspect (Fog *et al.*, 2005).

As well, when doing storytelling, brands have to take into consideration consumers. Indeed, with the emergence of social media, customers are now more active and influence each other. As Singh & Sonnenburg (2012) stated, « brand owners do not tell brand stories alone but co-create brand performances in collaboration with the consumers » and so the brands’ content is the interrelated stories told by both the brand and consumers. Co-creating stories can have several advantages for brands such as the consumers' continued engagement in the storytelling. However, it is important to keep in mind that consumers can co-create the brand story in a constructive way but can also have a negative influence and thereby being destructive for the brand.

2. Importance of the brand authenticity in storytelling

Research by Lundqvist *et al.* (2012) has provided evidence that when brands are using storytelling to communicate with customers, it influences their products and/or even the brand's analysis and assessments. This assessment is even more positive when the story is authentic. Indeed, nowadays customers are looking for authenticity when buying products and services. According to Turner and Manning (1998) there is a strong demand for authenticity in times of change and uncertainty. People are looking for something to rely on that offers them continuity. The globalization and the homogenization of the marketplace is another reason explaining why "consumers are looking for quality and differentiation through authenticity (Beverland & Farrelly, 2010)". Today nearly all consumers are looking for authenticity and want to buy products that "reflect who they are and who they aspire to be in relation to how they perceived the world (Gilmore, 2007)". People are seeking for meanings and want to live experiences that feel real, in order to escape commercialization (Beverland, 2005). All of this combined increase the importance and role of brand authenticity when people are looking for purchasing a product.

In order to better understand the importance of brand authenticity, it is important to define what it is. According to Bruhn *et al.* (2012), brand authenticity is a "construction of four dimensions: continuity, originality, reliability, and naturalness". The continuity dimension covers items referring to stability, endurance, and consistency. Originality refers to individuality, particularity and innovativeness. The third dimension, reliability, refers to trustfulness, credibility and keeping promises. To finish, the naturalness dimension refers to items like genuineness, realness, and non-artificiality (Bruhn *et al.*, 2012). For Morhart *et al.* (2015), brand authenticity is based on continuity, credibility, integrity, and symbolism. Continuity is "a brand's timelessness, historicity and its ability to transcend trends (Morhart *et al.*, 2015)". Credibility is defined as "the brand's transparency and honesty toward the consumer, as well as its willingness and ability to fulfill its claims"(Morhart *et al.*, 2015). The integrity refers to "the moral purity and responsibility of the brand". To finish, the symbolism dimension refers to "the symbolic quality of the brand that consumers can use to define who they are and who they are not (Morhart *et al.*, 2015)".

Customers' perception of brand authenticity can be influenced by many factors. One of the main factors is the consumers' self-identification with the brand. It is defined as "the degree to which a consumer views a similarity and connection between him- herself and the brand (Rifon

et al., 2004)”. The congruence between a brand's values and those of its customers is considered as an important factor of brand authenticity (Beverland & Farelly, 2010). Indeed, the fit between a brand's communication campaign and the consumer's actual self-perception is one key element in the formation of emotional brand attachment (Malär *et al.*, 2011).

The customers' perception of brand authenticity has direct positive impacts on consumers that can be either psychological and/or behavioral. Indeed, a lot of studies have shown that the perception of authenticity has a positive influence on brand credibility and brand trust (Napoli, 2014). As well, “the brand authenticity has a direct impact on emotional brand attachment and word-of-mouth (Morhart *et al.*, 2015)”. For instance, if consumers perceived a brand as authentic, they are more likely to engage in positive word-of-mouth. Morhart *et al.* (2015) have shown that consumers' self-authenticity interacts with a brand perceived as authentic. Thereby, consumers looking for authenticity will perceive authentic brands as “more self-congruent”, which increases their brand choice likelihood (Morhart *et al.*, 2015). The brand authenticity perception also enhances the emotional bonds between consumers and the brand (Fritz *et al.*, 2016). All these psychological effects have impacts on the consumers' behavior. For example, if a customer is highly attached to a brand, he will automatically be more loyal to this brand and then have a bigger purchase intention (Fritz *et al.*, 2016). Similarly, “a stronger emotional brand attachment will lead to a higher intention to recommend the brand (Morhart *et al.*, 2015)”.

3. How does storytelling impact consumers' behavior

Storytelling enhances the process of transportation which is defined as "the immersion of the audience in narrative content" which leads to narrative persuasion (Cayla & Arnould, 2013). Transportation is "a convergent process, where all mental systems and capacities become focused on vents occurring in the narrative (Green & Brock, 2000)”. Thereby, narrative transportation happens when consumers are absorbed into the narrative and live the story from the inside (Green & Brock, 2000). Bringing people into the narrative mentally affects them and “creates emotional responses as well as reduces their motivation for counter arguing (Green & Brock, 2000)”. By being carried away by a story that modifies their perception of their world, consumers' cognitive responses, intentions, attitudes and beliefs are influenced. This is the aim of narrative transportation (Gerrig, 1993). As well, as they are stored in memory "in multiple ways: factually, visually and emotionally (Mossberg & Nissen Johansen, 2006)”, stories are more likely to be remembered. However, a story needs to be perceived as realistic if you want

it to lead to narrative persuasion (Cho *et al.*, 2014).

Nowadays, the concept of storytelling is really important because people are looking to live authentic experiences and stories appealing their emotions and dreams to live such experiences (Fog *et al.*, 2005). According to Lundqvist *et al.* (2012), storytelling generates positive feelings towards the brand and the perception of information is much more convincing than the simple presentation of facts. When the information is delivered through a story, consumers “better understand the benefits of the brand (Kaufman, 2003)” and, compared to other forms of advertisement, the judgment of the brand is done with fewer critics and creates less negative thoughts (Escalas, 2004). As mentioned before, thanks to narrative transportation, “storytelling advertisings create positive feelings for consumers and increases the brand awareness, trust and uniqueness of the brand (Kaufman, 2003)”. Indeed, through stories, brands create emotional links with customers that generates unique and favorable associations to the brand, and then increases the customers’ brand equity (Keller, 1993). To finish, if the story is well constructed and catch consumer’s attention, it can push them to spread positive word-of-mouth and recommend the brand to others, increasing brand awareness and improving the brand image (Lundqvist *et al.*, 2013). However, as explained before, and in order to lead to narrative persuasion, it is important that the stories stay realistic and show the brand authenticity.

A French study about “the impact of storytelling on feminine brands, especially in the fashion and beauty industry” also confirms that the emotional criteria is becoming more and more important for consumers in the beauty industry. Indeed, even if the quality of the products offered remains the main criteria in the decision process, the study reveals “the emergence of expectations that are more emotional (Nebia, 2015)”. Consumers are looking for interaction, dialogue, emotion and for a story around the brand. On the 506 persons interviewed, almost half of them expect the advertisement to make them dream and 36% of them wants the brand to tell them a story, to create a real value.

To conclude, we can say that storytelling has become an essential instrument in marketing. It increases customers’ brand equity, generating positive feelings toward the brand and increases the willingness to purchase the product (Lundqvist *et al.*, 2012).

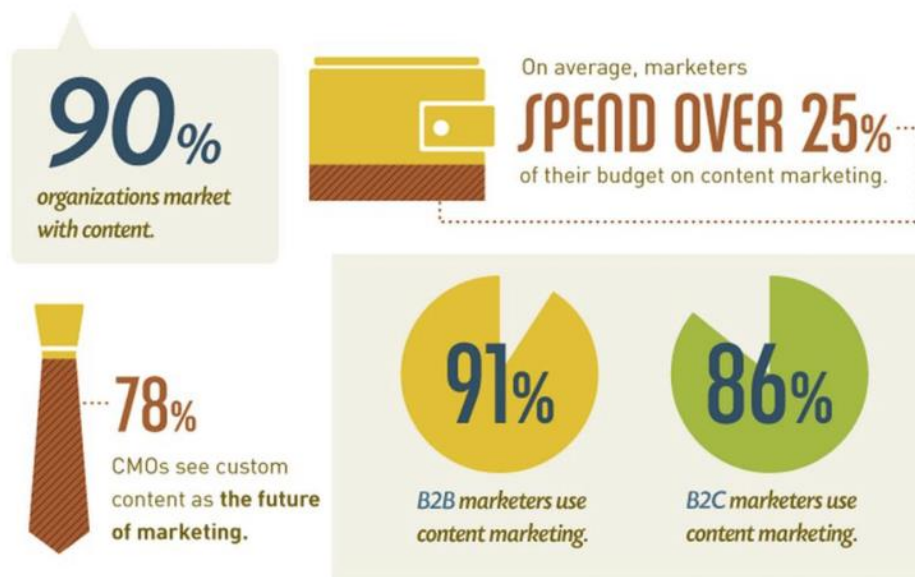
B - Digital Marketing: tools & impact on consumers' behaviour

After having defined the concept of storytelling, we are now going to study the different tools that brands are using to communicate their stories.

1. Content Marketing & Digital Marketing

According to Umrez (2014), a few years ago, the marketing consisted of a unique selling proposition from the brands and communicated through different media. At this time, consumers had confidence in the brand and its products. This marketing, also known as traditional marketing, was based on the “4 Ps” strategy: product, price, place and promotion. With the digital age, the relationship of trust and the relationships between customers and brands have been disrupted. All the legislations to protect consumers and the access to information through the Internet have encouraged this change. Consumers are now less confident about the brands. Because of all these reasons, the digital marketing has led to a shift from persuasive marketing to engagement marketing; from push marketing (with the unique selling proposition) to inbound marketing where the brand must attract and arouse interest. As well, as Patrutiu Baltes (2015) said, with the emergence of the digital marketing, companies had to rethink their marketing strategies if they wanted to remain competitive in the new digital era. Thereby, “content marketing has become the key of a successful online marketing campaign (Baltes, 2015)” and the most important tool of the digital marketing. The brands are looking to offer the best content to be part of the consumer's life by helping them in their daily lives, by touching them and capturing their interest. According to Mandloys Digital Agency (2013), content marketing is “the creation of content that is relevant, compelling, entertaining and valuable and this content must be consistently provided to maintain or change the behavior of customers.” Brands should really consider content marketing in their strategy as it helps to build a strong brand image, helps retaining customers and also acquiring new ones. Storytelling plays an important role in this brand content strategy. Despite the time and important budget it requires, the brand has decided to focus on content marketing in their communication. As we can see in the figure below, 86% of business-to-consumer marketers use content marketing in their strategy.

Figure 1 - General statistics of content marketing usage by companies



(Source: Demand Metric, 2013)

There was also a shift from paid media, that is a “paid placement that promotes a product, piece of content or anything else that an advertiser wants to pay to draw attention to (Burcher, 2012)” to owned media, that is “an asset owned by the brand (Burcher, 2012)” that is used to implement their communication, for instance through their own social media. Today, a new trend is emerging and brands are seeking for earned media that is a “social media exposure through voluntary, user-generated brand mentions, recommendations, and so on (Colicev *et al.*, 2018)”. Stephen & Galak (2012) also define the term earned social media as all the “social media activities that a company does not directly generate or control”. This last type of media has two main advantages: it has a greater impact on consumers because they trust it more and, it is also free for the brands.

For all these reasons, a lot of companies are seeking to increase their use of content marketing tools as “they noticed the limitations of the traditional marketing communication strategy, as well as the huge opportunities brought by digital marketing (Patruti Baltes, 2015)”.

According to Chaffey and Ellis-Chadwick (2019), the digital Marketing is defined as “the application of digital media, data and technology integrated with traditional communication to achieve marketing objectives”. Thanks to digital medias, “communications are facilitated through content and interactive services delivered by different digital technology platforms

including the Internet, web, mobile phone, TV and digital signage (Chaffey & Ellis-Chadwick, 2019)". The Internet platform regroups several digital tools such as "website, e-mail marketing, banner ads, pop-up ads, sponsored content, podcasts, social networks, blogs, wikis, widgets, etc. (Umrez, 2014)". However, according to a study made by Brosan (2012), if we look at the budget and time allocation, it reveals that "websites, email and social media act as the big three", meaning that most of the companies prefer to allocate their resources into these digital marketing tools.

2. Social Media Marketing

As said above, social media marketing is one of the most common and used tools by companies in their digital marketing strategy. Social media marketing is "the utilization of social media technologies, channels, and software to create, communicate, deliver, and exchange offerings that have value for an organization's stakeholders (Tuten & Solomon, 2018)". The main objectives of social media marketing are to increase brand awareness, improve brand image, stimulate sales, generate traffic to online platforms, create user interactivity on platforms by stimulating users to post or share content and also reduce marketing costs. Thanks to social media marketing, brands can also "monitor and analyze conversations in social media to understand how consumers view a firm or its actions" (Schweidel & Moe, 2014). The popularity of social media marketing keeps increasing and its role in companies' strategies is more and more important. The study made by Burson-Marsteller has provided that "86% of the 100 largest companies on the Fortune 500 list use at least one of the social media sites" (like Facebook, Twitter, YouTube or blogs), and 28% use all four platforms.

2.1. Classification of Social Media Marketing

Zarella (2010) classified social media in different sub-categories: social networks (e.g. Facebook, Instagram, LinkedIn), blogs and micro-blogs, media-sharing sites, also known as content communities (e.g. YouTube, Flickr), collaborative projects (e.g. Wikipedia) and virtual worlds (virtual social worlds & virtual game worlds).

Kaplan & Haenlein (2010) also did the same classification and in order to create it, they have relied on what they called "the two key elements of social media" that are "media research (social presence and media richness) and social processes (self-presentation and self-disclosure)". Regarding the first element, media research, Kaplan & Haenlein (2010) state that

medias differ in the degree of “social presence” defined as “the acoustic, visual, and physical contact that can be achieved between two communication partners (Kaplan & Haenlein, 2010)” and differ in the degree of “media richness” that is defined by “the amount of information they allow to be transmitted in a given time interval (Daft & Lengel, 1986)”, making some media more effective than others in resolving ambiguity and uncertainty. The second element, social processes, is defined by the combination of self-presentation and self-disclosure. Self-presentation refers to the fact that, when people are interacting with each other, they want to control the impression they will give to others, either in order to “gain rewards or to create an image that is consistent with their personality (Kaplan & Haenlein, 2010)”. According to Kaplan & Haenlein (2010), this self-presentation is done through self-disclosure which is “the conscious or unconscious revelation of personal information (e.g., thoughts, feelings, likes, dislikes) that is consistent with the image one would like to give”.

The combination of both dimensions lead to the following classification:

Figure 2 - Classification of Social Media by Social presence/ Media richness and Self-presentation/ Self-disclosure

		Social presence/ Media richness		
		Low	Medium	High
Self-presentation/ Self-disclosure	High	Blogs	Social networking sites (e.g., Facebook)	Virtual social worlds (e.g., Second Life)
	Low	Collaborative projects (e.g., Wikipedia)	Content communities (e.g., YouTube)	Virtual game worlds (e.g., World of Warcraft)

(Source: Kaplan and Haenlein, 2010)

2.2. Social Networks

When looking at the above figure, and more specifically at the media research element (social presence and media richness), social networks and content communities have a better score than blogs and collaborative projects because people can share more than just text (simple exchange), they can also share pictures, videos, and other forms of media. However, in comparison to virtual worlds, they don’t have face to face interaction. As regards the social processes element (self-presentation and self-disclosure) the difference between social

networks and content communities, is that social networks “allow for more self-disclosure” as they tend to have more specific content (Kaplan & Haenlein, 2010).

Rooney (2010) defines social networks as “Web-Based Marketing tools that provide competitive advantages to the companies and users: A Social network has the characteristic of a Web-Based Marketing Tool whereby various users can join them to virtually interrelate with people around the world”. Boyd & Ellison (2007) complete this definition by stating that social networks “allow individuals to construct a public or semi-public profile, to articulate a list of other users with whom they share a connection (e.g. visions, ideas, conflicts, friends, web link, etc.), and to view and traverse their list of connections and those made by others within the system”. On social networks, people are sharing all types of content such as pictures, videos, and any other files (audio files, writing files). It is really important for the brands to include social networks in their digital marketing as people on social media act as an intermediary for the word of mouth and they can influence each other's behaviors. Indeed, as Rooney (2010) stated, “through social networks, technology-enhanced word-of-mouth advertising creates the impression of peer-determined credibility and achieves an economy of scale that is elusive to traditional marketing”. Social networks have shifted the power to customers and it is important for the brands to be present on social networks for two other reasons: in order to support the creation of brand communities and in order to do some social listening and gather information about customers. Indeed, companies can gather profile and linkage data from social networks, “enabling network analysis researchers to explore large-scale patterns of friending, usage, and other visible indicators (Boyd & Ellison 2007)”. As well, social networks are an easy and cost-effective manner for companies to share their content.

Facebook is a great example of social networks and offers a lot of opportunities such as fan pages to promote products; applications made by third-party developers to play games and interact with other users; and pages where users can create their own groups of users and communicate with them (Mart, S. M. 2011).

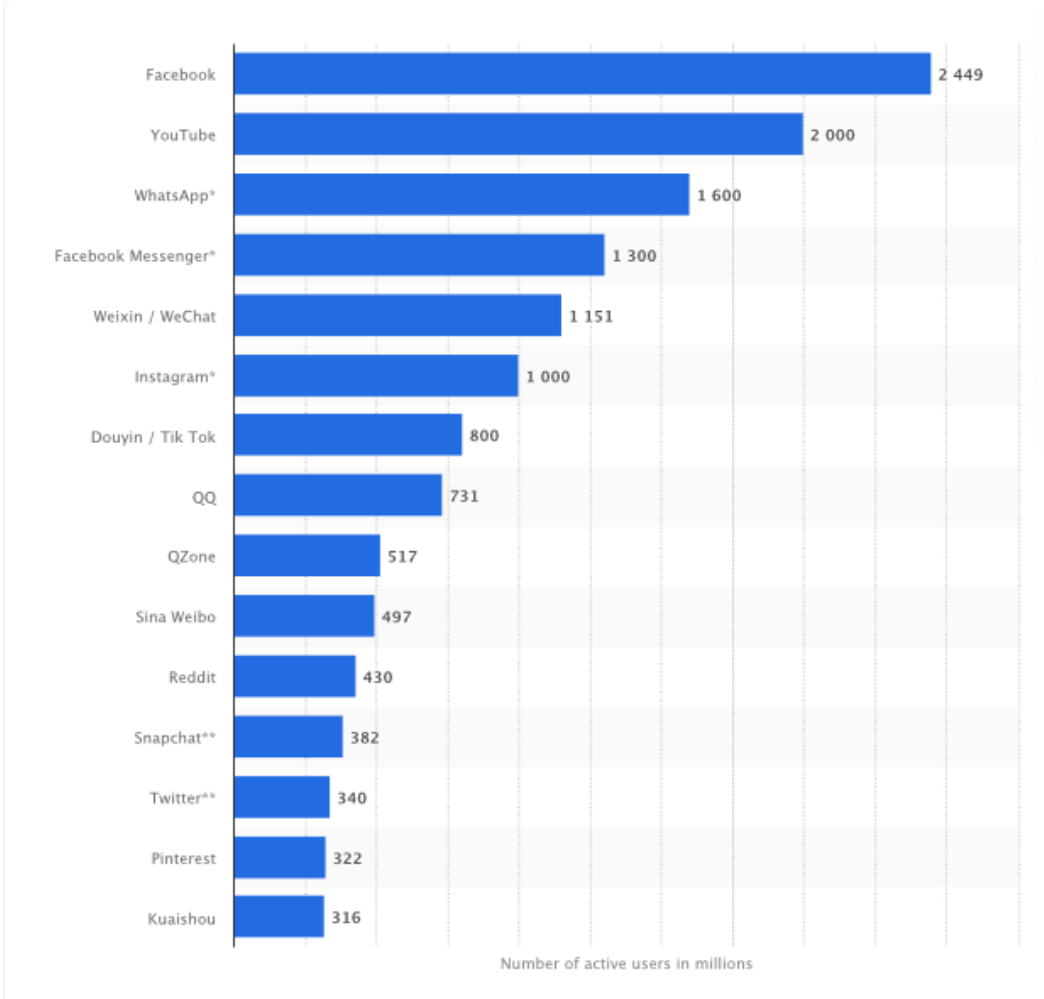
2.3. Social Media platforms

A social media platform is a web-based technology (mobile and/or internet-based) “that enables the development, deployment, use and management of social media solutions and services (Hajli, 2015)”. According to Abuhashesh (2014), social media platforms are used by people to “share information, socialize in the virtual community, share photographs, conduct podcasts,

develop blogs share videos” and etc. A survey conducted on 1,520 Americans shown that Facebook is the most popular social network platform in the United States. Indeed, 68% of Americans are currently using Facebook, more than double the share that uses Instagram (28%), Pinterest (25%), LinkedIn (25%) or, Twitter (21%) (Greenwood *et al.*, 2016).

According to Statista, a company that provides market and consumer data, Facebook is also the most popular social network platform in the world, used by nearly 2.5 million persons, followed by YouTube (2 million users) and WhatsApp (1.6 million users) (Statista, 2020).

Figure 3 – Most popular social networks worldwide as of January 2020, ranked by number of active users (in millions).



(Source: Statista, 2020)

A lot of other studies about social networks platforms lead to the same conclusion that the most popular social media platforms are: Facebook, Facebook Messenger, Instagram, YouTube, Pinterest, Twitter and LinkedIn. Brandi (2019) also confirms that these social media platforms are also the most commonly used by companies to communicate about the brand and their products.

2.4. Measurement of Social Media Marketing

When a company is using social media marketing in its strategy, measurement isn't an option. It is necessary for a company to measure the performance of its social media marketing "in order to adjust its strategy and tactics to better meet its objectives (Tuten & Solomon, 2018)". For example, companies need to know what is working and what is not in order to decide if a digital campaign is worth it to be continued or need to be fixed. The measurement of Social Media Return on Investment (ROI) has become essential for companies and "marketers are being squeezed between admonishments to participate in the vast new online communications available to them and demands to justify the cost using conventional advertising metrics (Fisher, 2009)". According to Tuten & Solomon (2018), there are four main steps measuring the Social Media Return on Investment:

1. Define the objectives and results that the programed is supposed to promote
2. Asses the program's costs and the potential value of the results
3. Track the actual results and link those results to the program
4. Adjust the program based on results to optimize future outcomes

When defining their objectives, companies need to make sure they are SMART, meaning Specific, Measurable, Appropriate, Realistic and Time-oriented. In order to measure the performance of their social media marketing, companies will have to decide which metrics they want to use to measure their objectives. In the figure below, we can see an example of the most popular metrics used to assess the performance of blogs, social networks and content communities. The classification of social media metrics made by Hoffman & Fodor (2010) is based on the social media platforms and the social media performance objectives.

Figure 4 - Relevant metrics for social media applications organized by key social media objectives

SOCIAL MEDIA	BRAND AWARENESS	BRAND ENGAGEMENT	WORD OF MOUTH
Blogs	<ul style="list-style-type: none"> •number of unique visits •number of return visits •number of times bookmarked •search ranking 	<ul style="list-style-type: none"> •number of members •number of RSS feed subscribers •number of comments •amount of user-generated content •average length of time on site •number of responses to polls, contests, surveys •number of comments •number of active users 	<ul style="list-style-type: none"> •number of references to blog in other media (online/offline) •number of re-blogs •number of times badge displayed on other sites •number of “likes”
Social Networks (e.g. Facebook, LinkedIn)	<ul style="list-style-type: none"> •number of members/fans •number of installs of applications •number of impressions •number of bookmarks •number of reviews/ratings and valence +/- 	<ul style="list-style-type: none"> •number of “likes” on friends’ feeds •number of user-generated items (photos, threads, replies) •usage metrics of applications/ widgets •impressions-to-interactions ratio •rate of activity (how often members personalize profiles, bios, links, etc.) 	<ul style="list-style-type: none"> •frequency of appearances in timeline of friends •number of posts on wall •number of reposts/shares •number of responses to friend referral invites
Content communities (e.g., Flickr, YouTube)	<ul style="list-style-type: none"> •number of views of video/photo •valence of video/photo ratings +/- 	<ul style="list-style-type: none"> •number of replies •number of page views •number of comments •number of subscribers 	<ul style="list-style-type: none"> •number of embeddings •number of incoming links •number of references in mock-ups or derived work •number of times republished in other social media and offline •number of “likes”

(Source: Hoffman & Fodor, 2010)

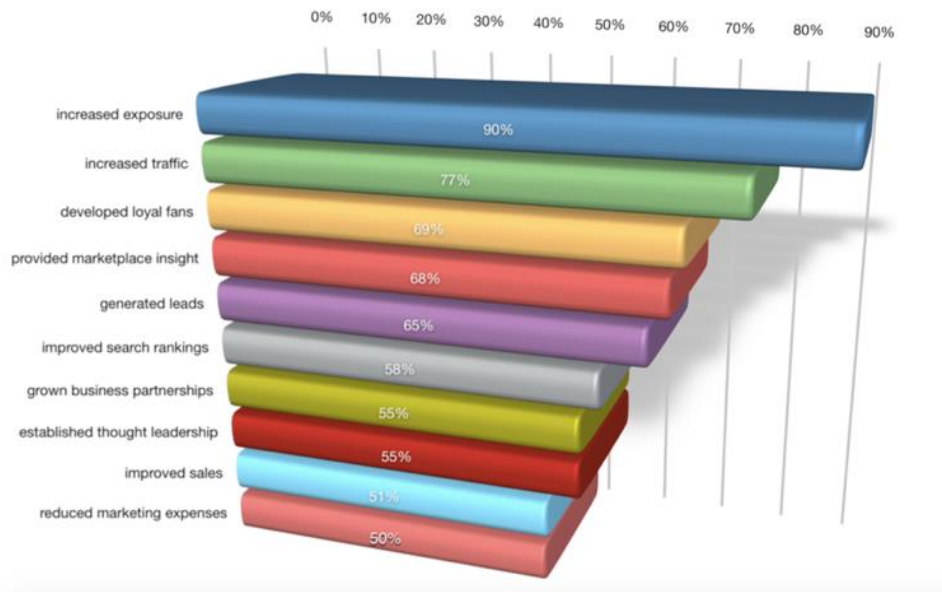
However, according to Vaynerchuk (2011), “there is no hard formula to calculate Social Media Marketing Return on Investment because Social Media Marketing mostly involves human interactions (e.g. positive/negative reviews, Word of Mouth), which cannot be calculated using mathematical calculation”. The Return on Investment should include different types of data analysis to connect both financial and non-financial (e.g. increase in positive mentions) outcomes of the campaign. As Hoffman & Fodor (2010) stated, brands should also learn from their customers online by listening to them, tracking and considering their opinions, no matter if they are positive or negative.

3. Effect of Social Media Marketing on consumer behavior & benefits for the brand

The evolution of communication tools has intensively increased the points of contact with consumers. Indeed, the digital age no longer limits the points of contact to traditional media such as magazines, TV, radio cinema, etc. Emails-marketing, social networks, and applications have become other points of contact. Consumers have access to a large amount of information and “developed opportunities to influence their own lives, in the marketplace and beyond (Labrecque *et al.*, 2013)”. Social Media Marketing, enabled through mobile devices, has not only enhanced access to information but also “allowed consumers to create content and amplify their voices, across the globe, to anyone willing to listen (Labrecque *et al.*, 2013)”. Research by Gurău (2008) has provided that users have more control over the communication process and can adopt a more proactive attitude. This is mainly due to their capacity to “easily search, select and access information, contact online organizations or other individuals and express their opinions in a visible and lasting manner, through the creation of online content (Gurău, 2008)”. This has a direct impact on consumers’ decision-making process because customers listen to each other, they review ratings for products and services and provide product content. The content generated by other consumers, such as word-of-mouth, personal opinion or recommendations, is becoming more important and consumers tend to trust more what other people say than the company message. As well, online customers are continually being exposed to new products and services, reviews and ideas, and then, becoming more receptive to new experiences when it comes to purchasing a product (Ziv, 2017).

As we can see in the figure below and according to research made by Stelzner (2015), the three main benefits of Social Media Marketing for the brands are: an increase of the brand exposure, an increase of the traffic and an increase in the number of loyal fans.

Figure 5 – Benefits of social media marketing



(Source: Stelzner, 2015)

In their research, Gotta & O’Kelly (2006) confirmed that Social Media Marketing, by establishing communities around products and services, “is a potential strategy to build brand loyalty, establishing exit barriers, and facilitating viral marketing through self- emergent customer testimonials”. As well, online customers’ suggestions, recommendations and reviews online can be a source of innovation for the company. Social Media Marketing can help conduct “brand intelligence and market research (Assaad, 2011)”.

C – Fundamental concepts and relevance to the study

As mentioned before, the main purpose of this study is to answer the following question: Why & how Bioderma should create link & attachment with customers in order to increase the brand awareness, recruit new customers and increase brand loyalty?

In order to answer this question, the table below draw a Conceptual Framework that sums up the main issues and fundamental concepts from the literature reviews, as well as their relevance to the study. The aim is to integrate and use these fundamental concepts as a pillar for the digital strategy that will be drawn later.

Fundamental concepts	Relevance to the study
<p data-bbox="204 264 676 295"><u>Storytelling & Content Marketing</u></p> <p data-bbox="204 353 804 497">Consumers are looking for brands that offer more than just products and services (Smith & Wintrob, 2013).</p> <p data-bbox="204 555 804 752">Storytelling generates positive dives towards the brand and the perception of information is much more convincing than the simple presentation of facts.</p> <p data-bbox="204 810 804 1122">Content marketing has become the key of a successful online marketing campaign and brands should really consider it in their strategy as it helps to build a strong brand image, helps retaining customers and also acquiring new ones.</p>	<p data-bbox="831 322 1394 898">Bioderma is a well-known brand but the emotional dimension is missing in its communication strategy. The concept of storytelling should be used by the brand to communicate with customers in order to increase brand attractiveness, create links and attachment with the customers. Bioderma, via an emotional consumer-centric storytelling, needs to develop a communication strategy that will help to create product & brand attachment.</p>

<p>Brand authenticity</p> <p>According to Turner and Manning (1998) there is a strong demand for authenticity in times of change and uncertainty. People are looking for something to rely on that offers them continuity.</p> <p>The brand authenticity has a direct impact on emotional brand attachment and word-of-mouth (Morhart <i>et al.</i>, 2015). If consumers perceived a brand as authentic, they are more likely to engage in positive word-of-mouth.</p> <p>The consumers' self-identification with the brand is one of the main factors influencing the customers' perception of brand authenticity. It is defined as "the degree to which a consumer views a similarity and connection between him- herself and the brand (Rifon <i>et al.</i>, 2004)".</p>	<p>In addition to the concept of storytelling, it is important for Bioderma to make sure its communication reflects the brand authenticity. The new communication strategy has to follow the brand identity but also the product's main utility and the real reason why people like it. As well, it is important that the customers can identify themselves to the brand and the main message of the campaign. In order to do this, Bioderma should have a consumer-centric approach and use moments of everyday life, moments that are currently part of the customers' life. As well, in order to be even more authentic and realistic, the models chose for the campaign should be people using the product in their daily life. This will help to increase the credibility of the main message.</p>
<p>Social Media Marketing & Social Networks</p> <p>Social media marketing is one of the most common and used tools by companies in their digital marketing strategy.</p> <p>Social Media Marketing has not only enhanced access to information but also "allowed consumers to create content and amplify their voices, across the globe, to anyone willing to listen (Labrecque <i>et al.</i>, 2013)".</p>	<p>Social Media Marketing presents a lot of advantages and can be a real opportunity for Bioderma. In order to communicate its story, Bioderma should consider using several social networks such as Facebook and/or Instagram. It will not only help to share the story but also allow customers to share about it, to generate and spread content and so increase brand awareness at a minimal cost.</p>

<p>This has a direct impact on consumers' decision-making process because customers listen to each other, they review ratings for products and services and provide product content. Indeed, people on social media act as an intermediary for the word of mouth and they can influence each other's behaviors.</p>	
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III – Methodology

In order to answer the main research question of the study, and before doing the implementation of the digital strategy to celebrate the 25th anniversary of the Sensibio H2O in Ireland, it is important to conduct an analysis of the situation to justify the need of such an implementation and to adapt the campaign to the Irish market.

In this chapter will be present the methodology followed to do the analysis and data collection. Both quantitative and qualitative research techniques will be used. The analysis will consist of three main parts: Internal analysis, External analysis and a SWOT analysis to conclude the situational analysis.

Internal Analysis of Bioderma Ireland – This part will be divided into three sub-categories: Bioderma history, vision, missions and value; A focus on the Sensibio H2O Micellar Water; The current marketing strategy. The internal analysis will be done thanks to qualitative researches: the data will be collected through internal information provided by Bioderma, and through available information online (on Bioderma Ireland’s website and its social media platforms).

The External Analysis will be divided into three different parts:

- **Benchmarking analysis** – After introducing Bioderma, the purpose of this part will be to compare Bioderma with its main competitors in Ireland but also with brands from other sectors that had a successful campaign. The analysis of the competitors will be based on their marketing mix and on their actions and performances on digital. We will also analyzing the campaign and implementation steps of brands from different sectors in order to have some insights and ideas for the digital strategy that will be made later. As for the internal analysis, the data will be collected online, through articles, companies’ website and social media platforms.
- **Market analysis** – This part will aim to analyze the sensitive skin market in the world and more specifically in Ireland and to prove that there is a market opportunity for the Sensibio H2O. The market analysis will be done through qualitative and quantitative researches: the data will be collected online (e.g. articles, journals, websites, reports) and through a survey made by Bioderma Ireland.

- **PESTEL Analysis** – Political, economic, social, technological, environmental and legal factors are important factors to take into consideration when implementing a new product, service or developing a new marketing strategy. In this part, we will particularly focus on the social (e.g. the new vision of beauty, new natural product trend), legal (e.g. safety issues, animal testing) and environmental (e.g. ecological issues) factors as they are the most relevant and important in the cosmetic sectors. This will be done through qualitative researches: the data will be collected through available information online (e.g. articles, journals, reports).

SWOT Analysis – In order to conclude and summarize the situational analysis, we will justify the need for implementing this digital strategy by highlighting Bioderma Ireland strengths and opportunities. We will also identify the weaknesses and threats that Bioderma will have to overcome when implementing its new digital strategy.

IV – Situational Analysis

A – Internal analysis

1. Presentation of Bioderma

Bioderma was created in 1977 by the Pharmacist and biologist Jean-Noël Thorel. The brand belongs to the NAOS group, composed of three brands, Bioderma, Etat Pur and Institut Estherderm. Bioderma is the dermatologic department of the NAOS Group. By creating this brand, his aim was to put biology at the service of dermatology, thereby, explaining the name Bioderma: BIOlogy and DERMAtoLOGY. His vision is that the skin is an ecosystem: it lives and breathes in relation to the environment and evolves over time. Bioderma aims to help the skin functioning by itself and according to Jean-Noël Thorel “when skin suffers, more than treating it, it should be taught to live according to its natural biology”. Today, the brand is supported by dermatologists (recommended by more than 44 thousand worldwide), recommended by pharmacists and acclaimed by consumers around the world.

The four pillars of Bioderma are:

- Bioderma, Dermatological Laboratory – This original scientific approach relies first and foremost on knowledge of the skin and its biological mechanisms to formulate products directly inspired by them.
- The only model: healthy skin – Bioderma’s approach is to reactivate the skin’s natural mechanisms to help it resist and restore its normal, healthy functioning.
- A unique concept: Biological mimetism – Based on a complete respect for skin, Bioderma’s products imitate its natural biological mechanisms, through their components and their mode of action. To create the formulations, Bioderma selects the purest active ingredients, using molecules that are already naturally present in skin for better tolerance.
- A requirement: Dermatological safety – To be able to guarantee the highest level of dermatological safety, Bioderma’s products contain a limited number of ingredients and the purest active ingredients, all at the optimal dose. These commitments are embodied in a formulation chart that applies to all product development and grounds their superiority in scientific method.

Bioderma is a French brand and all the products are made in France in Aix-en-Provence. The brand is the third dermo-cosmetic laboratory in France, its products are distributed in over 90

countries and found in more than 50 thousand pharmacy worldwide. As we can see in the figure below, through its ten ranges, Bioderma has a response to every skin disorders.

Figure 6 - Bioderma's ranges and specificities in Ireland

Sensibio For sensitive, intolerant and redness-prone skin	ABCDerm For babies' and children's skin*, paediatric dermatology
Sébiuim For acne-prone and combination to oily skin	Photoderm For skin exposed to the sun
Hydrabio For dehydrated sensitive skin	Nodé Hair and scalp
Atoderm For sensitive, dry, very dry and irritated to atopic skin	Pigmentbio For hyperpigmented skin
Cicabio For damaged and irritated skin	MATRICIUM™ Tissue generation Medical purposes

(Source: Bioderma presentation internal document)

As regards Bioderma in Ireland, the brand is pretty new on the Irish Market has it arrived only five years ago. Today, all the ranges are distributed in Ireland except Pigmentbio and Matricium™.

2. Focus on the Sensibio range and Sensibio H2O

As the aim of the study is to propose a digital strategy for the 25th anniversary of the Sensibio H2O, we will now focus on the Sensibio range.

The Sensibio range is specifically developed for sensitive, intolerant and redness prone-skin. Sensitive skin is less resistant when it comes to irritants, which makes it even more fragile. The skin's natural biology needs to be protected and strengthened, and its tolerance threshold needs to be increased. Bioderma's answer to sensitive skin: its biological patents Toleridine™ and Rosactiv™ that treat sensitive skin's imbalance at the source. The skin's tolerance threshold is increased, and redness diminishes. Skin is soothed and becomes more resistant and therefore better protected from irritants. In a lasting way.

The Sensibio range is the first range of Bioderma and mostly sold in Europe and Asia. In France the range is sold as Créaline and at the international level as Sensibio. The bestseller in the

range is Créaline/Sensibio H2O that represents more than 70% of all range sales. The Sensibio H2O is also the bestseller in Ireland.

In Ireland the range is composed of ten products, including cleansers and moisturizers and specific cares.

Cleansers:

- *Sensibio H2O*: the pure, original skin soothed and free from, make-up and pollution. The Sensibio H2O Micellar Water cleanses the skin from impurities and pollution particules, removes make-up from face and eyes. As the study is focusing on this particular product, we will detail more about it in the next part.
- *Sensibio Gel Moussant (Foaming Gel)*: the soothing micellar cleansing gel which reinforces the skin's natural hydration. The Sensibio Foaming Gel gently cleanses and removes make-up from face and eyes, moisturizes, soothes and calms irritations.
- *Sensibio DS+ Gel nettoyant (Cleansing Gel)*: the anti-redness and anti-scales purifying cleansing gel. The Sensibio DS+ Cleansing Gel gently cleanses and purifies, combats the proliferation of irritants and soothe irritated skin.

Moisturizers:

- *Sensibio Rich & Sensibio Light*: the soothing and moisturizing cares for sensitive skin. They instantly soothe heating sensations, increase the skin's tolerance threshold and nourishes the skin. The only difference between the Sensibio Rich and the Sensibio Light is the texture of the cream.
- *Sensibio AR(Anti-Redness)*: the long-lasting anti-redness care that provides ultra-comfort. The Sensibio AR prevents and reduces the intensity of redness, soothes and moisturizes the skin.

- *Sensibio AR BB Cream (Anti-Redness)*: the anti-redness, skin-perfecting and protective care. The Sensibio AR BB Cream biologically reduces, prevents and conceals redness, evens out the complexion and boosts the skin's radiance.
- *Sensibio DS+*: the anti-redness and anti-scales soothing care. The Sensibio DS+ combats the proliferation of irritants, reduces redness, eliminates scales and soothes the skin.
- *Sensibio Forte*: the soothing treatment that quickly and lastingly relieves damaged skin. The Sensibio Forte quickly relieves, intensely soothes and moisturizes and restores the skin comfort.

Specific care:

- *Sensibio Eye*: The soothing and moisturizing care for sensitive eyes contour. The Sensibio Eye reduces puffiness, minimizes wrinkles, soothes and decongests the eye contour.

Going more into details about the Sensibio H2O, it is important to note that it was the first micellar water created in the world and it was developed in 1995 with and for the dermatologist. Indeed, it was created after dermatologists realised there were no cleansing products truly adapted to sensitive skin. Other products didn't cleanse well or were too aggressive. Thereby, Bioderma worked with them to create the first micellar water which cleans the skin with an absolute dermatological safety. Today, the Sensibio H2O is the leading product of its category 25 years after its creation. In France, this micellar water is the number one in prescription and sell-out. Worldwide, one bottle is sold every two seconds.

The Sensibio H2O is a unique product for several reasons. The three main ones are:

- *Its soothing effect*: thanks to a patented association of soothing active ingredients and cucumber extract
- *It is highly pure*: made of highly purified water (nine steps of purification) with pharmaceutical quality. This means the water is completely safe for the skin.

- *It mimics the skin:* the micellar water is made of unique micelles composed of a biological surfactant that mimics the structure of the skin phospholipids.

Today, Sensibio H2O is chosen for its respect of sensitive skin (100% safe product; daily use), its efficacy (removes make-up efficiency, cleanses efficiency) & recommendation (from doctors or pharmacists).

As we will see in the market analysis, the urban lifestyle aggravates sensitive skin and people will start to not only look for a make-up remover but also for hygiene product to soothe their sensitive skin. The Sensibio H2O would be an ideal product for these people because it not only cleanses the skin from make-up and pollution, but also soothes and increases the skin tolerance threshold. Indeed, the product removes 99% of the make-up, eliminates 98% of fine particles on the surface and deep-down of the epidermis and cleanses away 78% of heavy metals from urban pollution. As well, when using the Sensibio H2O, the skin is refresh (-3° on the skin) and soothed and the skin barrier function is respected.

3. Current marketing strategy

In this part, we are going to study the current marketing strategy of Bioderma in Ireland. We will first define the positioning of the brand and then detailed the different parts of its marketing mix. As we already detail Bioderma products in the previous part, we will focus on the prices, the distribution system and the promotion strategy.

3.1. Targeting and Positioning

Bioderma is one of the leaders in the dermo-cosmetics market. The brand position itself as a pioneer and experts in dermatological care with an expertise in skin biology and a specialization in dermatology. Its products are formulated for every individual, for all ages and skin types in order to preserve and/ or improve the skin health and provide tailored responses suited to every dysfunction. To finish, the products are designed to be practical and easy to use, to take care of the skin and support it each day, for visible, lasting efficacy without compromising on respect for your skin.

3.2. Distribution system

Like most of its competitors, either in France or in Ireland, Bioderma only sells its products in pharmacies, health and beauty shops and online. Regarding online websites, the products are

sold on pharmacies or beauty shop websites only. In Ireland, Bioderma is working with fourteen e-retailers partners, thirteen of them are pharmacies and one is a beauty shop. Concerning the point of sale, Bioderma's products are sold in more than three hundred pharmacies in Ireland. As we will see for the prices, it is the pharmacy that decides which ranges and products they want to sell in their pharmacy. Most of them are usually selling all the ranges.

The reason why Bioderma adopted a selective distribution strategy and prefers to sell its products in pharmacies and health and beauty shops is mainly to keep this image of dermo-cosmetic products and differentiate itself from other mass-market skincare products. Indeed, the brand positions itself as an expert in skin biology and dermatology and claims the fact that they work alongside healthcare professionals to design their products. Thereby to keep its credibility and expert image, it is better for them to distribute their product in healthcare shops such as pharmacies, rather than in supermarkets.

3.3. Pricing strategy

As regards the pricing strategy in Ireland, after comparing the prices of Bioderma's products in France and Ireland, we noticed that the prices are usually around 1.3 times more expensive in Ireland. For example, if we compared the current prices (April 2020) of the two best sellers in Ireland with their price in France:

- The Hydrabio Sérum costs 17.92€ in France while it costs 22.95€ in Ireland, so it is 1.28 times more expensive in Ireland
- The Sensibio Foaming Gel costs 9.40€ in France while it costs 13.25€ in Ireland, so 1.4 times more expensive in Ireland

This is due to three main reasons. First, all Bioderma's products are produced in France so they have to be shipped to Ireland. Thereby, the price difference between the two countries is partly due to the cost of shipping. The second reason concerns the competitors. As we will see in the competitors' analysis, Bioderma's prices in Ireland are, in most cases, slightly cheaper than the competitors. As well, when comparing the prices of the competitors in France and in Ireland, we noticed the same thing as for Bioderma: most of the competitors have higher prices in Ireland than in France. This is also mainly due to the fact that most of them are French companies and are also shipping their products to Ireland. Thereby, in order to align with the competitors, Bioderma slightly increased its prices compared to France. The third reason for this price increase is that Bioderma had to get along with the Irish market. Indeed, the cost of

living in Ireland is higher than in France and also the taxes on cosmetics are higher, 20% in France compared to 23% in Ireland.

To finish, as we mentioned in the distribution part, Bioderma's products are sold either in pharmacies or beauty & health shops. Thereby, when Bioderma sells its products to retailers, it suggests them retail prices for consumers. However, if the pharmacy decides to put a higher price or, on the contrary, a cheaper price, Bioderma won't be able to intervene.

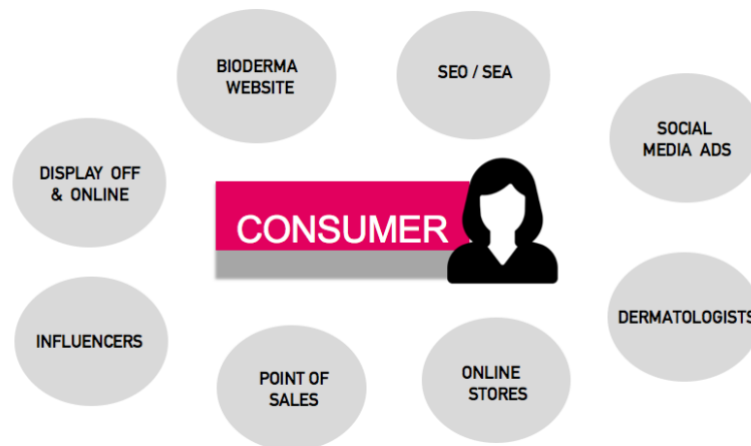
3.4. Promotion

The promotion strategy of Bioderma will be explained through two different parts: its special offers and how the campaigns are developed.

First, as regarding the special offers in Ireland, Bioderma usually has around ten to fifteen different promotions during the year. The offers are either duo packs, that is an association of two products (either the same products or two different products), limited editions, a free product with the purchase of a specific product or a discount on the final price. The aim of duo packs, by selling two products together at a cheaper price than if you buy the two products individually, is to do cross-selling. Indeed, the aim is to sell an additional product to the one consumer was going to buy. Limited editions correspond to products that are not distributed in Ireland all year long. For example, last year Bioderma had three limited editions of the Hydrabio, Sensibio and Sébium H2O Micellar Water: the 500ml reversed pump. The products were sold to the pharmacies for only one month. The aim is to create a "rarity" and to generate more enthusiasm and so more sales when the product is on the market. People only have a limited amount of time to buy the product so they are more willing to purchase it. The promotions are designed for every cycle and are in line with the campaign (product or range focus).

Regarding campaigns' development, in Ireland and in most of the countries, either for new launches or existing products, Bioderma always develops 360° campaigns. This means that the sales strategy, the digital strategy and the medical strategy are aligned with each other. In order to better understand why a 360° campaign is the best, we have drawn in the figure below the Sensibio H2O Ecosystem within the consumer journey.

Figure 7 - Sensibio H2O Ecosystem within the consumer journey



(Source: Author's creation)

As we can see, the brand has many touchpoints with the consumers, either through its own tools (such as the social media channels or the website), through pharmacies and doctors and through media and influencers. Thereby, in order to increase the brand visibility and recruit new customers, the brand has everything to win in investing in each point of contact listed above.

First, as regard doctors and dermatologists, the medical strategy is divided into two parts: one part is focusing on the medical products of the brand and one part is focusing on the current product promoted. The aim of this strategy is to introduce the medical products to dermatologists and doctors, explain to them the products' benefits, the medical action and how to recommend them, but also to support the current campaign by introducing or re-introducing the product promoted at the time.

In terms of media and influencers, Bioderma Ireland is working with a public relations agency. Before the launch of the campaign, the brand meets with the agency in order to discuss about the influencers that will represent the campaign, about the possibility to organize an event for the campaign or about any other opportunities such as sponsoring, media awards or magazine coverage.

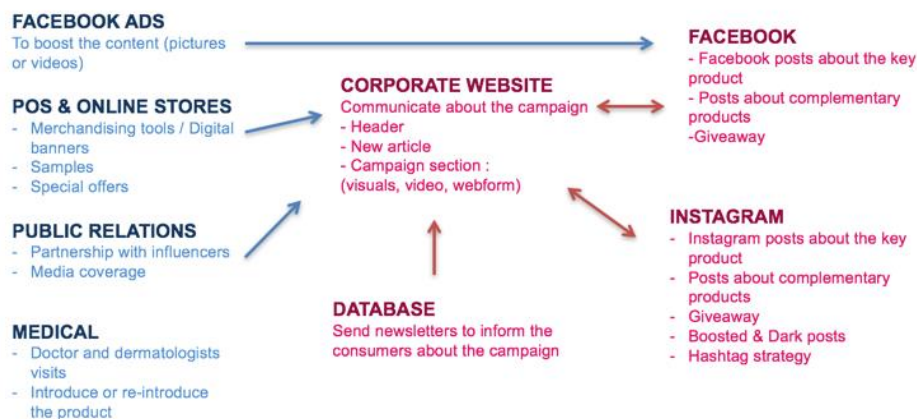
Regarding the point of sales, the strategy is divided into three actions: provide the pharmacies and health beauty shops with merchandising tools including product benefits and key selling points; provide them with product samples; propose special offers including the product or the range promoted. The merchandising tools can be either counter displays, posters, floor stickers

with the picture of the product promoted. It is the same for the online stores, Bioderma provides the online retailers with digital banners for their website, targeted sampling and special online promotion.

In terms of digital, Bioderma has two main tools: its website and its social media channels. For SEO and Website optimization, Bioderma usually has specific headers/ digital banners for the campaign as well as a new article dedicated to the product promoted. In order to promote the article and the campaign, a newsletter is created for the occasion and send to all the database. To finish, in terms of social media, in Ireland Bioderma only uses Facebook and Instagram. The posts made on social media are aligned with the campaign and focused on the product/ range promoted but also on the complementary cares that go along with the product. The posts tend to have an educational aspect, slightly medical, with the aim of educating consumers about the products, their benefits, application methods and different skincare routines. The brand also started to produce IGTVs on Instagram. There are three types of IGTVs: the first type of IGTVs consists of educational videos about the different skincare routines to adopt depending on people's skin type; the second IGTV model is not directly related to the brand, it is about daily life tips such as tips to boost your self-confidence, tips for a healthy lifestyle; to finish, the last type of IGTVs is done by key opinion leaders, such as Irish doctor, on a specific skin condition or health subjects. As well, in order to increase even more the visibility of the product or the range promoted, the brand organizes a giveaway once a month, on each platform, and gives customers the opportunity to win this product. Giveaways are a good away to engage with the community and also to raise awareness as most of the participants tend to share the post in their own Instagram story or feed. As well, as one of the conditions to enter the competition is to tag one or several friends in comments, it also increases the visibility of the post as their friends might click on the post and visit Bioderma's Instagram page. To finish, in terms of advertising on social media, Bioderma is using both dark and boosted posts. The difference between these two types of posts is that a boosted post will appear as a "sponsored" post on people's feeds but will also be displayed on the Instagram feed of the brand. Thereby, in order to boost a post, the brand has to first post it on her social media and then boost it. However, a dark post will only be displayed as a "sponsored" post and won't be displayed on the feed. Both dark posts and boosted posts will increase the visibility of the brand as they will appear on people's feed even if they are not following the brand. The brand can choose between several objectives such as traffic, reach, engagement, leads generation, conversion, etc.

The figure below draws a summary of how the 360° campaigns are developed:

Figure 8 - Implementation steps of a 360° campaign



(Source: Author's creation)

B – External analysis

1. Benchmarking analysis

The benchmarking analysis will be divided into two different parts. The first part will consist of an analysis of Bioderma's main competitors in Ireland. We will first analyze their marketing mix, offers, targets, position, and then, we will analyze their digital actions and performances. The second part will consist of analyzing the campaign and implementation steps of brands from different sectors. The aim is to have some insights and ideas for the digital strategy that will be made later.

1.1. Competitors' analysis

1.1.1. Analysis of the competitors' marketing strategy

In the skincare industry in Ireland, several brands are competing with Bioderma. However, due to the fact that in Ireland pharmacies don't have an obligation to provide the brands with sell-out reports (sales made from the pharmacies directly to customers), the market shares are not available for the Irish market. Thereby, the competitors are determined based on their types of products, on their positioning and brand awareness in Ireland. We can classify Bioderma's competitors in two different groups: the dermo-cosmetics brands and the mass-market brands. Regarding the dermo-cosmetics brands, Bioderma's main competitors in Ireland are La Roche-Posay, Avène & Uriage. Regarding the mass-market brands, the main competitor is Garnier.

La Roche-Posay

La Roche-Posay is a French brand belonging to l'Oréal Group. This dermo-cosmetic brand joined the "Active Cosmetic" division of the group in 1989. The brand is working with dermatologists throughout the world to create skincare and make-up products that meet their needs and requirements. Its mission is to provide a better life for people with sensitive skin, by providing them with advice from dermatologist experts and by encouraging discussions between consumers who have the same skin problems. The brand is recommended by more than 25,000 dermatologists worldwide. La Roche-Posay values are protection, naturalness, security, and performance. The brand position itself has a brand providing hypoallergenic products, dermatologically tested on atopic and reactive skin allergies in order to guarantee the highest tolerance. The clinically proven results of La Roche-Posay thermal spring water have made it today the world's leading center of thermal dermatology. It is important to note that the Group L'Oréal is the leading player of the beauty and personal care industry in Ireland (Euromonitor International, 2019).

As regards the marketing mix of the brand, we can say that its most popular ranges are: Lipikar (for dry skin), Anthélios (sun care), Effaclar (for acne-prone skin), Tolériane (for sensitive skin) and Cicaplast (for damaged skin). La Roche-Posay Ireland offers several micellar waters, for sensitive and oily skin. As mentioned before, in this study we will focus on the Sensibio H2O Micellar water that is specially formulated for sensitive to redness-prone skin. Thereby, the "Micellar Water Ultra" from La Roche-Posay would be the equivalent of the Sensibio H2O. In terms of price, Bioderma is cheaper than La Roche-Posay. For example, when comparing the price on an Irish e-retailer website, we can see that the Sensibio H2O 250ml costs 12.25 euros while the Micellar Water Ultra 200ml cost 13.5 euros. In Ireland, the brand only sells its products in pharmacies, health and beauty shops and online. As Bioderma, the brand has its own website for Ireland (www.laroche-posay.ie), but it is not possible to buy their products on it. The brand made a partnership with the e-retailers "life & looks" that is accessible directly from La Roche-Posay website, on each product page. In terms of promotion, after visiting several pharmacies in Ireland, we noticed that the brand doesn't have a lot of special offers. La Roche-Posay promotions consist more in boxes sets, for example, a small size product for free with the purchase of specific care, rather than in discount promotions. To finish, the communication of La Roche-Posay in Ireland is mainly focused on digital and social media. We will discuss its digital communication in the digital benchmarking part.

To conclude this analysis of La Roche-Posay, we can say that the main strengths of the brand are its brand awareness, brand image and its belonging to the L'Oréal Group, as well as the fact that its products are recommended by a lot of doctors and dermatologists. Its main weaknesses are the high prices of the products and the fact that the brand is not doing a lot of promotions.

Avène

The brand Avène belongs to the dermo-cosmetic division of the Laboratoires Pierre Fabre. Avène is particularly famous thanks to its thermal spring water that is at the heart of all their products. As La Roche-Posay and Bioderma, Avène was also developed for all levels of sensitive skin. The brand states that what gives Avène products their exceptional quality is this unique and pure water. More than 150 pharmaco-clinical and clinical studies attest its effectiveness and allowed the brand to be mentioned in more than 50 publications in the most prestigious international medical journals. The brand positions itself as the gift of appeasing, even the most sensitive skins.

Avène's most popular ranges are Hydrance (for dehydrated skin), Cleanance (for oily to acne-prone skin) and Tolérance (for Hypersensitive or intolerant skin). The most similar product to the Sensibio H2O from Bioderma is the "Micellar Lotion for all sensitive skin" and a bottle of 200ml costs 14.95 euros so nearly 3 euros more than the Sensibio H2O. As for Bioderma and La Roche-Posay, the products are not sold in supermarkets but only in pharmacies, health and beauty shops and online, through e-retailers websites. Avène doesn't have an Irish website. The brand is using the same website (www.avenes.co.uk) for both Ireland and the United Kingdom. Regarding promotions, in Ireland Avène is not doing any discount promotions such as 30% off on a product. As for La Roche-Posay, the brand only sells boxes sets of products where customers save money in buying the full set instead of buying products individually (Appendix 1).

Its position in the top five of dermo-cosmetic brands on the Irish market, as well as the fact that the brand is part of the Laboratoires Pierre Fabre, are the main strength of the brand. Similarly to La Roche-Posay, its main weakness is that the brand is not doing a lot of promotion and its marketing is nearly not existing.

Uriage

Uriage is a French dermo-cosmetic brand that was created in 1992. The products are developed in collaboration with dermatologists and pharmacists from all over the world and respond to

the needs of all skin types, regardless of age, including the most sensitive. Its products are formulated with unique patented ingredient complexes developed for specific skin conditions. The products benefit from the properties of Uriage Thermal Water, associated with active ingredients known for their efficacy and tolerance. Thanks to this expertise, Uriage products are recommended by Dermatologists and advised by pharmacists throughout the world. The brand's values are naturalness, authenticity, security, and proximity. The brand positions itself as a unique solution that answers customers' specific skin problems and conditions. Uriage offers products for the face and body, sun care products and also baby's products.

The main ranges of Uriage in Ireland are Xémose (for very dry and atopic-prone skin), Hyséac (for combination to oily skin) and Toléderm (for sensitive and intolerant skin). The brand has four different micellar waters (for normal to dry skin, for sensitive skin, for combination skin, and for irritated skin) and the one similar to the Sensibio H2O is the "Thermal Micellar Water for sensitive skin". In terms of price, Bioderma and Uriage are approximately the same: 12.25 euros for the Sensibio H2O 250ml compared to 12.45 euros for the Thermal Micellar Water from Uriage. The products are also sold in pharmacies, health and beauty shops and online. Uriage doesn't sell its products on its Irish website (www.uriage.ie) but has a direct link from its own website to an e-retailer website (Graham Anthony). The main promotions from Uriage in Ireland are duo packs and summer boxes. Like the other competitors, the brand focuses more on boxes sets rather than a discount on a single product. Uriage communication is mainly done online, the brand doesn't invest in TV ads or newspaper.

Even if Uriage has more attractive prices than La Roche-Posay and Avène, the brand awareness stays less important than the two other competitors.

Garnier

As La Roche-Posay, Garnier is a French brand belonging to the L'Oréal Group. The brand is part of the "Consumer products" division. Created in 1904, Garnier is the second largest brand of the L'Oréal Group. In comparison to the other brands above, Garnier is a mass-market brand and does not only focus on skin cares but also on hair cares. According to the brand, their products are formulated to meet the needs of every man and woman, everywhere in the world and they offer innovative, affordable care solutions at the best prices (L'Oréal, 2020). The brand positions itself as a "healthy beauty expert, by providing nature-based solutions to combat

pollution, acne, UV and fatigue”. Garnier is composed in 14 different brands such as Garnier Organic, Micellar, Pure Active, Garnier Essentials, Ultima Blends, etc...

As we are focusing the study on the Micellar Water, the brand that is the closest to the Sensibio H2O is the Micellar Cleansing Water brand from Garnier. This brand is composed of seven types of Micellar water: Dull and Sensitive skin; Sensitive skin; Blemish prone skin; Oily & combination skin; delicate skin & Eyes; Dry and sensitive skin; Long wear make-up. The Sensitive skin micellar water from Garnier would be the equivalent of the Sensibio H2O from Bioderma. In United Kingdom and Ireland, there are four different formats: 100ml, 125ml, 400ml and 700ml. When comparing the price of the Sensibio H2O 500ml (12.25€) to the price of the Garnier Micellar Water for sensitive skin 400ml (5.95€), we can see that the Garnier Micellar Water is nearly half price. Garnier doesn't have a specific website for the Irish market, it is the same for the United Kingdom and Ireland (www.garnier.co.uk). As the other brands, customers can't purchase products directly on the website but they have a call to action “Buy now” that let customer choose on which e-retailers' website they can purchase the product. As well it is important to note that, in comparison to Bioderma, La Roche Posay, Avène and Uriage, the brand is not distributed in all pharmacies. It is not the most important distribution channel for the brand. Indeed, customers can buy Garnier's products online, in health and beauty shops such as Boots or in supermarket such as Tesco. In term of promotion, it is more the distributor that will take the initiative to make a promotion. For example, the supermarket Tesco is currently doing 50% of the Micellar Water for Sensitive Skin. To finish, in terms of communication, the brand communicate on mostly on the radio, on television as well as on magazines and newspapers (Bhasin, 2019). Garnier also used the internet to promote its products online and we will develop its digital strategy in the next part.

To conclude about Garnier, the main strengths of the brand are its wide distribution network - as the brand choses to have an intensive distribution strategy - its belonging to the L'Oréal Group and the fact that the brand has the cheapest prices on the market compared to the other brands above. However, the main weakness for Garnier regarding the Micellar Water is that, compared to Bioderma, La Roche Posay, Avène and Uriage, the brand is not recognized as a dermo-cosmetic brand.

1.1.2. Analysis of the competitors' digital actions and performances

For the competitors' digital analysis, we will focus on their actions on Facebook and Instagram. In order to do this, we will first analyze their Facebook and Instagram pages in order to see how they are communicating on social media. Then, we will use the platform Iconosquare, which is an analytic tool for social media, in order to analyze their performance. Bioderma Ireland uses Iconosquare to measure the brand performance on social media (such as follower evolution, engagement rate, reach, impressions, etc.) but also to measure competitors' performances and actions.

Before starting the analysis, it is important to note that La Roche Posay doesn't have a specific Facebook page for Ireland. The brand has a unique Facebook page for both Ireland and UK (@larocheposayuki). It is the same for Avène (@AveneSkincare). Only the brand Uriage has a specific page for Ireland (@UriageIreland). As well, the last post that La Roche Posay made on Facebook was in march 2019 and since then, the brand didn't communicate on this channel. It is the same for Instagram, only the brand Uriage has a specific Instagram account for Ireland (@uriageireland). La Roche Posay and Avène have a unique account for Ireland and UK.

First, when we look at La Roche Posay Instagram, we can say that the feed is harmonious, it looks professional and also has a medical aspect (Appendix 2). It seems that the brand pays great attention to the colours used in the background, with a dominance of blue and white, which are also the brand colours. The posts are product-centric and every four to five posts they use a visual with a person on it. Otherwise, the posts are mostly pictures of the products: single product pictures, range pictures, a mix of different products from different ranges. The brand also tends to use short video or GIF to demonstrate the products' benefits. In terms of captions, in most cases it is focused on the products and their benefits. However, on some posts, the brand included doctors or dermatologists quotes or recommendations as well as some influencers' videos using their products (Appendix 3).

Regarding Avène, the Instagram feed is also really harmonious in terms of colours but in contrary to La Roche Posay, the brand doesn't focus on only one colour, for example, they will have several posts with light pink and light brown colours, then they will make posts with a blue background, then use orange colours (Appendix 4). However, it is not because the brand changes the colour theme that they change the product focus. Indeed, we can notice that recently the main focuses were on the range Hydrance and on the Eau Thermale. In terms of visual,

Avène is using a lot of pictures with people on it. They are alternating one post with the product only and one post with someone and the product. As well, rather than using a uniform background like La Roche Posay is doing, Avène is using everyday places such as bedroom, bathroom and they also use accessories that make the pictures look more real. All of this together tend to create a more “lifestyle” feed that looks less commercial. As regards the captions, the brand mostly alternates between three types: products & benefits; interactive caption where they try to engage with the community; repost from influencers (Appendix 5). Most of the posts that are made are pictures, the brand doesn’t really post videos and they also didn’t post any IGTV for the moment. Regarding Avène Facebook page, the brand is using the same posts (same pictures and same captions) most of the time (Appendix 6) but it is important to note that they are posting more on Instagram than on Facebook.

For its communication on Instagram, Uriage uses mostly products’ pictures: either a single product, several products from the same range or products from the special offer. The communication is product-centric, they don’t make posts with people on it (Appendix 7). As well, the captions used are focus on the products and their benefits. It is also important to notice that the brand communicates about different products and ranges at the same time. Like the other competitors, it doesn’t seem they have a specific focus during a certain time and then focuses on something else. In general, compared to the two other competitors La Roche Posay and Avène, we can say that the visuals on social media tend to look less professional and less medical. The brand doesn’t have a harmonious feed and does a mix of real backgrounds like Avène and abstract backgrounds that are visuals made on a computer. The majority of the posts are pictures, Uriage rarely posts videos and didn’t do any IGTV for the moment. Regarding Facebook, the brand has the same communication strategy than on Instagram. Most of the posts are the same but the brand is posting more regularly on Facebook than on Instagram (Appendix 8).

As mentioned before, in order to analyze the four brands’ performance we have used the platform Iconosquare. The table below draws the performances of Bioderma Ireland, Uriage Ireland and Avène UK & Ireland on Facebook during the last 30 days. As La Roche Posay didn’t communicate on Facebook for a year, we didn’t include it in the analysis.

Figure 9 – Facebook performances of Bioderma, Uriage and Avène

	Bioderma Ireland	Uriage Ireland	Avène UK & Ireland
Number of fans	8,082	837,534	/
Media posted (last 30 days)	27	7	3
Average number of reactions per post (last 30 days)	12	2	17
Average number of comments per post (last 30 days)	3	0	1
Fan engagement rate by post (last 30 days)*	5.2%	0.001%	/

**number of reactions and comments divided by the number of fans*

(Source: Author’s creation. Data from April 2020)

The number of followers showed for Avène UK and Ireland on Facebook is the same for Avène France and all the other countries. Thereby we don’t know what is the real number of followers only for Ireland and UK.

We can see that Bioderma Facebook page has the least fans but the brand posts a lot more than its competitors (nearly four times more). As well, Bioderma Ireland has nearly the same amount of reaction than Avène UK & Ireland and six times more reactions than Uriage Ireland. Thereby, we can conclude that, even if Bioderma Irish Facebook page has less fan, the brand is the most active on this channel and has the best fan’s engagement.

As regards Instagram, the table below draws the performances of Bioderma Ireland, Uriage Ireland, La Roche Posay UK & Ireland and Avène UK & Ireland on during the last 30 days.

Figure 10 – Instagram performances of Bioderma, Uriage, La Roche Posay and Avène

	Bioderma Ireland	Uriage Ireland	La Roche Posay UK & Ireland	Avène UK & Ireland
Number of followers	4,345	1,197	55,365	14,540
Follower evolution (last 30 days)	3.45%	0.5%	3.44%	1.68%
Media posted (last 30 days)	22	4	10	8
Average number of likes (last 30 days)	34	18	331	65
Average number of comments (last 30 days)	4	1	32	2
Engagement rate (last 30 days)*	0.87%	1.5%	0.65%	0.46%

**number of likes and comments divided by the number of followers*

(Source: Author’s creation. Data from April 2020)

We can see that La Roche Posay and Avène have a lot more followers than Bioderma and Uriage but it is mainly due to the fact that they have a unique page for Ireland and UK. However, in terms of engagement rate, we can see that Uriage and Bioderma are much better. It means than, despite the fact that they have fewer followers, their community is more engaged. To finish, as for Facebook, Bioderma is the brand that posts the most on Instagram.

To conclude the competitors’ digital analysis, we can say that the three brands are all product-centric. Indeed, all the posts, either videos or pictures, are related to the products. Even if they tend to include Doctors’ quotes or influencers tutorials, the posts are still talking about the product. The brands differentiate themselves by the types of visuals, either more medical, lifestyle or abstract. In terms of performance, La Roche Posay and Avène have more followers than Bioderma and Uriage but tend to have lower engagement. However, it is complicated to compare the four brands correctly as La Roche Posay and Avène have single accounts for both Ireland and UK. It is also important to note that the Micellar Waters deosn’t seem to be a focus for any of the three brands. Indeed, when analyzing their Facebook and Instagram pages, we didn’t see a lot of posts regarding their micellar waters.

1.2. Dove “Campaign for Real Beauty”

As mentioned before, in the benchmarking analysis, we will not only focus on the competitors’ analysis but also on other brands that had successful campaigns. As an example of a successful campaign, we have chosen the Dove “Campaign for Real Beauty” that was then extended to the “Project #ShowUs”. Belonging to Unilever, a global British company, Dove is a skincare brand well known for its Beauty Bar and mild cleansers and moisturizing cream. The brand is recommended by dermatologists in the United States, Canada and France and is distributed all over the world. The Campaign for Real Beauty was launched in 2004 in response to “The Real Truth About Beauty: A Global Report” study from Etcoff *et al.* (2004), which stated that only 2% of women around the world would describe themselves as beautiful. The reason why we decided to use this campaign is that, rather than doing a product-centric advertising strategy as usual, Dove decided to create a new consumer-centric strategy and it was a real success worldwide. Indeed, the new campaign strategy was rated in the top five campaigns of the century by Advertising Age. First, we are going to explain the campaign message, the aim of the campaign and how it was implemented. Then we will analyze the campaign success and results.

First of all, it is important to explain what was the main message of the campaign. Through the Campaign for Real Beauty, Dove wanted to spread the message that “women’s unique differences should be celebrated, rather than ignored, and that physical appearance should be transformed from a source of anxiety to a source of confidence (Celebre & Waggoner Dento, 2014)”. To do this, Dove decided to change the way of communicating about beauty and challenged the stereotypes by using models that are women “whose appearances are outside the stereotypical norms of beauty (Celebre & Waggoner Dento, 2014)”, such as older women, overweight women, colored women. According to Celebre & Waggoner (2014), those “real women”, as called by the brand, were attractive and likeable to their female audience because they were relatable and provided a “fresh” perspective within the media. As well, the campaign was based on the theory of body image and social comparison that assumes that women are more likely to report higher self-evaluations of themselves when the model used in the advertisements has desirable traits and lower self-evaluations when the model has undesirable traits. Thereby, in assuming that the “real women” used in Dove’s campaign possess desirable traits, “the advertisements would have a positive effect on women’s self-appraisals, and generally make women feel good about themselves (Celebre & Waggoner Dento, 2014)”.

In order to deliver the message, the brand has used different communication means such as advertising on TV, magazines, talk shows, the Internet, billboards, videos, workshops, etc. First, they started by implementing a series of billboards advertisements showcasing these “real women” and inviting passers-by to vote about the model’s physical aspect. For example, “wrinkled or wonderful”, “fat or fit” (Appendix 9). The results of the votes were immediately updated and displayed on the billboard. The brand also created a series of television spots such as “Flip your wigs” and print advertisements “Tested of real curves”. The brand went even further on the subject and also creating several viral videos on the Internet about the roles of parents in facing issues surrounding the modern perception of beauty. For example, the video Onslaught aimed to encourage parents “to talk to their daughter before the beauty industry does”. Those series of videos were also accompanied by the launch of Dove’s Self-Esteem page (Appendix 10) that includes resources for parents to help them initiate the conversation about the perception of beauty (e.g. workshops, videos, guides). At the time the campaign was launched, Instagram didn’t exist and Facebook was just starting (Facebook was launched in February 2004) so the brand couldn’t communicate on these social media channels.

However, in 2019, Dove extended its Campaign for Real Beauty into social media and other advertising space through its new “Project #ShowUs”, a library of stock images that is representative of all women. The name #ShowUs comes from “Show us more women who look like me” because according to Dove, 70% of women and non-binary individuals don’t feel represented in media and advertising. “Project #ShowUs” is the result of a partnership with Dove, Getty Images (a leading provider of stock photos), and Girlgaze (a global network of female-identifying and non-binary creative). The library “features photographs taken by female creators, and spans every type of woman, with each image being tagged by its subject to truly represent their attitudes and beliefs (Warc, 2019)”. The aim of this new campaign was still to put an end to beauty stereotypes and show what beauty looks like today by showing “women and non-binary individuals from around the world redefining beauty on their own terms (Dove, 2020)”. Thereby, the goal of this project was to offer an image library (more than 10,00 images) depicting “a more inclusive vision of beauty” that can be used by all media and advertisers (Madill, 2019) (Appendix 11). Dove used its own social media to spread awareness of their body positive campaign. Indeed, the images were shared on Facebook and Instagram and women also shared their images through the hashtag #ShowUs (Appendix 12). The brand also created a video playlist on YouTube dedicated to Project #ShowUs with five videos, three of them about shattering beauty stereotypes and two about the behind the scenes (Appendix 13).

The main video of the campaign is showing women and non-binary individuals as they are and not as others believe they should and invites women to shatter and stop believing in these beauty stereotypes. To finished, Dove also created a specific section on its website called “Project #ShowUs” where they shared the women’s stories (Appendix 14).

Even if the Campaign for Real Beauty was also criticized a lot and called “hypocrite” or “sexist”, the campaign was a real success in terms of exposure and brand image. Indeed, in “an industry that profits from encouraging women to fix their “flaws”, Dove stands out with its marketing strategy that boldly addresses the touchy issue of low self-esteem (Harris, 2020)”. The brand changed from a product-centric strategy to a consumer-centric strategy: instead of trying to sell people products to make them feel better, Dove decided to empower women and break the beauty stereotypes that make them feel insecure. By placing consumers at the forefront and their products on the background, “Dove achieves tremendous reach via their empathetic branding (Harris, 2020)”. According to Celebre & Waggoner (2014), media exposure has provided \$150 million in free media time for Dove’s campaign and has also been the recipient of numerous awards. Indeed, their online video “Evolution” received more than 1.7 million views in less than a month (making it the most viewed video on YouTube in October 2006) and also won two Cannes Lions Grand Prix Awards in June 2007. However, one of the biggest results was in terms of digital as “over 26 million people have viewed the website (Springer, 2009)”. It was a big achievement at the time because the campaign was one of “the first digital campaign to drive participants to a supportive online community that reached over 200 million people worldwide (Celebre & Waggoner (2014)”. In terms of sales, the Dove bar became the brand best seller but also “Unilever’s best-selling product and the number one preferred soap brand in the United States (Zed, 2019)”. Dove’s sales went from \$2.5 to \$4 billion in the campaign’s first ten years (Zed, 2019). According to Neff (2006), the Campaign for Real Beauty also increases brand loyalty as “in 2006 two-thirds of Dove’s sales were generated by people who bought more than one Dove product, double the number from 2003, before the start of the campaign”.

It is also important to note that the campaign also generated a negative reaction from some customers. According to Stampler (2013), the main reasons were that the campaign was focusing on a very small subset of women (e.g. most of the “real women” were white), that it could make women feel even more self-conscious and also that it showed that beauty is paramount. Indeed, Friedman (2013) stated that “these ads still uphold the notion that, when it

comes to evaluating ourselves and other women, beauty is paramount”. In her article, Friedman (2013), also mentioned that rather than focusing on women, people should focus on “how we are all gorgeous in our own way”.

To conclude, with Campaign for Real Beauty and Project #ShowUs, even if the communication means used were different from one campaign to the other, Dove challenged the stereotypes of beauty through a consumer-centric strategy. With these two campaigns, the brand tried to change women’s attitudes toward their perception of beauty and then, inspired customers to feel good about themselves. And according to Harris (2020), “when people feel good about something, they share”, either by sharing about the brand to other people or by purchasing the product. Despite the numerous criticism, and ten years after its initial launch, Dove Campaign for Real Beauty remains still strong and successful. This is also due to the fact that Dove continues to develop new initiatives and campaigns, again about the body image and beauty stereotypes. It was the case with Dove Real Beauty Sketches, as well with the Project #ShowUs that we mentioned earlier.

2. Market analysis: the sensitive skin market

The aim of the study is to propose a digital strategy for the 25th anniversary of the Sensibio H2O. As we saw previously, the Sensibio H2O is a micellar solution for sensitive to redness-prone skin. Thereby, in this part we are going to analysis the sensitive skin market in the world and then, more specifically in Ireland. The aim will be to show that there is an increase in the number of people with sensitive skin and that it has a direct impact on their daily-life and so, products for sensitive skin are needed.

Sensitive skin is a frequent complaint in the population and it is medically recognized as a dermatological issue. According to the International Forum of the Study of Itch (IFSI), a “multidisciplinary international association of clinical practitioners, researchers and scientists dedicated to improving our understanding and treatment of pruritus for the benefit of suffering patients worldwide (International Forum for the Study of Itch (IFSI), 2020)”, sensitive skin is “a syndrome defines by the occurrence of unpleasant sensations (...) in response to stimuli that normally should not provoke such sensations. This feeling cannot be explained by lesions attributable to any skin disease (Misery *et al.*, 2017)”. Sensitive skin can affect people all over the body but especially on the face.

Thanks to Bioderma's close partnership with key opinion leaders, in 2017 the biggest epidemiological study on sensitive skin was done and funded by NAOS (Bioderma): "Sensitive skin in France: a study on prevalence, relationship with age and skin type and impact on quality of life". The study was conducted by a special interest group of The International Forum for the Study of Itch (IFSI). Despite the fact that a lot of studies have been performed before, "a potential increase in the prevalence of sensitive skin, its relationship with age and skin type and the impact of sensitive skin on quality of life are still debated (Misery *et al.*, 2018)". In order to answer these questions, an opinion poll was conducted on a representative sample of five thousand French people. According to the study, more than half of the people (59%) declared to have very sensitive or fairly sensitive skin. As well, the study showed that sensitive skin is more common in women and young people. Indeed, 66% of women declared to have sensitive skin compared to 51.9% for man. As well, more than 60% of people under 35 years old declared to have sensitive skin, and then the percentage decreased in the following age groups. Another important thing that was found in the univariate analysis is that sensitive skin was more common in people with fair skin and with an atopic predisposition (Misery *et al.*, 2018), even if it can also occur in other skin types such as combination and oily skin. It is also important to note that the study suggests "an increase in the prevalence of sensitive skin" and demonstrates that sensitive skin can alter patients' quality of life. Indeed, in an interview for Bioderma, Doctor Charles Taïed, one of the doctor who participated in the study, said that sensitive skin is not going to cause the same sort of problems as atopic or psoriatic skin but it does cause discomfort and therefore people with sensitive skin will face some inconvenience in their daily lives. According to him, people with sensitive skin will have to make changes to their everyday habits. For example, they may wash themselves differently, ask themselves what skincare products to use. As well, the increase in the prevalence of sensitive skin demonstrated in the study is in some part due to external factors. Indeed, it is well known that the urban lifestyle aggravates sensitive skin. Pollution continuously interferes with the skin and provokes strong skin modifications such as skin hyper-sensitivity.

Now, we are going to focus on the sensitive skin market in Ireland. In 2018, La Roche-Posay conducted a study on 1,051 Irish people aged eighteen years old and more in order to understand Irish people skin type and the most common skin conditions (Bermingham, 2018). First, the study showed that for 88% of the participants, the face was the area of the body that Irish people are most conscious of in terms of skin health. Then, when asked what type of skin do they have, 85% of the participants felt that their skin was sensitive. Indeed, "whether they had dry skin

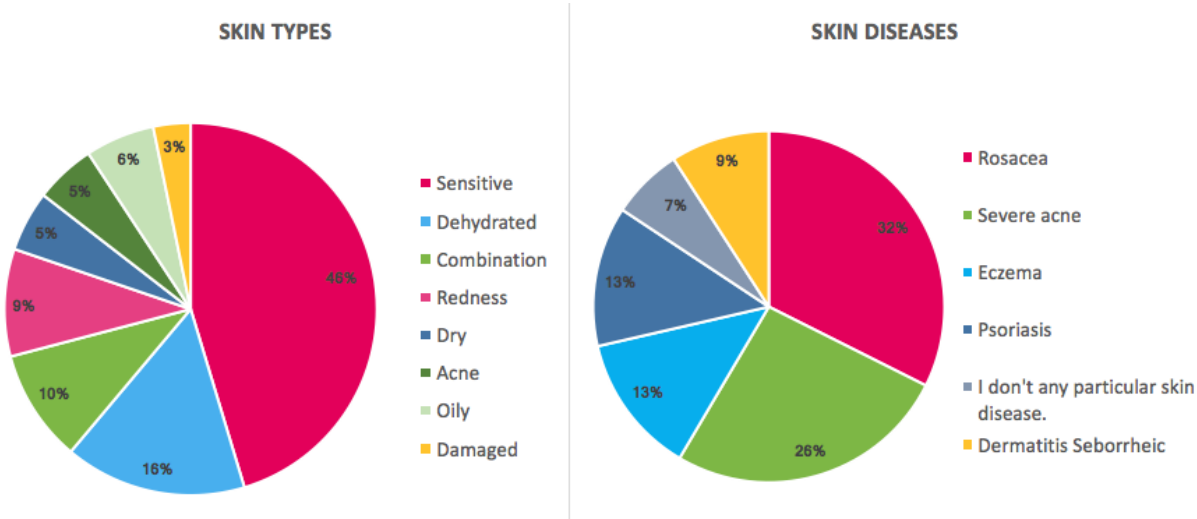
(55%), acne (23%), eczema (15%) and psoriasis (12%), they felt bothered by sensitivity (Bermingham, 2018)”. The study also demonstrated that Irish people are lacking information and advice on specific care and skincare routine in general. Indeed, 9% of the participant admitted to struggling to find the right skincare solution that works for them and 20% of them admitted to not having a skincare routine at all. However, according to the study, Irish people are willing to go and look for advice to their local pharmacies when they have a skin problem. Indeed, nearly half of Irish adults claim that “they seek advice from a pharmacist when they are suffering from a skin allergy or reaction (Bermingham, 2018)”.

In addition to the study from La Roche Posay, an article from The Irish Time (2020), stated that Celtic complexions have always been prone to sensitivity. As Notaro (2015) said, “it's not always easy to live with Irish skin - fair, pale, more likely sensitive and that burns easily”. As well, according to the consultant dermatologist Dr Niki Ralp, 10% of Irish people suffer from rosacea, that is characterised by redness, broken blood vessels and red spots on the face, that is one of the many conditions associated with sensitive skin (The Irish Time, 2020)”. She also noticed an overall increase in patients seeking for advice on sensitive, compromised or reactive skin and stated that the lack of information “can leave those suffering with red, angry and itchy or uncomfortable skin, unsure how best to treat it and prevent skin sensitivity in the future (The Irish Time, 2020)”. This confirmed once again that Irish people are starting to look more and more for advice about their skin conditions and how to take care of their skin.

The trend of the sensitive skin market in Ireland demonstrated above is also confirmed by a study made by Bioderma Ireland. The brand created a survey in order to better understand its customers and the Irish skin market (skin types and skin diseases). The survey is composed of several questions (Appendix 15): questions about the consumers (name, address, date of birth, if they have kids or not, etc.), questions about their skin (what is their skin type, do they have any skin disease) and questions about their family skin types. To date, the brand collected 1330 responses to this survey. In terms of demography, 89% of the respondents are women, the majority is between 20 and 35 years old (32% are 20-24 years old and 26% are 24-35 years old), 15% is aged 35 to 45 years old, 11% are above 45 years old and 16% are under 20 years old (Appendix 16). As we can see in the figure below, when asked about their skin type, 46% of the respondents stated to have sensitive skin. As well, it is also interesting to note that 9% of the respondents affirmed having redness-prone skin and 32% are suffering from rosacea. These

data are also important because the Sensibio H2O Micellar Water is recommended for sensitive skin but also for redness-prone skin, including people suffering from rosacea.

Figure 11 - Bioderma study about the Irish skin market: skin types & skin diseases



(Source: Results of Bioderma Ireland Survey about the Irish skin market, January 2020)

To conclude about the sensitive skin market in Ireland, we can say that the majority of Irish people considers having sensitive skin and that there is an “increase in the proportion of people experiencing higher than average skin sensitivity (Bermingham, 2018)”. As well, it is important to notice that Irish people are becoming more concerned about their skin and seeking for advice. As we mentioned above, the urban lifestyle and all the external aggressions (such as pollution) aggravate sensitive skin. That is why cleansing is one of the most important steps of a daily skincare routine as it helps the skin to defend itself against these external aggressions. However, today most people are looking for simple cleansers that will remove their make-up. Soon, due to the increase in the proportion of people with sensitive skin, more and more people will start looking for hygiene products that will not only cleanse their skin but also soothe their sensitive skin. As we mentioned before, the Sensibio is an ideal product as it removes make-up and pollution particles cumulated during the day and in the morning removes toxins and impurities eliminated overnight. As well, it not only helps the skin to defend itself against external aggressions but also soothes and respect sensitive skin.

3. PESTEL Analysis

When doing the external analysis, it is also important to take into consideration the political, economic, social, technological, environmental and legal framework.

In terms of political and legal aspects, in Ireland the producers of cosmetic products “must comply with relevant European legislation on ingredients and labeling, which is policed here by the Irish Medicines Board (Keogh, 2012)”. The new legislation from the European Union states that manufacturers will have to provide more detailed labeling and product traceability, carry out more detailed testing and provide information on the use of nanomaterials in their products. These norms about the composition and elaboration are mainly there to ensure the respect of customers, environment and animals. Indeed, testing products and their ingredients on animal is now forbidden by the European Commission, according to the European Cosmetics Regulation (n°1223/2009). As well, this new European legislation not only impacts the cosmetic industry but also those involved in the supply chain. Safety issues are also one of the most important things of this new regulation as now it is easier for consumers to get information about the composition of products they use (European Commission, 2020).

As regards the economy, the beauty industry in Ireland “was in a relatively strong position in 2018 with overall growth remaining steady (Euromonitor International, 2019).” Indeed, consumer confidence and disposable income levels in Ireland increased, which assisted growth in prestige and non-essential products such as cosmetic and skincare products. It is also interesting to note that, the majority of cosmetics sales are made by larger multinational with a global presence, rather by Irish brands that are smaller and have niche presence. As well, the dermo-cosmetic market, combining cosmetics and pharmaceutical applications in the same product, has seen particularly strong demand during the past decade. Indeed, according to Schiliro *et al.* (2018) the sales have consistently grown and “are expected to continue seeing above average expansion in the short term”.

Regarding the social dimension, according to Hunt *et al.* (2011), the perception of beauty has changed from a standardized, sublimated, surreal and inaccessible beauty to a real and flawsome beauty, made of differences and which extol self-acceptance. This change is mainly driven by millennials. As well, this new generation is more concerned by social issues and therefore more inclined to contribute to their improvement. They have grown with messages of awareness on different societal issues, including the place and the representation of the woman

in society. This paradigm shift is also reflected in their relationship to the brands from which they now expect societal commitment, authenticity and transparency. There is also a trend of clean-beauty and natural-beauty where consumers are seeking for more natural products with fewer ingredients. This trend is also supported by doctors and dermatologists. For example, Selene Daly, an Irish dermatology nurse specialist, recommends going for the most natural products possible and to select products “which have little or no preservatives, because these can trigger eczematous reactions even in women without a history of sensitive skin (Notaro, 2015)”. The consultant dermatologist Niki Ralp also advises people to make informed choices by looking at the back of the product rather than the front, as the actual ingredients are listed on the back of the product (The Irish Time, 2020).

The technological aspect is crucial for the beauty industry. In a very competitive market, brands have to stand out so it is important to be always at the cutting edge and offering the best technologies to consumers. Indeed, it is very important to progress continuously in order to improve the products, to adapt to the consumers’ needs and to be able to reposition the brand on the market if needed. As well, according to Schiliro *et al.* (2018), science plays an important role in the skincare industry so it is important for the brand to invest in research and development. As well, another important aspect is the increase of the digital. As we saw in the literature review, brands have many points of contact with the consumers online and can increase products’ visibility and improve their relationship and loyalty with customers. Social media are also a place of expression where people share content, product reviews, and influence each other.

To finish, regarding the environment, the companies of the beauty industry are really focusing on improving their environmental impact. Products’ packagings are becoming increasingly eco-friendly but “there is still a growing issue with heavy plastic usage within the cosmetic and skincare segments (Frue, 2018)”. As well, with the trend toward more natural products, companies are looking for ingredients directly in the nature, leaving them more vulnerable to “climate change, natural disasters that may disrupt the supply of these raw materials (Schiliro *et al.* 2018)”.

C – SWOT analysis

In order to justify the launch of a new consumer-centric digital campaign about the Sensibio H2O Micellar Water, it is important to draw a SWOT analysis. This will allow us to identify the strengths and weaknesses of Bioderma in Ireland, as well as the opportunities the brand can take advantage of and the threats it will have to face.

Strengths

- Bioderma is one of the leader in the dermo-cosmetic industry, and an expert in dermatological care
- The products are recommended by dermatologists and pharmacists
- Bioderma's products contain a limited number of ingredients and the purest active ingredients
- Bioderma has a range for each skin types, including sensitive skin (the Sensibio range)
- Sensibio H2O is Bioderma hero product: the undisputed leader among micellar waters, known and recognized by the consumers
- Sensibio H2O is a face cleanser for sensitive skin: it removes make-up, pollution particles and impurities but also soothes the skin and respect sensitive skin
- Bioderma Ireland has its own Instagram and Facebook account
- The brand has a good engagement of its social media channel

Weaknesses

- Even if the prices are similar to the dermo-cosmetic competitors, mass-market brands such as Garnier have more attractive prices
- Bioderma has a product-centric strategy, the emotional dimension is still missing to create link and attachment with customers
- Bioderma has a small fan community on social media
- The brand has a low digital budget for Ireland
- Bioderma doesn't have an e-commerce website

Opportunities

- Increase of the dermo-cosmetic market
- Increase in the proportion of people with sensitive skin in Ireland and in the world

- Irish people are becoming more concerns about their skin
- Trend toward more natural products
- Cleansing is one of the most important steps of a daily skincare routine as it helps the skin to defend itself against external aggressions (a cause of skin sensitivity)
- Storytelling has an important impact on consumer's behavior and plays a crucial role in decision making (from the literature review)
- Social Media Marketing has many benefits including increasing the brand exposure and their number of loyal fans

Threats

- Highly competitive market
- A widely copied product by competitors, either dermo-costmetic brands or mass marker brands, with similar marketing claims
- Consumer who do not base their purchase only on product quality but also on price
- Environmental concerns: eco-friendly concerns, natural products demand

V – Implementation

A – STP Analysis

As we saw in the SWOT analysis above, the Sensibio H2O from Bioderma is on a good way to become the leader of its category. Indeed, with the increase in the proportion of people with sensitive skin in Ireland, this Bioderma hero product, recommended by dermatologists and pharmacies all over the world, is the ideal product to cleanse sensitive skin. However, the emotional dimension is still missing to create a link with customers. That is why the aim of this study is to develop a new strategy in order to create an emotional link between Bioderma Ireland and its community and to create product and brand attachment.

The Sensibio H2O 25th anniversary campaign will be developed in other countries where Bioderma is presented and some content will be provided from the headquarter. However, it is important to note that the strategy that will be drawn will be tailored for Bioderma Ireland. The campaign contents, the implementation steps, as well as the target and positioning will be adapted to the Irish market and to the situation analysis that was made above.

First, before going through the implementation of the strategy, it is important to do the segmentation, targeting and positioning analysis.

Bioderma segmentation is based on three main criteria. The first one is about lifestyle habits and more especially the skincare habits and importance of skincare for consumers. We have two main groups of consumers:

- People for who the price will be this first criterion and who don't really pay attention to the products' quality and/or efficacy
- People whose first criteria when seeking skincare products will be quality and efficacy

The second segmentation is based on gender and age. It can be separated into three main groups:

- Babies & children
- Women adolescents & adults
- Men adolescents & adults

To finish the last segmentation criteria will be the skin type:

- Sensitive to redness-prone skin
- Oily, combination or acne-prone skin
- Dehydrated skin
- Irritated to atopic skin
- Damaged skin

The new Sensibio campaign will be focusing on adolescents and adults woman that are looking for a solution to cleanse their skin, either from make-up, from pollution or any other external elements. In general, Bioderma mainly targets people who are concern about their skin and are looking for effective products adapted to their skin type. As well the brand targets customers who are looking for natural biological ingredients that are safe to use. For this specific campaign, Bioderma will mainly target people with sensitive skin and not only the ones with dermatological problems but also people without specific problems who just want to protect and take care of their skin.

As we can see in the table below that this target group can be divided into different groups of consumers depending on the campaign’s objectives:

Figure 12 - Bioderma different targets depending on the campaign objective

Objective: recruit new customers	Objective: gain loyalty
Target: <ul style="list-style-type: none"> - Bioderma users - Other micellar waters users - Micellar water non-users 	Target: <ul style="list-style-type: none"> - Sensibio H2O lovers and upsell them - Make loyal new users

(Source: Author’s creation)

As the skincare market is a very competitive market, and in order to reach its target, Bioderma will have to develop a new strategy that will allow them to capture the attention of these potential customers and also to be differentiated from the competitors. Rather than positioning the Sensibio H2O micellar water as a simple make-up remover, the brand will go further and position itself as the solution to take care of sensitive skin. Indeed, cleansing is one of the most important steps of a daily skincare routine and most people have a face cleanser among their

skincare products. But as mentioned previously, external aggressions and urban lifestyle aggravate sensitive skin, so cleansing is definitely needed as it helps the skin to defend itself against these external aggressions, but a cleanser that also soothes sensitive skin would be even better. That is why Bioderma needs to position the Sensible H2O as the Micellar Water cleansing solution that gently cleanses and helps to treat sensitive skin. As well, the brand has to position itself as an expert in dermato-cosmetic products by reminding customers that the Sensible H2O was the first micellar water created in the world and that it was created with absolute dermatological safety.

To conclude, Bioderma should position the Sensibio H2O as the face cleanser that is chosen for its respect of sensitive skin (100% safe product, soothes, increases the skin tolerance threshold, refreshes), its efficacy (removes make-up and particles efficiency, cleanses efficiency) & recommendations (from doctors or pharmacists worldwide).

B – Objectives

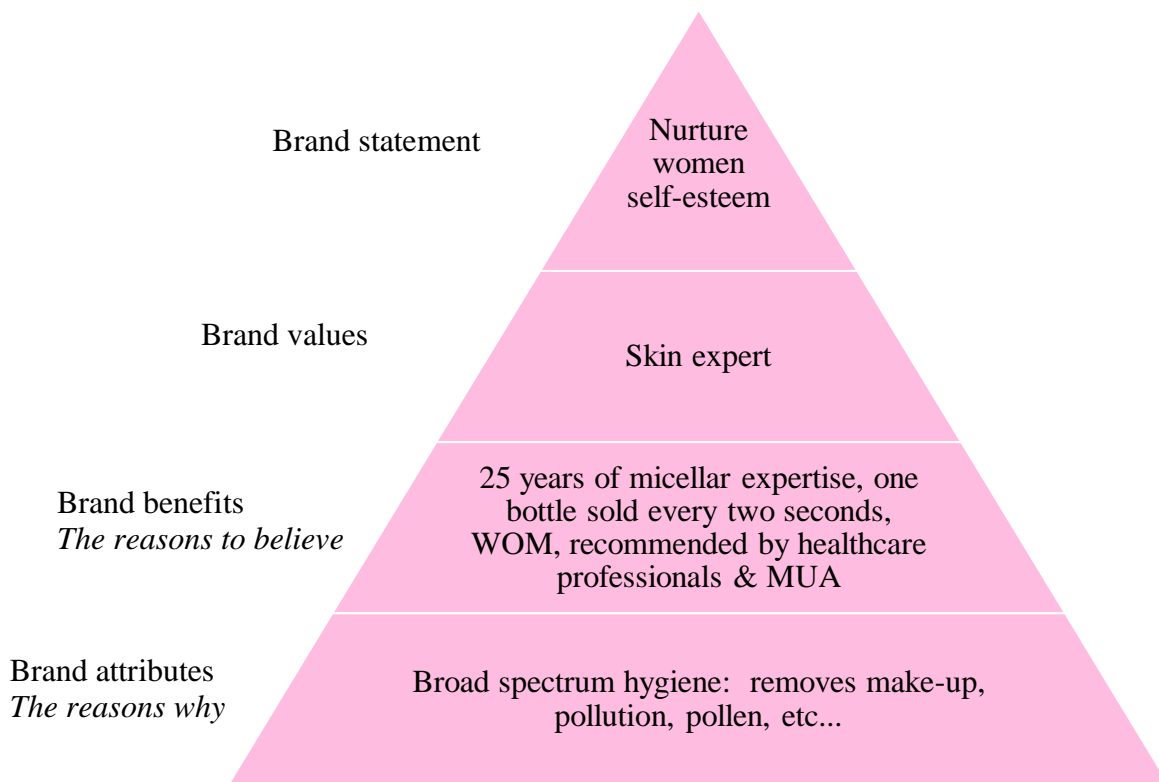
In order to do this, an emotional consumer-centric storytelling will be implemented through an omnichannel activation plan with digital prevalence. By this consumer-centric storytelling, the brand will be able to create an emotional link with its community, sharing the same value: RESPECT of their skin & of themselves. The campaign will display a direct parallel between social issues and the product's main strengths. This will allow to highlight the product in an indirect way when staying very consumer-centric. Beauty and society have faced a radical change, and the notion of real beauty is becoming more and more important. This new Sensibio campaign answers this change by assuming that choices deserve respect just like the skin, and Bioderma has the legitimacy to say so as they work for 25 years around sensitive skins. As well, when analyzing the competitor's digital activity in Ireland, we noticed that all of them had a product-centric approach and most of the time a medical content. With this strategy, Bioderma aims to break the rules of dermo-cosmetic communication with a more direct, emotional and surprising message. The objectives of this consumer-centric approach are to increase the brand and product awareness in Ireland, recruit new customers and increase brand loyalty. As a social result, we will see that the aim is to see brand engagement amongst women, and encourage their choices and liberty.

C - The digital strategy

1. The campaign architecture

It is important to explain the campaign architecture to better understand the implementation steps.

Figure 13 - Bioderma building blocks



(Source: Author's creation)

In the figure above, we can see the brand building blocks. For each of the four blocks, the brand message will be different. For example, for the brand attributes, the key message will be about the product's functional benefits such as make-up remover, percentage of heavy metals cleansed away, etc. For the brand benefits, the brand will communicate about the product superiority and its points of difference. It will also be important to show that the Sensibio H2O generates a lot of word-of-mouth (WOM), to mention that the product is recommended by dermatologists and also by make-up artist (MUA). Regarding the brand value, Bioderma is a skin expert so the main message will be about celebrating 25 years by the side of consumers,

respecting their skin. To finish, for the brand statement, which is to nurture women's self-esteem, the key message will be "Respect women choices". This means respecting all women's choices by encouraging them to develop a positive relationship with beauty enabling them to raise their self-esteem and realize their full potential.

2. Brand keys messages

As we just mentioned, the campaign will have different key messages but the main idea behind it is that women's choices deserve respect, so does their skin. The aim is to create a link between the campaign approach and the Sensibio H2O by communicating around one keyword that links both – "respect":

- Women empowerment with the respect of their choices
- Skin's respect with Sensibio H2O for 25 years.

This claim falls perfectly within the expectation of the core target and Bioderma brand's values. Thereby, the key message of the campaign will be:

"Your choices deserve respect, your skin too"

3. Social networks focus

After defining the strategy of the new campaign and the key message, we are now going to focus on social media. The objective is to propose a rich consumer-oriented content that links the campaign's approach with the product's content.

Three types of posts have been selected to answer these different objectives:

1. Awareness posts that aim at setting up the storytelling of the campaign: for example, content about women profiles and their choices;
2. Consideration posts that aim at reaffirming the Sensibio H2O superiority: for example, content about skin aggressions and product's benefits while still making a link with women's stories;
3. Conversion posts that aim at promoting the 25 years limited edition bottles: for example, skincare routine, drive to store posts.

All these posts will be shared on Bioderma Ireland Facebook and Instagram accounts, through different formats such as feed formats, IGTV or story formats. It is also important to make sure these three types of posts will be mixed. As well, some of the posts will be promoted, either in boosted posts or dark posts. The difference between dark posts and boosted posts is that the boosted post will be displayed on the brand social media feed while the dark post won't. Doing a boosted post means promoting a post that the brand posted on its feed while when doing a dark post the brand is promoting a post that is specially made for the promotion and won't be displayed after the promotion is over. The dark and boosted posts will have different objectives such as brand awareness, reach, traffic (toward the dedicated website that we will explain later), video views, conversions, etc. As Dove did for their Project #ShowUs campaign, in the future, the aim would be to create a YouTube channel for Bioderma Ireland to also promote the videos on a different platform specifically dedicated to videos and to be able to run YouTube campaign.

1. Awareness posts

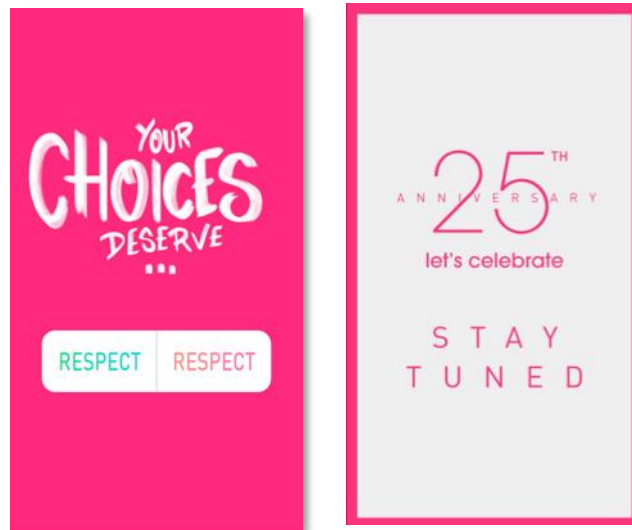
The aim of these posts is to empower women to express their individuality and talking to their world. To do so, different videos will be displayed:

- A teasing video
- The 25th anniversary campaign video
- Ambassadors interviews
- Secondary women videos
- Punchlines videos

For these videos, Bioderma Ireland has chosen different ambassadors and other secondary women. Rather than using famous influencers or models, the idea is to choose next door girls, and also women who currently use the Sensibio H2O. This would allow the brand to be more authentic because there is not a better person to talk about a product than a customer itself. It is also important to keep the natural beauty aspect of these women so only use slight photo editing.

The campaign teasing aims to introduce the campaign by communicating about the 25th anniversary of the Sensibio H2O and the word "respect". Two stories will be posted on Bioderma Instagram and Facebook accounts:

Figure 14 - Campaign teasing stories

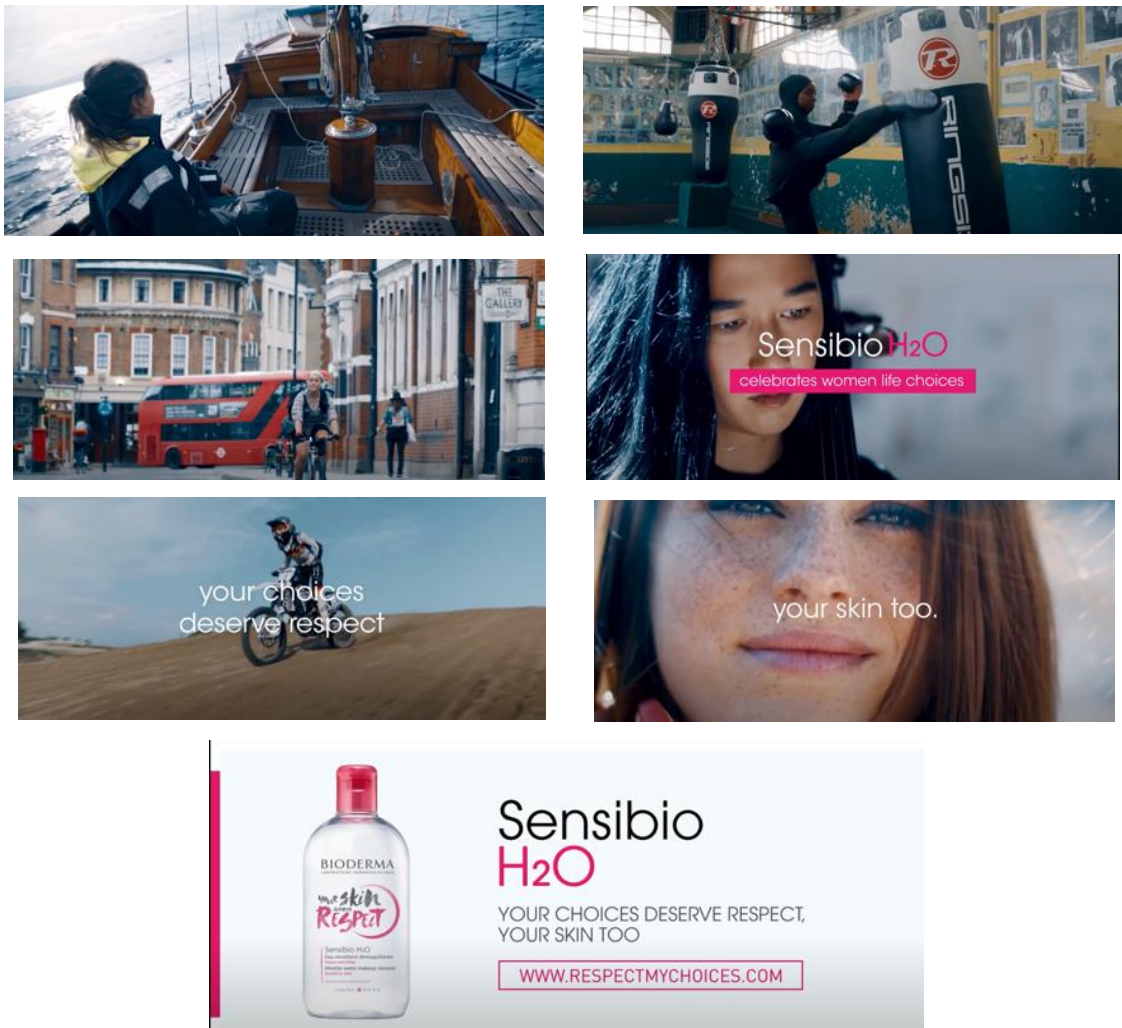


(Source: Bioderma image bank)

The first one will include a poll where customers have to answer the question “your choices deserve?”. By giving them the option to only choose the word “respect” we want to introduce the fact that all choices deserve respect. The second story will be announcing the start of the 25th anniversary of Sensibio H2O.

Then, Bioderma will officially launch the campaign with the 25th anniversary campaign film. The film will be available in two versions, the long one and the short one. It will be displayed on Facebook and Instagram, either in IGTV for the long version or on the feed for the shorter version. The film will show different women profiles with different stories and passions. For example, we will see a kickboxer, a sailor, a bike courier, a moto-biker or a ruby player (Appendix 17). The film will end with the key message “your choices deserve respect, your skin too” and a picture of the Sensibio H2O limited edition bottle. We can see below different visual that constitute the film:

Figure 15 - Sensibio H2O 25th anniversary campaign film



(Source: Bioderma image bank)

This film will be addressed to women who are both strong and sensitive, whatever their age, origin, belief or history, to all the women who make personal, professional, intimate choices that determine the course of their lives. The main message is that their choices express the freedom to decide what life they want to live and most importantly that it is a choice to feel good about ourselves and then, these choices deserve respect. For 25 years, Sensibio H2O has shared the intimacy of women around the world and has accompanied their choices. 25 years of observing, admiring and working for all sensitivities. 25 years by their side encouraging them to respect their skin: 25 years of trusting relationship.

The caption for the post would be the following: “Bioderma introduces a tribute of outstanding women, of every age, creed or story. These women have all chose a different path, whether in their personal or professional life. Whether their decisions were accepted or disputed... It

doesn't matter because choice always rhymes with freedom. Be free to choose the life you want for yourself. So, for you, does choice also rhyme with respect?''.

For the interviews, the brand will focus on its two ambassadors. Each Bioderma countries will have the choice of their own ambassadors. Bioderma Ireland will share the interviews of Charlotte and Amani, two British girls. The reason why the ambassadors are not from Ireland is, because of budget reasons, Ireland and United Kingdom had to have the same ambassadors. It will be a question and answer video that will allow discovering the history of women who represent Bioderma in Ireland and United Kingdom. The interviews will be around three to four minutes and thereby will be shared on IGTV. A story will be also created to promote and increase videos' visibility.

Figure 16 - Charlotte's interview video



(Source: Bioderma image bank)

Charlotte is living in London and working as a bike courier. She chose this job to do her passion on an everyday base and for the feeling of liberty that it procures to her. In her interview, Charlotte will talk about her life and her job that isn't ordinary. She is constantly outdoors, exploring new areas and works in a male dominated sector. Despite the adverse weather conditions, the sexist comments, and the negative impact of pollution on her skin, she chose her job because it makes her happy and fulfilled.

Figure 17 - Amani's interview video



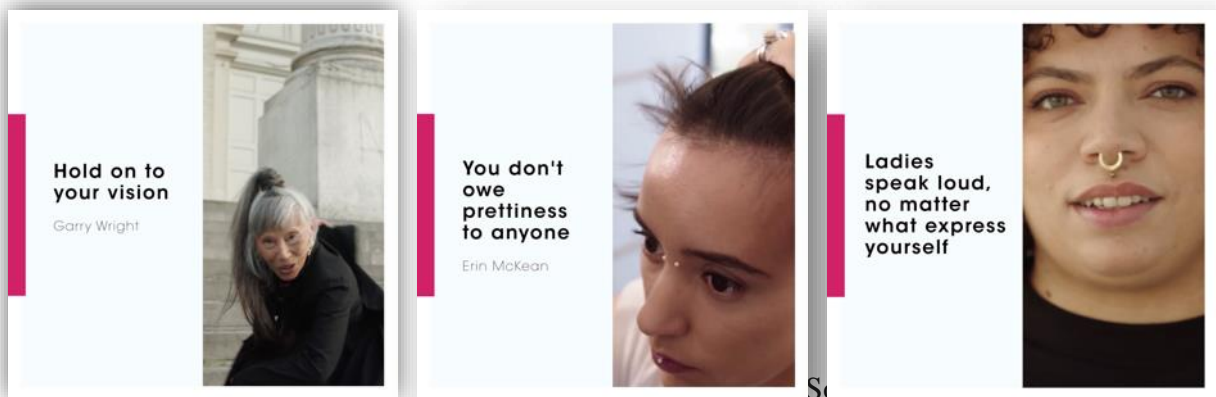
(Source: Bioderma image bank)

Amani is from Jamaica and also living in London. In her interview, Amani will share about her passion for kickboxing, her desire to promote this sport among young girls, but also about her constant fight as doing a contact sport as kickboxing while being Muslim and wearing headscarf is a permanent fight for her.

Bioderma Ireland also chosen to share the stories of other women in shorter videos that we will call “secondary women” videos. These videos will be posted on the Instagram and Facebook feed. Several profiles will be shared such as Leila, a French rugby player; Sophia a German a race car mechanic; Nialé, passionate about climbing and who became Europe Champion and world-vice champion. The aim will still be to highly the stories of different women who made a choice that impacted their life.

To finish, Bioderma will also share several “punchlines” posts that aim to deliver a strong message, illustrated by strong women. Below we can see three examples of punchlines that will be shared on Bioderma Ireland social media.

Figure 18 - Example of Bioderma punchline posts



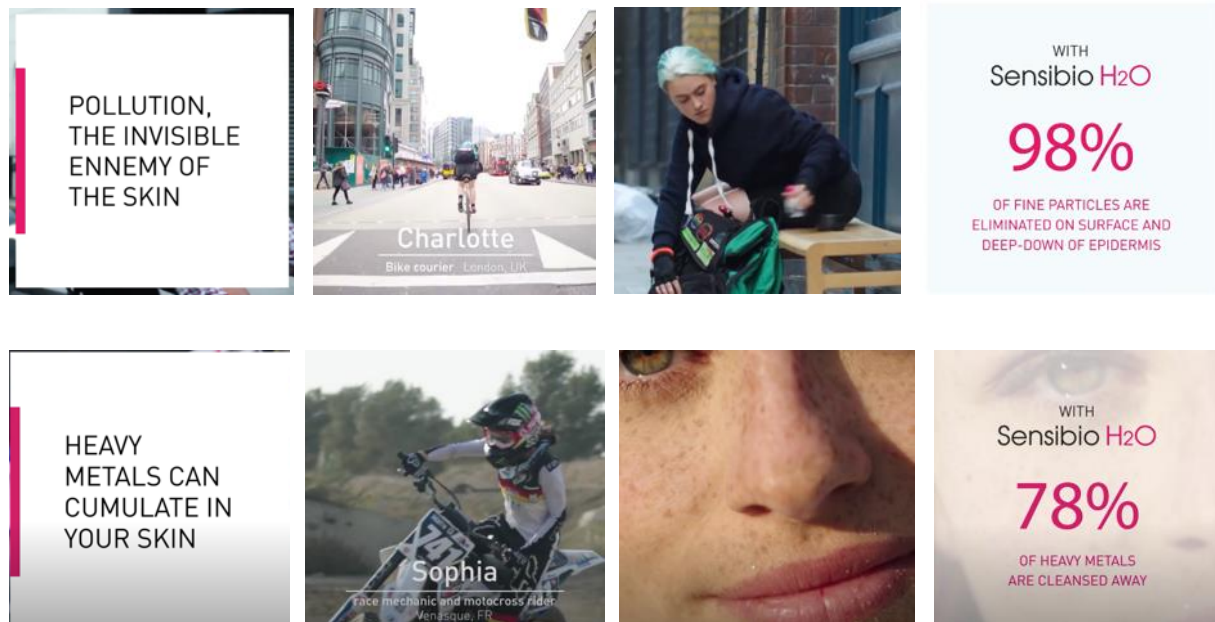
2. Consideration posts

As we mentioned previously, the aim of the consideration posts is to remind the product superiority and uniqueness and to bring innovative evidence to support the skin respect claim. However, in order to stay consumer-centric, it is important to keep the link between the Sensibio H2O and the women’s stories.

There will be two different consideration posts: videos and pictures. The videos will illustrate the different elements for skin aggressions and the product’s benefits such as anti-pollution

action, make-up removing, anti-pollen, a product for sensitive skin or a product easy to carry and use on the go. In order to make sure to stay consumer-centric, the brand will make a link between the women mentioned above and their reasons to use the Sensibio H2O. As we can see in the examples below, we have used Charlotte and Sophia stories to share about the fact that Sensibio H2O removes 98% of fine particles and 78% of heavy metals.

Figure 19 - Example of consideration videos



(Source: Bioderma image bank)

The other videos will have the same structure: elements for skin aggressions, woman's profile, the reason to use the Sensibio H2O and the product benefits. A total of eight short videos will be produced with a different woman for each and with the following final claims:

- Pollution is the invisible enemy of the skin. With Sensibio H2O 98% of fine particles are eliminated on surface and deep-down of the epidermis;
- Heavy metals can cumulate in your skin. With Sensibio H2O 78% of heavy metals are cleansed away;
- With Sensibio H2O 99% of make-up is removed;
- Pollen can sensitive your skin. Sensibio cleanses 99% of pollen;
- Sweat and dirt might imbalance your skin. With pH5.5 Sensibio H2O cleanses while respecting the skin;

- Skin is reactive to temperature variations and weather conditions. With Sensibio H2O your skin is refreshed and soothed;
- Sensibio is a non-rinsing solution, easy to use in any condition;
- Sensibio H2O is the number one dermatologist prescription for sensitive skin.

Thanks to these videos, the Sensibio H2O storytelling will be carried and related by the women's stories. Bioderma will be able to defend the product superiority by enhancing its results through women's daily life.

On another side, the pictures will aim to bring more scientific content to demonstrate the product uniqueness. These posts will be more product-centric as they will consist of pictures of the Sensibio H2O, either the limited-edition bottles or the different bottle formats: 100ml, 250ml and 500ml bottle (Appendix 18). The picture will be completed by captions highlighting the product benefits such as its soothing properties, its respect for the skin barrier but also by short sum-up of clinical studies, such as a study on allergic skin, microbiome respectful formula's test.

3. Conversion posts

To finish with the last type of post, the conversion post will have an objective of conversion and help to promote the limited-edition bottles. We can see below an example of two visuals that will be used on the feed as well as a visual that will be used in story.

Figure 20 - Example of conversation posts



(Source: Bioderma image bank)

A revival video will be also published at halfway of the campaign in order to remind customers about the fact that it has been 25 years that Sensibio H2O is by their side to help them taking care of their skin.

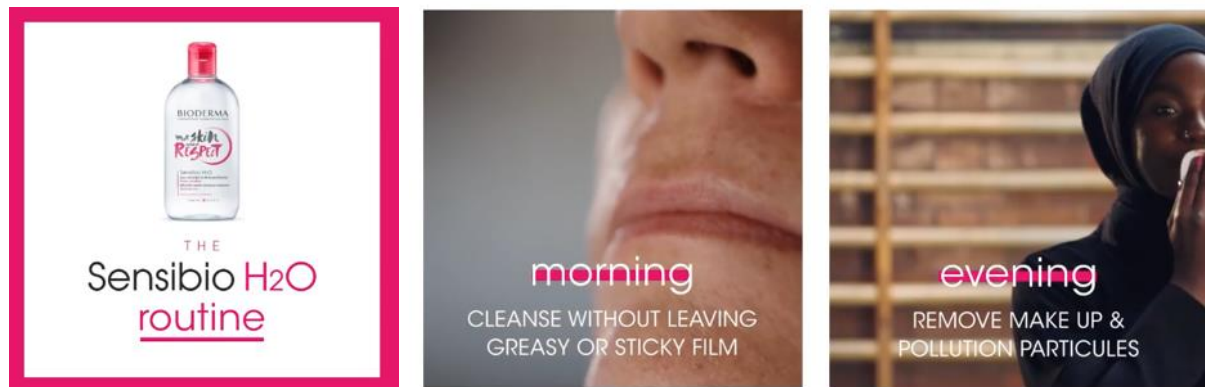
Figure 21 - Revival video of the 25th anniversary of Sensibio H2O



(Source: Bioderma image bank)

To finish, a video about the Sensibio H2O routine will highlight the importance of cleansing the skin in the morning and evening.

Figure 22 - The Sensibio H2O routine video



(Source: Bioderma image bank)

4. [Mini website](#)

As we saw in the analysis of Dove Campaign for Real Beauty, the brand had created a specific web page “Dove’s Self-Esteem page” to gather elements of the campaign such as workshops, videos, guides, testimonies to help parent initiate the conversation about the perception of beauty with their children. This web page was a real success as “over 26 million people have viewed the website (Springer, 2009)”. Thereby for the Sensibio H2O 25th anniversary the aim would be to create a special Irish mini website to gather all the content created during the campaign. This would allow to drive all the traffic to one single page and increase the brand

awareness and visibility by creating a fluid digital ecosystem between all platforms and the corporate website.

This mini website will be creating around four main pillars that will be the main sections:

1. Official video of campaign

The objective is to enter the platform with consumers' hook and bring the consumer-centric approach to the platform. It will also help to ensure that consumers find the content that brought them to the page: the 25th anniversary campaign film that we explained before. The video will be displayed on the main page of the website so it will be the first thing that consumers will see when they access the website.

Figure 23 - Official campaign video on the dedicated website

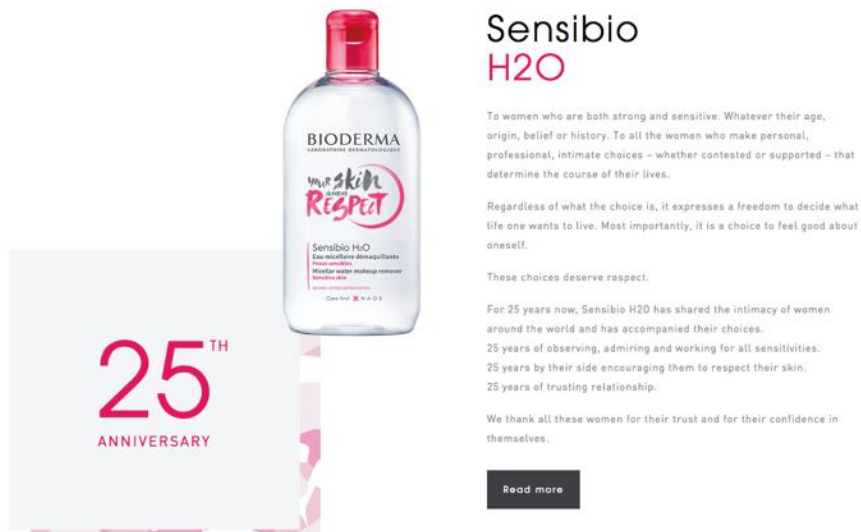


(Source: Author's screenshot of Bioderma Ireland Sensibio H2O Mini website)

2. The product and storytelling

The second section of the website will be dedicated to the Sensibio H2O. The aim is to use the product as the "reason to believe" of the campaign with the storytelling about women's accompaniment and respect their skin and choices for 25 years. This will also allow Bioderma to announce the 25th anniversary of the Sensibio H2O. This section will contain the key information about the product such as the main benefits, the instruction to use, the ingredients, etc.

Figure 24 - Product section on the dedicated website

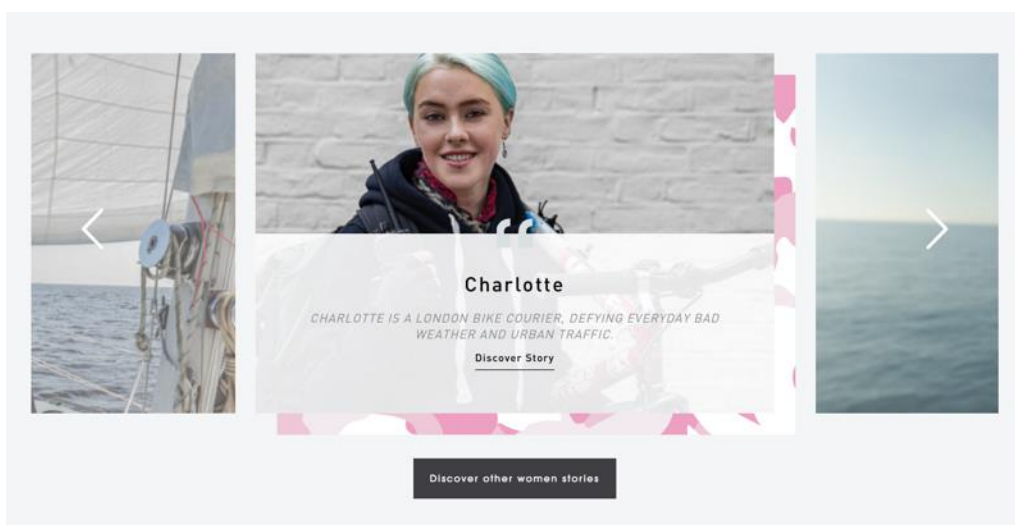


(Source: Author's screenshot of Bioderma Ireland Sensibio H2O Mini website)

3. Campaign's ambassadors

Another section will be dedicated to the campaign's ambassadors for Ireland and their stories. As we can see in the figure below, on the main page and in form of sliders, the aim will be to display a short overview of their profile: their picture, name and a short sentence about their life choices. Consumers will have to click on the dedicated link to discover their stories.

Figure 25 - Campaign's ambassadors section on the dedicated website



(Source: Author's screenshot of Bioderma Ireland Sensibio H2O Mini website)

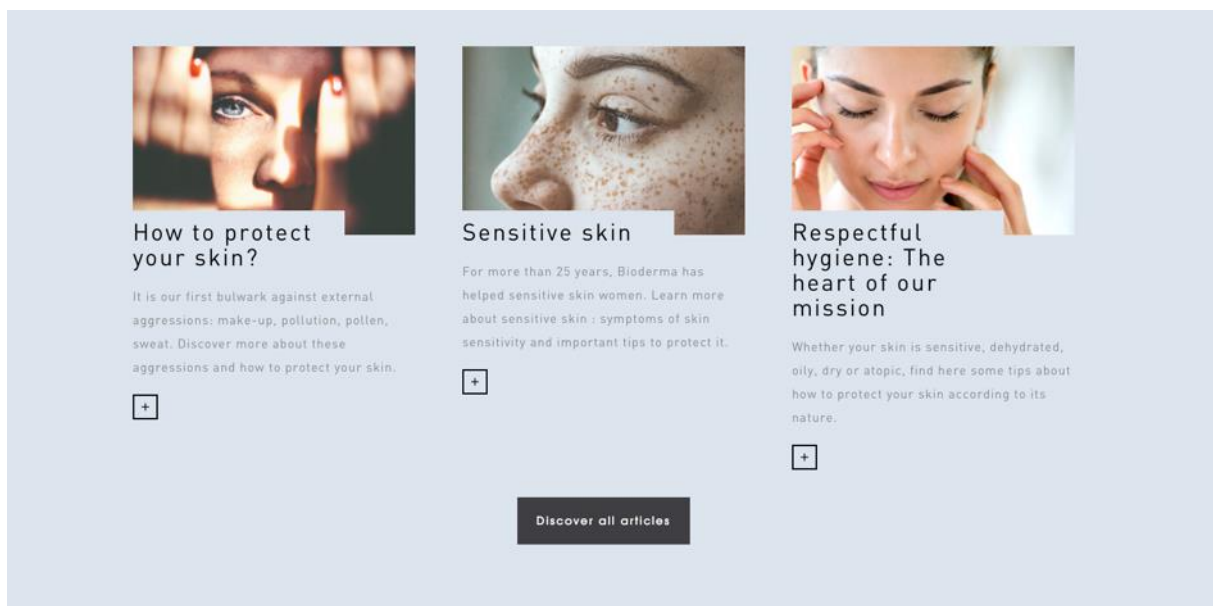
Each ambassador will have a dedicated landing page with their full story, the choices they have made. As well, each ambassador will be linked to the Sensibio H2O through a section called “What impact on her skin?” or “What about her skin” (Appendix 19). The aim is to show how their choices impacted their skin and how Sensibio H2O can help them in their daily life. For example, as we mentioned above, for Charlotte who is a bike rider in London, it is important to cleanse her face from fine particles of pollution accumulated on her skin during the day. Sensibio is the solution as it helps to eliminate 98% of fine particles.

4. Articles on the sensitive skin

In order to bring educational content to consumers and to reaffirm product superiority, four articles will be created. Each article will be based on available scientific proofs. They will be regrouped around the following topics:

- 1) Skin sensitivity: how to recognize sensitive skin, origins and triggers, who is concerned, what can be done
- 2) Different skin aggressions: make-up, pollution, pollen, etc., and their impact on the skin
- 3) Focus on the micellar water: what it is, how it works, when to use it
- 4) Advice on how to choose a good hygiene product, how to protect the skin, etc.

Figure 26 - Article section on the dedicated website



(Source: Author's screenshot of Bioderma Ireland Sensibio H2O Mini website)

This will not only allow Bioderma to educate consumers but also to work on the page reference by using specific keywords to improve the website search engine optimization.

As mentioned in the social media part, when doing advertising on the different posts, one of the aims will be to bring consumers on the dedicated mini website. As well, in order to increase the traffic to this Website, Bioderma Ireland will send a dedicated newsletter to all its subscribers. The newsletter will be focusing on the Sensibio H2O campaign and the main idea: Your choices deserve respect, your skin too.

5. Limited edition focus

For the 25th anniversary campaign, and in order to stretch the campaign till the iconic Sensibio H2O iconic bottle, three limited edition bottles will be available in Ireland. The aim is to highlight the campaign's claim "Your choices deserve respect, your skin too" by using a shortened version "Your skin deserves respect" and communicate on the product's tolerance that is one of the main product's strengths quoted by consumers worldwide. This will allow the valorization of Bioderma's cult product through eye-catching and powerful axe of women empowerment. The bottles will be 500ml bottles with a transparent front etiquette and the claim "Your skin deserves respect" in three different fonts, as we can see below.

Figure 27 - Bioderma Sensibio H2O Limited edition bottles

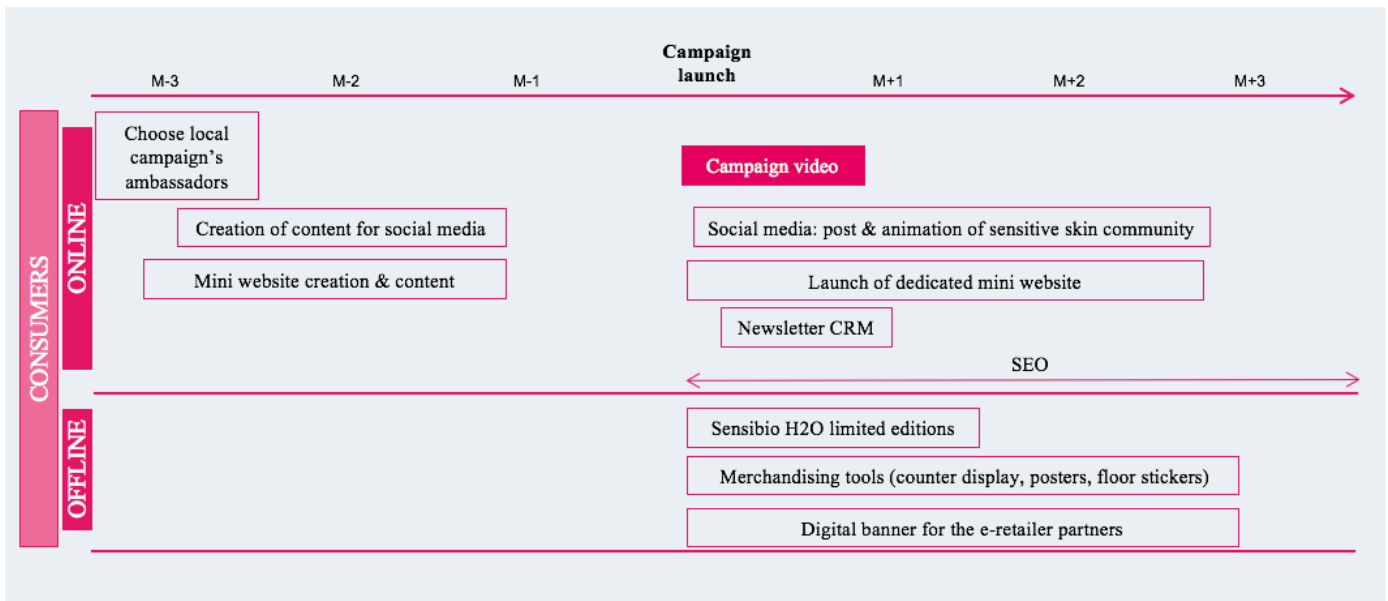


(Source: Bioderma Image bank)

D - Calendar

After explaining the implementation steps, it is important to make a calendar in order to help the brand prioritize its communication activities to achieve its goals. In the figure below we can see the calendar of the Sensibio H2O campaign with the main implementation steps, when they are planned to start and for how long.

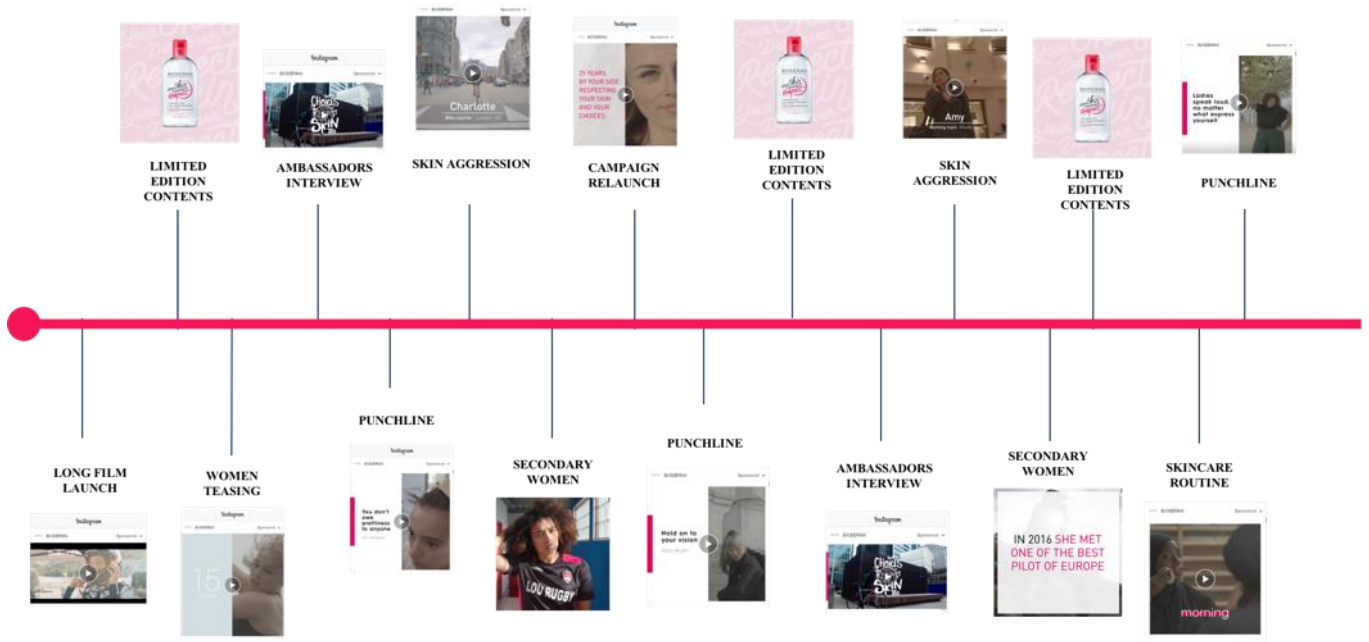
Figure 28 - Bioderma Sensibio H2O campaign calendar



(Source: Author's creation)

As well, as mentioned previously, it is important to mix the different types of posts created: awareness, consideration and conversation posts. The below timeline represents the schedule of the different posts on social media.

Figure 29 - Timeline schedule of the different posts



(Source: Author’s creation)

E - Evaluation metrics

When companies run marketing campaigns, they want to know the amount of money that results from their investment. As well, measuring the effectiveness of the campaign is crucial to understand what is working and what needs to be changed. In the table below we can find several quantitative measurement metrics to assess the communication strategy and actions implemented:

Figure 30 - Quantitative measurement metrics to assess the digital campaign

Communication strategy / actions	Metrics and evaluation tools
Awareness posts	<ul style="list-style-type: none"> • Reach and views • Impressions • Likes, comments and shares • New followers

	<ul style="list-style-type: none"> • Awareness lift • Ad recall lift
Consideration posts	<ul style="list-style-type: none"> • View through rate • Impressions • Watch time • Likes, comments and shares • New followers • Brand interest lift • Consideration lift
Conversion posts	<ul style="list-style-type: none"> • Reach • Impressions • Likes, comments and shares • New followers • Click • Direct sales • Purchase intent lift
Mini Website	<ul style="list-style-type: none"> • Traffic source • Number of visits • New sessions (% of new visitors) • Bounce rate • Duration of the visit • Search ranking

(Source: Author’s creation)

As we mentioned in the literature review part, some results of a campaign are also involving human interactions such as positive/negative reviews or word of mouth. The Return on Investment should include different types of data analysis to connect both financial and non-financial (e.g. increase in positive mentions) outcomes of the campaign. After the campaign, Bioderma should conduct a sentiment analysis, learn from its customers online by listening to them, tracking and considering their opinions, both positive or negative.

VI – Conclusion and limitations

This project started with the professional need to develop a new digital strategy to help Bioderma creating more links and attachments with customers. Despite the fact that Bioderma is one of the leaders in the dermo-cosmetics market, the brand is disembodied and the emotional dimension is missing. Today consumers are looking for brands that offer more than just products and services (Smith & Wintrob, 2013). The concept of storytelling is something that brands should consider when communicating with customers as it generates positive feelings toward the brand and the perception of information is much more convincing than the simple presentation of facts. It also helps to increase brand attractiveness, create links and attachment with the customers. In order to create this emotional dimension and links with customers, it is important that Bioderma switches from its product-centric approach to a consumer-centric approach and use the concept of storytelling in its communication strategy.

To do so, the 25th anniversary of the Sensibio H2O Micellar Water was used as an occasion to launch a new emotional campaign. First micellar water truly adapted to sensitive skin and with one bottle sold every two seconds in the world, Sensibio H2O is Bioderma best-seller in most of the countries, including Ireland. With the increase in the proportion of people with sensitive skin, the Sensibio H2O is on a good way to become the leader of its category, that is why it is the ideal product to focus on during the campaign. The aim is to create a link between consumers and the Sensibio H2O by communicating around one keyword that links both – “respect”: women empowerment with the respect of their choices and skin’s respect with Sensibio H2O, for 25 years.

As the author is currently working for Bioderma Ireland, this project was made with a double objective: an academic objective and a professional one. The implementation of the strategy in Ireland was done at the same time as the Master’s thesis was progressing. This project provides a scientific background with several analyses about the Irish market, about the competitors and Bioderma Ireland and was used to justify the need of such a strategy and to implement it in Ireland.

As an academic report this project presents some limitations. The fact that we were facing a real professional challenge has demanded fast responses to reality that limited the thesis itself. The analyses and researches made to prepare the strategy had to be send to the headquarter of

Bioderma with a short notice. Thereby, two main limitations can be highlighted: evaluation of the effectiveness and impact of the campaign and fieldwork. Indeed, time constraints have prevented the realization of more in-depth fieldwork and especially of two main things: the study of the customers and competitors. A more specific survey about sensitive skin and hygiene for sensitive skin could have been made to better understand the needs of the Irish customers. Regarding the competitors, it would have been interesting to have more information about their latest campaigns and especially about their performances, as we had for Dove's campaigns, in order to have a better idea of what works well and what works less in the dermo-cosmetics industry in Ireland. As well, other professional limitations were encountered that caused constraints in the new strategy elaboration. First, with the absence of sales figures, such as Bioderma and its competitors' sales in Ireland, it is complicated to measure the performances of the different brands and then to have the market shares. This data would also be important to measure the sales that will be generated by the new campaign and thereby have an idea of the effectiveness of the campaign, as we mentioned above. These sales data are missing because the sell-outs are not reported from pharmacies to the brands. In order to resolve this issue, Bioderma Ireland created an incentive program with its pharmacies which consists in monthly challenges. The aim is to motivate the pharmacies to recommend Bioderma products to their customers and to train the brand ambassadors about Bioderma products. One of the challenges that will be implemented soon is that pharmacies will have to send their sell-out reports to Bioderma Ireland every month. To finish, another limitation was the budget allocated to the campaign in Ireland. Indeed, as Bioderma is only on the Irish market for five years now, the budget allocated to digital is still limited. Thereby, as we mentioned before, a YouTube campaign would have been great for this specific campaign as a lot of visuals were videos, but the limited budget didn't enable Bioderma Ireland to do so. Similarly, higher investments in social media ads, as well as the development of an SEA strategy for the mini-website, would have highly improved the visibility of the campaign.

To conclude, from an academic point of view, this project and more especially the literature review and the example of Dove, have showed the importance of storytelling in brands' communication strategies. However, even if both Dove's campaigns were successful, they also generated negative reactions from customers because they were focusing on a very small subset of women and could make women feel even more self-conscious. This Sensibio 25th anniversary campaign is a good example of consumer-centric approach with the use of storytelling, something that is not common in the dermo-cosmetic sector where brands usually

have product-centric communication. As well, rather than focusing on differences like a lot of brands do, it focused on something that is common to everyone, something that everyone deserves: respect, respect of their choices and respect of their skin. Thereby, this project shows that the concept of storytelling is something important to consider in a communication strategy but also that brands need to make sure that the story delivered will be understood in the good way by customers and so, take a particular attention to the key message they want to convey.

Moreover, after analysis the campaign results, we noticed that the average engagement on reach on social media increased by nearly 4% (from 4.05% to 7.6%) and the number of visitors of the dedicated website for the campaign per week was highly superior to the number of visitors of Bioderma Ireland website (approximately 1.2k visitors on Bioderma Ireland website per week vs. 3k visitors on the dedicated website for the same period). Thereby, for the professional world, this project also shows that, even if a brand is among the leader on its sector, it is important to review its strategy in order to reach better results, to increase even more the brand awareness and recruit new customers. As we mentioned before, Bioderma is one of the leaders of the dermo-cosmetic industry but the emotional dimension was missing and then, limiting the brand to reach some potential customers. With this digital campaign we have seen that switching from a product-centric approach to a customer-centric approach can be beneficial for a brand.

We hope this Master's Thesis – and its double objective, both Academic and Professional – may contribute to management practitioners such as marketing, brand, communication, digital, managers, etc. This academic project, by illustrating and answering a real and current market challenge showed how professional decisions can be supported and broadened by scientific knowledge.

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Appendixes

Appendix 1 – Avène promotion set



Source: Avène UK Webiste

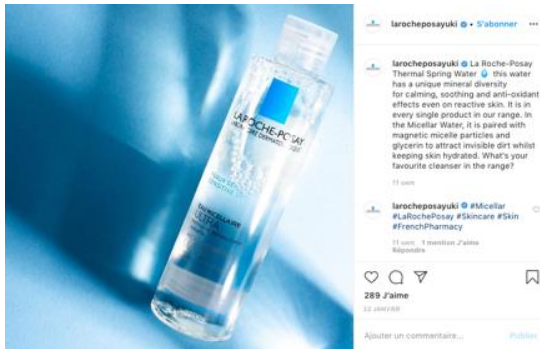
Appendix 2 – La Roche Posay UK & Ireland Instagram feed



Source: Author's screenshot of La Roche Posay UK & Ireland Instagram page

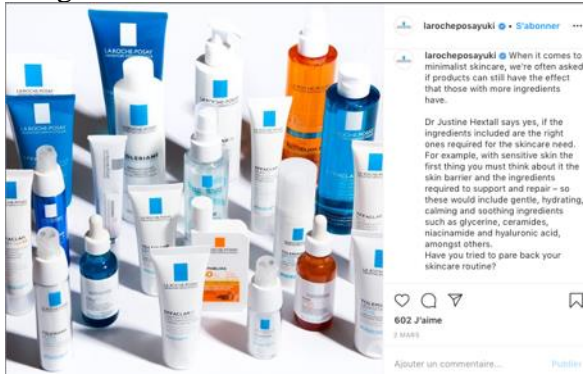
Appendix 3 - La Roche Posay UK & Ireland different Instagram post focus

Product focus:



Source: Author's screenshot of La Roche Posay UK & Ireland Instagram page

Range focus:



Source: Author's screenshot of La Roche Posay UK & Ireland Instagram page

Influencer' video:



Source: Author's screenshot of La Roche Posay UK & Ireland Instagram page

Doctor recommendations:



Source: Author's screenshot of La Roche Posay UK & Ireland Instagram page

Appendix 4 – Avène UK & Ireland Instagram feed



Source: Author's screenshot of Avène UK & Ireland Instagram page

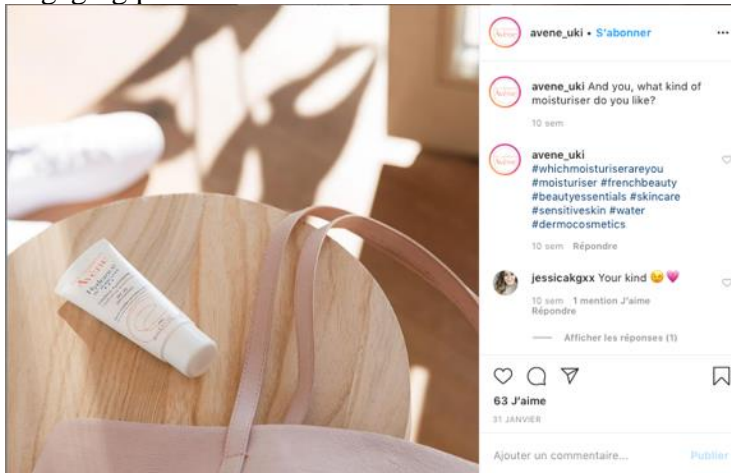
Appendix 5 – Avène UK & Ireland different Instagram post focus

Product focus:



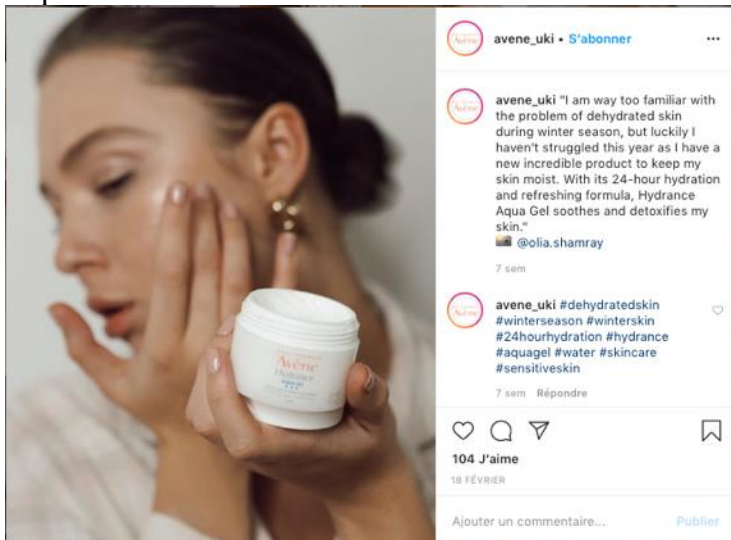
Source: Author's screenshot of Avène UK & Ireland Instagram page

Engaging post:



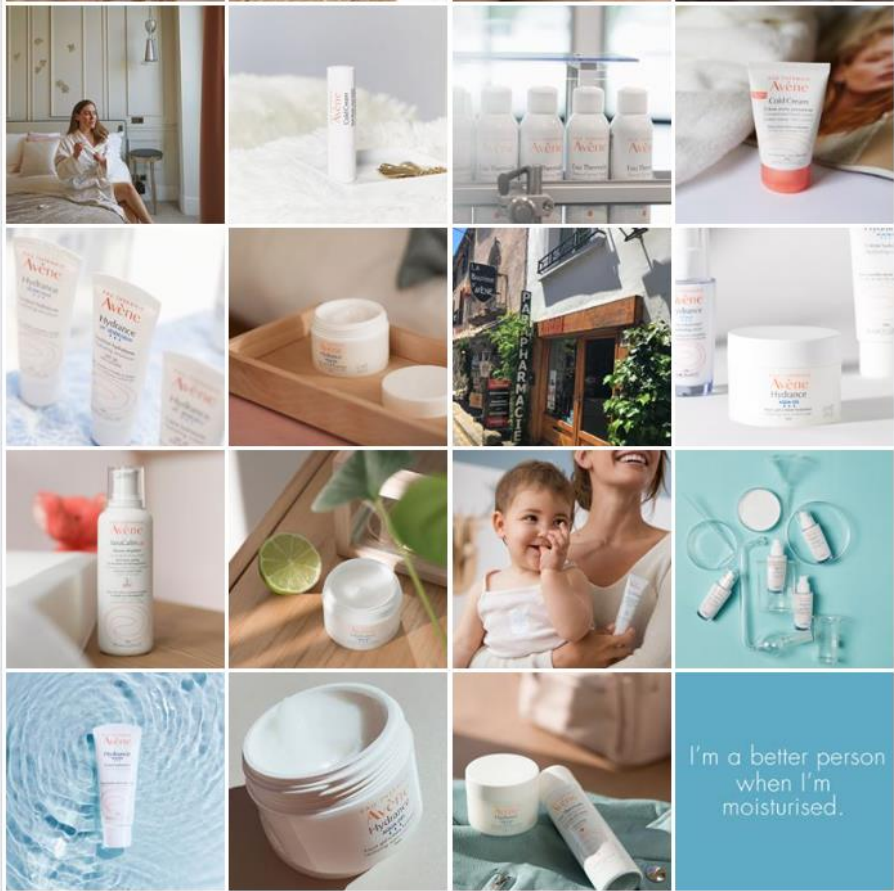
Source: Author's screenshot of Avène UK & Ireland Instagram page

Repost from influencer:



Source: Author's screenshot of Avène UK & Ireland Instagram page

Appendix 6 – Avène UK & Ireland Facebook posts

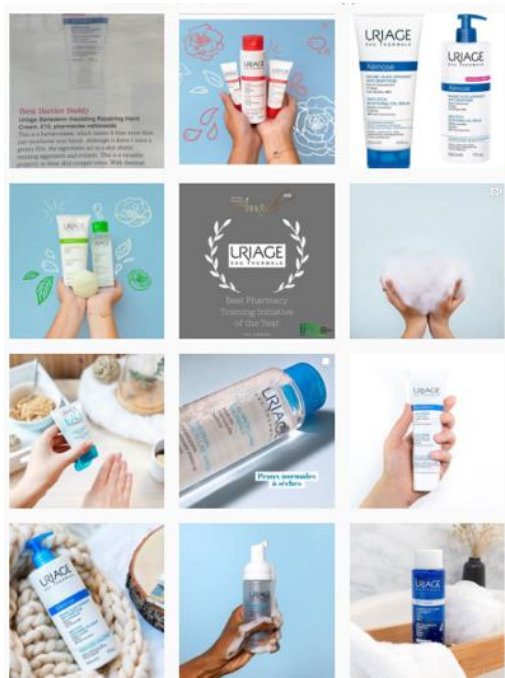


Source: Author’s screenshot of Avène UK & Ireland Facebook page



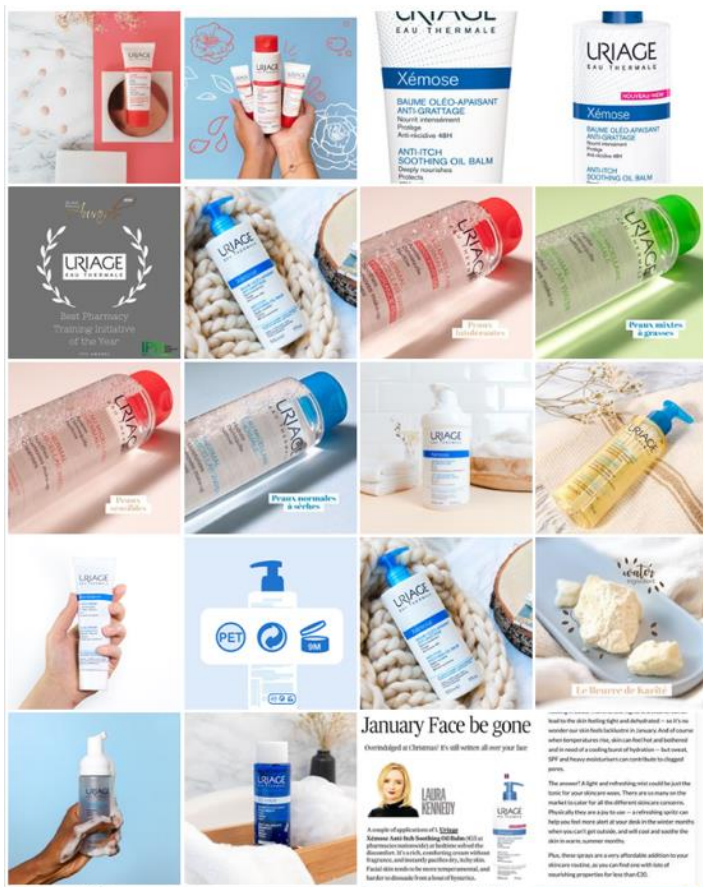
Source: Author’s screenshot of Avène UK & Ireland Facebook page

Appendix 7 – Uriage Ireland Instagram feed



Source: Author's screenshot of Uriage Ireland Instagram page

Appendix 8 – Uriage Ireland Facebook feed



Source: Author's screenshot of Uriage Ireland Facebook page

Appendix 9 – Dove billboard advertisements for campaign for Real Beauty



wrinkled?
 wonderful?

Will society ever accept 'old' can be beautiful? Join the beauty debate.

campaignforrealbeauty.co.uk  | Dove



44 and hot?
 44 and not?

Can women be hotter at 40 than 20? Join the beauty debate.

campaignforrealbeauty.co.uk  | Dove



fat?
 fit?

Does true beauty only squeeze into size 6? Join the beauty debate.

campaignforrealbeauty.co.uk  | Dove

Source: <https://philannethropy.wordpress.com/2015/04/10/dove-the-definition-of-beauty/>

Appendix 10 – Dove’s Self-Esteem webpage

Welcome to the Dove Self-Esteem Project

At Dove, we believe that no young person should be held back from reaching their full potential – but in the UK, 9 out of every 10 girls with low body esteem put their health at risk by not seeing a doctor or by skipping meals. Since 2004, Dove has been building self-esteem in young people – and by 2030, we’ll have helped 1/4 billion through our educational programmes.



Our guide to help build self-esteem

Written by experts, our conversation guide helps you identify issues that can affect a young person’s confidence. Read on and register to access our resource – so you can make a meaningful impact on a young person’s self-esteem.

[Discover our guide](#)

Our topics

Our mission



We’re helping young people all around the world build positive body confidence and self-esteem.

[find out more](#)

Parent & mentor resources

Use our resources to help you to talk about body confidence with a special young person in your life and

[find out more](#)

Teacher resources

Our free, evidence-based resources for teachers have everything schools need to be successful

[find out more](#)

Youth leader resources

A body-confident young person is ready to go after their goals. Use our outdoor-based activities

[find out more](#)

A secret code for...

⌚ 6 min



How to spot signs...

⌚ 6 min

[read more](#)

Reality TV—the real effects...

⌚ 7 min

Our Dove Self-Esteem Project articles

I'm looking for all topics for the age groups all age

(72 articles)

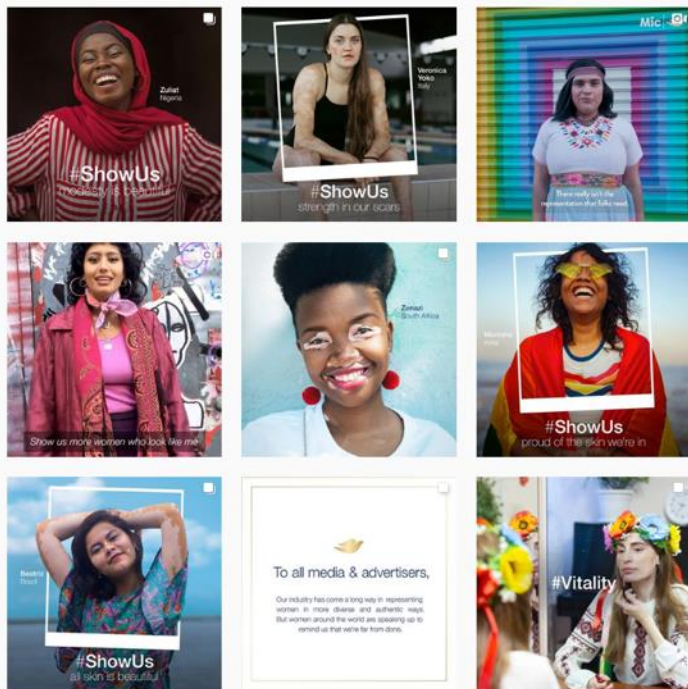
Source: Author’s screenshot of Dove’s website

Appendix 11 – Dove Instagram post to present Project #ShowUs to all media and advertisers

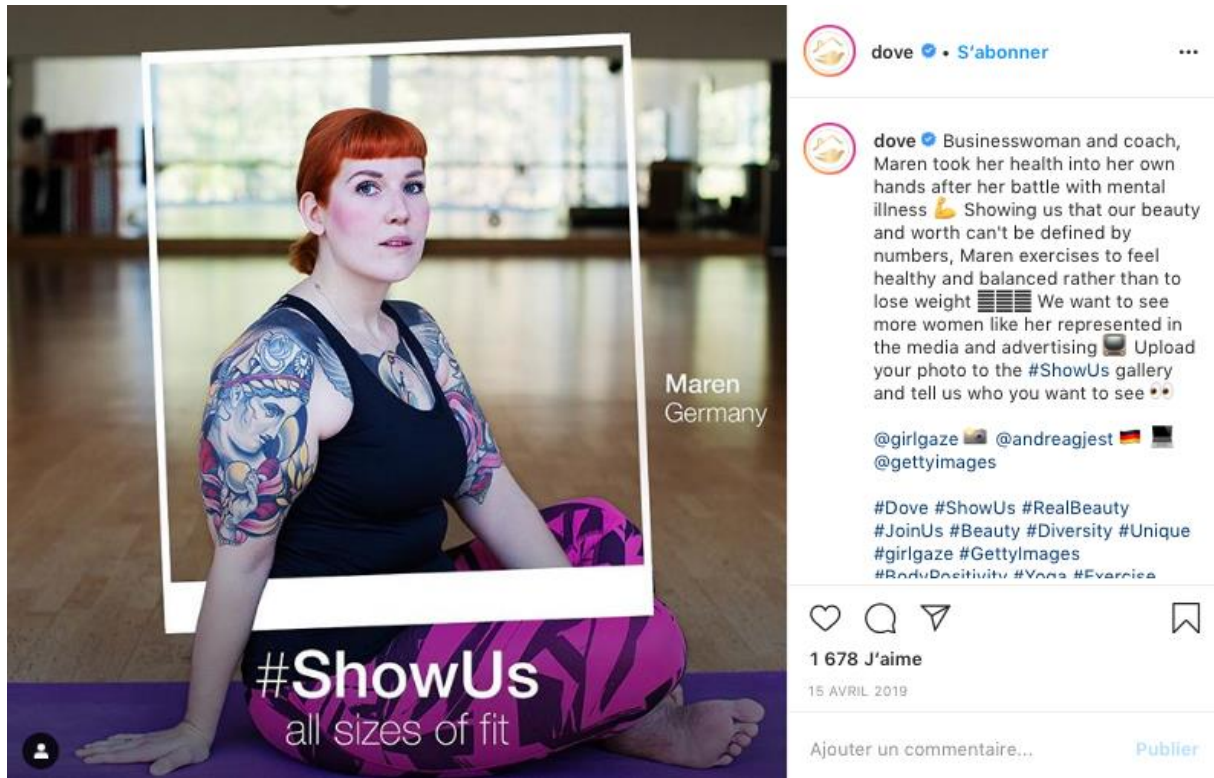


Source: Author’s screenshot of Dove’s Instagram page

Appendix 12 – Dove Instagram feed with a focus on the posts for Project #ShowUs

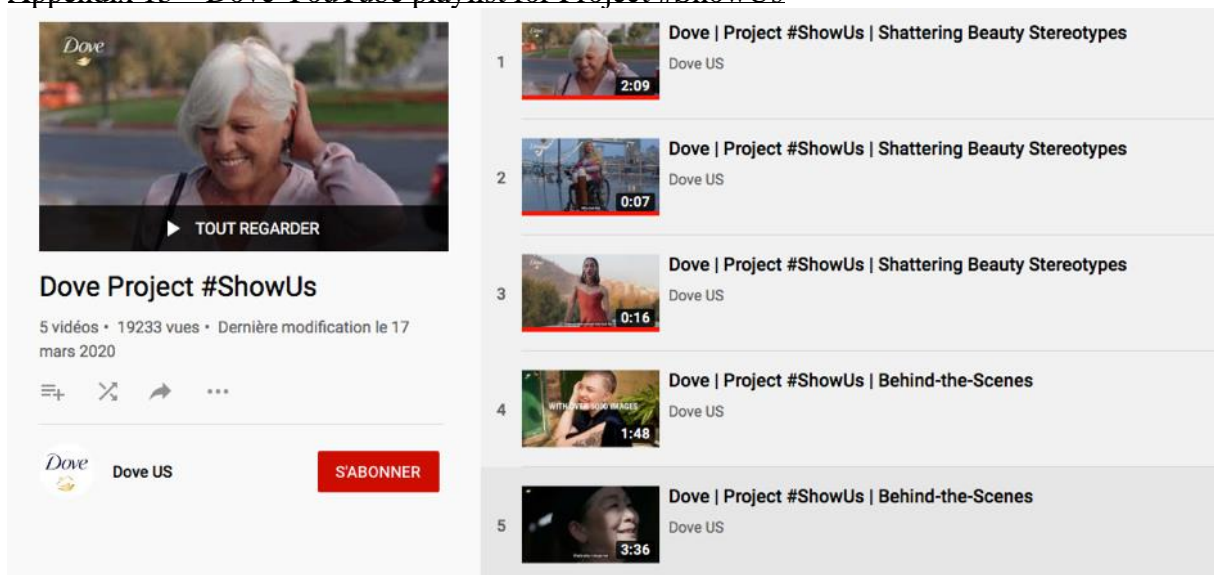


Source: Author’s screenshot of Dove’s Instagram page



Source: Author's screenshot of Dove's Instagram page

Appendix 13 – Dove YouTube playlist for Project #ShowUs



Source: Author's screenshot of Dove's YouTube channel

Appendix 14 – Project #ShowUs section on Dove Website

Discover the Stories

Breaking beauty stereotypes, one story at a time.



19 Stories

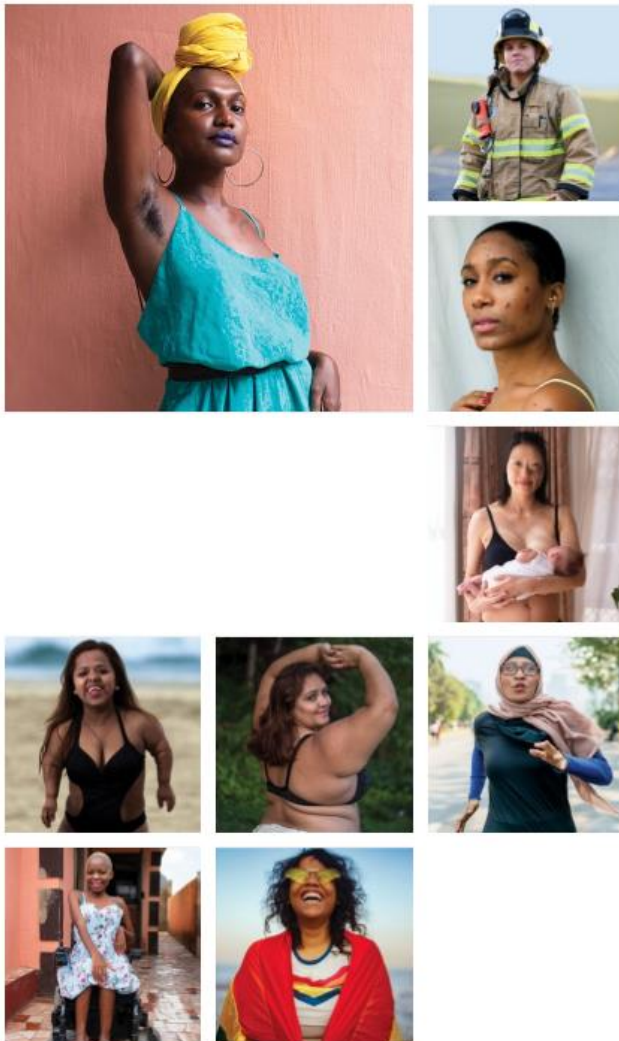
#ShowUs More Women Like You

Help make beauty a source of confidence for women everywhere.

Share your image

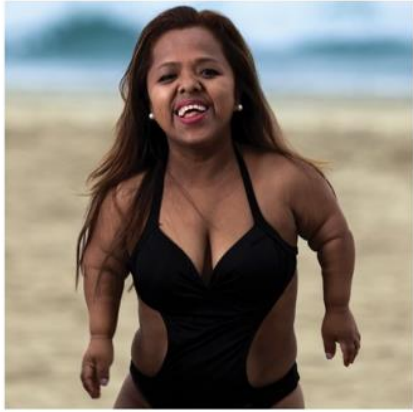
The Women of Project #ShowUs

Women & non-binary individuals from around the world are redefining beauty on their own terms.



Show more

Source: Author's screenshot of Dove's website



January 8, 2020

"Due to my size, I've often been made to feel that I can't fill a valuable a role in society. I want the world to see that a woman with achondroplasia is as beautiful and capable a woman as any other." – Karol, Law Student



Myla

June 26, 2019

Having vitiligo taught me that beauty radiates from within and when you feel beautiful, you spread sunshine.

Source: Author's screenshot of Dove' website

Appendix 15 – Bioderma Ireland Survey about the Irish skin market

TITLE*

Ms Mrs Mr

SURNAME*

FIRST NAME*

EMAIL ADDRESS*

POSTAL ADDRESS

ADDRESS LINE 2

CITY*

COUNTY

COUNTRY*

DATE OF BIRTH*

WHAT TYPE OF SKIN DO YOU HAVE? *

- Sensitive
- Redness
- Acne
- Combination
- Oily
- Dry (lack of sebum/oil on the skin)
- Dehydrated (lack of water/hydration into the skin)
- Damaged (scars, wounds, ...)
- Other

IF OTHER, PLEASE SPECIFY

DO YOU HAVE ANY SKIN DISEASE? *

- Rosacea
- Severe acne
- Eczema
- Psoriasis
- Dermatitis Seborrheic
- I don't any particular skin disease
- Other

IF OTHER, PLEASE SPECIFY

DO YOU HAVE A CHILD YOUNGER THAN 3 YEARS OLD?*

- Yes
- No

WHAT SKIN TYPE OR SKIN DISEASE DO YOU HAVE TO DEAL WITH IN YOUR FAMILY? *

- Sensitive
- Redness
- Acne
- Combination
- Oily
- Dry (lack of sebum/oil on the skin)
- Dehydrated (lack of water/hydration into the skin)
- Damaged (scars, wounds, ...)
- Rosacea
- Severe acne
- Eczema
- Psoriasis
- Dermatitis Seborrheic
- Other

IF OTHER, PLEASE SPECIFY

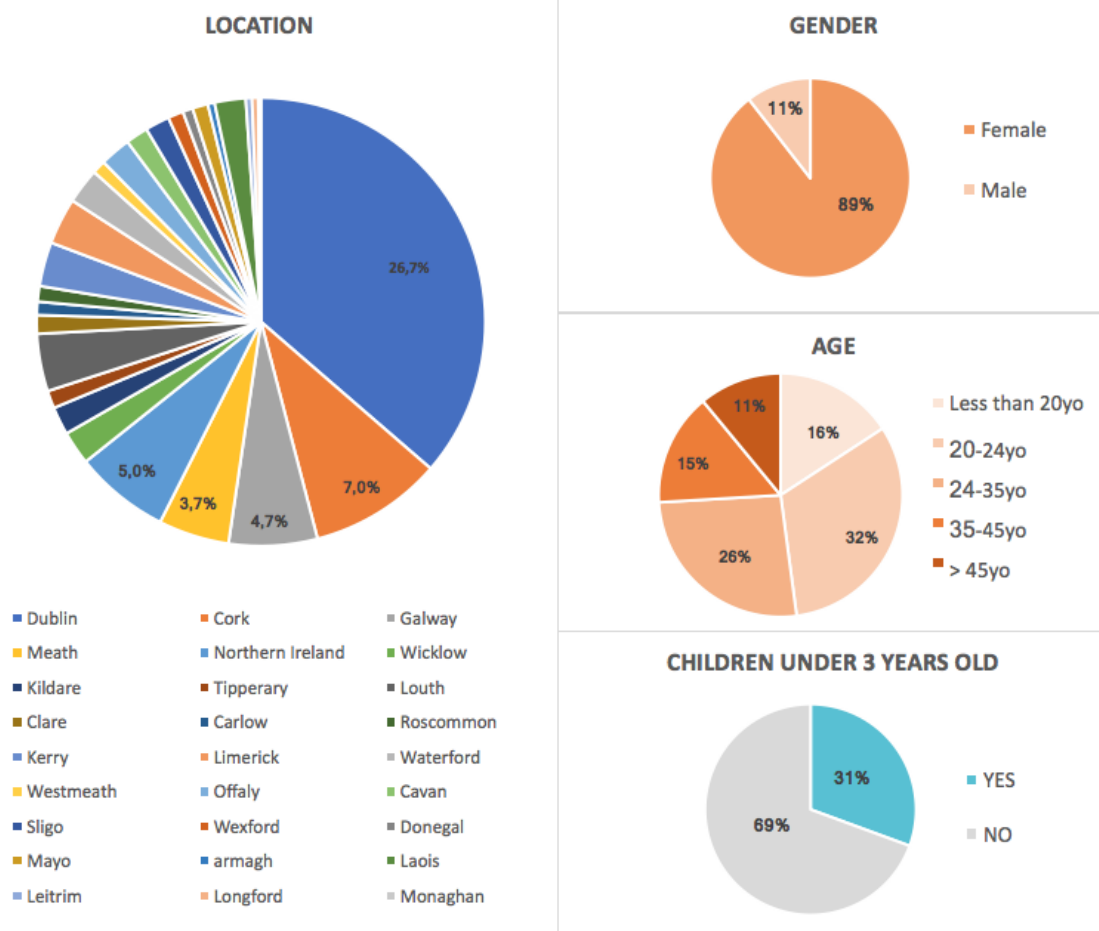
- Are you under the age of 15? * *To be able to submit a request, you must obtain your parents' permission by asking them to tick the following box: I authorise my child's personal data to be transmitted to NAQS Ireland (Bioderma)*

- TERMS & CONDITIONS*** *By checking this box, you acknowledge that you have read the Privacy Policy, you accept to be contacted by BIODERMA in the future and to transfer exploitation rights to Bioderma Ireland about this form, and in particular, the right to use, access and store your Personal Data. Also, you transfer the right to replicate, represent, adapt and synchronise all or a part of your answers and words, on different methods and on different tools (paper, poster, videos, website, social networks,...) as a part of its internal or external communication for promotion, advertising, commercial, or scientific purposes about Bioderma products. You have the right to access, edit or remove your data at any moment according to our Privacy Policy.*

NAQS Ireland (Bioderma) collects the personal data above in order to process your request. To learn more about the use of your data and your rights, please read the [personal data protection charter](#).

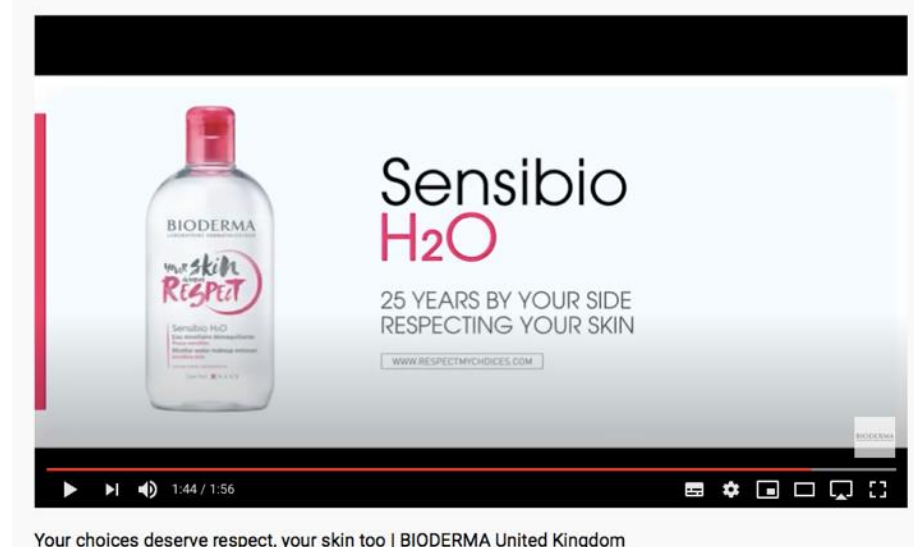
Source: Author's screenshot of Bioderma Ireland website

Appendix 16 – Bioderma Ireland Survey about the Irish skin market: demographic data results



Source: Results of Bioderma Ireland Survey about the Irish skin market (January 2020)

Appendix 17 – Bioderma Sensibio H2O 25th anniversary campaign film



https://www.youtube.com/watch?v=xanh_5q-tls&feature=emb_title

Source: Bioderma United Kingdom YouTube channel

Appendix 18 – Sensibio H2O visuals for social media



Source: Bioderma image bank

Appendix 19 – Sensibio H2O mini website – campaign’s ambassadors section “what about her skin”

SENSIBIO H2O

What about her skin?

After a long and busy day, a shower is all that Charlotte wants! Fine particles of pollution accumulate on her skin and, combined with perspiration, those can damage her skin. Sensibio H2O eliminates 98% of fine particles. This micellar water cleanses the skin and protects it from exterior aggressions, day after day.

[The story of Sensibio H2O](#)

Source: Author’s screenshot of Bioderma Ireland Sensibio H2O mini website