

**The Effect of Social Media and Celebrities on Millennials' Consumers**  
**The Pantene Example**



**Dissertation by**

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## ABSTRACT

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**Dissertation Title:** “The Effect of Social Media and Celebrities on Millennials’ Consumers – The Pantene Example”

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The present dissertation provides an overview of significant marketing related topics such as digital branding, digital marketing, targeting, positioning, social media as a marketing tool and the effectiveness of celebrity endorsers’ campaigns. These topics are discussed and analysed in a case study focused on the haircare industry, where Pantene takes the centre stage.

The case study introduces this extremely competitive industry, whose dynamics have been shifting due to the price sensitivity of the average consumer. Additionally, consumers spend, nowadays, most of their free time connected to the online world; therefore, brands have now to establish a presence in the digital world, in order to connect with its target audience. The entire dissertation revolves around the huge potential of social media as a marketing instrument that must be capitalized in today’s fast moving world. The main dilemma this dissertation attempts to resolve and provide an answer to, focus on how can Pantene target a younger age segment of consumers. To this end, celebrity endorsers are also worthy of being highlighted, as they perform a crucial role in influencing millennials’ behaviours and perceptions.

A market research is performed, afterwards, in order to clarify the issues raised above and from which, a set of recommendations was produced. To conclude, a Teaching Note summarizes the case study and provides indications on how to explore it in a classroom environment.

**Keywords:** digital marketing, digital branding, social media, targeting, positioning, celebrity endorsers, Pantene

## RESUMO

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**Título da Dissertação:** O Efeito das Redes Sociais e Celebidades nos consumidores da Geração Y – O Exemplo da Pantene

**Autor:** Mariana de Oliveira Mendes

A presente dissertação oferece uma visão geral de importantes temas na área do marketing, como marketing e *branding* digitais, *targeting*, posicionamento, redes sociais como instrumentos de marketing e a eficácia de campanhas protagonizadas por celebridades. Estes tópicos são discutidos e analisados num caso de estudo focado na indústria do cuidado capilar, onde a Pantene ganha um lugar de destaque.

O caso de estudo introduz esta indústria extremamente competitiva, cujas dinâmicas têm sido alvo de alterações devido à sensibilidade do consumidor médio relativamente ao preço. Adicionalmente, os consumidores passam, nos dias de hoje, a maioria do seu tempo livre conectados ao mundo *online*; por isso mesmo, as marcas têm de estabelecer a sua presença no mundo digital, de modo a estarem ligadas às suas audiências. Esta dissertação concerne o grande potencial das redes sociais enquanto instrumento de marketing que tem de ser concretizado nos altamente mutáveis dias de hoje. O grande dilema a que esta dissertação pretende dar resposta é o seguinte: como pode a Pantene atrair um segmento jovem de consumidores? Com este objectivo em mente, focamo-nos nas celebridades visto que elas desempenham um papel crucial em influenciar os comportamentos e percepções da Geração Y.

Subsequentemente, de modo a clarificar as questões levantadas anteriormente, é apresentando um estudo de mercado, a partir do qual foi produzido um conjunto de recomendações. Para concluir, uma Nota de Ensino resume o caso de estudo e fornece indicações de como explorá-lo num ambiente de aula.

**Palavras-chave:** marketing digital, *digital branding*, redes sociais, *targeting*, posicionamento, patrocínios de celebridades, Pantene

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## TABLE OF CONTENTS

1. Introduction .....	7
1.1. Problem Statement.....	7
1.2. Research Questions.....	7
1.3. Methodology.....	7
2. Literature Review .....	8
2.1. Digital Branding: Potentialities and Dilemmas of Living on an Online World .....	8
2.2. Social Media: Disrupting the Way the World Communicates .....	9
2.3. Brand Communities: Creating and Fostering Brand Loyalists.....	11
2.4. The Power of Fame: Theorizing about Celebrities’ Advertisement Appeal .....	12
2.5. Boys v. Girls – Differences Among the First Generation of Digital Natives.....	14
3. Case Study.....	15
3.1. Global Perspective of the Haircare Industry.....	15
3.2. Millennials: the last generation of the 20 <sup>th</sup> century, the first world Digital Natives .....	16
3.3. The Portuguese Panorama .....	17
3.4. P&G: How Pantene fits the portfolio .....	19
3.5. Competitors: Industry’s Overview .....	19
3.6. Pantene: the Road to Success .....	20
3.7. Current Scenario: Reinventing a Top Tier Brand.....	22
3.8. Celebrity Endorsers: Pantene’s Embodiments .....	22
3.9. Updating the Brand’s Image to the 21 <sup>st</sup> century .....	23
3.10. Social Media Insights and Developments .....	25
3.11. The Challenge.....	27
4. Market Research.....	29
4.1. Aim and Scope of the Research.....	29
4.2. Demographic Factors.....	29
4.3. Purchasing Habits Regarding Haircare Brands .....	30
4.4. Critical Factors of the Decision Making Process .....	32
4.5. Brand Perception within the Industry .....	32
4.6. Social Media Most Popular Platforms.....	34
4.7. Attractiveness of Pantene in Social Media .....	36
4.8. Social Media Contents’ Preferences.....	36

4.9. Brand Identification.....	38
4.10. Most Influential Characters for Millennials .....	40
4.11. Perceived Congruence between Pantene and its Endorsers.....	41
4.12. Effectiveness of Pantene’s Celebrity Endorsers .....	42
5. Conclusions and Recommendations.....	45
5.1. What are consumers’ perceptions of Pantene and what aspects do they value the most? .....	45
5.2. Which social media channels should Pantene adopt to engage consumers and improve the customer-brand relationship?.....	46
5.3. What social media contents would appeal to consumers, turning them into followers, increasing brand awareness and identification? .....	47
5.4. Can celebrities induce millennials’ consumers into adopting certain buying behaviors? .....	47
5.5. Limitations and Future Research .....	48
6. Teaching Notes.....	49
6.1. Synopsis.....	49
6.2. Target Audience, Teaching Objectives and Teaching Plan.....	50
7. Appendices .....	52
8. References .....	74
8.1. Academic References .....	74
8.2. Other References .....	78
9. List of Footnotes.....	80

# 1. INTRODUCTION

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## 1.1. Problem Statement

Pantene is a leading company within the haircare industry, which always experienced massive success worldwide. Pantene has focused on targeting a mature female segment, following its roots as a luxury brand. Nevertheless, as new competitors emerge, a refocus of the brand towards a younger age group may be required. These are the consumers of the future, who are no longer influenced by their older relatives, as technology changed the way people communicate.

In an attempt to understand how can Pantene rejuvenate its image and reinvent its position in the market, this dissertation aims to address the effectiveness of social media approaches and celebrity endorsers' campaigns as the right strategic moves to attract and retain young consumers. In order to address the problem described, four research questions follow next.

## 1.2. Research Questions

**KRQ1:** What are consumers' perceptions of Pantene and what aspects do they value the most?

**KRQ2:** Which social media channels should Pantene adopt to engage consumers and improve the customer-brand relationship?

**KRQ3:** What social media contents would appeal to consumers, turning them into followers, increasing brand awareness and identification?

**KRQ4:** Can celebrities induce millennials' consumers into adopting certain buying behaviors?

## 1.3. Methodology

With the objective of addressing the issues established above, mostly primary data was collected, in order to conduct a market research. Both, a focus group and an online survey were performed. Additionally, a deep analysis of Pantene and its competitors' website and online presence were also employed as informational sources.

## 2. LITERATURE REVIEW

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This section aims to provide an overview of relevant academic and scientific findings on matters related to Branding, Social Media and Celebrity Endorsements. Age and Gender issues are also explored as this dissertation focus on female millennials. As mentioned by most authors, marketing research is still very scarce in terms of quantifying the effects of social media interactions on the consumer buying behavior, being most of them of descriptive nature. Nonetheless, I have put great effort, in order to present a rich and educational Literature Review, endeavoring to quote relevant and contemporary authors.

### 2.1. Digital Branding: Potentialities and Dilemmas of Living on an Online World

Branding first appeared as a marketing tool, enabling companies to differentiate their products from competition. With limited sources of distinction within the market, the concept of *branding* quickly became the primary asset of the company and the core of its business activity (Carroll 2009). Emotional, psychological and social attachments were embodied in the brand's image, allowing consumers to identify and express themselves through the brand (de Chernatony and Dall'Olmo Riley 1998).

With the advancement of technology, brand's concept did not change; personality, presence and performance are still the main characteristics of a brand in consumers' minds (Dayal, Landesberg, and Zeisser 2000). The debate concerns the control that both the company and the manufacturers lost towards the consumer. Information has grown in volume, intensity and reach<sup>1</sup>. The consumer is now overflowed with millions word-of-mouth interactions, which empower him to become a better shopper, searching for the best price-quality relation (Wyner 2015).

Edelman (2010) clarifies that consumers still want to connect with brands whose identity and values are a fit for their own. The main differences are how and where that interaction will take place. Touch points are now unlimited in number and mostly online; this requires an adjustment in marketers' strategies, in order for the company to meet its consumers where they are spending time.

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<sup>1</sup> Mostly, through social media.



Furthermore, with more brands than ever, consumers will seek variety and loyalty will be fragmented per multiple brands, depending on the occasion (Wyner 2015).

Hill (2010) characterizes the concept of *branding* as the public's perception of the company, product/service. Hence, any inconsistent communication can be misinterpreted and damage the brand's equity, due to the viral nature of the digital world.

Hill (2010) also points out the importance of investing in an expert to handle online marketing strategies and advises brands not to fall for the cost-effective approach of social media; since once news go online, they fall completely out of the company's reach and cannot be deleted from consumers' minds.

Investing in digital marketing can bring benefits to the company on two different dimensions. On one hand, it can be employed as a customer retention tool and a tactic to increase loyalty; on the other hand, a good online content marketing can also attract potential clients, ultimately, converting referrals into customers (Vien, 2015).

Leeflang et al (2014) state that brands, in the digital age, are defined by consumers, whose opinions and perceptions undermined marketers' position statement. Consequently, their study recommends a marketing modernization by capitalizing on quantitative skill development, fact-based proposition development and developing brand-customer relationship strategies, in order to reduce the widening gap between the market's complexity and the response capacities of most organizations.

## **2.2. Social Media: Disrupting the Way the World Communicates**

Research found that consumers spend nearly one third of their time on social media. Hence, this online tool has become a crucial component of brands' marketing strategy. People have a very strong need to experience feelings of belongingness and identification with groups they wish to be associated with (Laroche et al, 2013).

It is not only about how consumers spend their time, it is also a question of where. Modig, Dahlén, & Colliander (2014) provided evidence that consumers are more sensitive to information provided in blogs and social media than on online magazines, inducing higher purchase intent and a stronger attitude towards the brand.

Mangold & Faulds (2009) characterize social media as a hybrid element of the promotion mix. Hybrid because it conveys traditional integrated marketing communications tools, as allowing companies to interact with consumers; while, simultaneously, allowing innovations to prosper. The unlimited platforms created to deliver information<sup>2</sup> gave a new meaning to the traditional word-of-mouth. Through social media, one publication can reach millions of people and the power of controlling information is shifted from the company to the consumer.

Despite that, social media allowed companies to have access to free, easy to obtain information about their target. Through online profiles, marketers can access a huge amount of information about customers' tastes, demographics; helping companies meet consumers' needs, as well as resolve segmentation and targeting issues (Carlson, A., & Christopher Lee 2015).

Notwithstanding, Smith & Gallicano (2015) claim researchers have frequently mistaken social media usage as a representation of social media engagement. The authors define the latter as *the progression from interacting with the interface physically to becoming cognitively immersed in the content offered by it and then onto proactively spreading the outcomes of this involvement*.

Engagement may comprise several social media activities<sup>3</sup> but those activities alone are not sufficient to engage consumers; an emotional and behavioral attachment is required (Kang 2014). Information consumption, sense of presence, interest immersion and social connectivity have been appointed as the four main characteristics of social media engagement (Smith and Gallicano 2015).

Social media embraces the relationship marketing process; therefore, interaction is vital for the effectiveness of this approach (Stavros *et al*, 2014). Social media is much more than just a distribution channel; it is a place for companies to talk **with** consumers, instead of talking **at** consumers, allowing for a brand-consumer interaction, where the latter can give its feedback and share opinions.

If well employed, this marketing strategy will reinforce brand awareness, loyalty and brand equity; as well as boost customer lifetime value (Bolton, Parasuraman & Hoefnagels, 2013). This perspective is shared by Trusov *et al* (2009) who showed that referrals on social

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<sup>2</sup> Facebook, Twitter, Instagram, Pinterest, Snapchat, Tumblr, YouTube, LinkedIn (just to name a few)

<sup>3</sup> Examples of social media activities are *sharing, commenting, viewing, liking*

networking websites have significantly longer carryover effects than traditional advertising, producing considerably higher response elasticities as well. However, for a successful social media campaign, companies should identify which online platform is most suitable both for its target market and for its message delivering system (Kaplan and Haenlein 2009).

Some authors have raised questions about the potential risk of social media, if, instead of engaging consumers, the company is opening doors to *uninvited crashers* (Hudson *et al*, 2016). Leeflang *et al* (2013) share the same concerns, warning companies about the easiness of *value creators* becoming *value destroyers*, within the online environment.

### **2.3. Brand Communities: Creating and Fostering Brand Loyalists**

Muniz & Guinn (2001) were among the first authors to introduce the concept of *brand community*. They defined it as *a specialized, non-geographically bound community, based on a structured set of social relations among admirers of a brand*.

Consciousness of kind plants a sense of belonging in every intervenient within the community and connects all involved, through the sharing of a specific way of thinking. Rituals, traditions and a sense of moral responsibility are also necessary for a group of people to be identified as a community. Brand communities arise, mostly due to a shared common interest in a brand; they are, therefore, limited liability communities, as the ties that unite community members are few and, commonly, based on a specific consumption activity (Muniz and Guinn 2001).

Findings indicate that *brand meaning* plays a crucial role in the creation of brand communities. Brand meaning is an incorporation of reference groups, social ties and subcultural groups, with whom consumers identify them with, sharing a feeling of belongingness or desire to belong to those groups (Kishiya 2014). Thus, consumption can be a self-expressive behavior, as people may choose a certain product or brand to communicate a certain identity (Gilly and Schau 2003).

Research also concluded that marketers can enhance brand trust and loyalty, by fostering feelings of community, information sharing and strengthen the customer-relationship with each other, the brand, the company and the products (Laroche, Habibi, and Richard 2013). These findings are consistent with other authors, who also concluded that participation in

social virtual communities had a strong and positive influence on brand loyalty (Casaló *et al*, 2010).

Additionally, Manchanda, Packard & Pattabhiramaiah (2015)<sup>4</sup> found that, when consumers joined an online community, their purchases would rise both online and offline. The former would increase, on average, 37% and the latter, 9%.

Moreover, brand communities are great vehicles to increase awareness. Since they depend on user-generated content to retain users, each community member will invite more friends and spread brands' values and messages through word-of-mouth communications (Trusov, Bucklin, and Pauwels 2009).

#### **2.4. The Power of Fame: Theorizing about Celebrities' Advertisement Appeal**

A celebrity is defined as an individual who enjoys public recognition. As an endorser, the celebrity takes advantage of this to influence people into adopting a certain buying behaviour by appearing in advertising campaigns (Roy, Gammoh, and Koh 2012).

The power of a celebrity lies on his/hers ability to stimulate a certain buying behaviour in the consumer. This effect is, most times, characterized by a feeling of worship. For the average consumer, celebrities represent a world most would like to belong to, but cannot. Even tough, the two worlds are so far apart, it is inevitable for people to establish psychological ties with celebrities, which, ultimately, leads to a purchasing behaviour, either by adopting the same hairstyle or buying the same clothes (Aureliano-Silva *et al*, 2015).

The ultimate goal of any brand when using a celebrity endorser is positioning. The pre-condition for a co-brand partnership is that each participant brings awareness and generates an image in consumers' minds (Seno, Lukas & Lukas, 2007). Celebrities meet this requirement. These personalities create attention and bring reputation to the brands they represent, encouraging a higher recall (Keel and Natarajan 2012). Research indicates that celebrities are allegedly more effective at promoting than an unknown expert or an average consumer (Carroll 2009).

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<sup>4</sup> In *Social Dollars: The Economic Impact of Customer Participation in a Firm-Sponsored Online Customer Community*

By association with a celebrity, a brand is aiming to stand out from its competitors and gain a strong place in consumers' minds, triggering a purchase whenever the consumer is shopping (Fleck, Korchia, and Le Roy 2012). Thus, the end itself is not an increase in revenues, but instead, an increase in brand value (Amos, Holmes, and Strutton 2008).

However, the success and fame of the celebrity is not the only factor to weigh in the decision of choosing an endorser. If the consumer does not see a fit between the brand's values and the celebrity, this can be very damaging for the brand's reputation (Bartz, Molchanov, and Stork 2013). Roy *et al* (2012) argue that this match-up can take three different forms: between the celebrity and the product advertised, the endorser and the public, and the celebrity and the message. Congruence can be measured through two different dimensions. *Expectancy* measures the extent to which the celebrity chosen corresponds to a pattern evoked by the message of the brand. *Relevancy* analyses if there is a clear meaning for that specific celebrity to endorse that specific good (Fleck, Korchia, and Le Roy 2012).

An effective celebrity endorser should connect to the consumer on one of two levels. According to the source credibility model, the effectiveness of the message depends greatly on the degree of expertise and trustworthiness conveyed by the celebrity. Therefore, being experienced, educated and well-informed are the most valued characteristics of an endorser, as this enables the celebrity to be perceived as an expert.

The Source Attractiveness Model is based on the premise that consumers will have a more positive response towards attractive people; hence, the success of a campaign is subject to the familiarity and likability of the endorser (Carroll 2009).

Criticism to the two models described arose, as they do not consider any link between the celebrity and the product endorsed, as if these two were completely independent from each other when it comes to the effectiveness of the advertisement (Rifon & Choi, 2012).

Mccracken (1989) is one of the firsts to introduce the Meaning Transfer Model, the theory that gathers most consensuses. Findings have characterized the celebrity as an impersonation of cultural meanings, attached to them by consumers. These meanings are transferable from the celebrity to the product, giving a new set of associations and meanings to the brand itself (Carroll 2009).

The celebrity's efficacy as an endorser is enhanced by findings, which indicate that consumers perceive the celebrity as credible and trustworthy, proposing that consumers

interpret the appreciation of the endorser's for the product as genuine, despite acknowledging the celebrity was paid an endorsement fee (Silvera and Austad 2004).

## **2.5. Boys v. Girls – Differences Among the First Generation of Digital Natives**

Even though there is no official agreement on the start and end points of Generation Y, it is considered that people born between 1981 and 1999 belong to this group (Ruth N. Bolton, A. Parasuraman, and Ankie Hoefnagels 2013). Millennials are the first generation to have Internet as a constant in their lives, whose creation happened prior to their birth; therefore, they are also named “digital natives” (Devaney 2015).

From millennials stand point, technology is not a tool or resource, but an integrated part of their daily lives; they use it for communication, entertainment, learning and socializing purposes (Papp and Matulich 2011).

The need of belongingness is often fulfilled through the interaction with others on social media (Palfrey and Gasser 2008). Research has stated that people from 18 to 34 years are more likely to prefer virtual social media interactions with friends and family than any other age group. Additionally, they are also more inclined to value others' opinions on social media and to fulfill a feeling of relevancy when they share feedback about a brand or product (Ruth N. Bolton, A. Parasuraman, and Ankie Hoefnagels 2013).

Gender differences are also worth mentioning in this targeting process, as females and males value different aspects, when going online or interacting in social media (Paulin *et al*, 2014). Ozdemir & Kilic (2011) appoint the firm's ability to sparkle curiosity and interest as the most effective factor to attract female viewings, while men tend to seek needs satisfaction and indulge in buying behaviors.

Therefore, it is not surprising that research indicates women are much more prone to use social media, presenting higher satisfaction, usage, loyalty and evaluation than males (Lim and Heinrichs 2014).

### 3. CASE STUDY

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In 1945, in Switzerland, Pantene entered the haircare industry. Few years afterward, the brand became the number one haircare brand around the globe and Pantene Pro-V reached the status of leading shampoo in more than 90 countries.

In the 21<sup>st</sup> century, a technological revolution changed the way people interact, how information spreads, how products and brands succeed. Bearing that in mind, new challenges arise for Pantene: connecting with a future generation addicted to the online world, the increasing number of competitors entering the market and the dilution of brand loyalty among a multitude of brands.

In order to remain competitive and to strengthen its leading position in the industry, P&G sought advice from an external consultant. After a meeting with the CEO, the main goal is to analyse Pantene's digital and social media strategy, as well as the choice of endorsers and spokesperson.

#### 3.1. Global Perspective of the Haircare Industry

The global haircare industry is a multi-million dollar industry, which has been able to register continuous growth, reaching its peak value in 2014 of \$49,961.5 million. This number translates 15,802.8 million units of goods sold, which is predicted to reach 19,156 million units in 2019.

Geographically, the Asia-Pacific market is currently the most relevant one, regarding growth opportunities. The European market was, at some point, the most valuable market; however, the intensification of price competition among key players and the consolidation of private labels were decisive to slowdown the European markets, whose growth barely surpasses the 2%, yearly, on average.

A similar phenomenon is taking place in North America. This demographical area is the only segment where haircare products are decreasing in demand. In 2014, the total volume of transactions amounted to 1,652.6 million units; while, in 2019, the forecasted demand is 1,553.4 million goods (an overall decrease of 6% in 5 years). The table<sup>5</sup> presented below

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<sup>5</sup> Source: *Data Monitor – Pantene Case Study*

depicts the shift in consumer’s spending, after the economic downturn that hit mostly developed countries economy.

Figure 1. Evolution of US Beauty-care market

Table 1: Total mass market sales* in selected beauty care categories in the US			
Category	Sub-category	US\$ Sales	% Change vs. year previous
Skin care		2,164,889,000	+1.17%
	Facial antiaging	771,588,400	+3.38%
	Acne treatments	371,746,900	+0.39%
Eye cosmetics		1,123,726,000	+6.28%
	Mascara	539,477,400	+6.95%
	Eyeliner	298,984,600	+11.00%
Soap		2,043,706,000	+7.91%
	Liquid body wash	771,638,200	+6.06%
	Nondeodorant bar soap	517,647,300	+1.07%
Shampoo		1,360,016,000	-1.35%
	Regular shampoo	1,081,645,000	-1.70%
	Dandruff shampoo	269,717,200	-0.97%
Hair conditioner		904,879,400	-2.51%

\* sales through drug stores, supermarkets and discounters except Walmart for year ended March 21, 2010

Source: Chain Drug Review, May 2010

DATAMONITOR

Growing, on average, 5% yearly, the Asia-Pacific segment is, in 2014, accountable for \$17,105.6 million of the global revenues, whose value is predicted to grow 33.3% by 2019. China is the most dominant player of this market, with 33.4% of its market value.

Of all of the segments within the haircare industry, shampoo was the most profitable in 2014, monopolizing 39.3% of the market’s overall value, exhibiting total revenues of \$19,614.7 million.

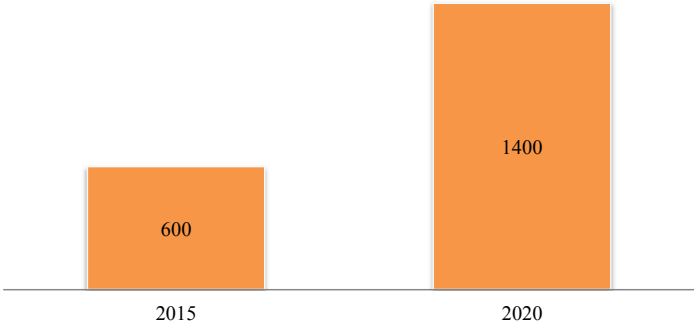
**3.2. Millennials: the last generation of the 20<sup>th</sup> century, the first world Digital Natives**

Millennials (Generation Y) represent the generation born between 1981 and 1999. This is the first generation to have never lived without internet, a generation which values experiences more than goods’ possessions. Millennials, therefore, have different value perceptions and consumption patterns.



In the US, millennials represent 80 million of the total population and their expenditures, in 2015, were valued around \$600 billion. In 2020, it is estimated that they will account for 30% of US total retail sales (\$1.4 trillion)<sup>6</sup>.

**Figure 2. Millennials Spending (Billions of \$)**



Source: Accenture

### 3.3. The Portuguese Panorama

The Portuguese market is small in comparison to the European, but its growth tendency follows the European average. Between 2008 and 2012, a compounded annual growth rate of 1.6% increased the total revenues to \$294.8 million. By the end of 2017, the market’s volume is expected to grow 0.7%, totalling 69.6 million units sold. Once again, the situation is similar to the European market, with shampoo being the most relevant segment of the market (42.6% of the aggregate value).

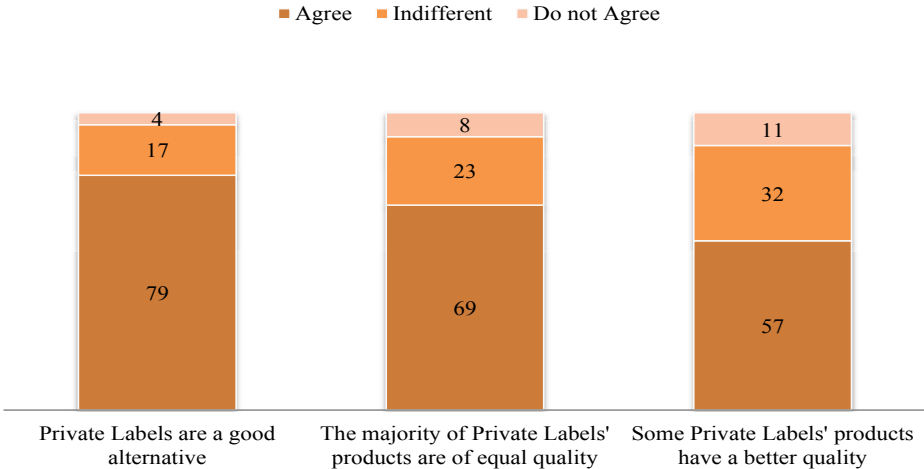
The haircare market is very competitive in Portugal. International incumbents (L’Oréal and P&G) take centre stage dominating nearly 60% of the national market. Nevertheless, the average Portuguese consumer’s diminishing purchasing power made him more price sensitive. This phenomenon made room in the market for the appearance of private labels held by supermarkets.

Characteristics of the fast moving consumer goods, as low involvement in the buying process, frequent purchase, daily consumption and perishability, make consumers base their purchasing decisions more on price than on brand or quality (which comes with a premium). This low involvement toughens competition.

<sup>6</sup> Accenture report: *Who are the Millennial shoppers? And what do they really want?*

According to Nielsen, private brands are perceived as the “clever” choice in Portugal, as 78% of customers consider these brands deliver a great price-quality relationship. Furthermore, eight out of ten consumers consider private brands a suitable substitute to company brands’ products (e.g. P&G). Moreover, 69% of respondents believe that private and company branded products are equal in quality terms. On a positive note for the industry at stake, even for the most price sensitive consumer, certain categories are deemed worthy of a higher spending: shampoo, takes the top spot here, with 38% of consumers stating they would be willing to spend more on it than on the average product.

**Figure 3. Consumers' Perceptions of Private Labels vs Company Brands**



Source: Nielsen

This intense rivalry allowed for a more detailed segmentation among brands. Unable to compete on price, international brands focused on other aspects to draw consumers’ attention. Therefore, professional and medicinal<sup>7</sup> haircare brands have been growing. Both gain in terms of positioning, as they constitute a premium segment of the industry; consequently, people are willing to pay more for those brands’ products. The former (professional) derives from some of the most famous salons worldwide, being sponsored by professional hairdressers; hence, they have the *expert* factor to their advantage.

Even though these brands do not compete directly with Pantene, they are still substitutes and can easily swipe away Pantene’s customers. Thus, the challenge is even bigger: how can Pantene build a strong base of young loyal consumers to sustain its future growth?

<sup>7</sup> Throughout this dissertation, when addressing medicinal brands, these are not equivalent to pharmaceutical brands. Examples of medicinal brands are Neutrogena and Aveda.

### 3.4. P&G: How Pantene fits the portfolio

P&G is an American multinational company, founded in 1837 that manages a very diverse portfolio of brands, with a core business within the personal care segment. Nowadays, 75 brands are under P&G's umbrella, being 25 of these billion-dollar brands.

In 1961, P&G introduced an anti-dandruff shampoo, Head & Shoulders. The formula had been in the works for over a decade, showing the company's effort in penetrating the beauty care market. Unable to become the top player with its own brand, P&G acquired Pantene in 1985. A decade afterwards, despite reaching the \$3billion mark in 2009, Pantene's market share was falling from 17.3% to 13.8% by 2012 (in the North American market)<sup>8</sup>.

At P&G's Consumer Analyst Group 2014, the Executive Chairman Alan G. Lafley, announced the investment in two "super-premium" lines of Pantene Expert collection, along with new product innovations within Pantene's core line. To further empower the brand, a new commercial featuring Gisele Bündchen was premiered. This was P&G's attempt to boost Pantene's growth in such an intense business environment; the question remains, did the brand react too late or has this bet on quality (and marketing) arrived too late?

### 3.5. Competitors: Industry's Overview

Pantene's competitors come from different backgrounds and have been able to differentiate themselves among the industry players. Leaving medicinal brands aside, which are more case specific, Pantene's competitors vary from a range of low price products to top-notch ones.

**Private labels** are mostly owned by retailers and are characterized by their low prices. As we have referred previously, people save more during recessions and FMCG's brands are the first to suffer. In the current economic circumstances, private labels represent a threat to Pantene.

**L'Oréal** is the most similar brand to Pantene, concerning target, segmentation, image and the values it embodies. They are the firstborn brands and they have revolutionized the shampoo industry throughout the years. It is a mature brand that personifies sophistication and targets adult women, through the endorsement of middle-aged actresses (Eva Longoria, Julianne

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<sup>8</sup> Data retrieved from <http://fortune.com/2013/02/08/can-procter-gamble-ceo-bob-mcdonald-hang-on/>

Moore, Jennifer Lopez). The brand is also a pioneer within the social media world, being the first haircare brand to enrol in Snapchat.

**Garnier** is an important brand in L'Oréal's portfolio since the 1970s, with its core business focusing on both, hair and skin care. The *Ultra Suave* line is probably its most famous one in Portugal and is clearly targeting a younger audience and the children segment. This can be interpreted as an attempt not to cannibalize L'Oréal's main product line, allowing the mother brand to have a leading presence in every segment of the market.

**Herbal Essences** was created within the P&G family. Although it never reached its potential by becoming a market leader, it is a strong brand that focuses on a younger female target, something made clear by mostly choosing actresses and singers in their twenties<sup>9</sup>.

**TRESemmé** dates back to 1947 and was originally marketed only to hair salons. However, its increasing popularity expanded its distribution to supermarkets and pharmacies, after its acquisition in 1968 by Alberto-Culver. TRESemmé is a brand that suits in the premium haircare market and has always strived to maintain its professional charisma, its biggest differentiation factor. Their marketing strategy focuses on this aspect. In the last ten years, TRESemmé has been the official haircare sponsor of the New York Fashion Week; additionally, the brand's slogans constantly reinforce that idea of always looking as if any woman had just gotten out of a hair salon<sup>10</sup>. Nevertheless, after its acquisition in 2010 by Unilever, TRESemmé diversified its portfolio and became available within the mass market.

**Schwarzkopf** is a German brand founded more than 115 years ago and just like TRESemmé, it fits in the industry's premium segment. It is currently owned by Henkel and since this acquisition, the brand started to succeed in Portugal. It is also a brand used by professional hairdressers, a highlighted aspect in advertising campaigns.

### **3.6. Pantene: the Road to Success**

Pantene's origin dates back to 1945, in Switzerland. Its name derives from "panthenol", the main ingredient with which its shampoos were produced. Panthenol was firstly used to treat soldiers' burns and bruises during World War II. Curiously, side effects of the treatment revealed it also succeeded at strengthen hair's elasticity, leaving it shiner and healthier.

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<sup>9</sup> Examples of these are Mischa Barton, Leighton Meester, Nicole Scherzinger.

<sup>10</sup> Example of TRESemmé's ad are in Appendix 1.

In only five years, Pantene managed to become one of the most wanted products across Europe. At this time, innovation was a constant across all departments of the company. Shampoo's fragrance was Pantene's invention, making it a crucial component of any shampoo from then forward. Additionally, the glass bottles conveyed a sense of luxury and exclusivity. Therefore, the company was placed in the premium segment of the industry.

Achieving such a major success in Europe gave it momentum to take the next step: expand internationally. Thus, in 1960, Pantene entered the USA. American retailers quickly became interested in Pantene due to the high demand from European tourists. Still attached to the luxury label, Pantene reached the US as an exclusive product; therefore, people could only find it in luxury stores<sup>11</sup>.

In a market where people are not aware of each shampoo's composition, marketing plays a crucial role, as differentiation depends on the consumer's perception of a brand's values. Therefore, Pantene introduced in 1975, one of the most distinctive trademarks of the brand, whose symbolism remains to this day – the “Gold Cap”, which fitted consumers' perception as luxury brand, adding elegance and sophistication. The idea was such a massive hit that, thirty five years later, most Pantene's lids are still gold<sup>12</sup>.

Pantene's massification was inevitable and following its acquisition by P&G, in 1985, the brand started being sold worldwide. This represented a turning point for Pantene as increasing the reach of consumers meant repositioning the brand in the market. More customers lead to a greater amount of needs to be fulfilled and scaling production also enabled the brand to become more cost efficient. Consequently, price realignment with this new strategy of the company was also inevitable, so as to facilitate market penetration.

Soon after its acquisition, P&G realized Pantene's potential to become a global phenomenon, relaunching the brand in 1993. Not only were the formulas rewritten and products redesigned, but a revolution happened in the aesthetics of the brand. A new logo was adopted<sup>13</sup>; the labels and shapes of the bottles were modernized and made more practical, and the introduction of the “shiny” word as a key feature in its slogans remained until today as a brand's trademark (*Hair so healthy it shines*). Moreover, Pantene was no longer just a brand; instead a

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<sup>11</sup> Examples of these are Saks Fifth Avenue, Waldorf Astoria and Henri Bendel.

<sup>12</sup> Examples of the original and the current lids are displayed on Appendix 2.

<sup>13</sup> The evolution of Pantene's logos is displayed in Appendix 3.

characteristic product line arose with the name of Pantene Pro-V<sup>14</sup>. In 1995, Pantene reached the billion dollar mark.

Simultaneously, Pantene recognized its added value to the consumer and decided to keep part of its luxury product image. Thus, its marketing strategy followed the market trends and the brand started to give a face to its products, an endorser who people knew and liked. Furthermore, the brand entered the world of high fashion, associating itself with Vogue magazine and Milan Fashion Week, among others.

### **3.7. Current Scenario: Reinventing a Top Tier Brand**

As consumer's expenditures and purchasing patterns were changing, a consequence of the worsening of the global economic conditions, Pantene's market share took a hit. On the one hand, private labels thrived with its unbeatable low prices; on the other hand, top quality brands (TRESemmé) had consolidated its position in the market.

Pantene needed to take actions to fight low-priced brands and adjust to the new market dynamics. Nonetheless, the right strategic move was to focus on Pantene's differentiation factor and justify the price differences from its competitors, through marketing. In beauty industries, price is a heavy factor but it is not the determinant one. Thus, the key for Pantene to gain new customers and win back old ones is through establishing an emotional connection between women and their hair's health.

Furthermore, it is imperative that Pantene focus on rejuvenating the brand and attract a younger audience. The brand's future is dependent on these younger clients, who are more and more influenced by their friends and celebrities and not by older relatives. In an attempt to succeed in this segment, Pantene invested on celebrities' for both age groups.

### **3.8. Celebrity Endorsers: Pantene's Embodiments**

Since the eighties, marketing in the cosmetics, beauty and fashion industries experienced a revolution; a new advertising tendency arose in these markets and still persists nowadays.

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<sup>14</sup> The V in Pro-V stands for Vitamin.

Brands have been attaching a familiar/likable faces to their products, in order to facilitate a trust connection between the brand and its consumers.

Actresses, politicians and models became the messengers of most brands; by lending their credibility to the products and brands, celebrities have the power to reassure people of the quality and benefit of the product they advertise.

The haircare industry rapidly embraced this trend, as management realized the effectiveness of the messengers within the target audience. Reference groups have since then become a crucial marketing tool, as they have the ability to influence how consumers interpret information and make purchasing decisions. Reference groups influence the type of products a certain person will buy and even, the chosen brand. The strategy employed by most haircare brands is called comparative reference groups as it concerns individuals to whom you compare yourself and strive to be like.

Through the repertoire of Pantene's celebrity endorsers, it is possible to clearly identify a pattern concerning the targeting audience Pantene strived to reach over the years. Kelly Lebrock was one of the first endorsers of Pantene; at the time, supermodels passed their testimony to actresses, who did not try to personify an unreachable ideal of perfection but used their imperfections and flaws in their advantage.

Pantene's target has mainly been focused on women in a mature age gap, which translated into the faces chosen to represent the brand. Courteney Cox<sup>15</sup>, Naomi Watts, Eva Mendes, Queen Latifah, Diane Lane, Hillary Swank are a few examples. Besides fame, what all these actresses have in common is their age, representing a segment of women between 41 and 51 years old (Pantene's main target group). The brand was empowering women to accept themselves as they were and defy their age, with the help of familiar faces who represented the same values as Pantene.

### **3.9. Updating the Brand's Image to the 21<sup>st</sup> century**

Nonetheless, if Pantene wished to become a market leader once again, there was another female age segment that needed to be targeted quickly. Employing the same techniques,

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<sup>15</sup> Appendix 4 provides an example of Courteney Cox *Age Defying Campaign*

Pantene associated itself with influential young people, from actresses to models, passing through bloggers and Olympic athletes.

In London, 2012, Pantene was able to leave its mark on the Olympic Games, having partnered with ten female athletes for the “*Healthy is the new beautiful*” campaign<sup>16</sup>. This was an historic moment for women, who for the first time, were competing in as many sports as men. Staying truthful to its values, Pantene consistently supports and encourages women, showing every girl what she can achieve and establishing powerful female role models.

Besides portraying an idol for most female adolescents, Selena Gomez shares Pantene’s values of empowering women to be their best selves, which aligns with the actress’ social views. The new slogan advertisement, “Strong is beautiful”<sup>17</sup>, regards both hair and women; giving confidence and power to girls who dare to use Pantene.

The key for a successful partnership is both, authenticity and congruence. Both factors are what make the public believe and accept the message as truthful, leaving those more in the predisposition of trying out the product and increasing brand awareness and perception. Selena Gomez relationship with Pantene transmits that honesty for the audience, as she does not only appear in the advertisements; she actually uses Pantene’s product herself on her tour. What better way to convince her fans to immediately switch their haircare brand to Pantene?

The most recent addition to Pantene’s family is Chiara Ferragni, an Italian blogger, who managed to build a fashion career and empire through social media. She is a writer, designer, model; most of all, she is an influencer. In 2016, Chiara was also announced as the new face of Pantene<sup>18</sup>.

Followed by millions of girls and women, The Blonde Salad (the name of her blog and first book) is able to impact six millions of people with a single post on Instagram. In 2015, Chiara entered the Forbes list *30 Under 30* and became a subject of a case study for the MBA program of Harvard Business School. The inspirational Cinderella story of Chiara makes her a great choice to give a face to Pantene’s products as she represents a very strong comparative reference group.

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<sup>16</sup> Appendix 5 presents examples of this promotional campaign.

<sup>17</sup> Appendix 7 illustrates the *Strong is Beautiful* Campaign

<sup>18</sup> Chiara’s most recent campaign (2016) is displayed in appendix 6.

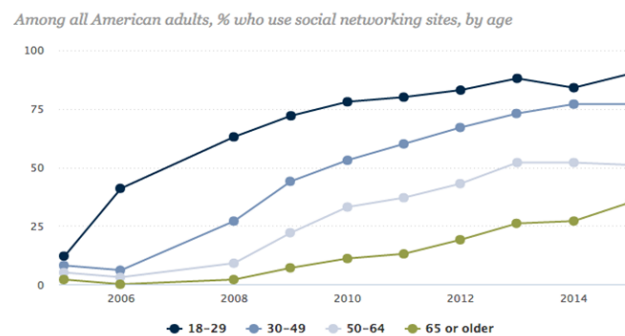


### 3.10. Social Media Insights and Developments

The choice of a blogger to represent Pantene on a global campaign shows how important the digital world has become for a brand’s success. Interacting with consumers and establishing a connection is vital to increase brand loyalty and awareness. Therefore, in 2016, social media and digital content has to be recognized as an important part of the overall strategic plan of the brand, as it is online where people spend most their time.

According to an American study conducted by Pew Research Center, in 2014, 90% of young adults (ages 18 to 29) were actively engaged in social media, being therefore the age group where social media’s popularity is the highest. Nevertheless, in all age segments, social media is increasing its users and the current trend anticipates growth in the future.

**Figure 4. Usage of Social Media by Age**



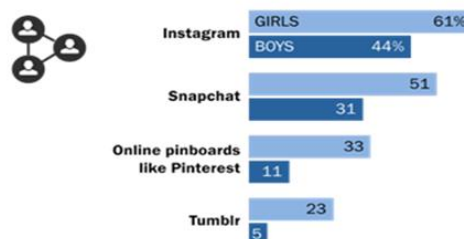
Source: Pew Research Center surveys. No data available for 2007.

In terms of gender, the current trend reflects that women are more likely to use social media than men, even though the gap will tend to decrease over the years.

**Figure 5. Social Media Users by Gender**

#### **Girls Dominate Visually-Oriented Social Media Platforms**

*Percent of girls and boys who use ...*



Source: Smart Insights

Competing in the beauty industry, which focuses on women, it becomes clear why social media must play a big part in Pantene's advertising strategy. Even though Pantene started its YouTube channel in 2006, it was not until 2009 that Pantene invested in establishing an online presence on multiple social media networks, such as Twitter and Facebook.

Pantene's YouTube and Pinterest<sup>19</sup> contents are somehow different from the remaining social media platforms, due to their video/image-only nature. Thus, Pantene has posts of mainly two different types: commercial related content (including behind-the-scenes with the ad star) and tutorials on hairstyles for every occasion and hair type. This interaction enables the brand to connect with the consumer as a trustworthy and reliable adviser; nevertheless, Facebook and Twitter manage to go one step further.

The key feature of social media for business purposes is the information brands are able to obtain regarding consumers. Facebook and Twitter allow for a two-sided interaction, where consumers are invited to express their feelings about any brand-related topic. Not only can the brand take initiative and ask consumers about their favourite products, but it can also, for instance, ask them about their hair struggles. Additionally, Pantene is also devoted to answer customers' comments, mainly the most critical and negative ones.

In 2013, Pantene joined Instagram, a social media platform based on image and video sharing, which gained popularity among teenagers and young adults. Along with Twitter, Pantene's activity on Instagram is currently higher than on Facebook, which translates the investment being made for capturing a young audience.

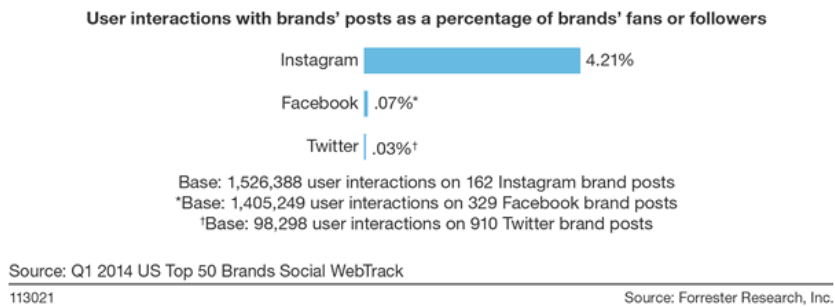
Additionally, Instagram manages to succeed in an area where most social media channels struggle to, since most consumers do not engage with brands' social activities as often as one could expect.

As depicted in the graph displayed below, Instagram is the top social media platform for brand-consumer interaction. Facebook has the advantage of being further reaching than any other social platform, but, concurrently, the massive amount of information shared is getting lost within so much "noise", disabling the reception of the message by the brand's target audience.

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<sup>19</sup> An example of Pantene's Pinterest content is illustrated in Appendix 8.

**Figure 6. Users-Brands interactions on Social Media**



For the sake of example, Pantene's Facebook page has 1,487,781 likes, while Instagram's page has only 121,000 followers. Still, the same post originated 202 likes on Facebook and 14,974 on Instagram<sup>20</sup>.

### 3.11. The Challenge

With such a long history of success as a market leader, Pantene has to constantly reinvent itself, in order to stay competitive in such an intense market. The haircare industry is, currently, more dynamic than ever. Low barriers to entry and lack of substitutes for these products have motivated many professional brands<sup>21</sup> to embark on the mass market, with the ability to distinguish themselves for the quality delivered. On the other hand, private labels found their place in the market and were able to succeed due to their low price strategy.

At the same time, the astonishing technological development has changed the way people connect and interact. Information never travelled faster and its reach has become infinite and demolished most physical boundaries. Hence, reference groups were never this powerful, as being famous is now one of the most lucrative businesses there are. Thus, finding the right match between a brand and a celebrity, who lends her face and credibility to a product, is an innovative marketing strategy, commonly employed within the beauty industry.

Having said that, Pantene needs to refresh and invigorate its image within the market, aiming to build a stronger base of young consumers. Millennials are, however, a complex segment to

<sup>20</sup> Appendices 9 and 10 clarify the example presented.

<sup>21</sup> Brands that started to be distributed only in hair salons, for the use of hairdressers only.

target as they spend most their time online, always following the last trend that keeps changing every minute.

Therefore, in the next section, the results of a market research conducted through an online survey and a focus group are presented, in an attempt to understand what these young consumers value the most regarding social media, haircare brands and celebrity endorsers.

## 4. MARKET RESEARCH

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### 4.1. Aim and Scope of the Research

The market research was conducted through an online survey<sup>22</sup> and was available to the public between April 18<sup>th</sup> and May 1<sup>st</sup>. A focus group was also performed, in order to better understand consumers' drives and perceptions of the haircare market.

The ultimate purpose of the research being conducted is to assess consumers' purchasing habits and perceptions of the leading market brands; how Pantene's social media strategy could match consumers' interests; which personalities influence the most millennials, converting them into Pantene's customers. The survey focuses, therefore, on female respondents, aged between 15 and 25 years old.

From the online survey, 150 valid responses were considered, a meaningful number of participants, from which it was possible to pull significant conclusions. The data was analysed using IBM's SPSS statistics software and Microsoft Excel. The graphs presented are based on SPSS's outputs and, subsequently, built on Excel.

### 4.2. Demographic Factors

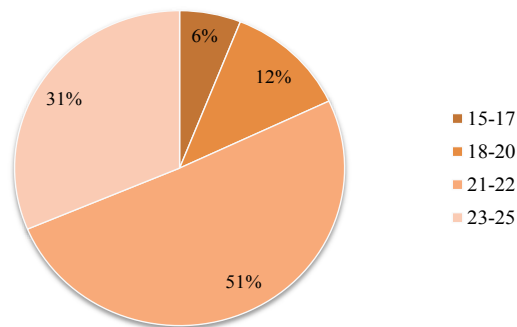
The sample of this survey was limited to the target group determined at the beginning of the dissertation; therefore, a total of 150 female's respondents between 15 and 25 years old partook in this survey.

Due to the age limit defined, small age gaps were created, being 21 to 22 year-old's the most common one (76 respondents). Only 27 participants were aged between 15 to 20, while the remaining 47 ranged between 23 and 25 years of age.

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<sup>22</sup> Using Qualtrics Software

**Figure 7. Age Distribution**



Concerning occupation, the majority are university students, either undergraduates or masters (68.7%), while 19.3% are already employed. Almost 10% of the sample regards high school students, while the remaining (2.7%) concerns unemployed people.

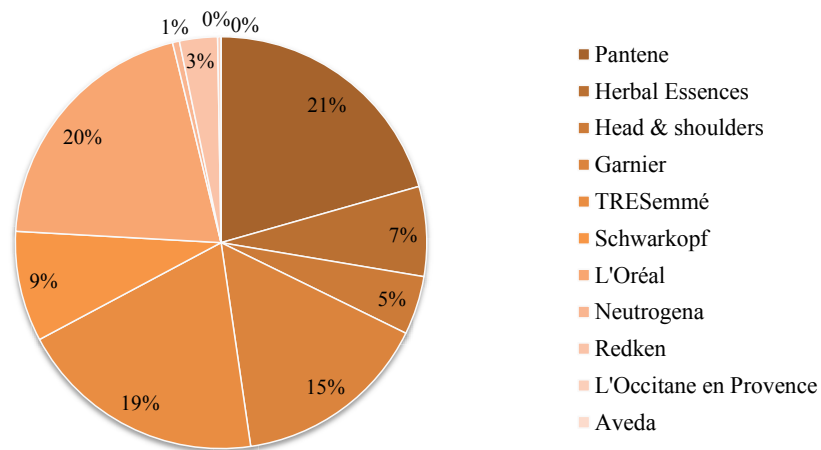
Since the target audience of this study is young people, who are either finishing their degrees or just starting their professional life, the income information was requested on a monthly basis and it is not surprising that more than half of the sample earns less than 300€ per month (53.3%).

#### **4.3. Purchasing Habits Regarding Haircare Brands**

Respondents were asked which haircare brands were familiar to them and which ones did they purchase. At this point, participants were already aware that the focus of this study is the brand Pantene, as this was introduced to them at the beginning of the survey. Only 4 (2.7%) out of 150 respondents had never heard about the brand.

Figure 7 illustrates that three brands dominate the market. Pantene, L'Oréal and TRESemmé represent 60% of the sample, while medicinal brands are failing to place their brand in consumers' minds. Garnier is also a strong player and Schwarkopf is finding its room in the Portuguese market. Pantene is currently the leading brand, by a very small margin, with 21% of the respondents identifying themselves as Pantene's customers. However, analysing buying behaviours within each age segment, TRESemmé is clearly the top performer within the youngest age segment, with 8 out of 9 girls buying the brand; Pantene is the best performer within the oldest age segment.

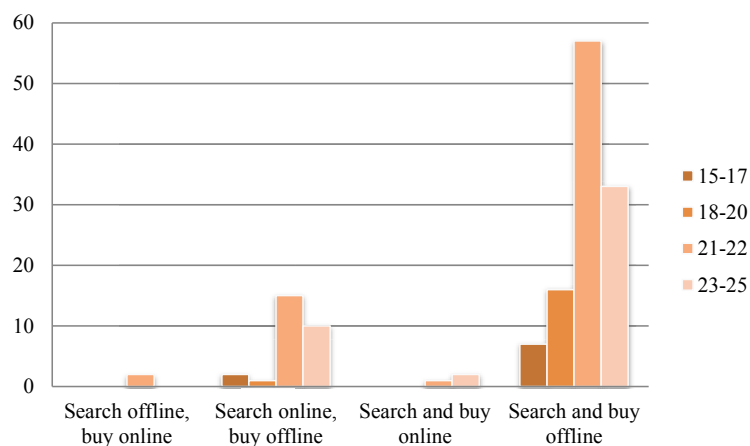
**Figure 8. Purchasing Habits by Brand**



Within the focus group, only 5 of the 11 brands presented were popular and therefore, bought by participants. Pantene and L'Oréal were the ones with the most market share within the group, while TRESemmé and Schwarzkopf are clearly starting to capture consumers' attention. Garnier is the other brand who manages to keep its low key presence within the target audience, as Ultra Suave's line image and message attracts and fits female teenagers.

The distribution channel does not register big revolutions, as most people still search and buy within the offline channel (75.3%). Nevertheless, searching online before going to buy offline is gaining some popularity, with 18.7% of the respondents choosing this option. This trend is more predominant in the oldest age group, from 21 to 25 years old and within the highest income level. Only 3 respondents have answered that they prefer both, to search and buy online, representing 2% of the sample; while the remaining 1.3% consider all their options offline and buy online afterwards.

**Figure 9. Sale Point by Age**



#### **4.4. Critical Factors of the Decision Making Process**

Following this, it was important to understand how consumers make their decisions and which factors among price, quality, quantity, brand, fragrance, promotions, friends' recommendations and marketing campaigns, they value the most.

Quality is the most important aspect for consumers, when considering what product and brand to buy. This goes in line with what has been happening in the industry, justifying the growth professional brands have been reaching in the market. On the other hand, this is a positive aspect from which Pantene can take advantage of because, ever since its birth, the company's products have been associated with luxury and exclusivity. Even though this perception of the brand was diluted with Pantene's massification, a repositioning within the market's premium segment would make sense for Pantene's strategy.

Price follows as the second most relevant factor for the average customer (easily justified by the economic recession), which made room in the market for the appearance of private labels, who compete only on price. Fragrance is ranked the third most meaningful feature when choosing a haircare product and only then, people consider the brand.

Promotions, quantity, friend's recommendations and marketing campaigns are the least considered factors, in this order, when a purchasing decision is being considered. This illustrates the importance of a strong, loyal customer base, which cannot be easily influenced into switching brands whenever a temporary promotion or marketing campaign hits the market.

The focus group results were, generally, on point with the ones presented above. Nevertheless, Brand assumed a bigger importance, being considered the most relevant factor of consideration when purchasing haircare products, after Quality and Price, respectively. Promotions followed next on the list; while Fragrance and Friends' Recommendations were considered as the least important aspects, along with Marketing Campaigns.

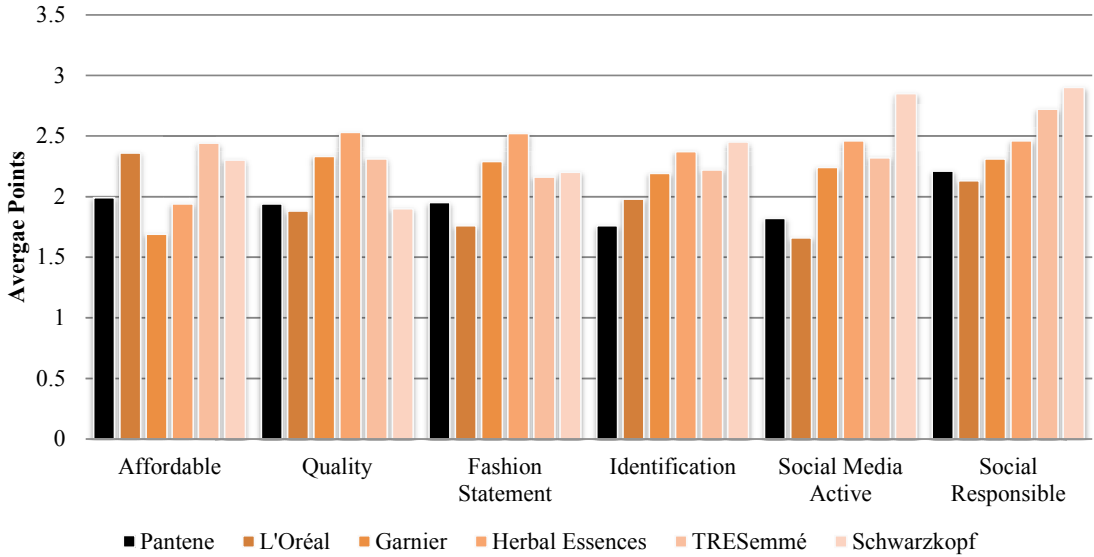
#### **4.5. Brand Perception within the Industry**

Once established the factors that weight the most on consumers' purchasing decision process, the next step is to evaluate where does Pantene position itself in the market, when compared to its direct competitors; therefore, we will not consider medicinal brands for this analysis.



On a quality standard, consumers perceive L’Oréal and Schwarkopf to be on a tier above Pantene; while TREsemmé, Garnier and Herbal Essences, on average, were considered to belong to an inferior quality tier. Measuring price sensitivity, Pantene is considered more affordable than L’Oréal and Schwarkopf and TRESEmmé; while, Garnier and Herbal Essences are considered the least expensive ones. It is reasonable that higher quality brands are more expensive than all other brands, since this is the only situation where people would be willing to pay an extra for that specific brand, as consumers’ value quality more than price, as emphasised by Figure 9<sup>23</sup>.

**Figure 10. Consumers' Brands Perception**



The one criterion Pantene scored the highest was brand identification. This is extremely encouraging for the brand since it means that Pantene is doing a great job at matching its identity with its image (the way consumers actually perceive the brand). This may play a decisive factor in the purchasing decision, making it easier to capture clients and to connect with them, as they share the same values and principles. Additionally, Pantene and Garnier are the main brands able to connect with consumers across all age segments; whether L’Oréal, TRESEmmé and Schwarkopf are perceived to be targeting a more mature segment. Schwarzkopf, for example, has no brand awareness at all within the youngest age group.

<sup>23</sup> In this question, respondents were asked to attribute points to each brand (1-Completely Agree), in order to compare consumers’ perceptions of each brand in each area. Therefore, lower bars are equivalent to a higher rank (better perception). Hence, the lowest bar represents the company most consumers perceive as the most affordable, for example, as what is represented in the graph is the average of points.

Also on a positive note, when assessing a Fashion Statement perspective and Social Media Activity, only L’Oréal was able to outshine Pantene. On the other hand, Social Responsibility is the one standard where Pantene is perceived to perform poorly, even though results on this subject are lower than all other aspects considered in all brands.

**4.6. Social Media Most Popular Platforms**

In an attempt to evaluate the effect of social media as a tool to promote engagement between brands and consumers, a section of this survey was dedicated to understand which social media channels young adults’ value the most, the time dedicated to these platforms and what content is attractive to them.

**Figure 11. Social Media Active Users**

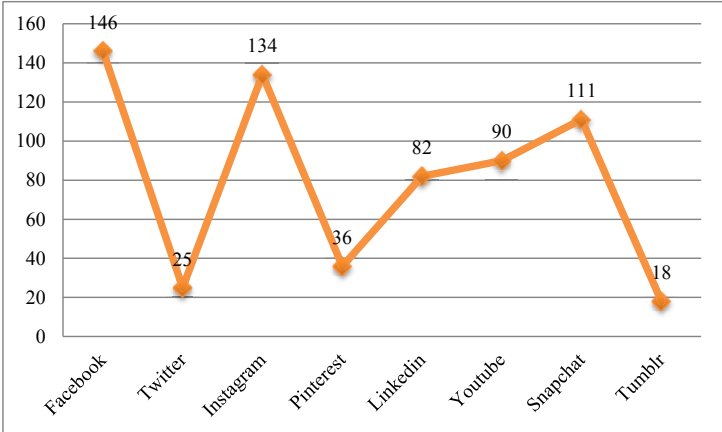


Figure 10 underlines Facebook’s supremacy, which is consensually the most popular social website among the sample, as 100% of respondents declared to be enrolled and active. 71% of respondents claim checking Facebook at least five times a day or even, every hour. Most people use this platform with the main goal of interacting and socializing with the friends (95.2%) and to keep up to date with what is currently happening in the world (73.3% of the sample answered “read news”). Nevertheless, 34% of the respondents also use Facebook to search brands, promotions and advertisements; the same amount admits to follow celebrities on this social media channel. Being the social media with more active users makes Facebook a great tool for brands to create awareness and connect with consumers. Nonetheless, the huge amount of traffic and information may get most content lost in consumers’ feed and, subsequently, the message may never reach its receiver.

Instagram is the second most famous social media channel among young adults as 92% of the sample had already joined and nearly 72% is online either every hour or at least five times a day. The most interesting factor about this social media is its selective nature, when compared to Facebook. People do not follow every single person they know, they follow only what really interests them. This potentiates a reduction of “noise”, allowing people not to miss anything. For a brand, Instagram is currently the social media platform with the most potential to capture young consumers and connect with them. Additionally, survey results illustrate that the preferred activity of the social media channel is to follow celebrities (84%). This is extremely positive for a brand such as Pantene, who can reach millions of people through a celebrity’s official page.

Snapchat is the third most popular social media, with 76% of the respondents enrolled and active. Although, it is more prone to socialize with friends (95.5%), 35.1% also uses it to keep up to date with celebrity news. This could be explored by Pantene as Snapchat is growing its active users and is directly focused to young age segments. Additionally, the brand could benefit from a first mover advantage as not many brands are still on this social media. Furthermore, this would also give customers an idea of the brand’s innovative communication.

YouTube is an attractive social media for brands as the focus shifts from friends’ interaction into a celebrity and brand’s research. Nonetheless, the content format is extremely limited, which can be a big downside, as interaction and connection between both parties cannot be fully achieved. LinkedIn, on the other hand, has both, a high number of active users and a relatively high likelihood to engage consumers. Additionally, if Pantene can prove itself as a top employment provider, this can induce in the mind of the general public a positive feeling towards the brand.

Pinterest, Twitter and Tumblr present the lowest rate of active users within the sample; therefore, the investment required in these platforms may not bring a justifiable increase of added value.

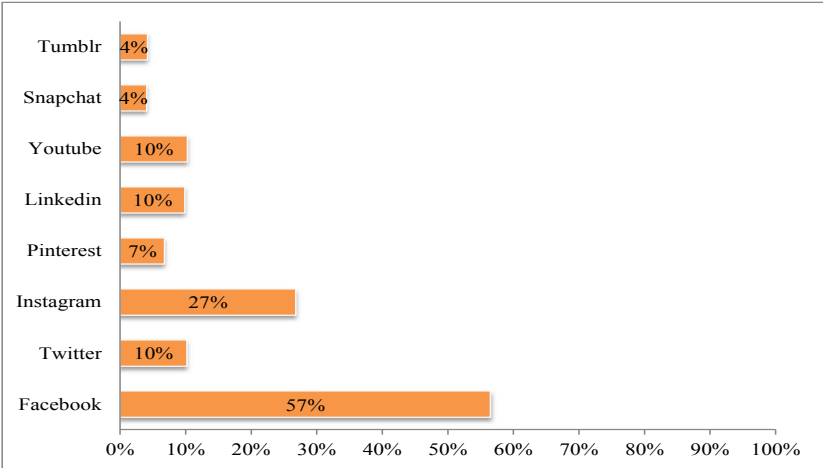
Results from the focus group highlight the success of Facebook, Instagram and Snapchat, as 100% of participants were active in these social media channels. Instagram and Snapchat are the ones where girls spent most their time, at least, five times a day. Tumblr was only represented within the 15 to 17 years old, while Pinterest’s success tended to the 23 to 25 gap age.

**4.7. Attractiveness of Pantene in Social Media**

Even though there is a continuous increase of social media users, these websites are still mainly perceived as socialization tools. Consequently, the predisposal of consumers to seek interaction with brands in the digital world is not as famous as it could be. This came across when assessing the likelihood of consumers turning into brands’ followers on social media.

Facebook was, undoubtedly, the website where most respondents would follow Pantene (57%), whereas Instagram snatched the second place. All other social media websites presented a discouraging low result, as illustrated below.

**Figure 12. Likelihood of Following Pantene**

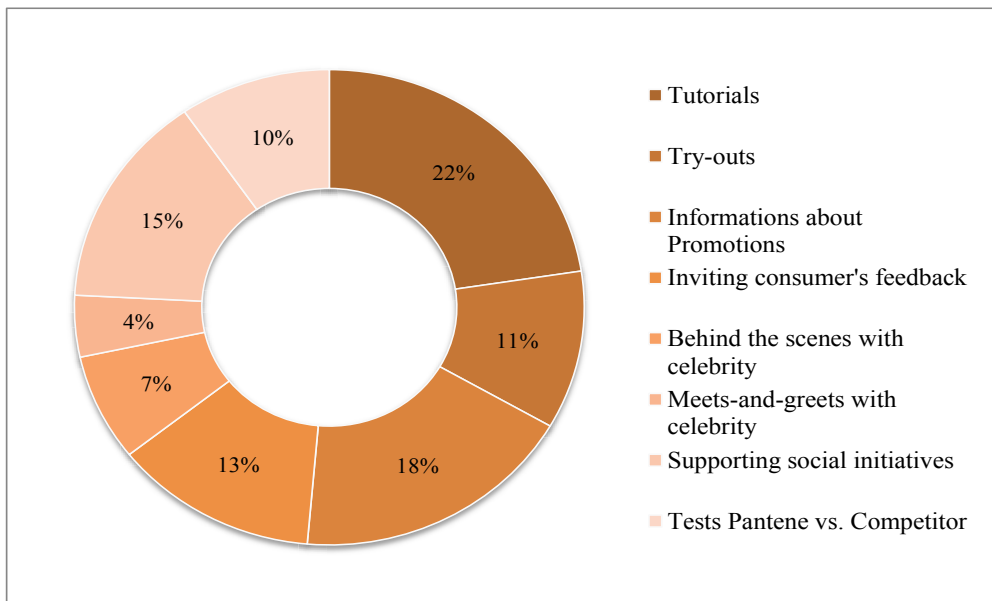


**4.8. Social Media Contents’ Preferences**

Of the 146 respondents who are acquainted of Pantene, only 44 (30%) were familiar with the brand’s social media activity.

In order for Pantene to attract consumers to its digital channels, increasing therefore, the probability of sales conversion, it is crucial that the brand matches consumers’ expectations and tastes. People do not wish to have their social feeds flooded with things that will not bring any additional value to them, for that reason, respondents were asked to identify which social media contents would attract them to follow and connect with Pantene.

**Figure 13. Social Media Contents' Preferences**



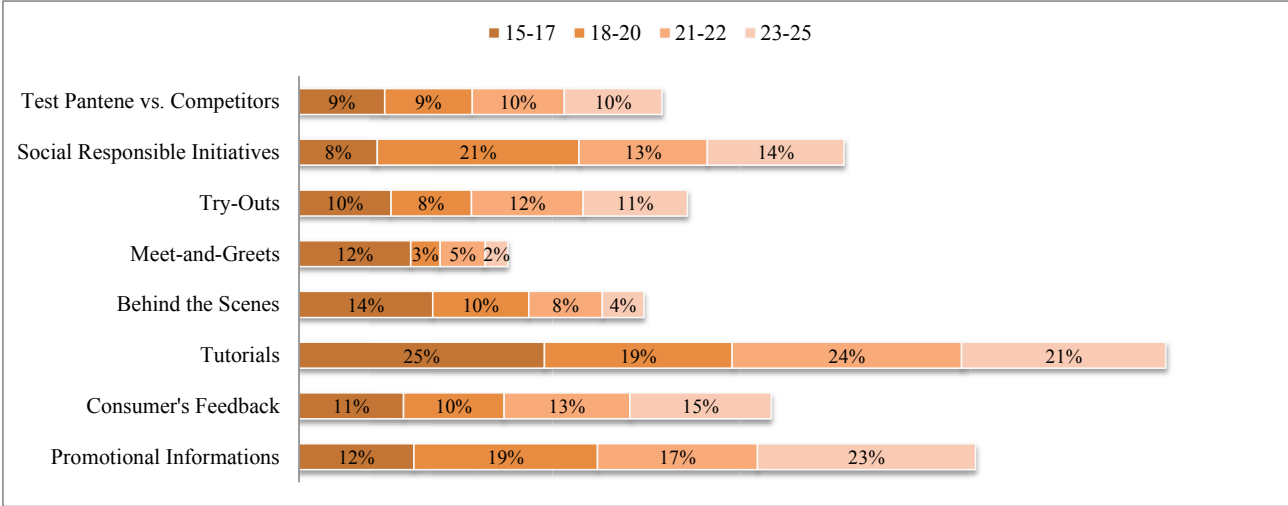
Tutorials on techniques and ideas on how to use the brand's products on different occasions was the most voted option. This is great news for the brand as this strategy is already being employed in some social media channels, such as YouTube and Pinterest. Even though, tutorials have a light presence on Instagram, this is a strategy to be strongly considered for both, Facebook and Instagram, the social media platforms where consumers spend most their time and with most active users.

The general consumer has become more price sensitive in the last decade, thus, price related information is extremely valued by customers. For that reason, it is understandable that respondents have manifested their will of being able to get information about promotions on Pantene's social media.

Corporate social responsibility is a compulsory component of every brand that people do value, according to the survey results. In fact, after tutorials and promotions, supporting and donating to social responsible initiatives would forebear brand awareness and a positive perception of consumers towards the brand, making them more predisposal to buy and be loyal to Pantene. Pantene beautiful lengths is a great initiative of Pantene, where women can donate either 8 inches of their hair or 8 dollars to contribute for real-hair wigs, supporting women fighting cancer and helping them feel more like themselves again. More than 800,000 donations were received until September, 2015. Still, it is the only initiative easy to find and being promoted on the brand's social media. Therefore, this should be an area of attention for improvement from Pantene as it is incredibly valued by consumers.

In the order of preference, customers would appreciate if the brand involved them in the process, asking for feedback on new products, distribution channels and so on; try-outs of new products and tests of Pantene’s products against its main competitors follow as social media possible content; while behind the scenes and meets-and-greets with the celebrity endorser fall on the bottom of the list.

**Figure 14. Social Media Contents' Preferences by Age**



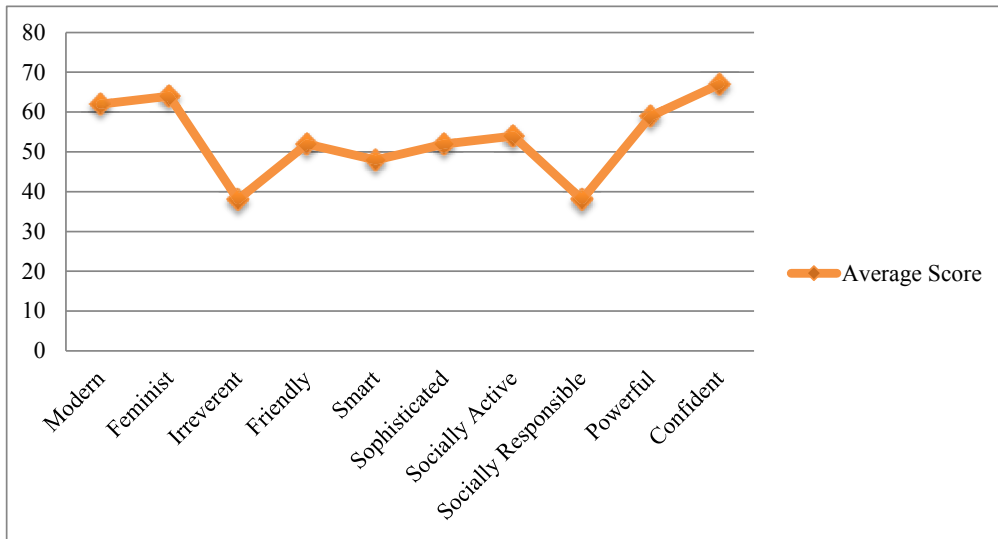
Nonetheless, performing a deeper analysis, it is possible to realize that the latter items actually meet the interests of consumers aged between 15 to 17 years old, who ranked these in second and fourth place, respectively. As age goes by, this trend dissipates and people become more conscious, taking an interest on social responsible initiatives and appreciating information regarding promotional campaigns.

Concentrating in the focus group conclusions, Behind the Scenes with the celebrity endorser registered quite the success, along with Promotional Campaigns and Tutorials. All participants highlighted that having a celebrity representing the brand is a great driver of their interest in the brand’s products.

**4.9. Brand Identification**

The congruence perceived by the general public between the brand’s values and what the endorser represents is a crucial aspect for consumers to be positive or negative influenced by a specific campaign. Thus, firstly, it was crucial to understand, which adjectives consumers best associate with Pantene.

**Figure 15. Pantene's Characteristics by Consumers**



As previously highlighted, Pantene strives to empower women and encourage them to accomplish their dreams and ambitions with Pantene by their side. This strong and feminist idiosyncrasy of the brand is being extremely well communicated as Confident, Feminist, Modern and Powerful are the main characteristics chosen to portray Pantene, respectively. This is a great result for Pantene as the brand is excelling at communicating its message and what its stand for, being recognized for supporting, educating and fighting for women.

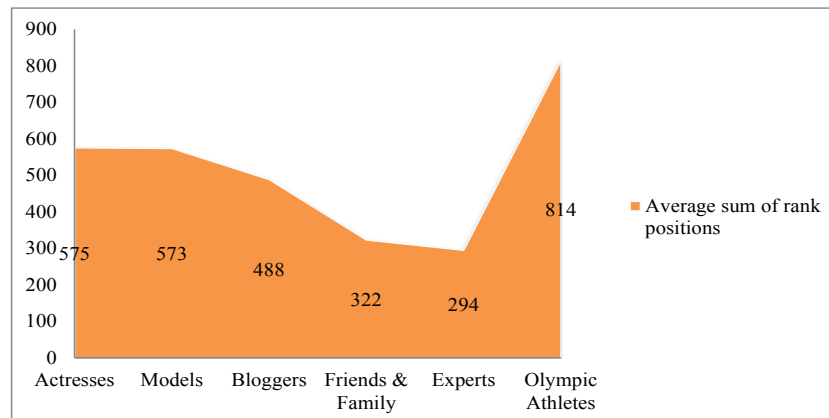
The fact that Socially Active is the next characteristic consumers most associate with Pantene recognizes the effort of the brand to rejuvenate and establish a presence in the online world, which is actually producing positive results. Sophisticated is also a feature of remark of Pantene for the average respondent. This is an optimistic sign for the haircare brand, as well, as people tend to associate the brand with a refined and elegant lifestyle, which inflates consumers' opinions of the products quality.

Friendly, Smart, Irreverent and Socially Responsible close the list, in this respective order. The latter may represent a concern for Pantene as the brand is not perceived to care much about social responsible initiatives, while consumers have previously showed their amount of value and interest they place on this matter. Reflecting on this, it is quite possible that the perceived lack of caring and responsibility for community, environmental and social issues may be damaging Pantene's image and reputation within consumers.

#### 4.10. Most Influential Characters for Millennials

The last set of questions focus on understanding to what extent famous personalities would be able to really impact and influence each age segment, by turning them into sales; as admiration or likability may not be enough on their own to encourage people to commit to a product/brand and indulge in a purchasing behaviour.

Figure 16. Most Valued Advices



The results were not as one might have expected, since experts were identified as the primordial source of reliability, followed by friends and family. Bloggers were placed third; while celebrities are considered the least plausible personalities to give advices on this matter, with models, actresses and athletes closing the list, in this order<sup>24</sup>.

Differences according to the respondent's age were clear in this matter. Older age segments give more importance to an expert opinion or to their friends and family. Comparative reference group's influence is not so strong, as 21 to 25 years old women make their decisions based on the perceived knowledge advisors have on the subject. Looking at the younger age group's results, even though experts also play an influential authority, models and bloggers are perceived to have much more credibility than what happens with the former segment.

Slight changes occur if one focuses on the focus group results, as Experts, Bloggers, Actresses and Models are considered the most valued opinions by participants, respectively. Participants perceive that experts and bloggers' careers depend on their credibility within the general public, for that reason, they value their opinion as the most honest one; while other groups of celebrities may be doing it just for the endorsement fees.

<sup>24</sup> Respondents were asked to rank personalities whose advice they valued the most. For that reason, the lowest average of sum points indicates the personality considered as the most trustworthy.



**4.11. Perceived Congruence between Pantene and its Endorsers**

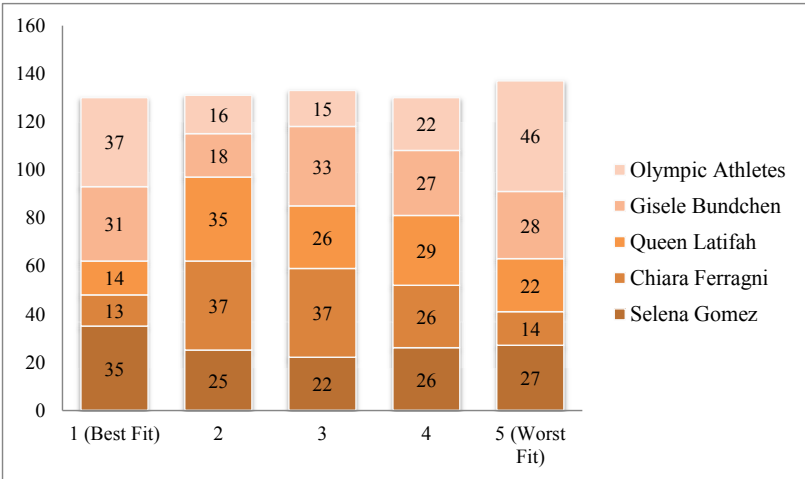
A last set of questions regarding some of Pantene’s endorsers attempted to understand how consumers analysed the fit between celebrities and the brand. Through the years, Pantene has chosen mainly actresses to represent the brand on national or global campaigns. The results suggest that Pantene’s strategy could be more effective if they diversified their marketing efforts over different types of endorsers. An expert would have clearly the strongest effect within the target audience and it could also help repositioning the brand on a higher quality (premium) segment.

Assessing the match between the brand and celebrities, overall, was extremely difficult to analyse as different age groups clearly admire different personalities. Cross tabulation analysis clarified which age segment preferred each endorser.

To start with, Olympic Athletes are both considered the best and the worst fit to Pantene in the overall sample. Since sports are a very specific area of expertise and taste, it is understandable that consumers who are not familiarized with the athletes or the event do not understand the link between them and Pantene. For that reason, most answers either gave them the best fit or the worst so there is not much variation in between.

The youngest age group is the one who perceives the lowest level of congruence between the athletes and the brand; on the other hand, approximately, 50% of the oldest age segment are of contrary opinion and deem Olympic Athletes to be either the very best or the second best match to Pantene’s values and image. This may be an expression of the success of the “Healthy is beautiful” campaign, for those who follow the world of sports and saw it.

**Figure 17. Perceived Match Between Endorsers and Pantene**



Among those who claimed Selena Gomez was the best fit, 62.5% are teenagers aged 15 to 17 years old. This result is expected as the singer's target audience is teenagers. Nevertheless, 30% of the 23 to 25 years old segment also considers the actress the best match to Pantene. Overall, the general public considers Selena's values to be aligned with Pantene's; for that reason, this partnership is the one that makes more sense in consumers' minds.

Gisele Bündchen, the world's best paid model, is clearly more famous within the 21 to 25 years old segment. Chiara Ferragni, although, not considered the best fit by any age group is considered the second best fit by all age groups. This phenomenon is probably due to her blogger profession, which makes her, in consumer's eyes, a more reliable source than an actress or model. Queen Latifah is the outlier of the group, which is reasonable since her target audience is focused on a more mature age segment. Despite that, diversity and cultural acceptance could be easily connoted to Pantene, which goes in line with what the actress represents.

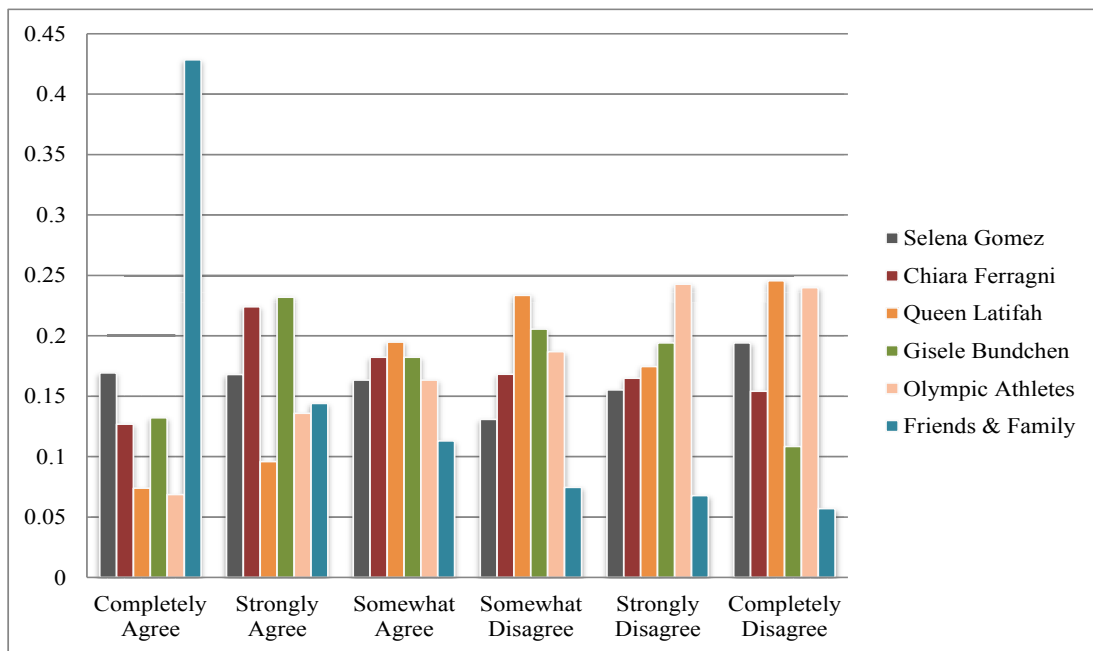
#### **4.12. Effectiveness of Pantene's Celebrity Endorsers**

The last questions measure the degree of trustworthiness each personality conveys to the general public and their social media popularity. Both questions' results follow the exact same pattern, in terms of hierarchy.

Friends and Family are, by far, the people in whom respondents would believe the most if they recommended them a product. On average, Gisele Bündchen, Chiara Ferragni and Selena Gomez were ranked second, third and fourth place, respectively. One can theorize that the link to fashion and consistent usage of beauty products may weight strong in consumer's perception of the knowledge and expertise these personalities have on haircare products, for example. This would justify the fact that, despite the positive congruence results regarding Olympic Athletes and Pantene, they are also considered the less believable ones to recommend or give advice on haircare products.

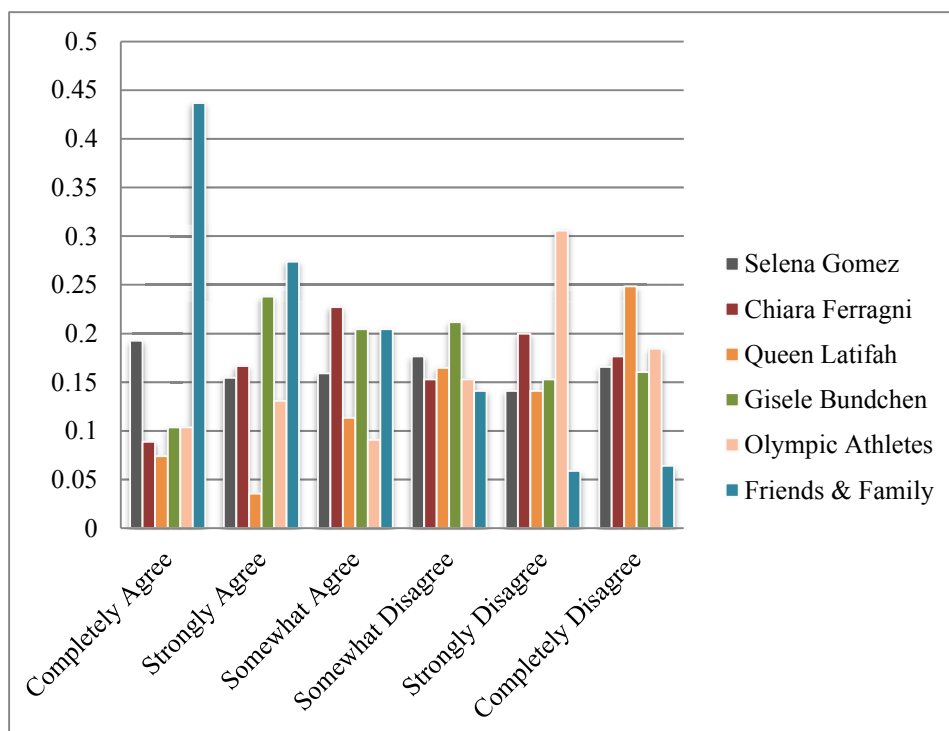
Nevertheless, the mixed results are a consequence of the age differences among respondents. While, younger age groups perceive Selena as one of the most convincing personalities; the older age groups consider that model Gisele Bündchen and blogger Chiara Ferragni have more credibility.

**Figure 18. I would believe if this person recommended me the product**



One of the biggest advantages social media is able to provide to brands and marketers is its revolutionary word-of-mouth communication, whose reach is limitless. For that reason, one last curiosity was to study the social media popularity of each personality, as one of the most interesting things for a brand in associating itself with a celebrity is to capture the celebrity’s fans as their clients.

**Figure 19. I follow this person on social media and I am influenced by her**



Friends and Family have the most power to influence most respondents. Nevertheless, on average, the ranking changes as Selena Gomez is the second option most respondents follow on social media, being directly or indirectly, influenced by her; Gisele Bündchen, Chiara Ferragni, Olympic Athletes and Queen Latifah complete the rest of the list, in this order.

On this regard, the focus group identified Selena Gomez, followed by Chiara Ferragni as the most effective endorsers of Pantene. The former is perceived as an authentic and honest celebrity, whose values are aligned with those of Pantene's, as she is also a UNICEF ambassador, endorsing the fight of children in need. Chiara Ferragni is perceived as a trustworthy personality on this matter due to her blogger profession, which makes her a knowledgeable person on beauty products. Gisele Bündchen, Olympic Athletes and Queen Latifah close the list<sup>25</sup>.

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<sup>25</sup> In this respective order.

## 5. CONCLUSIONS AND RECOMMENDATIONS

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Four research questions were framed, at the beginning of this dissertation, in order to assess if Pantene's digital strategy needs to be refocused so as to capture young consumers. A market research was conducted with the purpose of understanding consumers' perceptions of Pantene and its competitors, to investigate what social media platforms are an indispensable component of millennials' everyday life, determine what social media contents are the most interesting to attract and build a younger base of consumers and what type of endorsers would produce the biggest effect on younger age segments.

### **5.1. What are consumers' perceptions of Pantene and what aspects do they value the most?**

Despite the economic recessions, consumers still have a preference for quality over price when it comes to take care of hair's health. This is a positive aspect for Pantene as company brands do not seem to lose their pedigree. On the other hand, most consumers do not perceive Pantene as the best quality brand of the market. Analyzing L'Oréal, TRESemmé and Schwarzkopf strategies, brands considered of superior quality, one factor stands out. Their image is built around the word "*professionals*", it is a part of their logo and it is present in every label<sup>26</sup>. My first recommendation is, hence, towards a repositioning of Pantene as a top quality producer.

The Pantene Hair Research Institute was established in 2012 and is constituted by a group of physicians and scientists. Through this initiative, Pantene is focused on identifying major hair concerns of consumers and providing them healthy solutions, through scientific investigation. My recommendation on this subject is that, instead of maintaining an Expert Line (Pantene's current approach), the brand should include this quality assurance component on the labelling of its main line, Pantene Pro-V.

Social Responsibility was also pointed out as an issue of great concern, being the third informational theme consumers would most appreciate to see on the brand's social media. However, from consumers' standpoint, this is the area where Pantene is underperforming the most, a common tendency across the whole industry. Hence, the brand should increase its

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<sup>26</sup> Appendix \_\_\_

spectrum of intervention, diversifying and increasing both, the amount of social/environmental/communal projects the brand is involved and their promotion.

## **5.2. Which social media channels should Pantene adopt to engage consumers and improve the customer-brand relationship?**

On a positive note, *Tutorials* are, consensually, the most looked-for feature to attract young consumers. However, Pantene is not employing this strategy in the most suitable channels. YouTube and Pinterest are the primary social media providers of this content, even though they are not the most popular social media websites. Additionally, Twitter is one of the social media where Pantene is most active, but the same does not happen with its consumers in the Portuguese market, as only 25 of the 146 answers considered were enrolled in this social media. Facebook, Instagram and Snapchat are the platforms with the highest frequency of users.

Even though the likelihood of most respondents following Pantene on Snapchat is one of the lowest rates, this might be easily justified by the recent success of Snapchat, as it happened with all social media channels. These platforms start as a friends' socialization tool and once they prove their success, brands attempt to find their place in the online world. Accordingly, it is my belief that Snapchat should be a part of Pantene's social media strategy, as this seems to be the next trend in the social media sphere, allowing Pantene to benefit from a first mover advantage<sup>27</sup>. Initially, Pantene's Snapchat activity should focus mainly on giving insights on Pantene's events (such as Milan Fashion Week), tutorials with models and Pantene's professionals hairstylists; additionally, celebrities' takeovers or Q&A should be also be featured, as this is the second most voted functionality of Snapchat by its users (35%).

Additionally, in order to increase consumers' brand awareness and identification, Pantene should also create its own LinkedIn, as currently, only P&G owns one. Through this social media, consumers would be able to witness Pantene's daily activities, share events and social responsibility initiatives, as well as disseminate its values, missions and inspiring words to women.

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<sup>27</sup> Since, currently, only L'Oréal has a Snapchat account, whose content is used mostly on special occasions (for example, during the Cannes Film Festival 2016, which L'Oréal was one of the main sponsors).

### **5.3. What social media contents would appeal to consumers, turning them into followers, increasing brand awareness and identification?**

Despite the low rate of users' interactions with brands on Facebook, this should still be an area of investment for Pantene. On both platforms, the brand should refocus the contents displayed on those consumers prefer the most. Tutorials and social responsible initiatives have to gain a prominent place within Pantene's social media. The latter assumes a particular relevant role as it is considered one of the most important features for consumers and at the same time, it is the area where Pantene is the worse perceived.

Promotional information is also a valuable insight Pantene should adopt into its online activity. In Portugal, company brands were obliged to reinforce savings campaigns, in order to maintain its competitiveness and to sustain the economic crisis' effects. If prices of both, private and company brands are similar, consumers will opt for the most recognized brands. Therefore, Pantene could, simultaneously, attract views to its social media pages by posting promotional content on potential discounts and increase sales and revenues as people will be more predisposed to buy when they are aware to be benefiting from a discount, feeling as a smart consumer.

### **5.4. Can celebrities induce millennials' consumers into adopting certain buying behaviors?**

Regarding Pantene's spokesperson strategy, both celebrities' popularity and perceived alignment between the endorser and the brand are of great relevance. Nevertheless, expertise is what consumers cherish the most, determining the level of effectiveness of the message conveyed.

Hence, Pantene should embrace personalities who would be perceived as experts on hair matters to endorse the brand, reinforcing and increasing consumers' quality perception of the brand (the most important component of the purchasing decision process). Having said that, bloggers and models are perceived to be the fittest famous authorities to provide advices on beauty products, therefore, congruence is met by expectancy. On the other hand, celebrities who are perceived to share Pantene's values, by publicly taking actions and giving voice to

women's rights, proved to be the most effective endorsers. Following this reasoning, Emma Watson and Jennifer Lawrence would be perfect examples to partner and endorse Pantene<sup>28</sup>.

## **5.5. Limitations and Future Research**

Due to age and gender limitations, the sample should have been larger in size, in order to effectively assist Pantene crossing its social media strategy. Additionally, the fact that only 6% of the respondents were aged between 15 and 17 years old and that 51% of the sample were either 21 or 22 years old may interfere with generalizability of the results; therefore, a more heterogeneous distribution sample would be advantageous.

The fact that market research results were collected through an online survey also may bias the sample, as most respondents come from similar backgrounds and education levels, for instance; thus, opinions and perceptions may not vary much.

For future research, analytics regarding the impact of investing in each social media and interviews in the point of sale could provide additional insights on these matters. Furthermore, the same analysis performed on the male gender or on an older age segment group would be interesting, in order to identify differences of interests and perceptions of brands, prices and all else related to the market.

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<sup>28</sup> This recommendation is given, just for the sake of an example, as they are currently two of the loudest voices fighting for gender equality and women's rights.



## 6. TEACHING NOTES

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### 6.1. Synopsis

The present case study focuses on the marketing topics of targeting, digital marketing, social media and celebrity endorsers as the main tools a multinational brand can employ to differentiate itself within such a competitive market, in order to capture younger customers.

Since its origins, Pantene was perceived as a luxury, exclusive brand, targeting therefore, a mature public, who could afford the products. In a few years, the brand managed to position itself as the leading haircare brand of the industry, which led, ultimately, to its acquisition by Procter & Gamble. Following this, Pantene became available to the general public and prices were adjusted according to it.

In the 21<sup>st</sup> century, the haircare industry went through major changes in terms of competition, a consequence of the low barriers of exit, low capital requirements and the low number of existing established brands there were in the market a few years ago. With plenty of room in the market for growth, new brands emerged, either competing on quality or on a strictly low price policy. Nevertheless, both segments managed to grab market share and intensified the market's competition. At the same time, trends in the advertising world, especially within the beauty industry, were also shifting, as consumers valued more the lifestyle and the status quo evoked by the reference groups they wished to belong, instead of the products' features.

The technological revolution happening at par impacted the way people communicated and were influenced by its friends or idols, word-of-mouth gained a preponderant role in marketing, due to its current infinite reach. Social media became the place for consumers' socialization, therefore, brands also attempted to establish its presence in these online platforms. Even though, teenagers and young adults are the main presence in the digital world, all age segments are also converting themselves to the digital world.

All these macroeconomic changes produced some kind of effect on Pantene's business. Market share was being diluted within the market, as after the recession, price sensitivity was a common characteristic of the average consumer; millennials are the consumers of the future and they are altering the market's dynamics. For that reason, Pantene needs to refocus its strategy, attempting to target a younger audience than its current one.

The present dissertation attempts to understand how millennials are influenced nowadays and what their perceptions of the industry's players are. This will allow a brand such as Pantene to build an effective social media strategy, which complemented with the right endorser, may be able to capture and retain young consumers.

## **6.2. Target Audience, Teaching Objectives and Teaching Plan**

This case study can be employed in both, undergraduate and master's programs, in marketing related courses. Theoretical insights on targeting, digital branding, digital marketing, social media as a marketing tool and the effectiveness of a celebrity endorser as an advertising instrument are provided. Moreover, in practical terms, the case study allows students to understand that even a successful multinational company has to constant reinvent itself and adapt to consumers' ever changing needs.

On a first approach, it is strongly suggested that a macro economic analysis of the industry is performed. A SWOT and a Porter Five Forces analysis would help students realize the dynamics of the industry, which incorporates a huge amount of players, each with different differentiation factors and even, different target groups. Each student should prepare answers to the set of questions presented below, in order to guarantee a successful debate in class:

- 1) Characterize Pantene's positioning within the haircare industry. Should Pantene pursue its luxury charisma that once characterized it in the past?
- 2) Describe Pantene's current main target. Should Pantene chase a younger age segment? Provide three examples of actions/measures Pantene can take in order to appeal to a new target or strengthen the relationship with the existing one.
- 3) What is the main differentiation factor of Pantene within the market? How can the brand leverage that?
- 4) What are the advantages and disadvantages of each social media platform referred in the case study? How would you assess Pantene's social media evolution? Which social media is the best channel for a consumer-brand's interaction?
- 5) Brands within the skin care market<sup>29</sup> are opting to build its advertising campaigns with regular women, instead of celebrities. In your opinion, which strategy would work

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<sup>29</sup> The best example would be Dove Campaign for Real Beauty.

best for Pantene? Should Pantene diversify its marketing campaigns or does the haircare industry need a sense of glamour to sell?

After the case study analysis, students should be able to:

- Understand the dynamics of the haircare industry and the importance of targeting and positioning;
- Acknowledge the relevance of social media as a marketing tool, in order to improve customer-brand relationship, mostly in younger age segments;
- Assess the effectiveness of employing an endorser and the factors that should weight the most when choosing the celebrity.

## 7. APPENDICES

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### Appendix 1: TRESemmé's Ad Examples



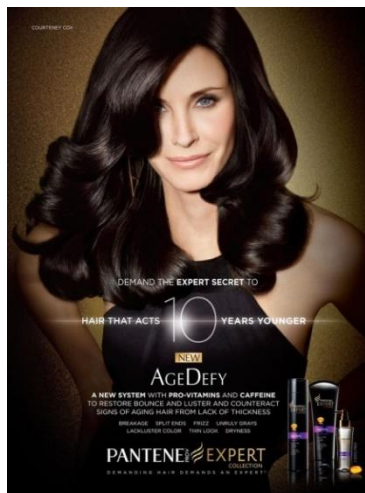
### Appendix 2: Pantene's Gold Cap (original and current one)



### Appendix 3: Pantene's Logo Evolution



#### Appendix 4: Courteney Cox Age Defying Campaign



#### Appendix 5: Olympic Campaign 2012 “Healthy is the beautiful”



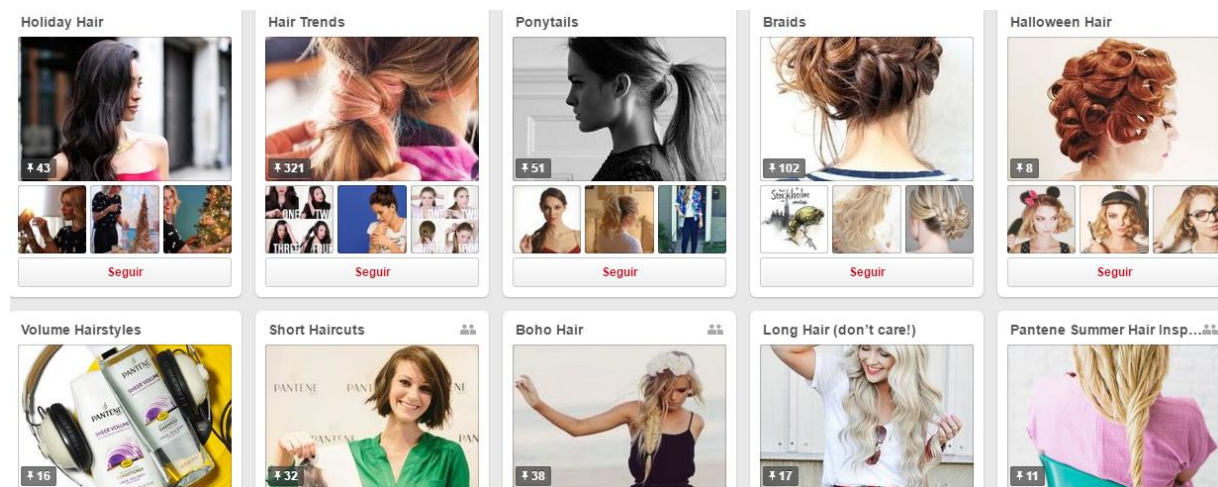
#### Appendix 6: Chiara Ferragni Campaign (2016)



Appendix 7: Selena Gomez “Strong is beautiful” Campaign (2015-2016)



Appendix 8: Pantene’s Pinterest content



## Appendix 9: Pantene's Facebook Post Likes

1.491.042 pessoas gostam disto

Convidar amigos para gostarem desta Página

**SOBRE**

Strong hair is beautiful hair.

<http://www.pantene.com/>

**FOTOS**

**Pantene North America**  
8/3

To celebrate International Women's Day, we're creating the biggest chain of strong women. Ever. Tag all the strong women in your life here because we're all stronger together #strongisbeautiful #strongwomenarebeautiful #iwd2016

Gosto Comentar Partilhar

234

Comentários principais

## Appendix 10: Pantene's Instagram Post Likes

**PANTENE**

**pantene** Seguir

Pantene Pro-V Strong hair is beautiful hair. [m.youtube.com/watch?v=h4HgwwFpra0](https://m.youtube.com/watch?v=h4HgwwFpra0)

440 publicações **124k seguidores** A seguir 260

**15,3k** gostos 10 sei

**pantene** Seguir

To celebrate International Women's Day, we're creating the biggest chain of strong women. Ever. Tag all the strong women in your life here because we're all stronger together #strongisbeautiful #strongwomenarebeautiful #iwd2016

ver todos os 225 comentários

sgomez\_1992 Omg Selena 🍷🍷🍷🍷🍷🍷

## Appendix 11: L’Oréal, TRESemmé and Schwarzkopf Quality Association



## Appendix 12: Questions and answers of the online survey

Hi everyone! I am a Master student at Católica Lisbon School of Business and Economics, in the final stage of my thesis and I would really appreciate your help by taking this survey. All responses are anonymous, so I kindly ask you to answer as truthfully as possible. Thank you in advance!

My thesis will focus on studying the digital and social media strategy of PANTENE. For that reason, it is key that you are aware of the Pantene brand. Do you know the brand PANTENE?

- Yes (1)
- No (2)

Besides Pantene, with which haircare brands are you familiar with? (You can choose as many as you know)

- Herbal Essences (2)
- Head & Shoulders (3)
- Garnier (4)
- TRESemmé (5)
- Schwarzkopf (6)
- L'Oréal (7)
- Neutrogena (8)
- Redken (10)
- L'Occitane en Provence (11)
- Aveda (12)

Group the following brands into the three categories presented below.

General	Professional	Medicinal (Non-Pharmaceutical)
_____ Pantene (1)	_____ Pantene (1)	_____ Pantene (1)
_____ L'Oréal (2)	_____ L'Oréal (2)	_____ L'Oréal (2)
_____ Garnier (3)	_____ Garnier (3)	_____ Garnier (3)
_____ Neutrogena (4)	_____ Neutrogena (4)	_____ Neutrogena (4)
_____ Redken (5)	_____ Redken (5)	_____ Redken (5)



_____ Aveda (6)	_____ Aveda (6)	_____ Aveda (6)
_____ Herbal Essences (7)	_____ Herbal Essences (7)	_____ Herbal Essences (7)
_____ Head & Shoulders (8)	_____ Head & Shoulders (8)	_____ Head & Shoulders (8)
_____ TRESemmé (9)	_____ TRESemmé (9)	_____ TRESemmé (9)
_____ Schwarzkopf (10)	_____ Schwarzkopf (10)	_____ Schwarzkopf (10)
_____ L'Occitane en Provence (11)	_____ L'Occitane en Provence (11)	_____ L'Occitane en Provence (11)

Please rank the following attributes for each brand from 1 (Completely Agree) to the number of brands you have available (Completely Disagree). e.g. If you have 3 brands displayed, rank them from 1 (Completely Agree) to 3 (Completely Disagree); If you have 4 brands displayed, rank them from 1 (Completely Agree) to 4 (Completely Disagree).

	Pantene (1)	L'Oréal (2)	Garnier (3)	Herbal Essences (4)	Head & Shoulders (5)	Neutrogena (6)	Redken (7)	TRESemmé (8)	Schwarzkopf (9)	L'Occitane en Provence (10)	Aveda (11)
Affordable (1)											
Quality (2)											
Fashion Statement (3)											
Identification (4)											
Social Media Active (5)											
Social Responsible (6)											

Which haircare brands do you usually purchase? (Select 3 brands maximum)

- Pantene (1)
- Herbal Essences (2)
- Head & Shoulders (3)
- Garnier (4)
- TRESemmé (5)
- Schwarzkopf (6)
- L'Oréal (7)
- Neutrogena (8)
- Redken (9)
- L'Occitane en Provence (10)
- Aveda (11)

What factors do you value the most when choosing a haircare brand/product? Rank them from the most important one to the least relevant.

- \_\_\_\_\_ Price (1)
- \_\_\_\_\_ Quality (2)
- \_\_\_\_\_ Quantity (3)
- \_\_\_\_\_ Brand (4)
- \_\_\_\_\_ Fragrance (5)
- \_\_\_\_\_ Promotions (6)
- \_\_\_\_\_ Friends recommendations (7)
- \_\_\_\_\_ Marketing campaigns (8)

How would you describe your buying process concerning haircare products?

- I search offline and buy online (1)
- I search online and buy offline (2)
- I search and buy online (3)
- I search and buy offline (4)

Whose advice would you value the most when buying a haircare product? (List the items starting with the most influential one and ending with the least effective to you)

- \_\_\_\_\_ Movie, TV actresses (1)
- \_\_\_\_\_ Models (2)
- \_\_\_\_\_ Bloggers (3)
- \_\_\_\_\_ Friends and families (4)
- \_\_\_\_\_ Experts (5)
- \_\_\_\_\_ Olympic/Professional Athletes (6)

Focus now on your knowledge and familiarity with the brand PANTENE.

Which word first comes to your mind when thinking about PANTENE?

Which characteristics do you associate with the brand PANTENE?

- \_\_\_\_\_ Modern (1)
- \_\_\_\_\_ Feminist (2)
- \_\_\_\_\_ Irreverent (3)
- \_\_\_\_\_ Friendly (4)
- \_\_\_\_\_ Smart (5)
- \_\_\_\_\_ Sophisticated (6)
- \_\_\_\_\_ Socially Active (7)
- \_\_\_\_\_ Socially responsible (8)
- \_\_\_\_\_ Powerful (9)
- \_\_\_\_\_ Confident (10)

On a scale from 0-10, how likely are you to recommend Pantene to a friend or colleague?

- 0 (0)
- 1 (1)
- 2 (2)

- 3 (3)
- 4 (4)
- 5 (5)
- 6 (6)
- 7 (7)
- 8 (8)
- 9 (9)
- 10 (10)

Now think about your social media activities, habits and the social media channels that you are familiar with.

In what social media websites are you enrolled and active?

- Facebook (1)
- Twitter (2)
- Instagram (3)
- Pinterest (4)
- LinkedIn (5)
- Youtube (6)
- Snapchat (7)
- Tumblr (8)
- Other (9) \_\_\_\_\_

Consider the differences among the social media websites listed

	How many times a day do you visit these social media websites?				What do you usually do on these social media channels?				
	1-3 (1)	3-5 (2)	>5 (3)	Every hour (4)	Follow celebrities/idols (1)	Socialize with friends (2)	Read news (3)	Search employment offers (4)	Search brands/promotions/advertisements (5)
Facebook (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Twitter (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instagram (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pinterest (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LinkedIn (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youtube (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Snapchat (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tumblr (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (9)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are you familiarized with Pantene social media activity?

- Yes (1)
- No (2)

In which social media channels are you more likely to follow Pantene? (Distribute a total of 100 points)

- \_\_\_\_\_ Facebook (1)
- \_\_\_\_\_ Twitter (2)
- \_\_\_\_\_ Instagram (3)
- \_\_\_\_\_ Pinterest (4)
- \_\_\_\_\_ LinkedIn (5)
- \_\_\_\_\_ Youtube (6)
- \_\_\_\_\_ Snapchat (7)
- \_\_\_\_\_ Tumblr (8)
- \_\_\_\_\_ Other (9)

What would you like to see on Pantene's social media? (Distribute a total of 100 points)

- \_\_\_\_\_ Information about Promotions (1)
- \_\_\_\_\_ The brand asking consumer's feedback on a new product, distribution channels, etc (2)
- \_\_\_\_\_ Tutorials on tips/ideas/techniques on how to use the product on different occasions (3)
- \_\_\_\_\_ Behind the scenes on a celebrities advertisement (4)
- \_\_\_\_\_ Promote meets and greets with the brand and celebrity endorser (5)
- \_\_\_\_\_ Try-outs of products not yet on the market (6)
- \_\_\_\_\_ Supporting/donating to social responsible initiatives (Real hair wigs for cancer patients) (7)
- \_\_\_\_\_ Testing Pantene's products vs a competitor's one (8)

Assess the match between what the endorser embodies and Pantene's values and image, from 1 (the person that best fits with Pantene) to 5 (the one that fits the worst).

- \_\_\_\_\_ Selena Gomez (1)
- \_\_\_\_\_ Chiara Ferragni (2)
- \_\_\_\_\_ Queen Latifah (3)
- \_\_\_\_\_ Gisele Bundchën (4)
- \_\_\_\_\_ Olympic Athletes (5)

Please rate the following statements from 1 (Completely agree) to 6 (Completely disagree)

	Selena Gomez (1)	Chiara Ferragni (2)	Queen Latifah (3)	Gisele Bundchën (4)	Olympic Athletes (5)	Friends & Family (6)
I would believe if this person recommended me the product (1)						
I would buy the product just because this person uses it (2)						

I follow this person on social media and I am influenced by her (3)						
---	--	--	--	--	--	--

All that is left is some final questions about you. What is your age?

- 15-17 (1)
- 18-20 (2)
- 21-22 (3)
- 23-25 (4)

Current occupation:

- High School Student (1)
- Undergraduate Student (2)
- Master Student (3)
- Employed (4)
- Unemployed (5)

What is your monthly income?

- (1) <300€
- 300€-600€ (2)
- 600€-1000€ (3)
- >1000€ (4)

Thank you so much for your participation!

## Appendix 12: Focus Group Questions

- 1) What factors weight the most when you are considering which haircare brand to buy?
- 2) Which shampoo brands do you usually buy?
- 3) In what social media platforms are you enrolled? Of those, in which would you follow Pantene? What would you like to see on Pantene's social media?
- 4) What personality's advice would you value the most (expert, actresses, models, bloggers, friends)? Which one of Pantene's endorsers influences you the most?

## Appendix 13: SPSS Outputs regarding demographic factors

Table 13.1. Frequency Distribution of Age

		Frequency	Percentage	Valid Percent	Cumulative Percent
Valid	15-17	9	6	6	6
	18-20	18	12	12	18
	21-22	76	50.7	50.7	68.7
	23-25	47	31.3	31.1	100
Total		150	100	100	

Table 13.2. What is your current occupation?

	Frequency	Percentage	Valid Percent	Cumulative Percent
Valid High School Student	14	9.3	9.3	9.3
Undergraduate Student	33	22	22	31.3
Master Student	70	46.7	46.7	78
Employed	29	19.3	19.3	97.3
Unemployed	4	2.7	2.7	100
Total	150	100	100	

Table 13.3. How much is your monthly income?

	Frequency	Percentage	Valid Percent	Cumulative Percent
Valid <300€	80	53.3	53.3	53.3
300€-600€	28	18.7	18.7	72
600€-1000€	28	18.7	18.7	90.7
>1000€	14	9.3	9.3	100
Total	150	100	100	

Table 13.4. Do you know the brand Pantene?

	15-17	18-20	21-22	23-25	Total
Yes	9	17	75	45	146 (97.3%)
No	0	1	1	2	4 (2.7%)
Total	9	18	76	47	150 (100%)

Table 13.5. Cross-Tabulation of Age + Frequency “With which brands are you familiar with?”

	15-17	18-20	21-22	23-25	Total
Herbal Essences	7	14	65	43	129
Head & Shoulders	4	9	58	37	108
Garnier	8	16	70	43	137
TRESemmé	8	14	68	42	132
Schwarzkopf	5	13	64	37	119
L'Oréal	9	17	71	45	142
Neutrogena	2	9	40	25	76
Redken	0	3	23	22	48
L'Occitane en Provence	1	7	24	19	51
Aveda	0	3	10	8	21

Table 13.6. Cross Tabulation of Age + Frequency “Which brands do you usually purchase?”

	15-17	18-20	21-22	23-25	Total
<b>Pantene</b>	3	9	37	27	76
<b>Herbal Essences</b>	1	4	13	8	26
<b>Head &amp; Shoulder</b>	0	2	13	2	17
<b>Garnier</b>	3	6	29	19	57
<b>TRESemmé</b>	8	10	34	20	72
<b>Schwarzkopf</b>	2	3	16	11	32
<b>L'Oréal</b>	2	9	40	24	75
<b>Neutrogena</b>	0	0	1	1	2
<b>Redken</b>	0	0	7	4	11
<b>L'Occitane en Provence</b>	1	0	0	0	1
<b>Aveda</b>	0	0	0	0	0

Table 13.7. Cross Tabulation of Age + Frequency “How do you describe your buying process?”

	15-17	18-20	21-22	23-25	Total
<b>Search Offline Buy Online</b>	0	0	2	0	2
<b>Search Online Buy Offline</b>	2	1	15	10	28
<b>Search &amp; Buy Online</b>	0	0	1	2	3
<b>Search &amp; Buy Offline</b>	7	16	57	33	113
<b>Total</b>	9	17	75	45	146

Table 13.8. Cross Tabulation of Age + Are you familiar with Pantene’s social media?

	15-17	18-20	21-22	23-25	Total
<b>Yes</b>	3	3	19	19	44
<b>No</b>	6	14	56	26	102
<b>Total</b>	9	17	75	45	146

Table 13.9. Cross Tabulation Age + Frequency “What factors value the most when choosing a haircare product/brand?”

		Price	Quality	Quantity	Brand	Fragrance	Promotions	Friends recommendations	Marketing Campaigns	
<b>1st Place</b>	15-17	3	5	0	1	0	0	0	0	0
	18-20	3	9	0	1	2	2	0	0	0
	21-22	14	51	0	4	2	4	0	0	0
	23-25	6	29	0	5	1	4	0	0	0
	<b>Total</b>	26	94	0	11	5	10	0	0	0
<b>2nd Place</b>	15-17	4	3	0	0	1	1	0	0	0
	18-20	4	4	2	2	3	1	1	0	0
	21-22	21	13	5	13	15	3	5	0	0
	23-25	15	6	0	4	11	7	2	0	0
	<b>Total</b>	44	26	7	19	30	12	8	0	0
<b>3rd Place</b>	15-17	0	1	2	2	3	0	1	0	0
	18-20	6	1	4	1	4	0	1	0	0
	21-22	19	8	9	10	12	12	4	1	1
	23-25	13	4	4	4	8	7	5	0	0
	<b>Total</b>	38	14	19	17	27	19	11	1	1
<b>4th Place</b>	15-17	0	0	1	1	2	2	2	1	1
	18-20	3	1	4	4	2	2	1	0	0
	21-22	10	3	16	12	17	7	8	2	2
	23-25	4	4	10	7	12	5	2	1	1
	<b>Total</b>	17	8	31	24	33	16	13	4	4
<b>5th Place</b>	15-17	2	0	2	2	0	1	0	2	2
	18-20	1	1	4	4	3	4	0	0	0
	21-22	6	0	13	11	17	13	9	6	6
	23-25	5	2	13	8	4	6	4	3	3
	<b>Total</b>	14	3	32	25	24	24	13	11	11
<b>6th Place</b>	15-17	0	0	0	2	3	0	3	1	1
	18-20	0	1	2	2	1	4	7	0	0
	21-22	3	0	14	17	8	16	10	7	7
	23-25	0	0	10	10	5	12	6	2	2
	<b>Total</b>	3	1	26	31	17	32	26	10	10
<b>7th Place</b>	15-17	0	0	1	1	0	4	2	1	1
	18-20	0	0	0	2	2	1	5	7	7
	21-22	2	0	5	4	2	15	28	19	19
	23-25	2	0	3	5	2	3	19	11	11
	<b>Total</b>	4	0	9	12	6	23	54	38	38
<b>8th Place</b>	15-17	0	0	3	0	0	1	1	4	4
	18-20	0	0	1	1	0	3	2	10	10
	21-22	0	0	13	4	2	5	11	40	40
	23-25	0	0	5	2	2	1	7	28	28
	<b>Total</b>	0	0	22	7	4	10	21	82	82



Table 13.10. Cross Tabulation of Age + Frequency “In which social media platforms are you enrolled and active?”

	15-17	18-20	21-22	23-25	Total
<b>Facebook</b>	9	17	75	45	146
<b>Twitter</b>	7	2	11	5	25
<b>Instagram</b>	9	14	68	43	134
<b>Pinterest</b>	2	2	19	13	36
<b>Linkedin</b>	0	6	46	30	82
<b>YouTube</b>	6	8	45	31	90
<b>Snapchat</b>	9	12	57	33	111
<b>Tumblr</b>	1	4	7	6	18
<b>Other</b>	0	1	0	0	1

Table 13.11. Cross Tabulation of Age + Frequency “Whose advice do you value the most?”

		Actresses	Models	Bloggers	Friends & Family	Experts	Olympic Athletes
<b>1st Place</b>	15-17	1	2	2	1	3	0
	18-20	2	2	1	3	9	0
	21-22	3	1	8	28	35	0
	23-25	1	3	0	15	26	0
	<b>Total</b>	7	8	11	47	73	0
<b>2nd Place</b>	15-17	2	2	0	3	1	1
	18-20	3	2	3	7	2	0
	21-22	6	6	16	28	19	0
	23-25	3	2	10	17	12	1
	<b>Total</b>	14	12	29	55	34	2
<b>3rd Place</b>	15-17	3	3	0	2	1	0
	18-20	2	3	7	3	2	0
	21-22	10	17	26	9	10	3
	23-25	8	4	20	6	4	3
	<b>Total</b>	23	27	53	20	17	6
<b>4th Place</b>	15-17	2	2	2	0	3	0
	18-20	5	5	3	3	1	0
	21-22	27	23	7	7	5	6
	23-25	14	16	4	5	1	5
	<b>Total</b>	48	46	16	15	10	11
<b>5th Place</b>	15-17	1	0	5	3	0	0
	18-20	3	5	3	1	3	2
	21-22	25	24	11	3	5	7
	23-25	16	13	7	2	2	5
	<b>Total</b>	45	42	26	9	10	14
<b>6th Place</b>	15-17	0	0	0	0	1	8
	18-20	2	0	0	0	0	15
	21-22	4	4	7	0	1	59
	23-25	3	7	4	0	0	31
	<b>Total</b>	9	11	11	0	2	113

Table 13.12. Cross Tabulation of Age + Assess the match between Pantene and its endorsers

		Selena Gomez	Chiara Ferragni	Queen Latifah	Gisele Bundchën	Olympic Athletes
<b>1st Place</b>	<b>15-17</b>	5	0	0	1	2
	<b>18-20</b>	3	2	4	2	3
	<b>21-22</b>	15	11	7	18	17
	<b>23-25</b>	12	0	3	10	15
	<b>Total</b>	35	13	14	31	37
<b>2nd Place</b>	<b>15-17</b>	1	3	0	3	0
	<b>18-20</b>	2	6	3	2	2
	<b>21-22</b>	14	17	20	9	9
	<b>23-25</b>	8	11	12	4	5
	<b>Total</b>	25	37	35	18	16
<b>3rd Place</b>	<b>15-17</b>	0	3	2	2	0
	<b>18-20</b>	1	4	1	4	5
	<b>21-22</b>	12	19	14	20	5
	<b>23-25</b>	9	11	9	7	5
	<b>Total</b>	22	37	26	33	15
<b>4th Place</b>	<b>15-17</b>	0	1	3	1	2
	<b>18-20</b>	7	3	2	2	0
	<b>21-22</b>	13	11	15	15	14
	<b>23-25</b>	6	11	9	9	6
	<b>Total</b>	26	26	29	27	22
<b>5th Place</b>	<b>15-17</b>	2	0	2	1	4
	<b>18-20</b>	1	0	2	6	5
	<b>21-22</b>	18	8	11	8	26
	<b>23-25</b>	6	6	7	13	11
	<b>Total</b>	27	14	22	28	46
	<b>Total</b>	135	127	126	137	136

Table 13.13. Cross Tabulation of Age + Consumers' Perceptions "Affordable"

	15-17	18-20	21-22	23-25	Total	
<b>Pantene</b>	1	4	6	33	19	62
	2	2	6	22	14	44
	3	2	3	8	8	21
	4	1	1	10	3	15
	5	0	0	2	1	3
	6	0	0	0	0	0
<b>L'Oréal</b>	1	1	0	13	14	28
	2	3	2	13	10	28
	3	0	2	9	2	13
	4	0	0	5	1	6
	5	0	0	6	0	6
	6	0	0	1	3	4
<b>Garnier</b>	1	2	3	42	19	66
	2	1	5	20	11	37
	3	3	4	4	6	17
	4	1	0	0	0	1
	5	0	0	1	2	3
	6	0	0	0	0	0
<b>Herbal Essences</b>	1	4	4	22	19	49
	2	1	2	19	8	30
	3	1	7	8	3	19
	4	0	0	4	5	9
	5	0	0	2	0	2
	6	0	0	0	0	0
<b>TRESemmé</b>	1	0	1	5	5	11
	2	0	0	6	2	8
	3	1	1	6	4	12
	4	0	0	0	1	1
	5	0	0	2	1	3
	6	0	0	0	1	1
<b>Schwarzkopf</b>	1	0	1	2	3	6
	2	0	0	3	2	5
	3	0	2	3	2	7
	4	0	0	0	1	1
	5	0	0	0	1	1
	6	0	0	0	0	0

Table 13.14. Cross Tabulation of Age + Consumers' Perceptions "Quality"

		15-17	18-20	21-22	23-25	Total
<b>Pantene</b>	1	3	5	34	14	56
	2	3	7	26	17	53
	3	3	4	10	9	26
	4	0	0	4	4	8
	5	0	0	1	1	2
	6	0	0	0	0	0
<b>L'Oréal</b>	1	2	1	19	9	31
	2	1	2	19	16	38
	3	1	1	6	4	12
	4	0	0	2	1	3
	5	0	0	1	0	1
	6	0	0	0	0	0
<b>Garnier</b>	1	3	3	16	6	28
	2	1	5	27	12	45
	3	3	3	16	16	38
	4	0	1	7	1	9
	5	0	0	1	2	3
	6	0	0	0	1	1
<b>Herbal Essences</b>	1	1	3	9	6	19
	2	1	8	21	16	46
	3	3	2	12	6	23
	4	1	0	7	4	12
	5	0	0	5	1	6
	6	0	0	1	2	3
<b>TRESemmé</b>	1	0	2	6	2	10
	2	0	0	8	5	13
	3	1	0	3	4	8
	4	0	0	1	1	2
	5	0	0	1	1	2
	6	0	0	1	2	3
<b>Schwarzkopf</b>	1	0	2	4	3	9
	2	0	0	3	4	7
	3	0	1	1	0	2
	4	0	0	0	1	1
	5	0	0	0	1	1
	6	0	0	0	0	0

Table 13.15. Cross Tabulation Age + Consumers' Perception "Fashion Statement"

		15-17	18-20	21-22	23-25	Total
<b>Pantene</b>	1	4	6	33	19	62
	2	2	6	25	12	45
	3	3	4	12	10	29
	4	0	0	4	2	6
	5	0	1	1	1	3
	6	0	0	0	1	1
<b>L'Oréal</b>	1	2	2	25	18	47
	2	2	0	11	6	19
	3	0	2	8	3	13
	4	0	0	2	2	4
	5	0	0	1	1	2
	6	0	0	0	0	0
<b>Garnier</b>	1	2	4	13	9	28
	2	3	5	25	12	45
	3	2	2	19	14	37
	4	0	1	8	3	12
	5	0	0	1	0	1
	6	0	0	0	0	0
<b>Herbal Essences</b>	1	1	4	11	8	24
	2	1	5	13	12	31
	3	3	2	19	9	33
	4	1	1	7	4	13
	5	0	0	5	2	7
	6	0	0	0	0	0
<b>TRESemmé</b>	1	0	1	5	6	12
	2	0	0	11	2	13
	3	1	1	2	3	7
	4	0	0	2	2	4
	5	0	0	0	1	1
	6	0	0	0	0	0
<b>Schwarzkopf</b>	1	0	1	0	5	6
	2	0	0	7	1	8
	3	0	2	1	1	4
	4	0	0	0	0	0
	5	0	0	0	2	2
	6	0	0	0	0	0

Table 13.16. How many times a day do you visit these social media websites? Frequency

	Facebook	Twitter	Instagram	Pinterest	LinkedIn	YouTube	Snapchat	Tumblr
<b>1-3</b>	20	15	23	27	68	49	26	16
<b>3-5</b>	23	5	15	5	9	23	30	1
<b>&gt;5</b>	59	3	53	4	5	16	27	0
<b>Every hour</b>	44	2	43	36	0	2	28	1
<b>Total</b>	146	25	134	114	82	90	111	18

Table 13.17. Cross Tabulation Age + Consumers' Perception "Identification"

		15-17	18-20	21-22	23-25	Total
<b>Pantene</b>	1	7	9	37	20	73
	2	0	4	19	16	39
	3	2	3	17	7	29
	4	0	0	2	1	3
	5	0	0	0	1	1
	6	0	0	0	0	0
<b>L'Oréal</b>	1	1	3	17	13	34
	2	3	1	13	12	29
	3	0	0	13	2	15
	4	0	0	2	2	4
	5	0	0	2	1	3
	6	0	0	0	0	0
<b>Garnier</b>	1	3	6	18	9	36
	2	1	4	21	15	41
	3	3	2	19	12	36
	4	0	0	8	2	10
	5	0	0	1	0	1
	6	0	0	0	0	0
<b>Herbal Essences</b>	1	1	6	14	9	30
	2	2	3	12	12	29
	3	2	3	15	10	30
	4	1	0	12	4	17
	5	0	0	2	0	2
	6	0	0	0	0	0
<b>TRESemmé</b>	1	0	1	9	4	14
	2	0	1	5	3	9
	3	1	0	3	4	8
	4	0	0	1	0	1
	5	0	0	1	3	4
	6	0	0	0	0	0
<b>Schwarzkopf</b>	1	0	1	3	3	7
	2	0	2	1	1	4
	3	0	0	4	1	5
	4	0	0	0	2	2
	5	0	0	0	1	1
	6	0	0	0	1	1

Table 13.18. What do you usually do on these social media channels? Frequency

	Follow Celebrities	Socialize with Friends	Read News	Search Employment	Search Brands/Promotions
<b>Facebook</b>	49	139	107	18	50
<b>Twitter</b>	16	4	16	1	5
<b>Instagram</b>	112	86	10	3	41
<b>Pinterest</b>	10	6	5	2	22
<b>LinkedIn</b>	2	6	30	76	4
<b>YouTube</b>	52	16	17	3	31
<b>Snapchat</b>	39	106	6	2	3
<b>Tumbr</b>	6	8	7	1	2
<b>Total</b>	286	371	198	106	158

Table 13.19. Cross Tabulation Age + Consumers' Perception "Social Media Active"

		15-17	18-20	21-22	23-25	Total
<b>Pantene</b>	1	5	5	41	24	75
	2	2	2	17	8	29
	3	2	8	15	10	35
	4	0	0	2	2	4
	5	0	1	0	1	2
	6	0	0	0	0	0
<b>L'Oréal</b>	1	3	1	28	18	50
	2	1	0	9	8	18
	3	0	3	8	3	14
	4	0	0	1	1	2
	5	0	0	1	0	1
	6	0	0	0	0	0
<b>Garnier</b>	1	3	3	17	12	35
	2	0	3	20	16	39
	3	3	6	19	8	36
	4	1	0	8	1	10
	5	0	0	2	1	3
	6	0	0	0	0	0
<b>Herbal Essences</b>	1	2	4	12	9	27
	2	1	2	16	9	28
	3	2	6	15	12	35
	4	1	0	8	4	13
	5	0	0	4	0	4
	6	0	0	0	1	1
<b>TREsemmé</b>	1	0	1	7	3	11
	2	0	1	9	6	15
	3	1	1	1	0	3
	4	0	0	2	3	5
	5	0	0	1	1	2
	6	0	0	0	1	1
<b>Schwarzkopf</b>	1	0	0	3	0	3
	2	0	1	1	4	6
	3	0	2	4	1	7
	4	0	0	0	0	0
	5	0	0	0	3	3
	6	0	0	0	1	1

Table 13.20. In which social media channels are you more likely to follow Pantene?

	N	Minimum	Maximum	Sum	Mean	Standard Deviation
Facebook	146	,00	100,00	8246,00	56,4795	29,06265
Twitter	25	,00	70,00	254,00	10,1600	14,87358
Instagram	134	,00	89,00	3592,00	26,8060	23,97664
Pinterest	36	,00	50,00	245,00	6,8056	11,62465
LinkedIn	82	,00	79,00	807,00	9,8415	17,42318
YouTube	90	,00	63,00	928,00	10,3111	15,84805
Snapchat	111	,00	30,00	453,00	4,0811	7,17335
Tumblr	18	,00	59,00	75,00	4,1667	13,89139
Other	1	,00	,00	,00	,0000	.
N valid (listwise)	0					

Table 13.21. Cross Tabulation Age + Consumers' Perception "Social Responsible

		15-17	18-20	21-22	23-25	Total
<b>Pantene</b>	1	6	4	16	7	33
	2	2	3	33	23	61
	3	1	9	21	11	42
	4	0	0	4	2	6
	5	0	1	1	2	3
	6	0	0	0	0	0
<b>L'Oréal</b>	1	0	0	12	9	21
	2	4	2	18	12	36
	3	0	2	16	6	24
	4	0	0	1	3	4
	5	0	0	0	0	0
	6	0	0	0	0	0
<b>Garnier</b>	1	1	2	10	5	18
	2	2	4	27	24	57
	3	4	6	25	8	43
	4	0	0	4	0	4
	5	0	0	1	1	2
	6	0	0	0	0	0
<b>Herbal Essences</b>	1	1	2	7	8	18
	2	2	2	21	16	41
	3	2	8	18	7	35
	4	1	0	6	3	10
	5	0	0	3	0	3
	6	0	0	0	1	1
<b>TRESemmé</b>	1	0	1	3	2	6
	2	0	0	5	6	11
	3	1	1	5	2	9
	4	0	0	5	2	7
	5	0	0	1	2	3
	6	0	0	0	0	0
<b>Schwarzkopf</b>	1	0	1	0	0	1
	2	0	1	4	4	9
	3	0	1	4	1	6
	4	0	0	0	1	1
	5	0	0	0	1	1
	6	0	0	0	2	2

Table 13.22. Which characteristics do you associate the most with Pantene? (Distribute points)

	N	Minimum	Maximum	Sum	Mean	Standard Deviation
<b>Modern</b>	146	3,00	100,00	<b>8991,00</b>	<b>61,5822</b>	24,70202
<b>Feminist</b>	146	,00	100,00	<b>9280,00</b>	<b>63,5616</b>	29,38472
<b>Irreverent</b>	146	,00	100,00	<b>5535,00</b>	<b>37,9110</b>	27,21889
<b>Friendly</b>	146	,00	100,00	<b>7664,00</b>	<b>52,4932</b>	25,44101
<b>Smart</b>	146	,00	100,00	<b>6954,00</b>	<b>47,6301</b>	25,28759
<b>Sophisticated</b>	146	,00	100,00	<b>7805,00</b>	<b>53,4589</b>	25,95384
<b>Socially Active</b>	146	,00	100,00	<b>7928,00</b>	<b>54,3014</b>	30,02697
<b>Socially responsible</b>	146	,00	100,00	<b>5505,00</b>	<b>37,7055</b>	26,17189
<b>Powerful</b>	146	,00	100,00	<b>8573,00</b>	<b>58,7192</b>	29,69215
<b>Confident</b>	146	,00	100,00	<b>9855,00</b>	<b>67,5000</b>	28,30676
N valid (listwise)	146					



Table 13.23. What would you like to see on Pantene's social media? (Distribute 100 points)

	N	Minimum	Maximum	Sum	Mean	Standard Deviation
Information about Promotions	144	,00	100,00	<b>2636,00</b>	18,3056	18,13904
The brand asking consumer's feedback on a new product, distribution channels	145	,00	100,00	<b>1895,00</b>	13,0690	13,55065
Tutorials on tips/ideas/techniques on how to use the product on different occasions	146	,00	100,00	<b>3294,00</b>	22,5616	18,18714
Behind the scenes on a celebrities advertisement	146	,00	50,00	<b>1061,00</b>	7,2671	8,98143
Promote meets and greets with the brand and celebrity	145	,00	25,00	<b>611,00</b>	4,2138	6,28069
Try-outs of products not yet on the market	145	,00	50,00	<b>1572,00</b>	10,8414	9,98379
Supporting/donating to social responsible initiatives (Real hair wigs for cancer patients)	146	,00	100,00	<b>2127,00</b>	14,5685	18,41173
Testing Pantene's products vs a competitor's one	146	,00	60,00	<b>1404,00</b>	9,6164	10,98981

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## 9. LIST OF FOOTNOTES

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<sup>1</sup> Mostly, through social media.

<sup>2</sup> Facebook, Twitter, Instagram, Pinterest, Snapchat, Tumblr, YouTube, LinkedIn (just to name a few)

<sup>3</sup> Examples of social media activities are *sharing, commenting, viewing, liking*

<sup>4</sup> In *Social Dollars: The Economic Impact of Customer Participation in a Firm-Sponsored Online Customer Community*

<sup>5</sup> Source: *Data Monitor – Pantene Case Study*

<sup>6</sup> Accenture report: *Who are the Millennial shoppers? And what do they really want?*

<sup>7</sup> Throughout this dissertation, when addressing medicinal brands, these are not equivalent to pharmaceutical brands. Examples of medicinal brands are Neutrogena and Aveda.

<sup>8</sup> Data retrieved from <http://fortune.com/2013/02/08/can-procter-gamble-ceo-bob-mcdonald-hang-on/>

<sup>9</sup> Examples of these are Mischa Barton, Leighton Meester, Nicole Scherzinger.

<sup>10</sup> Examples of TRESemmé's ad are in Appendix 3.

<sup>11</sup> Examples of these are Saks Fifth Avenue, Waldorf Astoria and Henri Bendel.

<sup>12</sup> Examples of the original and the current lids are displayed on Appendix \_\_.

<sup>13</sup> Appendix\_\_

<sup>14</sup> The V in Pro-V stands for Vitamin.

<sup>15</sup> Appendix\_\_ provides an example of Courteney Cox Age Defying Campaign.

<sup>16</sup> Appendix\_\_

<sup>17</sup> Appendix\_\_ illustrates the *Strong is Beautiful* Campaign

<sup>18</sup> Chiara's most recent campaign (2016) is displayed in appendix\_\_.

<sup>19</sup> An example of Pantene's Pinterest content is illustrated in Appendix\_\_

<sup>20</sup> Appendices \_\_ and \_\_ clarify the example presented.



<sup>21</sup> Brands that started to be distributed only in hair salons, for the use of hairdressers only.

<sup>22</sup> Using Qualtrics Software

<sup>23</sup> In this question, respondents were asked to attribute points to each brand (1-Completely Agree), in order to compare consumers' perceptions of each brand in each area. Therefore, lower bars are equivalent to a higher rank (better perception). Hence, the lowest bar represents the company most consumers perceive as the most affordable, for example, as what is represented in the graph is the average of points.

<sup>24</sup> Respondents were asked to rank personalities whose advice they valued the most. For that reason, the lowest average of sum points indicates the personality considered as the most trustworthy.

<sup>25</sup> In this respective order.

<sup>26</sup> Appendix \_\_\_\_

<sup>27</sup> Since, currently, only L'Oréal has a Snapchat account, whose content is used mostly on special occasions (for example, during the Cannes Film Festival 2016, which L'Oréal was one of the main sponsors).

<sup>28</sup> This recommendation is given, just for the sake of an example, as they are currently two of the loudest voices fighting for gender equality and women's rights.

<sup>29</sup> The best example would be Dove Campaign for Real Beauty.