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UNIVERSITE D'ANGERS

Faculté des Lettres, Langues et Sciences Humaines

MEMOIRE

MASTER 1 DE LANGUES ETRANGERES APPLIQUEES

« How has France become global leader in the cosmetics market? »

Director: Monsieur John CASSINI

Academic year: 2014-2015

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Acknowledgments

I would like to thank all the persons that had the kindness of helping me in the realisation of this work.

I would like to give a special mention to my essay director Mister CASSINI. Thanks to his advices, his support, his research orientations and his sympathy, he helped me achieving this work.

I would also like to thank my friends Joseph Brian O'Connor, Mel O'Brien and Francesco d'Angio who helped me a lot with the correction and the revision of this essay.

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Introduction

The cosmetic industry is one of the most important industries in France. Therefore, it is important to explain its functioning and its origins in order to better understand the market of the French cosmetics industry.

After a lot of time thinking about a subject that could be related to one or several courses of this first year of Master's Degree in International Trade, I was finally able to find one that was also related to my first internship. For a month and a half, I was an intern in a dermo-cosmetics company based in Malta. As the company's products are produced in France, I thought it would be a good idea to write this essay about French cosmetic products in the international cosmetics market. As we had several classes concerning the markets of different cultures and countries, it was important to choose a subject that could be interesting for a student in a Master's Degree related to International Trade.

That's why I chose this question:

« How has France become global leader in the cosmetics market? »

In the first part of this essay, I will first describe the historical heritage of France concerning the use of cosmetics, their production, the meaning of this use and their close connection with the French luxury. The historical heritage is the key to understand the success of the French cosmetics all around the world nowadays. Then the question is to define the word 'cosmetic' and to know exactly what type of products are included in this term. Thereafter, I will simply analyse the place of the cosmetic branch in the French economy, what it represents in terms of figures and the main actors in this sector.

In the second part, I will try to explain how the image of France, seen from an international perspective, can be so important for the sales of made in France cosmetics and how foreign consumers contribute to the development of this image. Also, I'll

demonstrate that the French culture and the French patrimony have an important role in the making of this image. The final part of my essay will deal with France's place within the international cosmetics market. I will analyse the different targets of the French cosmetics' brands throughout the world, as well as their competitors and the potential perspectives of this sector globally.

Concerning my research for this essay, I generally use websites, as books related to the French cosmetic market are extremely rare and hard to find in Malta. Unfortunately, books about this topic were not numerous and were not as detailed as I previously expected. Of course I found some books and I was able to draw some information, mostly historical. Although, concerning the French cosmetics market itself, it was more complicated as there were no books that were particularly interesting concerning the French and the international cosmetics market. That is why I had to look for information on reliable websites.

I - Understanding French Cosmetics

a. History¹

1. Ancient civilisations & Antiquity

Cosmetics have been present since the beginning of the Human era. Indeed, during the Prehistoric period, men used mineral ingredients for body painting. Then, during Antiquity, men used cosmetics for spiritual, magical or medicinal purposes. We can also look at the Egyptian people using perfumes and oils during funerals and mummification. Cosmetics are originally from the Orient and were brought to Europe when the men returned after the first crusade.

2. From the Medieval Ages until the 18th century

The Middle Ages represent the beginning of the quest for the ideal woman. Cosmetics were not frequently used then. Religion, particularly the Christian religion, forbade make-up since its role is to modify the original creation of God. That's why women preferred to use natural products to be close to the ideal perception of a woman: cucumber juice against freckles, skin of sour milk on pimples ... In Medieval times, the ideal woman had her skin and teeth as pale as lilies and her cheeks as red as roses. This image of the ideal woman lasted until the XVIII century.

During the Renaissance, women and men used more and more make-up such as white lead to whiten their skin but also blue make-up to emphasize the colour of their veins. However, most of the make-up produced at this time contained dangerous and even deadly products such as aforementioned lead, or mercury sulphide. During the XVIII century, Marie-Antoinette promoted the tendency of natural beauty where fake pallor is no longer fashionable. Make-up was also a mark of social status. For example, bourgeois women put light red on their cheeks whereas courtesans chose a more noticeable red.

Perfumes were generally a privilege; they were expensive and only the richest could afford to buy perfume. They were essentially used to overcome the lack of hygiene at the time. Under the reign of Louis XV, the use of perfume was so important and intense that

¹ TARDY Martine, 'Histoire du Maquillage' Dangles editions, 2012 p.17, 19, 107-117

the French court of Versailles was nicknamed the 'perfumed court' throughout Europe¹. Also, with the discovery of America along with other countries by the great explorers, meant that new scents were exported to Europe such as vanilla, cardamom, cocoa or pepper. In order to mask unpleasant smells, people preferred heady scents like musk or jasmine.²

3. Change in the use of cosmetics : from the 19th to nowadays

3.1. The Industrial Revolution

With the arrival of the Industrial Revolution, the production of make-up and cosmetics was changed forever. The British were leaders in the creation and production of perfumes at the beginning of the 19th century. With the French Revolution and the association that French people made between perfumes and the French royal court, the use of perfumes dropped in France at the end of the 18th century. As a consequence, the British had an easier access to raw materials. That is why many French perfumers went to study in England.

However in the 1820s, France became the leader in the market of cosmetics thanks to innovative machines and new ways of production. Cosmetics production was transformed thanks to machines like extractors, refrigerants or mixers^{3,4}. There was a huge industrialisation in the fabrication of cosmetics and with the discoveries in the fields of physics and chemistry, such as the creation of synthetic molecules, perfumers had the privilege to use more and more scents, natural or synthetic. Synthetic molecules permitted French perfumers to have access to a large range of scents, sometimes rare essences such as pink berry or myrrh⁵. However, during the 19th century, the dangerous products were still used in formulas.

3.2. The 20th century

One important social fact was that at this time women did not have to follow one type of ideal woman anymore, because make-up and cosmetics became more personalised. Also, in the 1910s for example, women fought for their liberties and rights. For example in

¹ LE GUERER Annick, 'Les parfums à Versailles aux XVII^e et XVIII^e siècles. Approche épistémologique', Odeurs et Parfums, Comité des Travaux Historiques et Scientifiques Editions, Paris, 1999, p.2

² Consulted on 30/05/2015: <http://www.parfumssetsenteurs.fr/parfums-et-senteurs/histoire-du-parfum/>

³ Annexe 1, p.46

⁴ Consulted on 30/05/2015: <http://www.biusante.parisdescartes.fr/cosmeto/fr/04-08.htm>

⁵ Consulted on 30/05/2015: <http://www.parfumssetsenteurs.fr/parfums-et-senteurs/histoire-du-parfum/>

the USA for the right to vote and during marches, women protested for their independence while wearing bright red lipsticks. The democratisation of make-up was a way to become more independent and was a symbol of women's freedom.

At the beginning of the 20th century, perfumes were seen as very luxurious products. Furthermore, great perfumers worked with talented glassmakers to create the most beautiful perfume bottles. For example, the famous flask 'The Bee Bottle'¹ was created for Guerlain and his 'Eau de cologne Impériale' as a gift for Princess Eugenia in 1853. The glass was transformed by the glassmaker Pochet & du Courval and was decorated with 69 golden bees which were the symbol of the Second Empire.² But during the 20th century, perfumes became cheaper and more accessible to the majority of people as they were mass-produced.

The 20th century was also the beginning of the plastic packaging. Before the rise of the petrochemical industry in the 1950s, cosmetics packaging was made of ivory, exotic woods and even bone which made it more expensive to produce than plastic packaging. Moreover, plastic packaging offers a better conservation of products and they also guarantee a better profitability for the industry.

The 20th century was a turning point in the history of cosmetics. Firstly, the product formulas were improved thanks to the chemical industry. For example, glycerine, discovered by the French chemist Chevreul at the very end of the 19th century, was added to creams in order to prevent the dryness of the skin as it is an excellent moisturising agent³. Furthermore, with the medical improvements and regulations, cosmetic products became healthier and more effective with the prohibition of deadly products such as lead.

During World War II (WWII), these types of products (glycerine, soaps, etc ...) were rare and the chemical industry had to look for substitute ingredients. A committee was even created during WWII in 1941, The Perfumery and Business Organisation Committee. Its missions were to control and to look for solutions as they were faced with the shortage of raw materials. As a result, thanks to their research, French chemists discovered that some plants or seaweeds combined with talc or clay could also be used in different cosmetic products. Natural raw materials being also difficult to find in these

¹ Annexe 2, p.47

² Consulted on 28/05/2015: <http://www.guerlain.com/uk/en-uk/guerlain-explorer/iconic-creations/eau-de-cologne-imperiale>

³ Consulted on 30/05/2015 : <http://www.biusante.parisdescartes.fr/cosmeto/fr/04-06.htm>

times, new research was done and led to the discovery of different and more stable compounds for formulas.¹

3.3.Publicity and marketing : another image of cosmetics

In the late 1920s, advertisements began to sing the praises of cosmetics (first in magazines, then on the radio and later with the TV) by promising women that make-up would make their life happier. Marketing and publicity gave a positive message to women about cosmetics. Advertisements promoted new products but they also informed women of new habits, on how to use each specific product. With sanitary improvements, cosmetics soon expanded to skincare products. Indeed, biology entered into the cosmetic production with *in vitro* tests, or tests on animals in order to detect and to avoid intolerance effects. Famous women such as Helena Rubinstein or Elizabeth Arden were the pioneers of skin care.

Physical appearance and the physical presentation became more important with the development of social life such as the urbanisation of the population or the development of the service industry. Indeed, with the different media, cosmetic brands send an image that people tend to follow. There are now standards like having a clean and flawless skin and people had to uphold a certain image. A well-dressed woman, with a bit of make-up and a clean appearance sends a positive and serious image to the person in front of her whereas a women without make-up, who seems not to take care about her appearance, her skin or her outfit sends a negative image, of an unkempt person. Nowadays, for any type of job or social meeting, a person has to send a positive and clean image in order to show credibility and seriousness.

Today, there is a large and diverse market for skincare products (skin care for oily or dry skin, for sensitive skin, anti-aging creams ...) and make-up (ethnic make-up for example). Cosmetics are no longer used to reflect the social status but now, they have a role in seduction. Women wear cosmetics and make-up to charm and to appeal to the opposite sex, but also to feel more beautiful and feminine.

Even if cosmetics are still not a habit for men, cosmetic brands are massively developing men's cosmetics product lines.

¹ Consulted on 30/05/2015 : <http://www.biusante.parisdescartes.fr/cosmeto/fr/05-02.htm>

4. French Luxury & French cosmetics

4.1. Guerlain¹

France is known for the quality and the luxury of its cosmetics around the world. During the 17th and 18th century, France was at its height in the production of perfumes and acquired a certain prestige for luxurious cosmetic products at this time. Antoine Laurent de Lavoisier, a French chemist, economist and philosopher, was the precursor of modern chemistry and helped in the improvement of French cosmetics.

Several famous cosmetic brands helped develop this reputation. Guerlain was created in 1828 by Pierre-François-Pascal Guerlain. Guerlain quickly became a house essentially dedicated to beauty, thanks to the creator's talent. The little boutique in the rue de Rivoli in Paris became the place to buy high-quality luxury cosmetics. Soon, Guerlain's reputation spread all over the world and to the royal courts of Europe. After creating 'The Imperial Eau de Cologne' especially for Empress Eugenia, Napoleon III's wife, Guerlain became the appointed perfumer of European courts (Queen Victoria of England or Queen Isabel of Spain).

Jacques Guerlain's friends were all artists or stars and he created special perfumes for them. For example, he created the perfume 'Sous le vent' for his friend Joséphine Baker, a famous actress and dancer.

Guerlain was also a precursor in make-up. All of his creations were huge successes and luxurious symbols of the House such as 'La Poudre C'est Moi' launched in 1925² or the famous 'Rouge Automatique'³ later in 1936, known as the first modern lipstick due to its ingenious rotary system.

In 1914, Jacques Guerlain, Pierre-François's grandson, decided to add a new address to the House and bought a building in the 68 avenue des Champs-Élysées in Paris.

¹ Consulted on 17/05/2015 : <http://www.guerlain.com/fr/fr-fr/patrimoine>

² Annexe 3, p.48

³ Annexe 4, p.48

His new shop was designed by the architect who built the prestigious Ritz Hotel, Charles M  w  s. Jacques Guerlain also opened the first beauty institute of the world in 1939 at this address. It gave Guerlain a sumptuous image and reputation. The house became one of the symbols of French elegance and luxury.

Then thanks to Jacques' grandson Jean-Paul and his brilliant creations such as 'Vetiver' for men or 'Samsara', and now with Thierry Wasser, Guerlain's 'nose', the House is part of the most luxurious cosmetic brands in France.

4.2. Prestigious French 'Maisons de Haute Couture'

Especially during the 21st century, French luxury brands developed cosmetic lines. In competition with American famous women such as Helena Rubinstein or Elizabeth Arden, French luxury brands like Chanel, Dior, Givenchy and so on gained in power by creating skincare and make-up lines thanks to the French savoir-faire heritage, when originally they were known for being famous 'maisons de haute couture'. Make-up or perfumes can enhance clothes or be complementary to clothes. The maisons' inspirations for make-up and perfumes generally come from their fashion creations.

In the case of the Dior House, make-up and perfumes are simply an extension of their fashion collections. Colours are inspired by seasons and by the different haute-couture creations.¹

For Chanel in 1921, the famous perfume Chanel N  5 made by Ernest Beaux, was the desire of Gabrielle Chanel to create a perfume reflected by her clothing line. It had to be feminine, and had to represent an independent and strong woman.² Chanel N  5 was for a long the most sold perfume in the world.

b. Description of cosmetics

1. Definition of cosmetic

Cosmetics are non-medicinal substances applied on the skin, mucus membranes or teeth in order to clean them, protect them or modify their aspect and/or their smell. They're constituted by an excipient and active principles.³

¹ Consulted on 30/05/2015 : http://www.dior.com/couture/fr_fr/la-maison-dior/les-metiers/maquillage

² Consulted on 30/05/2015: <http://inside.chanel.com/fr/no5/video>

³ Definition by 'Code de la Sant   publique, article L.5131-1'

2. Cosmetics: 3 categories¹

2.1. Fragrances:

Women's fragrances	
Women's fragrances	Eau de Toilette, Eau de parfum, perfume, Cologne, all other liquids
Women's Ancillaries	Lotion/crème, deodorant/antiperspirant, bath/shower, body spray, soap, powder/talc, hair, all other ancillaries
Men's Fragrances	
Men's fragrances	Eau de Toilette, Eau de parfum, perfume, Cologne, all other liquids, after-shave
Men's Ancillaries	Lotion/crème, deodorant/antiperspirant, bath/shower, body spray, shave, soap, powder/talc, hair, all other ancillaries
Children's Fragrances	
Children's fragrances	Eau de Toilette, Eau de parfum, Cologne, all other liquids
Children's Ancillaries	Lotion/crème, bath/shower, body spray, all other ancillaries

2.2. Make-up:

Face	Foundation, blush, powder, concealer, face applicator, all other face products
Eye	Mascara, eye shadow, eye liner, eye pencils, eye brow, eye applicators, all other eye products
Lip	Lip colour, lip liner, lip gloss, lip applicators, all other lip
Nail	Colour enamel, base coats/top coats, nail care

¹ Consulted on 10/05/2015: <https://www.npd.com/lps/pdf/DataCategory-European-Beauty.pdf>

2.3. Skincare:

Women's skincare	
Women's Face products	Anti-ageing, moisturiser, matifying, eye treatment, face cleanser/make-up remover, eye cleansers/make-up remover, lotion/tonic, mask, exfoliator, lip balm, acne treatment, all other face products
Women's Body products	Body moisturisers, body firming, anticellulite, body exfoliator, specific zones, body spray, all other body products
Women's Sun products	Face in-sun, body in-sun, self-tanners, after sun, all other sun products
Women's Hygiene products	Deodorant, body cleanser
Women's Hair products	Conditioner, hair styling products, dying hair products, hair and scalp treatments, all other hair products
Men's skincare	
Men's Face products	Anti-ageing, moisturiser, matifying, eye treatment, face cleanser, lotion/tonic, mask, exfoliator, lip balm, acne treatment, treatment shave , all other face products
Men's Body products	Body moisturisers, body firming, anticellulite, body exfoliator, specific zones, body spray, all other body products
Men's Sun products	Body in-sun, self-tanners
Men's Hygiene products	Deodorant, body cleanser
Men's Hair products	Hair styling products, dying hair products, hair and scalp treatments, all other hair products

c. Size of the cosmetics branch in France

1. Figures : the cosmetic industry and the French economy

According to its trade balance, the cosmetics market is the 4th largest sector in the French economy and this market is continuing to grow. Indeed, in 2010, the cosmetic market achieved a growth of 3% compared to the previous year. Perfumes represent the biggest part of the market's income: 65%, followed by skincare and finally make-up. Each year, the cosmetic industry makes a total turnover of approximately €25 billion¹. L'Oréal (LVMH group) is still the leading brand in France with an income of €22.53 billion in 2014² (total sales in France and abroad). Also, 45,000 people work for the French cosmetic industry which represents about 0.27% of the total employment in France.

The Christmas season is a key point in cosmetic sales because it represents a quarter of the total sales of the year, well ahead of either Valentine's Day or Mother's Day.

1.1. Analysis on the total sales of cosmetics in France in 2012³

Because of the economic difficulties that occurred in 2008, the consumers tended to buy mid-range products instead of top of the range products. Despite the crisis, the growth concerning sales on beauty and hygiene products was the same in 2012 as in 2011. The L'Oréal group represents almost 25% of the total sales of cosmetics in 2012 in France.

The growth has also been supported thanks to certain categories of products like BB creams or nail polish, but also thanks to natural cosmetic brands. Some smaller brands such as Caudalie or Nuxe are the big winners of the year 2012 thanks to the new tendency of natural skincare products. Consumers are more and more attracted by natural techniques and by organic products which are supposed to be healthier and more efficient. That is why consumers tend to buy these kind of products.

Also, as the population travels more easily and more often, cosmetics brands have to develop cosmetics in small format to meet the big demand of the consumers on those kind of products. 'Nomadic' products reached great success in 2012, especially for the

¹ COSMETIC VALLEY, Chiffres clés, <http://www.cosmetic-valley.com/page/presentation/chiffres-cles/> [10/05/2015]

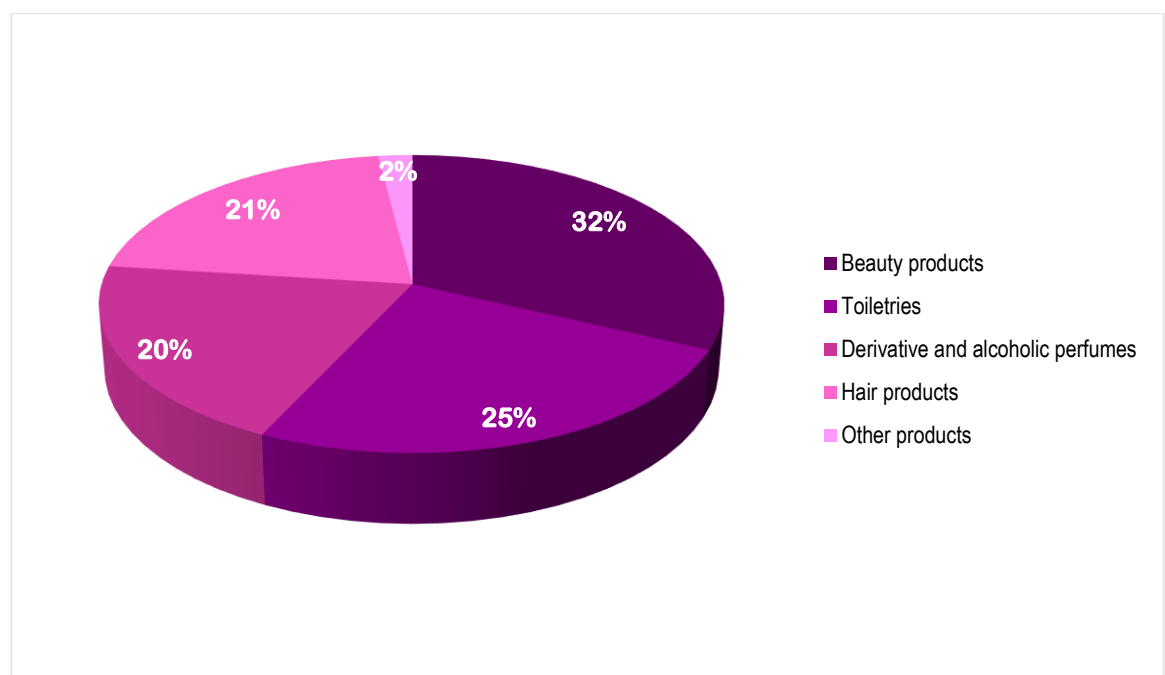
² L'OREAL FINANCE, annual report 2014, http://www.loreal-finance.com/docs/pdf/rapport-annuel/2014/LOREAL_Rapport_Activite_2014_FR.pdf

³ Source : EUROMONITOR, conclusions on the total sales of cosmetics in France in 2012

urban population as they're asked to travel more often for work for example due to the globalisation of jobs. Time is money, so even if people want to take care of their body and skin, they have to do it quickly. That's why some brands also developed simple products. Moisturising creams to use directly under the shower or simple use toothpaste, are only some examples of these new kind of products.

Due to low prices and convenience, more and more people buy their hygiene and cosmetic products on the Internet. Internet is also a great way for cosmetic brands to generate publicity. Indeed, as most people now are using the Internet and social networks, cosmetic brands are also using them as a way of promoting their new products and their innovation. This permits the consumers to be directly informed when something new comes out and they can easily reach the brands' websites to buy instantly on the Internet.

1.2. Distribution of the cosmetics sector's turnover in France in 2013¹



2. Details on Buyers and Sellers

2.1. Sellers

¹ From FEBEA - Source : 2013 : Grande distribution : Panel Nielsen – CA TTC sortie de caisses - Pharmacie : Panel IMS, CA TTC sortie de caisses - Parfumerie sélective : Panel NPD – Coiffeur : Repère Beauty, CA sortie usines, retraité en équivalent CA TTC sortie de caisses)

In order to increase their sales, cosmetic brands also need to focus on their distribution channels and they have to choose the most appropriate one.

56.1% of cosmetics in France are sold by large retailers (supermarkets, shopping centres, department stores...) and 25.7% are sold in specialised cosmetics channels (Sephora, Nocibé, Marionnaud...). The total sales of cosmetics in those specialised outlets generated €2.830 billion in 2012 in France, with a small decrease of 0.9% compared to the previous year¹. Only 10.2% are sold in pharmacies because generally, the price is higher in pharmacies than in retail stores and finally, the remaining 8% represents direct sales in the brands' websites and shops.

2.2. Buyers²

Each French resident spends an average of €160 on cosmetic products per year. Each day, they buy an average of 525,000 shampoos, 309,000 specific skincare products and 157,000 perfumes. French consumption of cosmetics is the 4th highest consumption of the market in the world, after the USA, Japan and Brazil.³

Consumers tend to buy only shampoos, soap or toothpaste in retail stores because they don't have the same level of quality requirements as other cosmetics. They usually buy make-up, hair products or perfumes (mid-range to top of the range products) at specialised outlets like Sephora for example.

When consumers have more specific needs concerning allergies or sensitive skins, they require high-quality products and prefer to buy in pharmacies where they can obtain direct advice from health professionals.

II - The influence of French culture on the sales of French cosmetics abroad

a. France as a brand image

1. France's savoir-faire

¹ Source : NPD Group

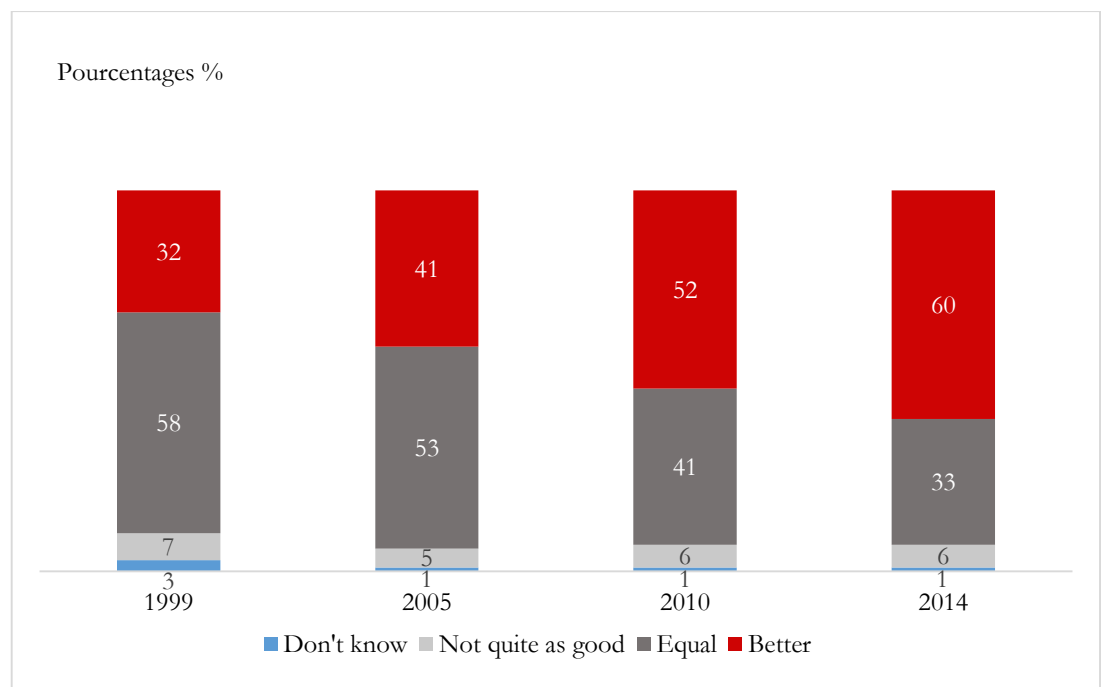
² Source : Centreco from FEBEA / Ubifrance

³ Source : INSEE (2006)

For most people in the world, a “made in France” product means a very good quality product, thanks to France’s talented craftsmen and savoir-faire heritage. For example, L’Oréal Luxe has based 70% of its production in France.¹ However the price of French products is generally higher than products that are made in non-European countries and despite the crisis, one consumer in two would rather buy French products than products made in other countries.

The quality of products is one of the most important criteria for a buyer and generally it makes all the difference. It is one essential element in competitiveness. The success of French cosmetics and French luxurious products is due to a combination of quality (of products and services), of great creativity and innovation and of a strong image. Innovative products in cosmetics, especially in make-up and skincare products, can send a very positive and modern image to one brand and improve its reputation as well.²

“How would you rate the quality of products made in France compared to products made in non-European countries?”³



¹ Consulted on 17/5/2015: <http://www.loreal.fr/beauty-in-luxe-made-in-france/un-modele-industriel-adapte-aux-exigences-du-luxe/specialisation-et-complementarite-des-trois-sites.aspx>

² Annexe 5, p.49

³ CREDOC, « Conditions de vie et aspirations » survey 1997, 1999, 2005 and 2014 ; CREDOC, « Image de l'industrie » survey, September 2010 : <http://www.credoc.fr/pdf/Rapp/R315.pdf> p.7

1.1. Cosmetic Valley

Created in 1994, Cosmetic Valley is a group that represents more than 100 companies in the sector of cosmetics and perfumes. Located in the French department of Eure-et-Loir near Paris, Cosmetic Valley is recognised internationally as a major competitor in the field. Their aim is to help cosmetics and perfume companies in their development in France and abroad and to promote French savoir-faire around the world.

The group helps these companies by creating projects such as Research & Development projects, Export projects, Sustainable Development projects, and so forth. They are the first international resource centre in this sector. Cosmetic Valley gathers about 800 companies, mainly Small and medium size Businesses (SMB) but also historical brands such as L'Oréal, Guerlain and Dior. They also provide more than 70, 000 jobs and have a combined turnover of €18 billion.¹

Widely promoted during international fairs and conferences in China or in Dubai for example, the “made in France” label has always been a symbol of quality for Cosmetic Valley. Their priority now is to continue to develop the sector and to obtain the prestigious distinction of ‘international competitiveness place’.

1.2. Grasse : the bastion of perfumers

At the beginning of the 20th century, Grasse was only a tourist destination that may be compared to Nice or Cannes nowadays. Lots of villas with sumptuous gardens were built and soon, Grasse was appreciated for its wonderful landscapes and natural scents.

However, before being famous for perfumes, Grasse was very successful in the industry of tannery. As Grasse is located near the Alps, it was easy to get all types of animal skins from different farms. Furthermore, with the arrival of Catherine de Medici in France in the 16th century, a new trade appeared, the one of the glover-perfumer. This job required very specific skills in the field of scents and skins². First, the skins had to be tanned and only then, they could be perfumed with oils, spices and flower extracts. Italian and Spanish

¹ Source (both consulted on 10/05/2015) :

- <http://www.france.fr/entreprendre-et-reussir-en-france/cosmetic-valley-premier-reseau-mondial-de-la-parfumerie-cosmetique.html>

- <http://www.cosmetic-valley.com/page/presentation/>

² Consulted on 30/05/2015:

<http://www.patrimoinevivantdelafrance.fr/index.php?mact=News,cntnt01,detail,0&cntnt01articleid=6&cntnt01returnid=26>

glover-perfumers were leaders in this production for a long time, but France took the number one rank in the 17th century¹. In that time, the tradition was to put perfume on gloves and women wore them every single day as a sign of elegance.

As Grasse has the perfect climate to grow many garden and field flowers and because there was a too high tax level on tannery, little by little the perfume industry took an important place in Grasse's economy. The city almost had a monopoly on the raw materials for perfumes and on the industry of perfumes itself.²

Grasse even counts a school that trains future perfumers like the Grass Institute or Perfumery (GIP). Most of the luxury perfume brand 'noses' are French. A 'nose' is the person who creates scents and perfumes. Pierre-François Guerlain, Jacques Guerlain, Jean-Paul Guerlain (and now Thierry Wasser) were in charge of creating the perfumes of the Guerlain House. Ernest Beaux (creator of the great Chanel N°5), Jacques and Olivier Polge, Olivier Cresp and Francis Kurkdjian are all successful French perfumers with brilliant creations: Coco Mademoiselle (Chanel), Le Mâle (Jean-Paul Gauthier) and Nina (Nina Ricci).

1.3. Thermal centres and beauty salons³

There are about 8 000 beauty salons in France, and most of them are SMB that generally employ 2 persons. Also, more than 5 000 beauty salons open every year in France as the market is considerably becoming more accessible.⁴

With 108 thermal centres, France is a professional in terms of thermal therapies. There are several types of thermal therapy from the rheumatology therapies to the dermatological ones. Also in France, there are approximately 700 springs and spas renowned for their therapeutic properties. More than 500 000 people follow a therapy each year in France.

The most noticeable thermal centres for skincare therapies in France are Saint-Gervais-les-Bains, Avène, La Roche-Posay, and Uriage-les-Bains. The last three are also

¹ Consulted on 30/05/2015: http://www.maitre-parfumeur-et-gantier.com/nouvelle_boutique/cms.php?id_cms=11

² Consulted on 17/05/2015 : <http://www.museesdegrasse.com/histoire-de-la-parfumerie-0>

³ Consulted on 17/05/2015: <http://www.medecinethermale.fr/la-medecine-thermale/comprendre>

⁴ Consulted on 30/05/2015: http://www.lesmetiers.net/orientation/p1_196621/les-metiers-de-la-beaute-et-du-bien-etre?dossiercomplet=true

skincare brands, only sold in pharmacies, and they use the ‘Thermal Water of Avène/La Roche-Posay/Uriage’ in their formulas.

2. High-tech products

France is also known to be very refined concerning the quality of its cosmetics, their formulas and the power of its actions. The country counts many prestigious pharmaceutical laboratories such as ACM or Pierre Fabre, one of the leaders in the pharmaceutical industry. This laboratory owns famous skincare brands such as Avène, René Furterer or Klorane.¹

People from Asia, especially from South Korea and China, are particularly attentive to this kind of product and associated brands. They are specifically looking for high quality products but they’re also looking for good advice. They have a preference for skincare brands such as La Roche-Posay (LVMH group), Nuxe and Bioderma² as they are the most famous. When they visit France, they usually buy many French skincare products, generally up to 50% cheaper than in their country. In South Korea for example, the import tax rate on these types of products is very high. Luxury products are even overtaxed, from 10% to 100% of the value of the product; that is why French cosmetics in Korea are so expensive.³ In China, the import tax rate is 15% on average, but you also have to add the custom taxes which can go up to 50% for some products.^{4,5}

¹ Consulted on 17/05/2015: <http://www.pierre-fabre.com/fr/dermo-cosmetique>

² Consulted on 17/05/2015 : ROLLOT Catherine, Ma pharmacie est une attraction http://www.lemonde.fr/m-plan-b/article/2015/03/20/ma-pharmacie-est-une-attraction-touristique_4597728_4498071.html

³ Consulted on 02/06/2015 : <http://www.tresor.economie.gouv.fr/File/391237>

⁴ Consulted on 02/06/2015 : <http://www.planet-expert.com/fr/pays/chine/procedures-douanieres-a-l-import>

⁵ Consulted on 02/06/2015 : http://www.china.org.cn/china/Off_the_Wire/2015-05/27/content_35675643.htm

b. France and its luxury image

1. The Parisian Image¹

Internationally, France has always been seen as the ultimate country of luxury. Paris, capital of fashion and romance, is the centre of elegance, sophistication and luxury. Paris is the most visited city in the world with 47 million visitors in 2013². Besides the image of Paris, there is the image of the Parisian woman.

Far behind the cliché of the French person wearing a striped jersey, a beret with a baguette and a glass of red wine, the image of the Parisian woman is the ultimate image of the French woman: her habits and how she acts, what she wears and so on.

First of all, the Parisian woman does not always comes from Paris, 'being Parisian is not a civil status but an attitude'.³ The Parisian woman does not follow fashion tendencies. She is aware of the tendency, keeps an eye on it, but does not necessarily follow it. She is a classic woman but a bit rock n' roll as well because she does not hesitate to mix vintage and modern. She does not always follow the rules and this represents the style of a Parisian woman. She looks classy but it does not seem like she took a long time to get ready. The Parisian woman is dynamic, clever and creative but she also has a snob attitude sometimes. Finally, the Parisian woman refers to the image of luxury, luxury products, perfumes and clothes.

John Galliano, the famous British fashion designer, defines the Parisian woman as someone 'with a beautiful hair style and beautiful shoes'.

The French fashion specialist Loïc Prigent has his own definition of the Parisian woman: 'The Parisian woman is not defined by a pair of shoes, by heels, by a hair dye or a lipstick colour [...] Being Parisian is a style, a state of mind [...], she wears her Chanel handbag with such negligence [...] The Parisian woman likes fashion and she often complains about her city [...] Roughly speaking, the Parisian woman has every reason to be annoying, but she manages to present it as casualness, [...] a pretended careless appearance

¹ DE LA FRESSANGE Inès, GACHET Sophie, 'La Parisienne', Flammarion Edition, 2010, p.11-18

² Consulted on 02/06/2015: Le Monde.fr, 'Le Grand Paris reste la première destination touristique au monde', http://www.lemonde.fr/economie/article/2014/05/13/tourisme-le-grand-paris-reste-plus-visitee-londres-se-felicite-la-mairie_4416116_3234.html

³ Consulted on 02/06/2015 : VEYRETOU Émilie, Dans le sillage de la Parisienne <http://madame.lefigaro.fr/beaute/dans-sillage-de-parisienne-110412-228246>

which is not, [...] She knows that fashion works by season but her look does not change often'.¹

2. France : a rich and diverse patrimony

France and luxury are generally two words combined together. Indeed, famous luxury brands are part of the French patrimony such as fashion brands (Haute Couture) but also wines, gastronomy and the arts (architecture, paintings, sculptures) are also great characteristics of French culture.

2.1. Fashion industry

Concerning Haute Couture, French luxury fashion brands have their own history. Chanel, Dior, Yves Saint Laurent, Givenchy, Lancôme, Louis Vuitton and all the others have participated in the making of the luxury image of France.

Coco Chanel is one of the symbols of the French elegance and luxury and her story is quite unique. Gabrielle Chanel was born in 1883 in Saumur, near the city of Angers. Abandoned by her father and raised in an orphanage, she managed to build a fashion empire with her 'Maison de Haute Couture'. She permitted women to wear pants where previously only long dresses were beauty standards and became an icon for every independent woman.

Chanel is associated to the famous 'Little Black Dress', the woman's suit and the well-known Chanel N°5 perfume. Other great French fashion designers are still known nowadays because they created something revolutionary for their time. The dinner jacket for women, the Mondrian dress and the safari jacket are iconic items created by Yves Saint-Laurent. Jean-Paul Gaultier with his striped jersey and Hubert de Givenchy's beautiful dresses especially the ones worn by Audrey Hepburn, are all part of the luxury image of France and its patrimony. They are the actresses who permitted France to establish a great brand image.

Nowadays, new French designers are entering in the French family of the couturiers. Alexis Mabille, Alexandre Vauthier, Roger Vivier and Julien Fournié¹ among others, parade during the Fashion Week of Paris beside the most historical brands.

¹ PRIGENT Loïc, « La Parisienne », *Vogue Paris*, n° 929, August 2012, p. 98 to 99 (ISSN 0750-3628)

2.2. French way of life

Besides fashion, the country is also recognized for its quality of life. French vines and wines are internationally recognised for their quality and for their exceptional taste, such as St Emilion, Châteauneuf-du-Pape, Sancerre and Chablis for example. Meeting your friends for a glass of good wine is rather common and much appreciated by the French.

The gastronomic French meal, designated a UNESCO World Intangible Heritage in 2010² permitted France to acquire a certain image of prestige. Culinary arts are extremely important in the French traditions and customs. A family meal is generally composed of 3 to 5 courses: starter, one or two main courses (one meat course and/or one fish course), cheese platter and dessert. All the members of the family are gathered around a well set table generally composed of various types of cutlery. Good meals are logically served with different kinds of wines, carefully chosen according to the course. A meat course is generally served with red wine whereas a fish course is much appreciated with white wine. This type of meal is highly regarded and can last for hours.

Gastronomy lovers can eat in a variety of restaurants in France, owned or created by famous chefs like Paul Bocuse, the Troisgros brothers, Alain Ducasse, George Blanc, Anne-Sophie Pic and so on. Also, some luxury wines and food brands are internationally present such as the famous brands Moët Hennessy (LVMH group), Veuve Clicquot or Guyet's, Hédiard Paris and Fauchon.

2.3. French artistic richness

Another important characteristic of France is its artistic heritage. Numerous French artists, works of art, museums and institutions are accepted as part of the French culture and legacy.

The French architecture easily finds its place in the French patrimony. The châteaux of the Loire, the château de Versailles and Le-Mont-Saint-Michel are part of the most visited places in France. French monuments and museums, especially Parisian ones

¹ Consulted on 02/06/2015 : <http://www.annuaire-createurs.fr/505-Haute-Couture.html>

² Consulted on 10/05/2015: <http://www.france.fr/arts-et-culture/la-gastronomie-francaise-au-patrimoine-culturel-immateriel-de-lhumanite.html>

are also very popular like the Eiffel Tower of course, the Louvre, the Pompidou Centre, the Orsay museum and the Arc de Triomphe¹.

Concerning paintings and sculptures, France is proud to count many famous works of art in its patrimony. The most famous painting in the world is exposed in the museum of the Louvres, 'La Joconde'. For example, French painters such as Renoir, Monet, Manet, Delacroix and Matisse and the French sculptor August Rodin have considerably enriched the brand image of France.

Cinema has also a role in the image of France. Great directors like Jean-Luc Godard, Jacques Demy, Claude Lelouch and Jacques Audiard have contributed to the development of the French cinema. Thanks to the different French film festivals, the country can show all its refinement to the entire world. The Cannes Festival of course, is one of the event that cannot be overlooked by the protagonists of the international cinema industry. The Deauville festival, created in 1975 and less covered by the press is more intimate than the Cannes Festival. The Deauville festival only rewards American films. It also permits to highlight the charms of the beautiful town of Deauville, little seaside resort of Normandy considered as an extension of the city of Paris, as it is very appreciated by the Parisian citizens.

All of these distinctive features represent France and how they have an impact on the image that foreign people have when they think about the country.

3. Role of the 'Comité Colbert'²

The 'Comité Colbert' was created in 1954 by Jean-Jacques Guerlain in order to promote the French luxury industry and savoir-faire in France and abroad. The Comité includes about 14 institutions and 80 firms. They're also partners with schools, so that French savoir-faire can carry on over the years.

Their aim is to highlight French luxury and the French culture all around the world. They organise events on every continent, every year; and as luxury is one of the most important sectors in the French economy, they are developing partnerships abroad in order to galvanise international trade connections.

¹ Consulted on 02/06/2015: http://www.insee.fr/fr/themes/tableau.asp?ref_id=nattef13501

² Consulted on 10/05/2015 : <http://www.comitecolbert.com/>

c. Who buys French cosmetics in the international market?

France exports her cosmetics to more than 196 countries. Skin care is the first category of the international cosmetics market. These products represent 30% of the total cosmetics sales in the world¹ and they have the most important growth of all the cosmetic products.

1. Seniors: primary consumers²

The main consumers of skincare products are women aged 60 years old or more. They have an annual spending average of €87, 30. This result can easily be explained. Indeed, in the developed countries the population is aging. The 'baby boom' generation is growing old. They usually buy twice as much as 25 year old women do (anti-ageing creams, anti-brown spot creams ...). European women, 60 years old and older represent one third of the skincare market. Their requirements concerning cosmetics are high and that is why they tend to buy French luxury cosmetics.

On average, women from 25 to 60 years old only use 2 or 3 different products and are less demanding of the quality than older women.

2. Young adults: different products for different problems³

Young adults and teenagers are the last consumers of cosmetics but they have different beauty routines. They're more concerned by skin problems such as acne, sensitive and oily skins or skin blemishes in general. Acne affects about 80% of young people. In Europe, 90% of young girls use a cleansing product every morning. French brands such as Avène, La Roche Posay or Caudalie for example are recognized for their quality and efficacy. There are also prestigious products or methods (vinothérapie by Caudalie for example) that are more and more appreciated by the consumers.

¹ Consulted on 17/05/2015: http://www.loreal-finance.com/docs/fr/rapport-2008/12_marches.pdf

² Consulted on 17/05/2015: http://www.loreal-finance.com/docs/fr/rapport-2008/12_marches.pdf

³ Consulted on 17/05/2015: http://www.loreal-finance.com/docs/fr/rapport-2008/12_marches.pdf

3. Different kind of consumption according to the culture and the country^{1,2}

Every person, of whatever age is concerned by skin problems related to sun exposure. As sun protection becomes more and more important, there is a large demand for sun protection products. Furthermore, there is a large diversity of sun protection products or anti-brown spot products in the most concerned continents such as Asia or South America. The Chinese are known to protect every part of their body in order to keep their skin as white as they can and to protect it from the sun. Japanese women also advocate really pale skin and they use up to 18 different cosmetic products per day³, three times more than European women.

Each culture has its own beauty routines. For example, Asian women are really attentive to their skin so they use on average 6 different products per day instead of the 2 or 3 used by Europeans. Chinese women in general also practice massage as a part of their beauty rituals. In China, especially in Beijing, women change their beauty products from winter to summer. They also are much more concerned by the surrounding pollution in the megalopolis.

Still in Asia, Korean men are the primary consumers on the international men cosmetics market which represent 20% of the market sales. They can use more than 5 different products every day. This passion for cosmetic products largely comes from Korean music (K-pop) stars who are used to using skincare products and lots of make-up. It also comes from the fact that Korean people are very attentive to their appearance which is considered as crucial there. Korean men are not ashamed of using so many products whereas in Europe, it is still seen as very feminine.⁴

In Africa, more and more people are using products to lighten the skin, but most of them are dangerous due to their toxicity, and cosmetic brands are trying to develop safer products. In Morocco, the soft soap skin exfoliation is a tradition done in hammams.

¹ Consulted on 17/05/2015: http://www.loreal-finance.com/docs/fr/rapport-2008/12_marches.pdf

² Consulted on 17/05/2015: <http://www.loreal.com/research-innovation/when-the-diversity-of-types-of-beauty-inspires-science/a-world-wide-approach-to-beauty-rituals.aspx>

³ Consulted on 02/06/2015: MABRUT Claire, Corps, cheveux, make-up, les rituels beauté à travers le monde <http://madame.lefigaro.fr/make-up-soins/corps-cheveux-make-up-ces-rituels-qui-font-tourner-la-planete-beaute-041114-82483>

⁴ Consulted on 01/06/2015: OJARDIAS Frédéric, La Corée du Sud, eldorado des produits cosmétiques masculins, <http://www.franceinter.fr/emission-ailleurs-la-coree-du-sud-eldorado-des-produits-cosmetiques-masculins>

In the USA, brushings, bright smile, perfect complexions, manicures and pedicures are part of American rituals. These are the most important aspects that they have to take care of.¹

In South America, in Brazil more especially, women are known for using really toxic and strong techniques to straighten or dye their hair. They also take really good care of their nails and they never go out without nail polish.

In most of these countries, taxes on French imported products are really high. For example in China, custom taxes on French cosmetics can vary from 3% to 80%² and can raise the price of French cosmetics by 50%³.

III - French cosmetics' place in the international market

a. Some figures⁴

The 3rd largest export sector in the French economy is the industry of French cosmetics. French cosmetics exports in the world in 2013 represented €10.9 billion. Still in 2013, the balance of trade concerning the sales of French cosmetics in the world represented €8.6 billion. French imports are less important as they constitute an amount of €2.3 billion. In 2013, there were 5 times more exports than imports in 2012, which makes an exports rise of 1.6% compared to the previous year. Also, in the first semester of 2014, exports were again higher than 2013 for the same period.

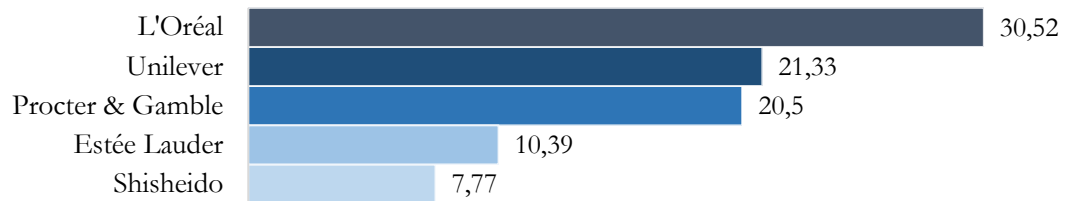
¹ Consulted on 01/06/2015: <http://www.planet-expert.com/fr/pays/chine/procedures-douanieres-a-l-import>

² Consulted on 01/06/2015: <http://www.planet-expert.com/fr/pays/chine/procedures-douanieres-a-l-import>

³ Consulted on 02/06/2015 : http://www.china.org.cn/china/Off_the_Wire/2015-05/27/content_35675643.htm

⁴ Source : French customs – 2013, FEBEA, https://extranet.febea.fr/fileadmin/extranet/documents/articles/COMMUNICATION_ET_MEDIAS/Plaque_FEBEA.pdf

→ **Main global groups in the global cosmetics market¹**



1. In Europe

France represents one third of all the exports realised by the European Union (EU), much more than Germany. French cosmetics exports towards other countries in the EU represent €5.3 billion.

3 main French cosmetics importers in EU in 2013 and their weight (€ billion)²



The total worth of cosmetics exports from the EU around the world weighs €69 billion. Europe in general constitutes 30% of the global cosmetics market in terms of economic weight.³

2. In Asia

On the Asian continent, France is well represented. For example after Procter & Gamble, the L'Oréal group is in second place in the leadership of the cosmetics market in China, and followed by Shiseido. These 3 groups account for 50% of the entire market in

¹ Source : WWD, "Beauty's Top 100", August 2014, <http://www.loreal-finance.com/fr/rapport-activite-2014/marche-cosmetique> [17/05/2015]

² Source : French customs – 2013, FEBEA, https://extranet.febefr.fr/fileadmin/extranet/documents/articles/COMMUNICATION_ET_MEDIAS/Plaque_FEBEA.pdf

³ L'Oréal Finance : 2014 annual report: http://www.loreal-finance.com/docs/pdf/rapport-annuel/2014/LOREAL_Rapport_Activite_2014_FR.pdf

China. However, L'Oréal is the first luxury cosmetics group in the country. Asia is the first consumer of cosmetics with a 35% share of the global cosmetics market¹.

Asian people in general consider French cosmetics as very good quality products with a certain reputation. The L'Oréal brand was present in more than 70 cities in China at the end of the year 2012.²

In terms of the Human Development Index (HDI) and the cosmetics market in Asia, the five biggest consumers are the ones that have the strongest HDI: Japan, followed by Hong Kong, Singapore, South Korea and Taiwan.³

3. In America

3.1. North America

North America weighs €47 billion in the global cosmetics market, being 21% market share in the world. 9% of the French exportations goes to North America⁴. French cosmetics are not as popular in this USA as in Asia. Even if French cosmetic brands have a very good reputation in North America, American people tend to buy more American brands than French brands. Particularly popular, American brands like MAC, Avon, Clinique and Neutrogena have achieved great success among the American population and they have gained a great reputation.

For example, the growth on the total sales of L'Oréal cosmetics was only of 1.1% in North America in 2014 whereas in Asia, the growth was of 5.3% compared to 2013.⁵

3.2. South America

South America is considered as a market in expansion. France sends 5% of its exportations to South America⁶. South Americans are especially interested in hair products, deodorants and make-up. The humidity in these countries is so important that sometimes, people must have several shampoos every day.

¹ Consulted on 02/06/2015, Agence Marketing Chine, <http://www.marketing-chine.com/tendances-de-consommation/la-cosmetique-en-chine-une-croissance-qui-ne-sarrete-pas>

² Consulted on 02/06/2015, <http://www.loreal.fr/beauty-in-luxe-in-china/loreal-luxe/la-chine-puissant-moteur-de-la-croissance-de-loreal-luxe.aspx>

³ L'Oréal Finance : 2008 cosmetics market report

⁴ Source : FEBEA (2013)

⁵ L'Oréal Finance : 2014 annual report

⁶ Source : FEBEA (2013)

For example, Brazil is the 3rd largest cosmetics market in the world and the first in South America, followed by Chile and Colombia¹. The Brazilians have recognised French cosmetics for their quality and efficacy. The most appreciated French products in Brazil are essentially hair products such as shampoos and hair dye. L'Oréal comes second as the group that sold most of these products in the country and the famous brand 'L'Occitane' knows a great success in Brazil as it created a special product line made with Brazilian products².

4. New markets³

The new markets for French cosmetics include countries like Eastern European countries (Russia, Turkey), African countries (Egypt, South Africa) and Middle East countries (Saudi Arabia and Persian Gulf countries like Qatar and United Arab Emirates). The new markets represent 80% of the global market growth in 2014.

As an example, L'Oréal bought several brands specialised in African beauty in order to develop its notoriety on the continent and to develop its market in more and more places. The group bought Softsheen in 1998, Carson in 2000 and Interbeauty in 2013. Procter & Gamble are still the leaders in Africa, ahead of L'Oréal and Unilever.⁴

b. France's competitors in the international cosmetics market

1. Foreign multinational companies⁵

The main competitors of the French cosmetics in the world are the colossal groups Procter & Gamble and Unilever. They both reign over the mass market products in the world. Besides washing powders and cleaning products, these companies also owns several beauty and cosmetics products.

¹ Source : UBIFRANCE (2013) <http://www.ubifrance.fr/Galerie/Files/Agenda/Plaquette-Mission-decouverte-Amerique-du-Sud.pdf>

² Consulted on 01/06/2015 : Mintel (2012) <http://www.mintel.com/blog/beauty-market-news/brazil-is-a-natural-beauty-hot-spot>

³ L'Oréal Finance : 2014 annual report

⁴ Consulted on 03/06/2015 : RIMONDI Laurène, Cosmétiques: les géants ciblent les afro-marchés, http://afrique.lepoint.fr/economie/cosmetiques-les-geants-du-secteur-ciblent-les-afro-marches-13-08-2014-1860465_2258.php

⁵ Source : WWD Beauty "Beauty's Top 100" (2008), L'Oréal Finance

Procter & Gamble is an American multinational that owns cosmetics brands such as Dolce&Gabbana (fragrances and make-up), Gucci Fragrances, Olay, Lacoste Frangrances, Rochas and hair products such as Wella, Pantene and Head and Shoulders. The group realised a turnover of \$19.94 billion in 2014¹ (cosmetics products turnover). They rank second the most important cosmetics companies in the international level, L'Oréal being first.

Unilever is the third most important player in the cosmetics market in the world, with a €17.7 billion turnover. The group is an English and Dutch company created in 1929. Unilever is originally a merger between a British soap maker and a Dutch margarine producer. Today, they mostly own food brands but they also own cosmetic brands such as Axe, Dove, Rexona, Signal and Sunsilk. Their brands are bought and used by about 2 billion people every day.²

Finally, the German group Beiersdorf, founded in 1882 by a pharmacist and that generated a €6.3 billion turnover in 2014, owns the famous brands Nivea, Eucerin, La Prairie and Labello. The group is also a great competitor of the French cosmetics brands as they also have this European reputation of quality products. Their Nivea products are sold in more than 200 countries and they also develop their brand in the new markets as in Russia.³

2. Foreign historical cosmetics brands

One of the most important competitors of the French cosmetics brands in America is the American group Estée Lauder. Estée Lauder's net sales for 2014 were of \$10.58 billion⁴. They represent the historical group of America as it was created in 1946. The brand bought more than 30 renowned brands: DKNY, Michael Kors, Tom Ford, Tommy Hilfiger and Clinique for the most famous. They have an \$11 billion turnover in 2014.⁵

Shiseido is the one of the oldest cosmetics brand in the world. Created in 1872 in Japan, the group is the 7th most important company in the cosmetics industry. In 2014, they

¹ Source : P&G 2014 annual report

² Consulted on 04/06/2015 : <http://www.unilever.com/>

³ Consulted on 04/06/2015 : <http://www.beiersdorf.com/>

⁴ Estée Lauder 2014 annual report

⁵ Consulted on 03/06/2015 : <http://www.esteelauder.com/>

had a €5.6 billion turnover. In February 2014, they sold two of their brands, Décléor and Carita to the L'Oréal group.¹

Avon, created in 1886 by the American David H. McConnell, is the 6th largest company in the industry of cosmetics in the world. In 2012, they had a \$7.9 billion turnover².

Elizabeth Arden also represents the historical brands of a foreign country and is a direct competitors of the French brands too. Elizabeth Arden is a Canadian woman who created her cosmetic brand and opened her first shop in New-York City in 1910. In 2014, Elizabeth Arden achieved net sales of \$1.164 billion.³

c. Perspectives and evolutions of the French cosmetics market

As the needs for cosmetics are subject to constant changes, French cosmetics brands have to develop new ideas to retain their customer years after years.

1. New markets come with new needs

1.1. Ethnic products

Nowadays, the French cosmetics brands have to focus not only on the image that they send but also on the diversity and variety of their products. French cosmetics companies export more and more of their products and in order to gain the trust of the foreign markets, they have to create products that are perfectly suitable for each specific market, its population and its culture.

Ethnic products are a strategic point for French cosmetics brands. With the purchase of Carson for example, L'Oréal managed to develop the brand and now, their products are sold in more than 60 countries. French cosmetics companies have to think about each type of skin; from the various African shades of skin to Hispanic and Asian skin⁴. These are markets in great expansion and that know a great success, especially in America. Indeed, thanks to the expansion of the different minorities in the US, the ethnic

¹ Consulted on 03/06/2015: <http://www.shiseidogroup.com>

² Forbes: 2012

³ Consulted on 03/06/2015 : <https://www.elizabetharden.com/>

⁴ Consulted on 04/06/2015: <http://www.loreal.fr/communiqués-de-presse/loreal-accord-en-vue-d'acquérir-carson.aspx?mediatype=cp>

cosmetics market has seen great potential in this region. This type of market was not a primary target for the cosmetics industry for a long time and now it is a great opportunity as it's very prosperous (\$3 billion profit in 2011).¹

1.2. Organic cosmetics²

Consumers are more attentive to the different ingredients that compose their cosmetics. They are more vigilant about what they put on their skin so little by little chemical products are getting a bad reputation. The consumers are more eco-aware so as a consequence, the market for organic cosmetics is beginning to weigh on the general cosmetics market.

In 2014, the global market of organic cosmetics represented €7.7 billion with a total growth of 7% compared to 2013. In Europe, the market represented €2.8 billion for the same year and in France alone, €395 million in 2013. This market is in full growth. For example, France counted 361 organic approved products in 2010, 476 in 2011 and 533 in 2012.³ The North American continent is the biggest consumer of organic and natural products in the world, as they represented more than 34% of the market in 2011.

With the environmental issues and awareness, this sector should continue to grow fast and is expected to reach €9 billion turnover in 2018⁴. Also, with the rise of pollution year after year, more skin problems shall be expected meaning more cosmetics consumption. The lack of information concerning organic products and their price could however be the only problem to the growth of the market.

1.3. Men's products

The men's cosmetics sector, besides the organic sector, is probably one of the most dynamic sector in the cosmetics market. Men have different needs compared to women. More and more men want to take care of their skin and the different cosmetics brands are developing men products ranges, aimed towards men.

¹ Consulted on 04/06/2015: Packaged Facts 2012 survey: <http://www.packagedfacts.com/Ethnic-Hair-Skin-6690874/>

² Source Organic Monitor, <http://www.cosmebio.org/uploads/fichier/document/0/0/2/le-marche-des-cosmetiques-naturels-et-bio-07-07-14.pdf>

³ Consulted on 04/06/2015: Source Deloitte, <http://www.planetoscope.com/hygiene-beaute/1107-chiffre-d-affaires-des-cosmetiques-bio-et-naturels-en-france.html>

⁴ Consulted on 04/06/2015 : TORRE Marina, La beauté durable à bas coûts, une formule introuvable ?, La Tribune <http://www.latribune.fr/entreprises-finance/20141124tribba5508d96/la-beaute-durable-a-bas-couts-une-formule-introuvable.html>

For now, the biggest consumers of these products are the European but the biggest growth in terms of sales is in Asia, especially in China and India, both new markets for this type of products. In India for example, there was a 32% growth for men's cosmetics sales in 2012¹. In comparison, Japan and South Korea are already well implanted in the men's cosmetics markets. South Korean men are the biggest consumers of men's cosmetics. South Korea is the main market for these products² and French cosmetics in Korea are really popular thanks to their reputation and their quality.

French cosmetics have a great future in the market of men's cosmetics. The L'Oréal group already owns several brands for men: L'Oréal Men Expert, Garnier, Mennen and the last one Nickel. However, Nivea Men is one great competitor of the different men cosmetics French brands.³

1.4. Growing population⁴

By 2020, there will be about 1 billion seniors in the world. As they are the biggest consumers of skincare products, they will be a great potential for growth for the French cosmetics brands with for example an increase on the sales of anti-ageing creams.

20 year old women in 2010 in China for example, are using more cosmetic products than the older women. So in 2020 they will probably still have the same habits.

1.5. Travel retail

Travel retail corresponds to the sales of cosmetics or others products in the duty-free shops in the airports, the ferries/cruise boats, the downtown duty-free shops and in the airlines.

This is a new market associated as the 'sixth continent'⁵ for the L'Oréal Group. As people are travelling more and more, they are tempted to buy their luxury products in these stores as they are tax free. With more than 1.2 billion travellers in 2014⁶, travel retail has

¹ Consulted on 04/06/2015: Source Kline & Company:

<http://www.premiumbeautynews.com/fr/cosmetiques-pour-homme-le-marche,5045>

² Euromonitor

³ Consulted on 04/06/2015 : <http://www.loreal.fr/>

⁴ L'Oréal 2008 report on the global cosmetics market: http://www.loreal-finance.com/docs/fr/rapport-2008/12_marches.pdf

⁵ L'Oréal 2008 report on the global cosmetics market: http://www.loreal-finance.com/docs/fr/rapport-2008/12_marches.pdf

⁶Source: Added Value http://fr.kantar.com/media/815095/added_value_luxe_et_travel_retail.pdf

become an important market in the total sales of the cosmetic products. The total sales in the travel retail (all kinds of products) represented \$55.8 billion¹.

2. Need of innovation

2.1. Innovative products

In order to stay competitive faced with new brands and their products, French cosmetics brands will have to make some efforts to innovate and to create new types of products.

Cosmetics brands need to have their own creations so that they are distinguished from the others and that they keep their competitiveness. Some cosmetics brands create products such as fruits cosmetics, eye patches and even cosmetics made of snail slime such as the French brands Armonia and Maison Royer.

Even cosmetics outlets are trying to create new kind of products and services. Nocibé for example, which is the second biggest seller of cosmetics (concerning selective distribution) is now proposing a new concept: personalised perfumes. On Nocibé's website, the consumer is now able to create his own made to measure perfume, thanks to Nocibé's partnership with the company 'Unique Fragrance'.²

Another example with L'Oréal which also wants to innovate and to create other types of cosmetics abroad by building Research & Development (R&D) Centres. They created 22 centres all around the world, in Brazil, in China, in Japan, in the USA and so on. Each centre develops new strategies and new cosmetic products according to the needs and the demand of the country in which they are settled, to its specific market.³

2.2. Digital technology

French brands also need to develop the marketing side of their products. Without perfect and efficient marketing, their products will not reach the right target.

¹ Consulted on 04/06/2015 : DENIS Pascale, Le travel retail, nouveau champ de bataille du luxe, <http://tempsreel.nouvelobs.com/economie/20131228.REU9228/cor-le-travel-retail-nouveau-champ-de-bataille-du-luxe.html>

² Consulted on 08/06/2015: <http://www.nocibe.fr/votre-parfum-sur-mesure>

³ Consulted on 08/06/2015: <http://www.loreal.fr/recherche-innovation/notre-modele-dinnovation/un-reseau-ouvert-sur-le-monde.aspx>

For example, concerning the L'Oréal sales in China, 13,5% of their sales were made on the Internet in 2014. Also, L'Oréal Paris created a new application for smartphone and tablets: Makeup Genius. With this application, the clients can directly virtually try make-up products with their phone camera and directly buy these products online or on their smartphone.¹

Nowadays, the digital technology is the most important way to communicate with the customer. The new generation often buy their products via Internet and as they use social networks daily, digital technology is clearly the most important way to target their customers. 67% of French women buy their cosmetics online and 32% buy them regularly.² With the digital technology, the different cosmetics brands give their own identity, their own personality in order to develop their notoriety and their image.

¹ L'Oréal 2014 annual report

² Source: INSEE (2013), <http://ecs-paris.com/blogs/digicom-2012/general/les-cosmetiques-le-digital>

Conclusion

A long time ago, the French cosmetics market became a point of reference in the beauty industry. This interest for cosmetics and perfumes came long before the industrialization of the production of cosmetics.

France set itself up as a master in the making of cosmetics, especially from the Renaissance where physical appearance was a mark of social status and well-being. The use of perfume became the norm and a tradition thanks to the French court of Versailles, but also because of the lack of hygiene at this time. Grasse became a symbol for French cosmetics and since then, France has become famous for its savoir-faire in the production of perfumes and cosmetics. The use of cosmetics, especially make-up, have changed with the Industrial Revolution and the transformations that it created. Previously, women followed one specific type of 'ideal woman' but in the late 19th century it was no longer the case. The 20th century changed the use of cosmetics for good. They were seen as skincare and allowed women to feel more independent and to show their personality with more ease. Year after year, cosmetics became more accessible thanks to the mass production and also became popularised with their promotion on the new media such as the television for example.

The reason why French cosmetics are a success abroad is because the French cosmetics brands took their advantages from the historical heritage of France. Furthermore, they also took advantage of the image of France.

France sends an image of luxury. First thanks to the city of Paris, which is the most visited city in the world, France benefits from great symbols of elegance, style and fashion, with the various 'Maisons de Haute Couture' that the country counts as its own. The patrimony of France is rich. For example, its gastronomy is even part of the UNESCO World Intangible Heritage, thanks to its unique customs and also thanks to the great food and wines produced there. Also, France is renowned for its artists and its works of art and this gives a certain notoriety to the country, a certain prestige. The French cosmetic industry is also supported by several institutions such as Cosmetic Valley and the Comité Colbert, in charge of promoting the French savoir-faire. They are giving an image of a strong industry, not only headed by big companies but also and mostly by small companies.

Nowadays, French cosmetic products are present all over the world. The French group L'Oréal is leader in the international cosmetics market with its various luxury brands such as Lancôme, Yves Saint Laurent, Giorgio Armani and so on. With strong and effective corporate strategies, France realises more than 50% of its turnover abroad and each year, French cosmetics brands are a resounding success. These brands need to be aware of the transformations of the market, of their new needs and the potential of their competitors. They will have to stay as competitive as possible and to continue their effort in order to stay leader in the cosmetic industry. However, even if they have fearless competitors, from different countries in the world, the French cosmetic industry seems to somehow have a head start thanks to their heritage and savoir-faire.

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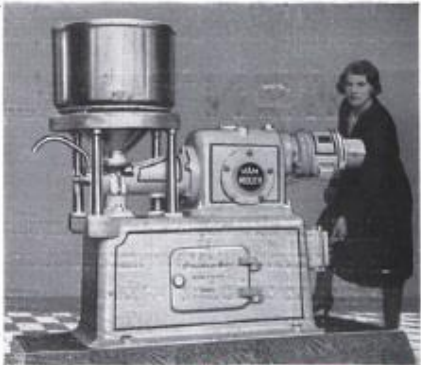
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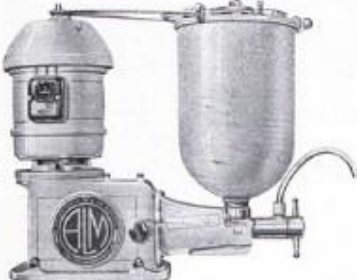
Annexe 1: ALM machines

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Type ALM 2
à moteur
cuve de
18 et 50 litres
production horaire
150 kilos



Type ALM 1
à moteur
cuve de
5-10-50 litres
production
horaire
75 kilos



Type LABO
fonctionnant à la main
à l'aide d'un levier
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Publicity for 'Auguste & Des Moutis' machines, *La Parfumerie moderne*, 1938.

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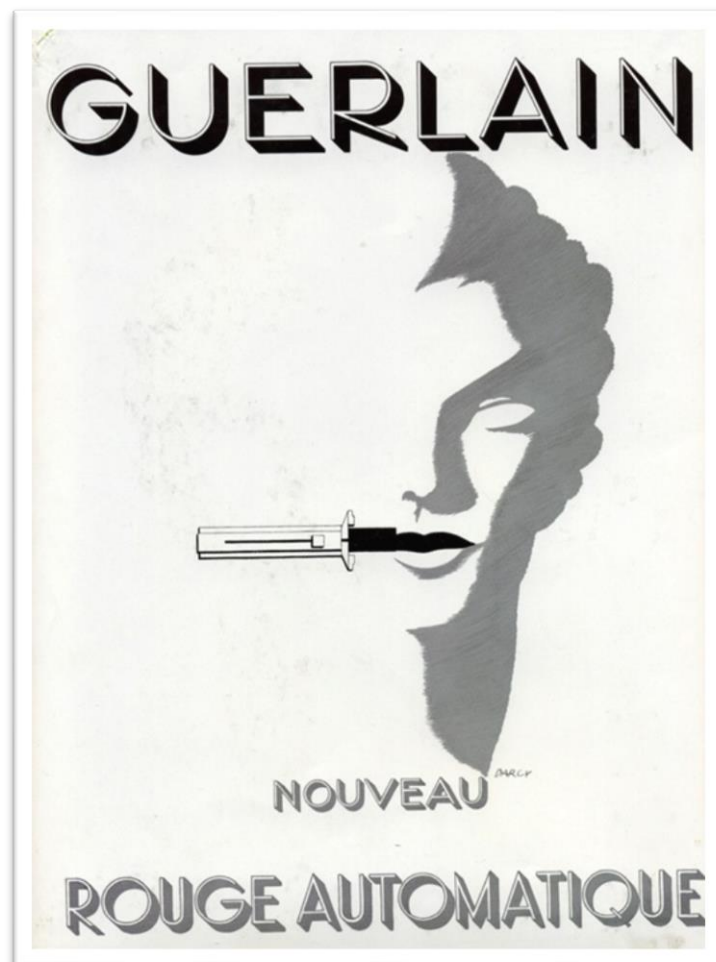
Annexe 2: Guerlain – Bee Bottle



Annexe 3: Guerlain - 'La Poudre C'est Moi'



Annexe 4: Guerlain - 'Rouge Automatique' publicity

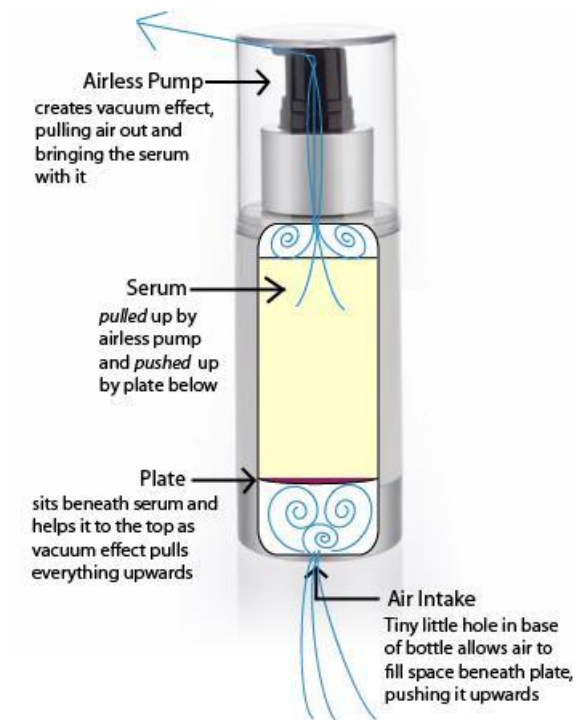


Publicity 'Rouge Automatique' draw by Elise Darcy in 1936, Guerlain

Annexe 5: Meteorite pearls + airless technology



Innovative product: 'Meteorite pearls', Guerlain



Innovative product: airless technology