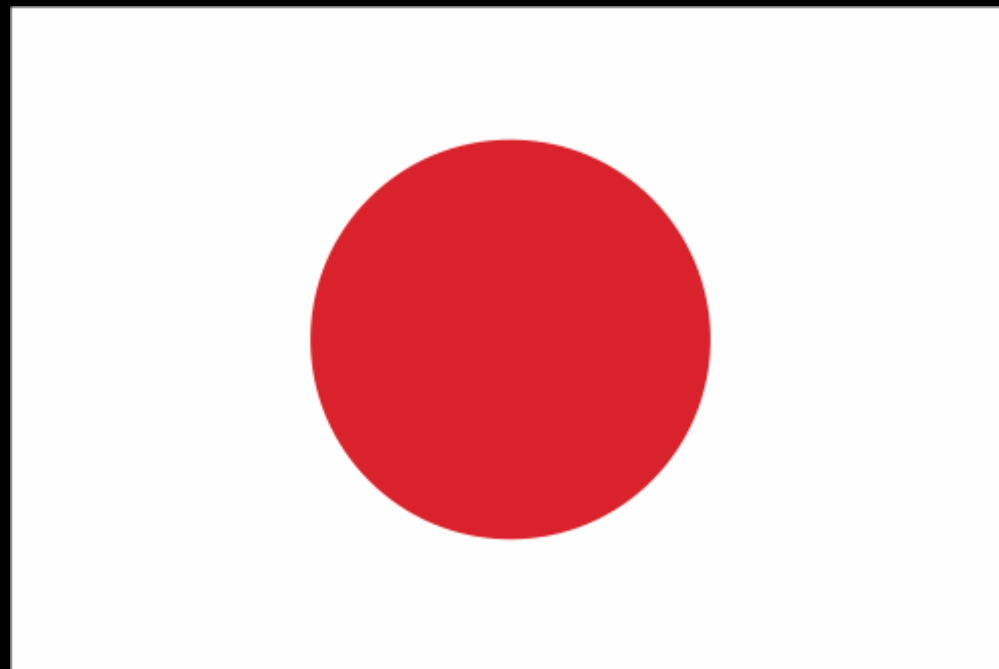




Oriane TALBOURDET

Introduction

- Dominique Mandonnaud
- 1970
- LVMH since 1997
- 2,300 stores in 33 countries
- Beauty market
- 250 brands of luxury products
- Open-sell environment

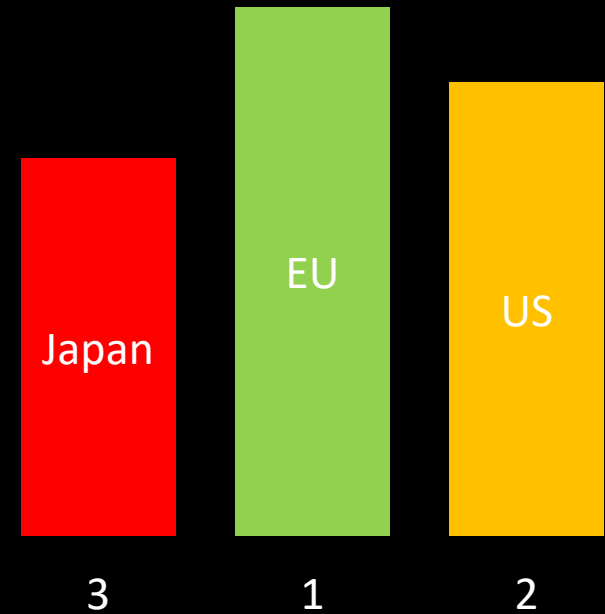
LVMH
MOËT HENNESSY • LOUIS VUITTON



Sephora in Japan

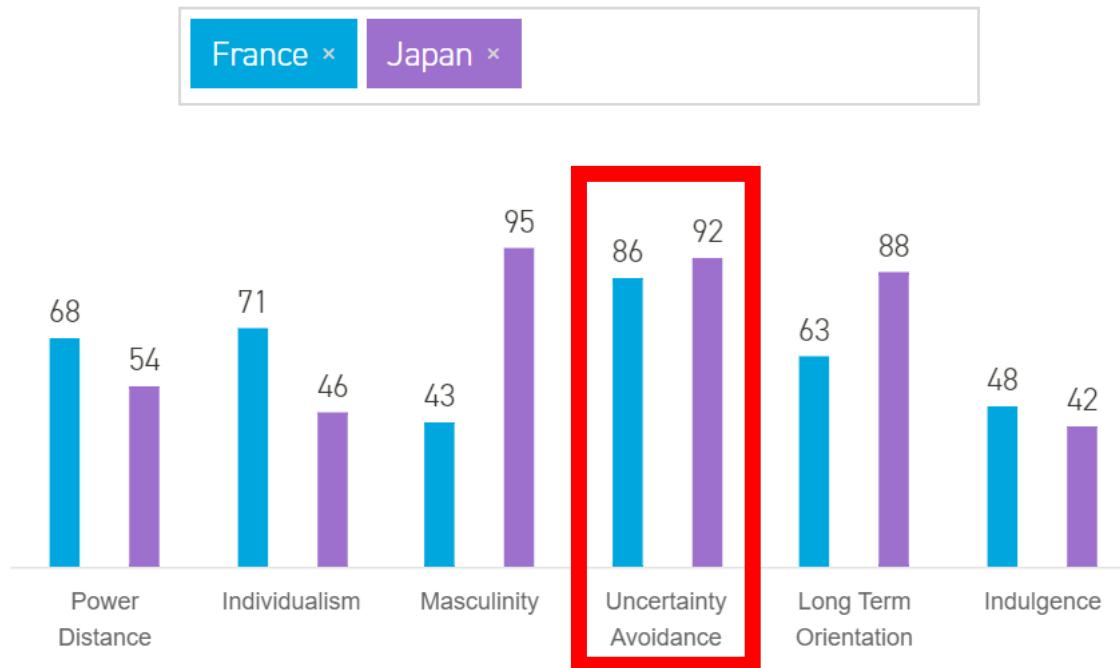
- 150 stores in Europe, 14 in the US
- Third largest market after EU and US
- 1999, Ginza, Tokyo
- 2001, seven stores in the country

→ Why it doesn't work?



Hofstede

COUNTRY COMPARISON



Uncertainty avoidance

- Time effort
- Studies
- Before taking a decisions

→ Changes are so difficult to realize in Japan.

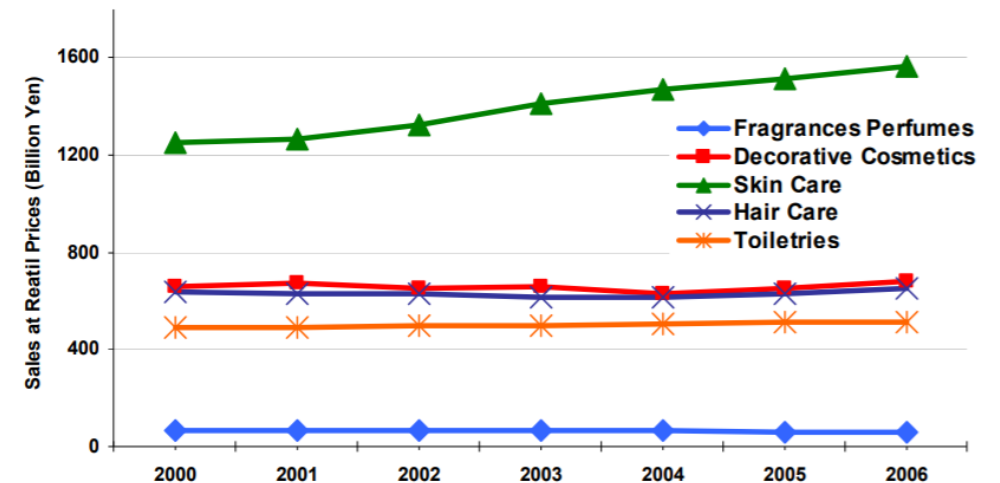
Japan beauty market's

Aging one of the most concerns

- Skin care products - 45%
- Perfume - less than 5%
 - 25 %France
 - 40%US

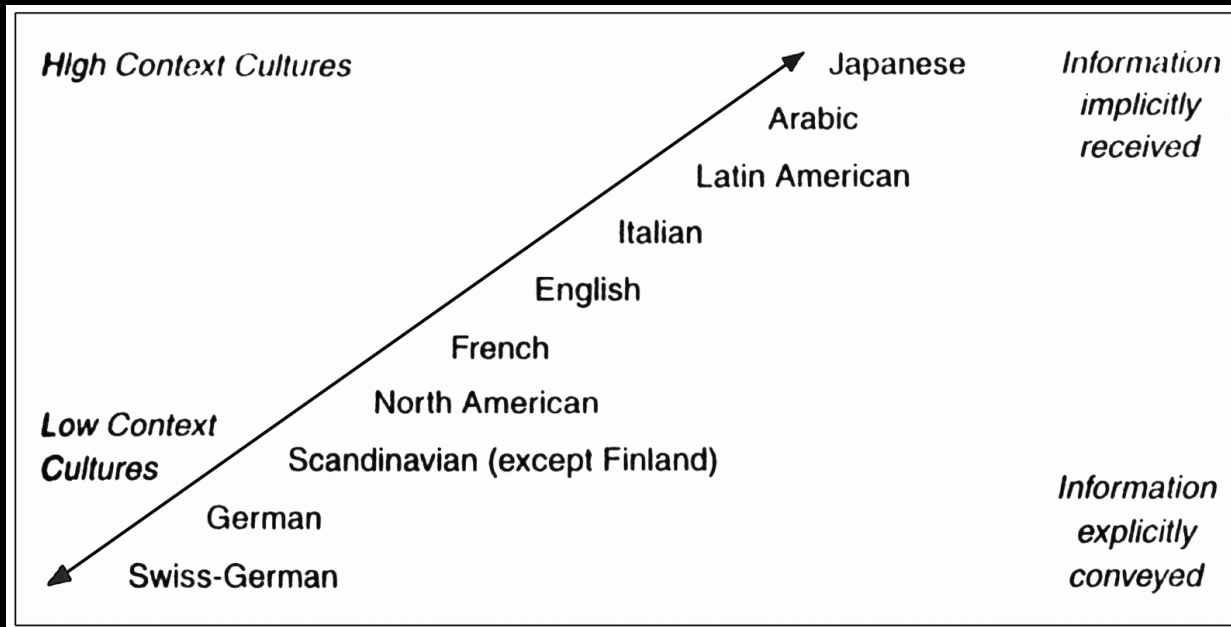
Wrong organisation of the stores

Figure 16 – Japan's Market by Product Category



Source: Euromonitor

High and low context culture



Japanese point of view:

- Value personal relationship
- Advices
- Face to face

Non verbal communication

Self service → discounter

Colours in Japanese culture



- Colours: black and white
 - Front window
 - Interior design
- Symbol of funeral and death



Recommendations

- Researches
- Adaptation



Conclusion

- Failure predictable



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