

Report on Marketing management

Student's Name:Fizaben mansuri

Student ID:2209878

Word count: 3500

Date:29/12/2022

Table of Contents

Introduction.....	3
What are the business strategies of L'Oréal?.....	4
What is the marketing mix of L'Oréal?.....	4
The unwavering leader of global cosmetic.....	5
A model based on engaging and listening.....	6
PESTLE analysis.....	7
Porter's five forces.....	8
The strategy: Universalization.....	9
Digital transformation of L'Oréal.....	9
What is the competitive strategy of L'Oréal?.....	10
Conclusion.....	11
References.....	11

Introduction

This report is based on L'Oréal company which will discuss more on innovative strategies of marketing by the organization for raising brand awareness as well as evaluating and managing the journey of customers across numerous channels of communication to ensure future and current expectations of stakeholders are fulfilled. A young chemist in 1909, Eugene Schuller had tried out successfully an experiment for hair dryer to make a formula for the hairdressers of Paris. His own company was launched by him once its potential was realized by him with the naming of the product as L'Oréal. At its heart from then till now, an innovative company has always been L'Oréal in every sense, with a significant portion allocation every year for innovation and research with vast research facilities number across the world. One of the fast companies was named L'Oréal in 2015 as the most innovative one in the world, the only company of beauty that bagged this honor (Newman and McDonald, 2018).

Momentum is gained by beauty tech with AI that is becoming as all-pervasive and as a leading company in beauty, L'Oréal is one of the firsts that it has led the way. Right from making an experience a personalized one for its customers to launching a system of the home as it is powered by AI, at full speed, L'Oréal ensures a step ahead that stays always by it. Additionally, the program of open innovation of L'Oréal nurtures upcoming start-ups.

Mission

For the brand, the opportunity must have by its customers to their personalities to express. While in turn, self-confidence gain by them, and others show it.

Vision

Millions of consumers continue to win in all world parts. Through the cosmetics variety creation which needs and desires of beauty can be satisfied by it.

Motto

"Because we are worth it" has been the motto of the brand (Braun, 2019).

Diversity of company

It has not stopped the brand from believing in diversity from its start to today. This is one of the main reasons why a large brand's number has by it a sizeable workforce. However, they are of nationalities differently and in more than 150 countries they are available.

Consolidated portfolio of brand

A portfolio of brands of consumer products has the company L'Oréal.

What are the business strategies of L'Oréal?

In the business, the company has been operating through a strategy of distribution. Through means of tradition, they do it such as retailers, wholesalers, and stores of Pop & Mom. And of course, the websites of E-Commerce cannot miss by it. It is worth noting that commerce of electronic has had a weight significant on the brand. A fundamental role plays by it when it comes to product distribution. Since 2016, as a result, the growth of sales has been considerable. Thanks to this, other markets have also been concentrated by the brand and the positive has been the sales. In fact, by 2022, a 19% sales growth have had by them, exceeding nine billion dollars. It only means by this that neither the other events nor the pandemic have been capable to stop the growth of the brand (Tuten, 2019).

What is the marketing mix of L'Oréal?

A strategy of the marketing mix is common to observe by it that guides the brands successfully and with L'Oréal also this is the case. They have positioned themselves in this way in the market, the competition has even surpassed by it

Product strategy

The product produced by L'Oréal is related to cosmetics and beauty. Thus, four main divisions of the product have it:

- Consumer products: L'Oréal Paris, Garnier, Shampoo
- Active Cosmetics: Sanaflora, La Roche-Posay, Vichy.
- Professional products: Keratase, Matrix, professional Paris of L'Oréal.

These divisions, blush, toner, mascara, hair color in shades differently, concealer, lip gloss, and many more are offered by the brand. As per the client's needs, all are being produced. Different ranges of price have also by them. For the product's production of L'Oréal, based on standards internationally each one is tested. Therefore, the tests during the process do not harm any animals (Gilchrist, 2018).

Price Strategy

The division brand of product L'Oréal in retail channels is distributed. And so, to a mass market, it becomes available. Great profits have been made by them in this way. Products professionally are available across the world. That is why to a salon when a customer visits, they are the products that first see by them. Also, the problems will not have by them of its cost to pay because it is not that high.

Distribution strategy

Several networks of distribution have L'Oréal which permits them in the market to have a large presence. Over time across the world, companies have been acquired by it. That is why more than 130 countries have managed to grow through it. In department stores, pharmacies, cosmetics stores, and different sale points these all products can be located. Major websites of e-commerce and major name of brand boutiques can also find them (Fahy and Jobber, 2019).

Promotion strategy

As for the promotion strategy of L'Oréal, the promotions must carry out by it that is adjusted as an international brand to each country. Similarly, a message and a slogan have them, "Because we are worth it" which many customers attract towards it. Successful and independent women across the world are focused on this aggressive strategy of promotion of this brand. Therefore, great celebrities collaborated with them such as Cheryl and Jenifer Lopez in their campaigns.

The goal of L'Oréal for its 2022 strategy of marketing

One of the largest companies of beauty in the world is L'Oréal. Therefore, in environmental conservation terms setting an example gives them an image of a better corporate. That is why it announced that the packaging of its products in 2022 from the ELVIVE line of L'Oréal would be 100% plastic in a recycled manner. On products for sale focuses on this strategy in Central America (Mustafa et al., 2022).

The unwavering leader of global cosmetic

With a presence across the world in around 150 countries and under its umbrella a good 36 brands, smoothy sails through them by L'Oréal that have mastered the universalization art. Drive them successfully is one of the core catalysts across nations in their effort consciously to respect different tastes of customers in every world part and locally catering to those needs.

A market that is growing rapidly is beauty and a central role played by the consumer in it, specifically thanks to channels in modern ways like messaging and social media. Through new channels it is that express by consumers by themselves, share their experiences and give their opinions. Consumers can now understand brands and in new ways reach them, but they are challenged at the same time by a growing customer interactions number management. To change the way are being forced by brands that they manage advertising, customer care, marketing, engagement, and customer reach due to digital channels growth (Grover and Damle, 2020).

Deploying a strategy of digital marketing and consumer interaction is not easy in a personalized way. It is quite more difficult when the company is multi-division, an international multi-product, group of multi-language about forty brands trying to promote on 5 continents.

The management strategy of customer experience and social media of L'Oréal

As a part of the 20-50-100 objectives of the strategy, one of L'Oréal's ambitions for 2020 is to improve primarily the brand preference of consumers and create brands for love. In 2017, the group of L'Oréal chose Sprinklr for its strategy of social media to accelerate and improve the experience of customers.

A model based on engaging and listening

To understand the expectations of consumers and serve them better, the digital team of L'Oréal is designing a model of social marketing in which listen-to-engage calls by it. This model is based on marketing, bringing products and departments of customer service together on the platform of Sprinklr to personalize and collaborate the interactions of customers at scale (Osei et al., 2021). Four main parts have this model:

- Listening to all blogs, social channels, news sites, and forums to monitor the reputation of the brand and collect insights from consumers that will feed marketing of the product.
- The content published on social accounts of brands and customer engagement. Managers of the community use capabilities of social listening of Sprinklr to detect conversations that are interesting and communicate in a personalized and reactive way with customers, but also through paid media to work on publications of amplifying.
- Influencer detection to deploy a program of brand ambassadors.
- Care of customers across social channels.

Improving the management of customer experience across the company

The deployment of management of customer experience stories and social media consistency was the challenge for L'Oréal across the company. Every single customer was affected by facing departments including technologies and typical processes. Training managers of the community was the first step to enhancing their autonomy and strengthening their role by applying processes among the platform as singly connected to the information system of marketing entirely (Batat,

2019).

PESTLE analysis

Political factors: A leading brand of cosmetics in the world is L'Oréal having a presence globally. The government policies and rules of the countries which are working by L'Oréal on its functioning have a huge effect. Its regulations changed by the European union governing medicines in its products of dermatology to the decline.

Economic Factors: In an environment very, dynamic L'Oréal where constantly needs to adapt to changes. The stability of the economy and the income of people are big factors that impact company sales. India and China like developing countries are the economies that are two fastest growing in the world which presents an opportunity greatly for the company as its presence to expand there (Feldmann and Alberg-Seberich, 2020).

Social factors: To beautify themselves love by them and with the world share it. An opportunity pandora has opened for L'Oréal. Salon does not want to go by the people for a spa of hair but products want by them so at home only they can spa by them and such products are provided by L'Oréal to its consumers.

Technological Factors: A huge impact technology has on the company's functioning. At the front is always L'Oréal when innovation comes. A lot of money invests by it in development and research to develop art state products and to gain a share of the market. New categories like cosmeceuticals and dermo-cosmetics are introduced which focus on anti-aging and antioxidant properties.

Legal factors: Many legal battles were involved by L'Oréal with stakeholders differently at a point in time. A battle had been won by the company against the low cost of imitators of smell-like. Numerous third parties at a very low price were selling the smell of the product. The court of justice of Europe banned imitators to products for advertising that smell like L'Oréal products (Collin and Taillard, 2021).

Environmental factors: Nowadays companies require their products to be very careful not to harm as people to the environment are becoming about the environment more and more conscious. A great leap is making by L'Oréal in sustainability. Making eco-friendly products is focusing of the company. A project carbon disclosure member is also L'Oréal to deduct its greenhouse gases emission. Zero-deforestation has decided to attain by the company by 2020 and started all its palm oil derivates to source from sources certified by palm oil sustainability as on a

roundtable.

Porter's five forces

The analysis focuses on measuring the position of the company that relied on the forces like threats of substitutes, competitive rivalry, bargaining suppliers' power, bargaining buyers' power, and threats of new entrants.

1. **Threats of new entrants:** A leading brand of cosmetics with a strong presence globally by L'Oréal. The industry of cosmetics fastly growing, and expertise requires it to have strict protocols for testing and manufacture. The ban on the testing of animals has intensified the complexity of the operation and required expertise and skill in a new way of innovation to do testing (Minsky and Geva, 2019).
2. **The threat of substitutes:** The products of threat of substitutes is high when a service or product highly is available at a lower cost in another industry. The consequences of the psychology of transferring are models from one industry to another, by which the threat of substitutes gets enhanced. A product of replacement with the better or same performance and quality as the product of L'Oréal would enhance the threat of substitutes.
3. **Bargaining customer power:** There are numerous international and local brands available on the online and local channels offering products like L'Oréal. A lot of variables have customers to choose from. The backward cost integration is low as needs capital and expertise for the products to manufacture.
4. **Bargaining supplier power:** The industry of suppliers by a few companies is not dominated and is not an industry that is concentrated. L'Oréal like cosmetics companies would not experience the costs of high switching if a product were moved by them a supplier differently because the products of the supplier are not unique or differentiated (Yesiloglu and Costello, 2020).
5. **Competitive rivalry:** The industry of cosmetics is growing worldwide fast hence hard fighting by a lot of companies to gain a share of the market. In the industry of cosmetics, some of the major brands are Maybelline, Urban Decay, Chanel, Lakme, L'Oréal, and Estee Lauder. Several local companies into the market are now coming. The highest share of the market has L'Oréal due to the wide product range and reliability of the brand which aids to brand loyalty to make between customers.

The strategy: Universalization

A unique strategy that has been chosen by L'Oréal is universalization. It means globalization that understands, captures, and differences respects by it. Differences in needs, desires, and traditions. To offer beauty that is made of tailor and meet the consumer's aspirations in every world part. This vision of the world is driven by L'Oréal. Universalization is about having truly a presence globally for L'Oréal through an organization in a unique way. The company is concentrated strategically yet decentralized operationally. The teams locally are empowered. It ensures by them that in each country they are relevant and close to their customers. That also means producing and creating cosmetics at a level locally, so that the formulations of the company are adapted perfectly to their consumer's needs, wherever live by them. To attain that, a research and innovation network and marketing hubs have been developed by the company across the world (Smith and Williams, 2022). An industrial presence globally has also L'Oréal to complement the development of their work, so that these innovations to market efficiently and quickly can be brought.

Digital transformation of L'Oréal

The digital transformation of L'Oréal began in earnest in the year 2012 with its "Connected Incubator of Beauty" launch. Now known as the technology incubator of L'Oréal, the expertise centrally COE is devoted to experiences and products of beauty that are enabled by technology. For instance, an augmented reality or AR has been developed by them that powered the app mirror by which people get allowed to virtually turn on their makeup just by using their smartphones. A new device of makeup has also been developed by them that uses AI or artificial intelligence that demands customized makeup, Perso. This year it is set to be released, leverage, and collects the data in real-time by Perso for its formulations to create. The website of L'Oréal looks at four areas which are:

1. **Analysis of personal skin:** The mobile app Perso opens by the user with the camera of the smartphone takes (Coleman, 2018). AI uses by the app to analyze the overall condition of the skin of the user which includes fine lines, pore visibility, dark spots appearance, and deep wrinkles by utilizing the technology of

Modi Face owned by L'Oréal.

2. **Assessment of Environment:** Local conditions of the environment assessed by Perso by using a Breezometer of data of geo-location that can influence the user's skin state, including pollen, temperature, humidity, weather, and UV index.
3. **Custom dispensing and formulation:** This data collectively informs the personalized creation that blends high skincare performance, dispensed in a portioned perfectly, for clean, easy application at the top of the device as a single dose. It adjusts by the technology for evening application and monitoring and the feature of the device at the top is a detachable mirror so the options can have the consumers taking a larger or single dose on the go with them (Ryan, 2020).
4. **Preference of product:** Their concerns about personal skincare entered by the users into the app of Perso that including dark spots, pore size, dullness, radiance, pigmentation, and fine lines. Preferred hydration level and texture can also be input by the user to customize further their formula uniquely of serum, moisturizer, and cream for an under-eye.

Marketing strategy

- **Promotion:** The guide of complementary lip care will be distributed on minimum purchase, having as a tip on how L'Oréal's numerous brand ambassadors apply on themselves the lip color to and take their lips to care.
- **Distribution:** The distribution network will widen by giving retailers, distributors, and the stockiest the various incentives to not to the competition to lose self-space.
- **Social responsibility:** Campaign supported by L'Oréal for safe cosmetics which in October 2007 was started. This will aid in consumer confidence to build that the lip color of L'Oréal is the management of the safe brand. A dozen had been built by L'Oréal or so in the local culture the mega brands rooted and appealing to global market segments differently (Kessel and Graf-Vlachy, 2021). Instead of the various brands homogenizing and in myriad cultures making them palatable, decided by Owen-Jones to embody their origin country, turning what experts of marketing into a virtue of marketing considered a narrowing factor. It is believed by L'Oréal as being a local one but the international image globally is backed up by diversifying the roots traditionally of brands.

What is the competitive strategy of L'Oréal?

The market segmentation of L'Oréal is based on factors of demographic. To the upper and middle class, their clients belong, who recognize their beauty to enhance. Likewise, many products have been brought by this segmentation to the market. For instance, a product line of Dark & Lovely for the women of Africa. Some products can be purchased from clients professionally who wish to improve their client's appearance. It is also worth noting that more than 30 brands handle by L'Oréal with product categories differently. Therefore, a differentiation strategy has been implemented by it. The upper middle class, middle class, and audiences of high-income allow targeting by this. The positioning of the brand is mainly due to its cosmetics and products in the beauty care category (Zinkin, 2019). Of course, through its brands differently, each of its aspirations and cultural diversity of clients focuses on respecting it.

E-Commerce

A set of solutions for E-commerce has been developed by L'Oréal. In the past few years, the websites of the company have been transformed into new experiences to create. Today, this move is accelerating that is to online purchasing. Therefore, e-commerce is rolled out by L'Oréal for their brands with strategies differently depending on the market of the target, whose purpose majorly in terms of availability is to go even further and to aid customers on their favorite platforms to find the right products. The partnerships have been created by L'Oréal in developed countries that too digitally with some names majorly in e-commerce which is also known as market leaders locally that is from Amazon of America to Alibaba of China. E-commerce is being developed in other markets by using brand sites and distributor partners. Moreover, in numerous countries such as China, in every two products, more than one is now online sold, a pattern that is being driven increasingly by networks of social media (Batat, 2022). This is the effort of L'Oréal in tomorrow leading the digital, as slowly turn by them their business part to social commerce which is the so-called beauty for the future.

Conclusion

Based on the above discussion, it has been concluded that by considering all the above-discussed factors that vary from innovation continuously across decades; its tenacity that is unwavering in balancing among both local and global audiences and its right strategies of marketing at the right time has landed favorite clearly to L'Oréal

between its customers. Their efforts continuously towards their position to sustain as the market leader globally surely made them do as a worthy one. The need for caution has been realized by L'Oréal in brand extension cases. When it was decided by L'Oréal to enter the category of kids' shampoo in 1998, it debated whether to go for an extension or launch a new brand. The name L'Oréal realized by the company that is associated Longley with hair care women would instantly capture the credibility with moms. But an oriented product of the child was the kids. When the kid's shampoo line of L'Oréal was first unveiled by L'Oréal in early 1998, the skeptical ones were retailers.

References

Batat, W., 2019. *Digital luxury: Transforming brands and consumer experiences*. Sage.

https://books.google.com/books?hl=en&lr=&id=ysiSDwAAQBAJ&oi=fnd&pg=PP1&dq=how+L%27Ore+al+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=6cbwpp-_KW&sig=hDd0zeU8n6DHmgMAvxy3p77rCkM

Batat, W., 2022. *Strategies for the digital customer experience: Connecting customers with brands in the digital age*. Edward Elgar Publishing.

https://books.google.com/books?hl=en&lr=&id=OeVvEAAQBAJ&oi=fnd&pg=PR1&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=GLzaKoXpB0&sig=Srbjgbaez4ytcUHd66R4p1_ww5I

Braun, R., 2019. *Corporate Stakeholder Democracy: Politicizing Corporate Social Responsibility*. Central European University Press.

https://books.google.com/books?hl=en&lr=&id=t_2ZDwAAQBAJ&oi=fnd&pg=PP1&dq=how+L%27Ore+al+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=46MrUz8nLR&

[sig=NPfVmB5TW35VWta3ZYx8BfPmVSk](#)

Coleman, D., 2018. *Building brand experiences: A practical guide to retaining brand relevance*. Kogan Page Publishers.

https://books.google.com/books?hl=en&lr=&id=XTFiDwAAQBAJ&oi=fnd&pg=PP1&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=7HJk5F27yb&sig=bVeAM_4qWzC7is-IQT_cTQ_3nxU

Collin, B. and Taillard, M., 2021. *Digital Makeover: How L'Oréal Put People First to Build a Beauty Tech Powerhouse*. John Wiley & Sons.

https://books.google.com/books?hl=en&lr=&id=vzsfEAAAQBAJ&oi=fnd&pg=PR9&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=SVbv4VibCc&sig=lig01zhzZS0sZ1GRQEUQbyx9_cc

Fahy, J. and Jobber, D., 2019. *EBOOK: Foundations of Marketing, 6e*. McGraw Hill.

<https://books.google.com/books?hl=en&lr=&id=RssvEAAAQBAJ&oi=fnd&pg=PP1&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=6bqECPo1N4&sig=BH3-KSyHAEvL-XGh4c-mNFF8tp4>

Feldmann, D. and Alberg-Seberich, M., 2020. *The corporate social mind: How companies lead social change from the inside out*. Greenleaf Book Group.

https://books.google.com/books?hl=en&lr=&id=f9_kDwAAQBAJ&oi=fnd&pg=PT14&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=2-E7YrZhv7&sig=sluwobowO-ryLiz8hxAEYy4Uzrw

Gilchrist, A., 2018. *Digital Success: A Holistic Approach to Digital Transformation for Enterprises and Manufacturers*. Alasdair Gilchrist.

<https://books.google.com/books?hl=en&lr=&id=vmLwDwAAQBAJ&oi=fnd&pg=PT10&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=kreJSg03Ss&sig=THjGi1mqGgSKLP7JfZMt0eFaceQ>

Grover, B. and Damle, M., 2020. COMPARISON OF SELECT DIGITAL MATURITY MODELS FOR DIGITAL TRANSFORMATION DYNAMICS. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 17(6), pp.4836-4856.

<https://www.archives.palarch.nl/index.php/jae/article/download/1728/1721>

Kessel, L. and Graf-Vlachy, L., 2021. Chief digital officers: the state of the art and the road ahead. *Management Review Quarterly*, pp.1-38.

<https://link.springer.com/article/10.1007/s11301-021-00227-8>

Minsky, L. and Geva, I., 2019. *Global brand management: a guide to developing, building & managing an international brand*. Kogan Page Publishers.

<https://books.google.com/books?hl=en&lr=&id=K3-5DwAAQBAJ&oi=fnd&pg=PP1&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=6Wl2wLQPNu&sig=X-m5iPTncjcWo3dYqPZXY2znQbU>

<https://books.google.com/books?hl=en&lr=&id=cqCvEAAAQBAJ&oi=fnd&pg=PT6&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=MJnN6GIWDy&sig=LXAVs5rJXY0EpoTxVrAHPqhGfzo>

Mustafa, H., Abdullah, S.A.C. and Noor, S.M., 2022. *Principles of Integrated Marketing Communications: A Malaysia Casebook*. Penerbit USM.

<https://books.google.com/books?hl=en&lr=&id=cqCvEAAAQBAJ&oi=fnd&pg=PT6&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=MJnN6GIWDy&sig=LXAVs5rJXY0EpoTxVrAHPqhGfzo>

Newman, M. and McDonald, M., 2018. *100 Practical Ways to Improve Customer Experience: Achieve End-to-end Customer Engagement in a Multichannel World*.

Kogan Page Publishers.

https://books.google.com/books?hl=en&lr=&id=nV9mDwAAQBAJ&oi=fnd&pg=PP1&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=P7C7puqq0C&sig=7TltFWDC2EeK6OK5b_0Hjahh5xq

Osei, F., Ampomah, G., Kankam-Kwarteng, C., Bediako, D.O. and Mensah, R., 2021.

Customer Satisfaction Analysis of Banks: The Role of Market Segmentation. *Science Journal of Business and Management*, 9(2), p.126.

<http://article.sjobm.org/pdf/10.11648.j.sjobm.20210902.19.pdf>

Ryan, D., 2020. *Understanding digital marketing: A complete guide to engaging customers and implementing successful digital campaigns*. Kogan Page Publishers.

https://books.google.com/books?hl=en&lr=&id=hl4EEAAAQBAJ&oi=fnd&pg=PR1&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=Sn8KSpwbY9&sig=SyvVWR7fPapD_cobH7-Pja4ZJdc

Smith, T. and Williams, T., 2022. *Brand Fusion: Purpose-driven brand strategy*. Walter de Gruyter GmbH & Co KG. https://books.google.com/books?hl=en&lr=&id=-ER3EAAQBAJ&oi=fnd&pg=PR5&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=EQaZhMKmna&sig=Q6sXouzbf5_ABwW_1jgnUHKhCLU

Tuten, T.L., 2019. *Principles of Marketing for a Digital Age*. SAGE. https://books.google.com/books?hl=en&lr=&id=YPG-DwAAQBAJ&oi=fnd&pg=PP1&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=oNgJVR8VK1&sig=dqZ8KJvxpbzWgNUL_9w7G-4OpCQ

Yesiloglu, S. and Costello, J. eds., 2020. *Influencer marketing: building brand communities and engagement*. Routledge. https://books.google.com/books?hl=en&lr=&id=GNQHEAAQBAJ&oi=fnd&pg=PT9&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=r_W5fCnq0C&sig=4rhn4Q8iITSomnRGTOcN9P244sg

Zinkin, J., 2019. *Better Governance Across the Board: Creating Value Through Reputation, People, and Processes*. Walter de Gruyter GmbH & Co KG. <https://books.google.com/books?hl=en&lr=&id=BX2cDwAAQBAJ&oi=fnd&pg=PR5&dq=how+L%27Oreal+can+create+innovative+marketing+strategies+for+raising+awareness+of+the+brand+as+well+as+managing+and+evaluating+the+customer+journey+across+a+variety+of+communication+channels+to+ensure+current+and+future+stakeholders%E2%80%99+expectations+are+fulfi&ots=X8l8jTcX8m&sig=aTvzbAKLugBuxJ3bdrpvT2d-USg>