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MARKETING MALE COSMETICS, A REVIEW OF
LUMENE FOR MEN PRODUCTS SUCCESS TO DATE
AND IDEAS FOR IMPROVEMENT

Pauliina Tiainen (08123003)
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**MARKETING MALE COSMETICS, A REVIEW OF LUMENE FOR MEN
PRODUCTS SUCCESS TO DATE AND IDEAS FOR IMPROVEMENT**

Pauliina Tiainen

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ABSTRACT:

The dissertation was made in co-operation with the Finnish cosmetics company Lumene Oy. The main purpose was to study Finnish men as consumers of cosmetics. The idea was to find out possible reasons for the fact that the men's consumption of cosmetics in Finland has not reached the previous expectations. The focus was on Lumene and their For Men product range. In addition, another purpose was to investigate if there was any change compared to the previous Lumene study. Only a small part of Finnish men uses different cosmetics so basically, there are possibilities to increase the amount of users. The main objective was to find suggestions for Lumene to develop and improve their business in the future. Another purpose was to find out, what kind of cosmetic products are the most essential to men and what kind of sales and marketing approaches are the most appropriate for them. In addition, the third purpose was to explore the men's general beliefs and attitudes towards cosmetics and possible motives concerning the usage. Both quantitative and qualitative research methods were used for the study. The data was collected with online questionnaire, answered by 99 men and also by interviewing personally five men of different age categories. It appeared that attitudes and opinions had not changed much after the previous Lumene study. Principally, the men were interested in cosmetics but the product selection was found too broad. Lumene For men products were stated to be functional, good looking, stylish and suitable for men. Also the opinions of the For Men advertisements were very positive. Basically, the main problems appeared to be generally low awareness of cosmetics, particularly For Men products, low amount of suitable points-of-sale, lack of advertising and too high pricing. According to this, Lumene should concentrate on evaluating their For Men product assortment. In addition, they should consider new pricing, put more efforts on more efficient and suitable placement and strive for improving the awareness and image of the range by increasing advertising and promotion.

Key words: male cosmetics market in Finland, men's semi-selective cosmetics, male consumer behaviour, marketing cosmetics to men

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TIIVISTELMÄ

Opinnäytetyö tehtiin yhteistyössä suomalaisen kosmetiikkayrityksen Lumene Oy:n kanssa. Työn pääaiheena oli tutkia suomalaisia miehiä kosmetiikan kuluttajina. Tutkimustulosten pohjalta oli tarkoituksena selvittää mahdollisia syitä siihen, miksi miesten kosmetiikan kulutus Suomessa ei ole vastannut aiempia ennusteita, keskittyen Lumeneen ja heidän For Men -tuotesarjaansa. Lisäksi tavoitteena oli selvittää, onko muutosta havaittavissa suhteessa Lumenen aiempaan tutkimukseen. Käytännössä edelleen vain suhteellisen pieni osa suomalaisista miehistä käyttää erilaisia kosmetiikkatuotteita, joten periaatteessa mahdollisuuksia lisätä käyttäjämäärää löytyisi. Tutkimustuloksista oli tarkoituksena koota ehdotuksia sekä löytää mahdollisia keinoja Lumenelle, jotta toimintaa pystyttäisiin kehittämään tulevaisuudessa. Tutkimuksen alaongelmiksi nousivat mitkä tuotteet ovat olennaisimpia, sekä millaiset myynti- ja markkinointikeinot ovat sopivimpia miehille. Lisäksi tarkoituksena oli kartoittaa miesten yleistä asennetta ja suhtautumista kosmetiikkaan, sekä mahdollisia motivaatiotekijöitä kosmetiikkatuotteiden käyttöä ja markkinointia ajatellen. Tutkimuksessa käytettiin sekä laadullista että kvantitatiivista tutkimusmenetelmää. Aineisto kerättiin online-kyselylomakkeella, johon vastasi 99 miestä, sekä haastattelemalla henkilökohtaisesti viittä eri ikäluokan edustajaa. Tutkittaessa ilmeni, etteivät mielipiteet ja asenteet juurikaan ole muuttuneet suhteessa aiempaan. Periaatteessa kiinnostusta löytyi edelleen, mutta tuotevalikoima oli liian laaja. Lumene For Men -tuotteet miellettiin hyvännäköisiksi, hyväntuoksuiseksi ja toimiviksi, miehille sopiviksi tuotteiksi. Myös mielipiteet sarjan mainoksista olivat erittäin positiivisia. Käytännössä pääongelmiksi paljastuivat yleinen tietämättömyys koko kosmetiikasta ja For Men -tuotteista, vähäiset ja sopimattomat myyntipisteet, mainonnan vähyytensä sekä liian korkea hinta. Lumenen tulisi näin ollen keskittyä karsimaan For Men -tuotevalikoimaansa, harkita uutta hinnoittelua, panostaa enemmän tehokkaampaan ja sopivampaan jakeluun, sekä pyrkiä parantamaan sarjan tunnettua lisäämällä toimivampaa mainontaa ja promootiota.

Avainsanat: miesten kosmetiikkamarkkinat, miesten semi-selektiivinen kosmetiikka, miesten ostokäyttäytyminen, kosmetiikkatuotteiden markkinointi miehille

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1 INTRODUCTION

1.1 BACKGROUND TO THE STUDY

'So it is naturally with the male and female; the one is superior, the other inferior; the other governs, the other is governed; and the same rule must necessarily hold good with to all mankind.'

- Aristotle (384-322 B.C.E, cited in The Future of Men (2006), p. 1)

The general concern for appearance is not just a phenomenon of today. Every period of history has had its own standards for the ideal physical attractiveness of people. Throughout ages, women have used different kinds of beauty products. Since the beginning of the twentieth-century, the cosmetics industry, together with advertising, is aiming to sell people and ideal image of themselves.¹

This millennium, also men have become better aware of their appearance and well being. The continuous rise in the standard of living, the impact of the media and the more equal modern society between men and women has made the environment favourable for the growth in men's spending on grooming products. In the overcrowded cosmetics industry, where almost everything possible has already been invented and offered for women, male targeted cosmetics have now provided a remarkable new market trend worldwide. Many firms have even begun to offer their own, separate men's lines.²

Also in Finland, the Finnish cosmetic brand Lumene launched their Lumene For Men skin care range in 2006 (See Appendix I). They believed that the consumption of male products would rise considerably in a couple of years in Finland (See Appendix II).

¹ Dade, P. (2007) p.4

² Colipa (2008)

"The portion of male cosmetics of Lumene's sales is still only just a few percent but a big leap for us is coming", predicted Lumene's former Marketing Director in 2004.³ Even the general market forecast showed a growth trend. However, the market performance of Lumene For Men has not reached Lumene's original goals. Even the total male cosmetics market in Finland has not increased as expected. Particularly, for the last two years, the general sales of male products have been insufficient, remaining notably under the targets.⁴

As a part of my studies, I worked as a trainee at Lumene for nine months. The current unsatisfactory situation with their male product line formed the basis for the research problem of my study.

1.2 PURPOSE AND SCOPE OF THE STUDY

At present, Lumene is evaluating the profitability of their male products. The main purpose for my research was to explore why the sales of For Men range did not achieve the originally outlined objectives. The second purpose was to find possible recommendations for improvements the future success of Lumene For Men. The third purpose was to investigate reasons why the total male cosmetics market in Finland has not followed the global trends.

The male cosmetics market in Finland is divided between the selective (highly priced, premium and luxury brands), the semi-selective (medium priced brands) and the cheap priced daily cosmetics and toiletries (e.g. the shop's own, private labels). In this study, the scope was on the semi-selective male cosmetics market in Finland, focusing on the Finnish brand Lumene and their range For Men. Thus, when For Men is mentioned, it refers to Lumene For Men. The emphasis was on skin care products; colour cosmetics (makeup) and all hair care and styling products were excluded.

³ Talouselämä (2004)

⁴ TY (2008-2009)

1.3 OUTLINE OF THE STUDY STRUCTURE

First, the paper explained the background and introduction to the study. Then, the current situation of the male cosmetics market was briefly covered. Followed by the literature review, the most relevant theories and models on consumer behaviour and marketing were discussed. Based on this information, the appropriate research methodologies were chosen and explained in the methodology. Then, up-to-date consumer data was collected to test the specific theories and models mentioned in the literature review. Then, the findings were discussed and the results analysed by comparing them with previous data, theories and models. Finally, the conclusions and recommendations were formed.

1.4 AIMS AND OBJECTIVES OF THE STUDY

A survey of Finnish men was made to discover their attitudes towards the usage of cosmetics and understand their behaviour when buying or using them.

The main objectives for the study are outlined below:

- To understand better Finnish male consumers as users and buyers of cosmetics; their current behaviour, attitudes and opinions as well as their needs, wants and preferences, compared to previous data.
- To discover possible reasons why Finnish men are still quite moderate consumers of cosmetics and consequently, why Lumene has not achieved their marketing targets.
- To identify the most potential target group for For Men.
- To identify the advantages and disadvantages of For Men.
- To evaluate different strategy options for For Men and identify recommendations and alternative ways of developing its marketing.

1.5 LIMITATIONS OF THE STUDY

First of all, the most obvious limitation of this study was the smallness of the sample. The current sample was focused mainly on young, better educated men living in the Helsinki metropolitan area. Although it probably represented the most evident target group it cannot be considered as a perfect sample. More men of other age groups and geographic areas should be examined to obtain a valid and sufficiently representative sample for examining country-specific gender issues. However, it was not possible due to the time and cost factors.

Secondly, my study would have been more thorough if I had been able to utilise more information concerning other brands. However, it was not possible within the limitations of this study.

Finally, also comparison with other countries, where the men's cosmetics markets are more developed and where new trends and products for males are continuously being generated, should be further utilised.

2 A BRIEF OVERVIEW OF COSMETICS MARKETS

2.1 THE COSMETICS MARKET OF FINLAND

2.1.1 *BRIEF HISTORY*

The first factory in Finland, having some cosmetics production, was founded in 1867. International cosmetic brands entered the market in 1930s. Since the 1960s the cosmetics market of Finland is continuously growing. The first Finnish cosmetic brand was Lumene, established in 1970.

2.1.2 CURRENT SITUATION

Today, the key brands dominating the total Finnish market are the well-known foreign brands, such as L'Oréal and Nivea.⁵ Nevertheless, Lumene has been able to keep its position as the market leader in female cosmetics, both in makeup and skin care (See Table 1). It is holding about a third of the both markets.⁶

	Company	M€	Share %
1	Lumene	37,5	16,8 %
2	Nivea Visage	28,1	12,6
3	L'Oréal	14,2	6,4
	Top 10	138,1	61,9
	Other	84,9	38,1
	Total Market	223	100

Table 1: Brand shares in skin care, Finland 2008

Source: The Finnish Cosmetic, Toiletry and Detergent Association (TY), (2008)

In 2007, the total value of Finnish cosmetics market in was worth of 796 M€. The share of the skin care segment was 27 % of the total market, being worth of 215 M€.⁷ In 2008, the share of Lumene in skin care was 37.5 M€ (16.8 %), the share of Nivea 28.1 M€ (12.6 %) and L'Oréal 14.2 M€ (6.4 %).⁸

Overall, Finland is not considered to rank especially high in the consumption of cosmetics. Compared with other EU countries, the amount of money used for cosmetics is still quite small. In 2007, the Finnish cosmetics and toiletries consumption per capita was only 151€ (e.g. Norway 236€, Denmark 185€, Sweden 178€, Spain 176€, France 168€).⁹

⁵ Euromonitor (2009)

⁶ Lumene, Nielsen ScanTrack annual report 01/2008

⁷ TY (2008)

⁸ Lumene, Nielsen ScanTrack annual report 01/2008

⁹ TY (2008)

Nonetheless, the total cosmetics market in Finland has been on a steady growth over the past decade in Finland. From 1995, the consumption has almost doubled (See Table 2). The annual market growth was faster in Finland, around 10 %¹⁰ compared to 3 % in EU (See Table 3).¹¹

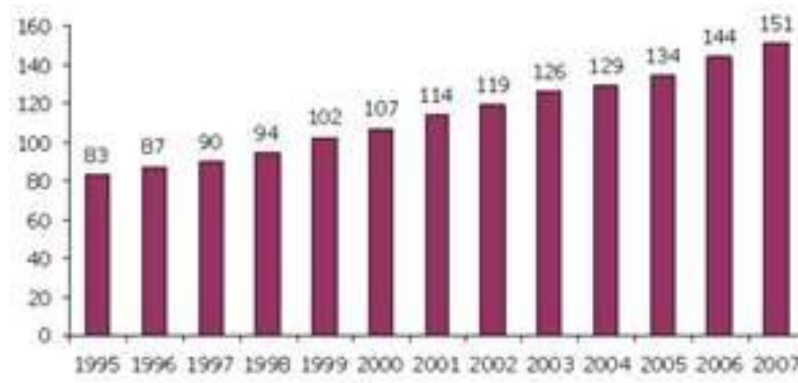
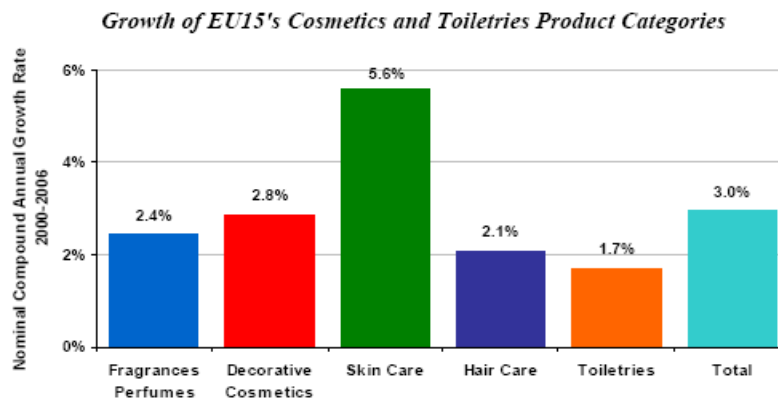


Table 2: Consumption of cosmetics € per capita in Finland, years 1995-2007

Source: TY (2008), Muu Tilastotieto (2008)



Source: COLIPA Statistics Working Group

Table 3: Growth of EU15's cosmetics and toiletries product categories, years 2000-2006

Source: COLIPA, Global Insight (2007): A Study of the European Cosmetics Industry

¹⁰ TY, Muu Tilastotieto (2008)

¹¹ Global Insight (2007)

Due to the global economic recession in 2008, the negative effect on the Finnish economy resulted in a small drawback in the general sales of cosmetics. This resulted in shift to more affordable products. In addition, consumers were more selective regarding their purchasing decisions, buying only the most essential products.¹²

2.2 THE GLOBAL MALE COSMETICS MARKET

Throughout the last decade, there has been a significant increase in the global market for men's cosmetics. In 2004, the annual growth in Europe was 6.7 %.¹³ That year, the market analyst Mintel valued the UK male cosmetics market at £685 million, predicting that the figure would rise to £821 million by 2009.¹⁴

In 2005, another market analyst Euromonitor foretold the male skin care market in Western Europe to grow in five years by a further 15.5 %, from \$30.5 billion to \$32.3 billion.¹⁵ The same year, a third analyst Datamonitor was even more optimistic, forecasting that the sales would grow from to nearly \$40 billion by the end of 2010.¹⁶ A steady growth was explained by the widening acceptance of men's spending on cosmetics through high media exposure.¹⁷ The survey by Datamonitor also showed that 73 % of European and US men considered their appearance 'important' or 'very important', compared to 72 % of women with the same response.

In 2006, it was predicted that the global annual growth of men's skin care products would be around 11 % between the years 2006 and 2011.¹⁸ The same year, a US Research and Markets report showed that the use of the male products in the US had risen rapidly in a year from a value of \$26.3 to \$29.7 billion.

¹² Euromonitor (2009)

¹³ Global Insight (2007)

¹⁴ Daily Mail (2007)

¹⁵ Cosmetics Design (2007)

¹⁶ Future Body Visions Summit, 20-21 September 2006

¹⁷ Cosmetics Design (2005)

¹⁸ Euromonitor (2007)

The report also suggested that, instead of modern young men, it was actually older men who represented the most important growth potential for male grooming products. Their consumption in personal care had seen a 3.9 % annual growth between the years 2000 to 2005, having reached a total of \$9.8 billion.¹⁹

Most market-leading cosmetics companies for women's products, such as Nivea and L'Oréal, have targeted the growing male consumer market early on, by launching their comprehensive men's ranges, Nivea For Men (2007) and L'Oréal Men Expert (2004) on the global market.²⁰ However, the world's best-selling male cosmetic brand is Unilever's Axe (known in the United Kingdom as Lynx). It is targeted to younger men and acts as a good example of a brand which has been able to successfully expand to other niches than deodorant.²¹

After all, the share of the global male market is still quite small in comparison with the women's cosmetic industry, which is already estimated to be worth of more than \$100 billion worldwide.²² However, studies report that despite the current economic situation, the European men's cosmetics market is still thriving. The sector is continuing to grow in value and product offering. Segmentation has moved beyond relatively simple cleansing routines to function-specific products such as anti-ageing and de-stressing. Also, other new trends are emerging, such as more advanced ingredients and ethical and natural products.²³

¹⁹ Cosmetics Design (2006)

²⁰ Cosmetics Design (2006)

²¹ Tungate, M. (2008) p.14

²² Future Body Visions Summit, 20-21 September 2006

²³ Mintel (November 2008)

2.2.1 THE MALE COSMETICS MARKET OF FINLAND

At the beginning of the millennium, the market of male cosmetics was very small in Finland. It was mainly a battlefield between three luxury brands; Biotherm Homme, Clinique and Clarins. In 2004, after the launch of Hugo Boss -range, the market exploded (See Table 4).

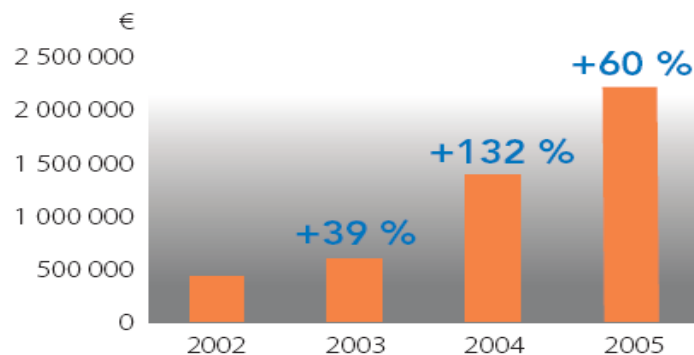


Table 4: Growth of men's facial care market in Finland

Source: TY (2006)

The same year, L'Oréal introduced their Men Expert range in Finland. It was followed by Nivea For Men in 2007. Since then, more and more other male targeted cosmetic brands and products are continuously appearing into the market. Today, there are over 30 different brands selling male cosmetics in Finland. According a study by TNS Atlas in 2009, also in Finland the most desired and recently bought male brand was Axe (See Figure 1).²⁴

²⁴ Markkinointi ja Mainonta (2009)



Figure 1: Positioning map of male cosmetic brands in Finland, 2009

Source: TNS Atlas, Markkinointi ja Mainonta (2009)

In 2007, Euromonitor predicted that the annual growth of men’s skin care products would be around 19.9 % in Finland between the years 2006 and 2011.²⁵ (See Table 5) First, it looked very probable. The market continued to grow rapidly between the years 2005-2007, first by 68.8 %, then by 20.3 %. Towards the end of 2008, the total market of men’s skin care products had doubled in Finland in three years.

²⁵ Euromonitor (2007)

That year, the market leader was L'Oréal Men Expert, by a share of 43.8 %, Nivea For Men was second by 39.1 % and Lumene For Men third, by only 16.9 %.²⁶

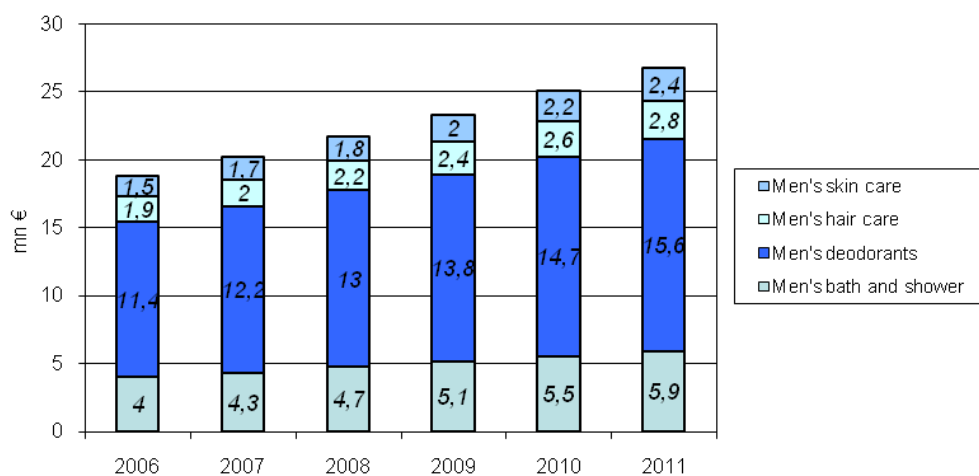


Table 5: Forecast of male cosmetic market in Finland, years 2006-2011

Source: Euromonitor, 2007

However, since 2008, the market is decreasing. After the first half of 2009 the fall in sales statistics for men's semi-selective skin care market was 18.6 %, compared to the previous year. The decline of the sales for For Men was 19.1 %. Contrary to men in US and other European countries, Finnish men are modest consumers of cosmetics. For the first half of the year 2009, without deodorants the sales of men's semi-selective skin care were worth of 124 700 €, representing only 1.94 % of the total semi-selective skin care market.²⁷

²⁶ TY (2006-2008)

²⁷ TY (2008-2009)

3 LITERATURE REVIEW

3.1 INTRODUCTION

Customers represent the starting point for all marketing activities.²⁸ Kotler explains that the base for effective marketing and selling comes from understanding the target group's needs and wants as well as the marketplace within which the company operates.²⁹ As Wise and Sirohi have observed, many companies today lack sufficient information on what type of marketing mix suits best in which circumstances and with which customers.³⁰ Therefore, clear comprehension on consumer behaviour supports in creating the most proper strategies to influence the desired target group.³¹

3.2 CONSUMER BEHAVIOUR

3.2.1 GENERAL

Consumer behaviour can be defined as the study of the activities involved when people select, purchase, use or dispose of products to satisfy their needs.³² It includes all the issues that have effect on the buyer before, during and after a purchase.³³ Theories want to find answers to the questions who, how, when, from where and especially, why people buy specific products.

²⁸ Shimp, T. (2007) p.8

²⁹ Kotler and Armstrong (2006) p. 137

³⁰ Wise and Sirohi (2006) p. 11

³¹ Blackwell, R. et al. (2006) p. 4

³² Arnould, E. et al. (2004) p. 9

³³ De Mooij, M. (2004)

3.2.2 FACTORS AFFECTING CONSUMER BEHAVIOUR

'95 percent of the thought, emotion and learning that drive our purchases occur in the unconscious mind, without our awareness.'

-Weiners B. (2003), p. 54-55; cited in Principles of Marketing (2006) p. 137

Various factors impact a person's consumption habits. To understand their influence, they can be divided into different categories. Kotler (2006) presented them as the four main collections of buyer characteristics: cultural, social, personal and psychological (See Figure 2). Most of these factors cannot be influenced but they must be taken into account in marketing.³⁴

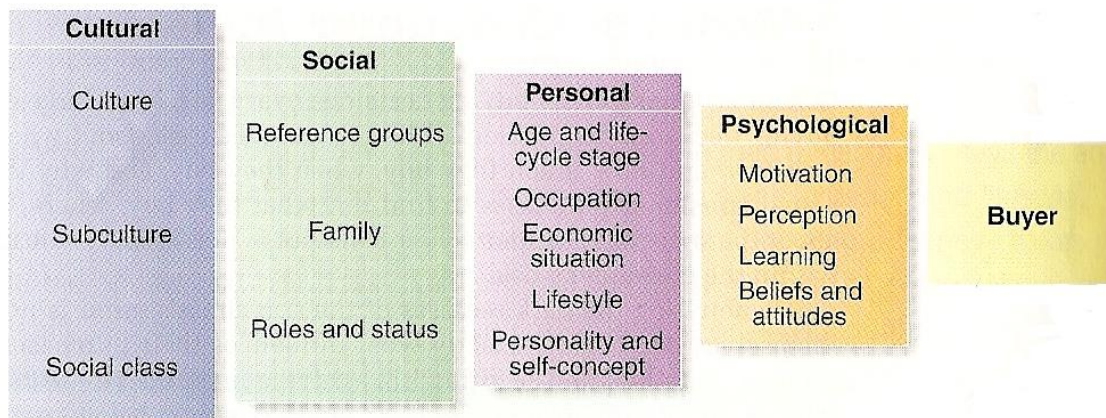


Figure 2: Factors influencing consumer behaviour

Source: Kotler and Armstrong (2006) p.138

³⁴ Kotler and Armstrong (2006) p.137

3.2.2.1 Cultural Factors

We are surrounded by our culture and society. They are an essential part of each nation and individual by creating the sense of social belonging and forming the main base of a person's behaviour. In marketing context, culture is often viewed as the combination of different values, perceptions, wants, beliefs, attitudes, norms and manners, learned by a member of society from the surrounding people speaking the same language and living in the same specific geographic region.³⁵ Culture gives us messages about what is normal, appropriate and expected.³⁶

In addition, every culture and society is divided into smaller subcultures and social classes with distinctive life situations and views of the world.³⁷ People belonging in these specified cultural divisions share similar values, interests and behaviour, as well as distinct product and brand preferences.³⁸

Now, some theorists have claimed that global marketing is slowly changing the cultures towards a more coherent, consumerist culture. It is marked by a constant pressure 'to be and to stay ahead'. In Bauman's view (2007), it promotes a consumerist lifestyle which encourages people to continuously adopt new needs and wants.³⁹ This has also aided men become more interested in shopping and looking good.⁴⁰

³⁵ Geertz, C. (1973) p.44

³⁶ Arnould, E. et al. (2004) p. 74

³⁷ Bolender, R.K. (2006)

³⁸ Terrel G.W. (2002) p.248-276, cited in Kotler and Armstrong (2006) p.141

³⁹ Bauman, Z. (2007) p.82

⁴⁰ Tungate, M. (2008) p.2

3.2.2.2 Social Factors

Many studies demonstrate that different groups have a strong impact on an individual's decision making. For instance, they can influence their members by exposing them to a new type of behaviour and lifestyle, and also, by changing their attitudes.⁴¹ This might also affect their product and brand choice.⁴² Some people want to purchase products according to a group he or she admires. However, the importance of reference groups depends of the type of the product. Some studies report that the opinions of others are less important if the product is consumed privately.⁴³

There are some specific, powerful individuals within the groups that are assumed to precede trends and influence strongly on mass opinion. Rogers (1983) called them opinion leaders, having special skills, personality and other characteristics.⁴⁴ They are the leading adopters of new products or innovations and, by spreading their knowledge; they are able to sell many products forward.⁴⁵

It has also been discovered that family members have significant impact on each other's purchase decision making. Parent's influence reflects deeply on their children's future consumer habits. The role of husband and wife and their direct influence is also very important. However, it varies widely by product category and by stage in the buying process.⁴⁶

In addition, many consumers tend to purchase products suitable to represent their expected role and relative status in a particular group or community.⁴⁷

⁴¹ Thompson, William and Hickey, Joseph (2005)

⁴² Armstrong and Kotler (2007) p.133

⁴³ De Mooij, M. (2004)

⁴⁴ Rogers, E.M. (1983)

⁴⁵ Keller and Berry (2003), cited in Kotler and Armstrong (2006) p.143

⁴⁶ Kotler and Armstrong (2006) p.142

⁴⁷ Desmond, J. (2003) p.169

3.2.2.3 Personal Factors

Each person's unique personality has a strong impact on his or her buying behaviour. People tend to purchase brands which match with their own personality. Therefore, marketers need to create their brand personalities to suit with their target audience's characteristics.⁴⁸

A person's lifestyle also affects on purchase decisions. Lifestyle is usually described as a person's way of living as expressed in his or her activities (work, hobbies, shopping, sports and social events), interests (food, fashion, family) and opinions. It gives a clearer image of a person's whole pattern of acting and interacting in the world, e.g. how the time and money is spent.⁴⁹

In addition, people's age and economic situation influences on consumer behaviour. Their tastes and interests will change according to their age and life-cycle stage; reflecting on their product or brand preferences. Even a person's occupation may affect the purchase decision making.⁵⁰

3.2.2.4 Psychological Factors

In Sigmund Freud's theory of human motivation people are largely unconscious about the real psychological forces forming their behaviour.⁵¹ His theory suggests that a consumer's decision making process is affected by subconscious motives, so called 'inner drives', which cause human beings to strive to satisfy their needs. Motives explain the reasons for why people buy.⁵² It is essential for the marketers to discover the possible motives of their target consumers.

⁴⁸ Armstrong and Kotler (2007) p.137

⁴⁹ Kotler and Armstrong (2006) p.146

⁵⁰ Armstrong and Kotler (2007) p.135-136

⁵¹ Armstrong and Kotler (2007) p.138-139

⁵² Egan, J. (2007)

The way consumers act is influenced by their perceptions. Perception is the process by which they select, organise, interpret and make sense of information. After acting, people learn. If the product experience was good, he will surely buy it again.⁵³ Thus, people tend to buy products that support their own attitudes and beliefs.⁵⁴ Their basic, quite consistent thoughts and feelings may be difficult for marketers to change.⁵⁵

3.2.3 CONSUMER DECISION PROCESS

Various models have been created to illustrate the common purchase process. One of the most famous is the CDP model (See Figure 3). As the model shows, buyers usually go through seven steps when making decisions: need recognition, search for information, evaluation of alternatives, purchase, consumption, post-consumption evaluation and divestment.⁵⁶ A good comprehension of these different stages aids marketers to realise why consumers are or are not buying specific products and what could make them buy more. However, consumers do not always act as predictably as the marketers desired.⁵⁷

⁵³ Armstrong and Kotler (2007) p.141

⁵⁴ Egan, J. (2007)

⁵⁵ Armstrong and Kotler (2007) p.141

⁵⁶ Blackwell, R. et al. (2006) p.70

⁵⁷ Gabriel, Yiannis and Lang, Tim (2006) p.4

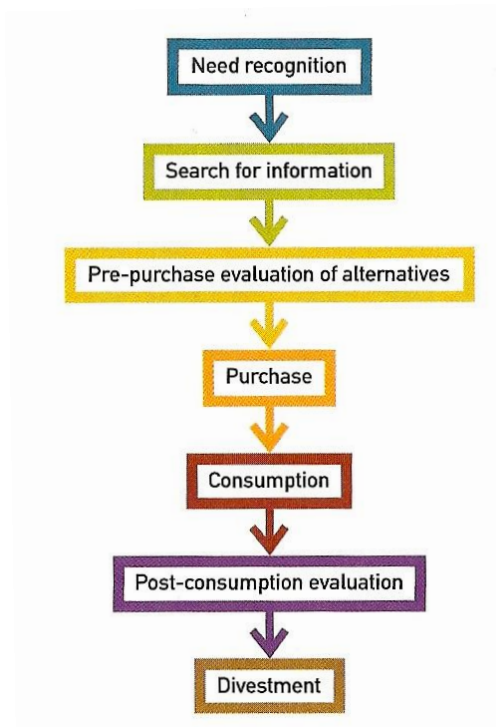


Figure 3: CDP model

Source: Blackwell et al. (2006) p.70

3.2.4 MALE CONSUMER BEHAVIOUR

3.2.4.1 Male Gender and Masculinity in a Changing World

According to an article in Helsingin Sanomat (2006), one of the most read newspapers in Finland:

“It is evident that men’s interest in their appearance does not only originate from the marketing tricks of the cosmetic industry but from a broader shift of changing sex roles.”⁵⁸

⁵⁸ Helsingin Sanomat (2006)

Gender is an essential part of everybody's self-concept and self-image.⁵⁹ The gender roles are shaped by the culture and society. Males generally tend to hold quite classic gender ideologies; masculinity is more important to them than femininity to women.⁶⁰ Traditionally, the ideal stereotype for a man has been considered to be active, work oriented, emotionally and economically independent, physically powerful and heterosexual.⁶¹

Over the past century, a number of social changes among men have appeared. One of the most popular and acknowledged theories to explain the increasing convergence of male and female sex roles is the Social Role Theory by Eagly.⁶² The importance of the specific gender roles has decreased as the work force participation of women has increased. This has led to men's growing involvement at home.⁶³ When devoting more to the roles of husband and father, men have also begun to develop other feminine-associated traits.⁶⁴

Evidently, the sex differences are diminishing while the economic power of women is growing. They are able to take care of themselves. As the media has started to respond to the increasing independence of women, the basic concept of masculinity has begun to change.⁶⁵ Today, some theories suggest that men feel somehow positioned more as sex objects after so many advantages and requirements of being a man have been limited. This has affected not only how they think and behave, but also how they look. In order to attract the modern, self confident and career oriented women men have been forced to take out new weapons, such as paying more attention to such things as skin care and clothes.⁶⁶

⁵⁹ Sirgy, J.M. (1982) p.287

⁶⁰ Hacker, H. (1957) p.19

⁶¹ Kramer (2005) p.28, cited in Hakala, U. (2006) p.108

⁶² Eagly, A.H. (1987), cited in Heindler, M. (2007) p.62

⁶³ Salzman, M. et al. (2006)

⁶⁴ Heindler, M. (2007) p.62

⁶⁵ Hakala, U. (2006) p.109

⁶⁶ Salzman, M. et al. (2006)

3.2.4.2 Men as Consumers

Traditionally, men were seen as the producing sex; not as the consuming one.⁶⁷ Today, men are increasingly taking a more active consumer role, particularly in areas previously considered feminine, such as cosmetics. Some decades ago, men buying them would have caused a lot of social trouble.⁶⁸ At that time, the use of cosmetics was associated only with women and the gay community.⁶⁹ This dramatic change is evidenced by plenty of male directed beauty products.

Naturally, also the media has had its own impact. The enormous discussion about male gender and image over the last couple of years has led to more and more men to realise that deodorant and soap are no longer enough for a man to be successful, both in business world and in private life.⁷⁰ Consequently, this has helped the old sex-stereotyping of cosmetics towards becoming more neutral.⁷¹

Recent surveys have shown that even men from the traditionally macho cultures have become interested in cosmetics. Almost 90 % of Spanish men believed good grooming was essential in business world.⁷² In addition, 89 % of the Americans agreed.⁷³

3.2.4.3 Metrosexuality

Indeed, masculinity is obviously in a period of transition, with new expressions of maleness emerging as men try to find their place.⁷⁴ Plenty of different terms have been established to describe the new types of men.

⁶⁷ Kacen, J.J. (2000)

⁶⁸ Hakala, U. (2006)

⁶⁹ Salzman, M. et al. (2006)

⁷⁰ Salzman, M. et al. (2006)

⁷¹ Heindler, M. (2007)

⁷² European Cosmetic Markets (2004)

⁷³ Euro RSCG Worldwide (2003)

⁷⁴ Salzman, M. et al. (2006)

One of the most common terms is called 'metrosexual'. It was created by a famous critic Mark Simpson in 1994. According to him, the definition for metrosexual was:

“A young man with money to spend, living in a big city, close to the best shops, clubs, gyms and hairdressers. He might be officially gay, straight or bisexual but this has no important matter because he has clearly taken himself as his own love object.”⁷⁵

Like any other trend, metrosexuality was born by the media and famous male celebrities, such as David Beckham. They turned the term into a popular and desirable phenomenon.⁷⁶ This new class of modern men are unafraid to devote time and money to their own appearance. They want to do what they want, buy what they want, and enjoy what they want, regardless of whether other people might consider these things unmanly.⁷⁷

As Simpson (1994) concluded, metrosexuality is more about being confident and masculine enough to have the strength to be true to oneself. Since then, marketers have used these 'dupes of consumerism' as an effective and easy target, especially for the marketing of male cosmetics.⁷⁸

⁷⁵ Simpson, M. (1994)

⁷⁶ Salzman, M. et al. (2006)

⁷⁷ Euro RSCG Worldwide (2003)

⁷⁸ Simpson, M. (1994)

3.3 MARKETING

3.3.1 GENERAL

Kotler (2006) defined marketing as ‘the social and managerial process by which companies create value for customers in order to capture value from them in return.’⁷⁹

Marketing is all about building right and strong relationships with the right customers.⁸⁰ The basic concept is seen as knowing the specific, ever changing needs and wants of the target market and delivering the desired satisfactions better than competitors do.⁸¹ Thus, it is essential to remember that the company’s most potential customers are also the competitor’s best customers.⁸²

Marketing is a very broad term covering various different activities. Therefore, the ones discussed here are the major activities that are required in managing a proper marketing strategy; such as market segmentation, targeting, positioning, branding and determining the marketing mix (See Figure 4).

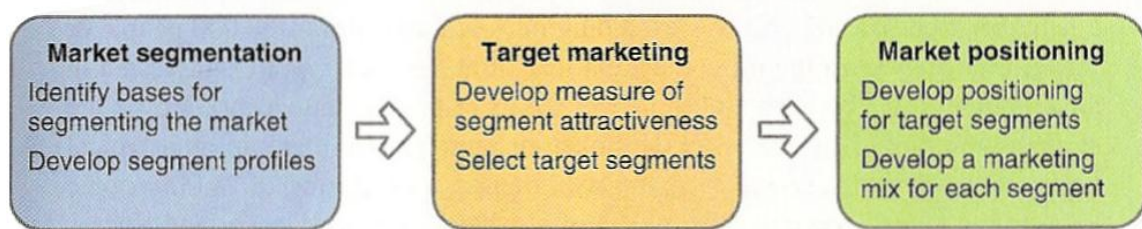


Figure 4: Steps in segmentation, targeting and positioning

Source: Armstrong and Kotler (2007) p.165

⁷⁹ Kotler and Armstrong (2006) p.5

⁸⁰ Armstrong and Kotler (2007) p.164

⁸¹ Kotler and Armstrong (2006) p.10

⁸² Hallberg, G. (1995) p.4

3.3.2 SEGMENTATION

It is not possible to attract all customers in the marketplace, especially in the same way. Therefore, it is essential for any business to distinguish the parts of the market that it can serve the best and most profitably. There is rarely a one-to-one correlation between additional buyers and additional volume. Even a few and loyal high-profit buyers can bring much better profit than a large number of disloyal, low-profit consumers.⁸³

Segmentation is meant as the process of dividing a market into different groups with separate needs, characteristics and behaviours. It enables better focused and effective marketing to match with the desired customers' distinct and unique needs.⁸⁴

3.3.3 TARGETING

After dividing the market into distinct segments, the company has to decide, which ones it wants to enter. This stage of evaluation, where the most appealing segments are being chosen, is called targeting.⁸⁵

A target market consists of a group of consumers sharing common needs and characteristics that the company wishes to serve. In order to be effective, the targeting needs to be precise.⁸⁶ It should be measurable, accessible, substantial, differentiable and actionable.⁸⁷ There are several levels of targeting from which a company can choose: from broad to very narrow (See Figure 5).

⁸³ Hallberg, G. (1995) p.78

⁸⁴ Armstrong and Kotler (2007) p.165

⁸⁵ Armstrong and Kotler (2007) p.165

⁸⁶ Farbey, A.D. (1994)

⁸⁷ Armstrong and Kotler (2007) p.177

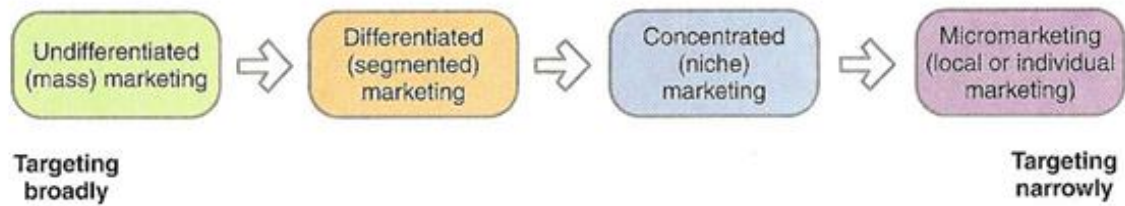


Figure 5: Targeting strategies

Source: Armstrong and Kotler (2007) p.178

3.3.4 POSITIONING

Today, people are overloaded with information about different products and brands. Trout (1996) claimed that ‘our minds are limited and our memory is highly selective.’⁸⁸ It is vital to get a product or brand clearly noticed and remembered in people’s minds. By proper positioning the product will stand out of the other, rival ones within the same segment. Positioning includes implanting the product’s unique attributes and benefits in the chosen consumers’ minds. In order to build the position, the company first needs to identify their competitive advantages in the selected target market.⁸⁹ After that, marketing mix should be designed to achieve this planned position.⁹⁰

3.3.5 BRANDING

Branding is one of the most important tools for marketing and increasing common awareness of a product. It is often defined as the process by which the company’s image or a product name becomes equal with the values, quality and performance.⁹¹ Defined by Kotler (2006), a brand is ‘a name, term, sign, symbol or design that identifies and differentiates the seller of the product from the others’.

⁸⁸ Trout, J. (1996) p.9

⁸⁹ Armstrong and Kotler (2007) p.53

⁹⁰ Kotler and Armstrong (2006) p.216-217

⁹¹ Vaid, H. (2003)

It represents the consumers' perceptions, images and feelings of the product which, helping them to select the most suitable products for themselves.⁹² Therefore, brands are powerful assets which form the basis of building strong and profitable customer relationships.⁹³ Branding male cosmetics is especially challenging. As stated by Colin Hession (2009), one of the most famous cosmetic consultants in UK:

'In order to attract men, the new line of male skin care must come out from behind the original, female brand's skirt and establish its own identity.'⁹⁴

3.3.6 *MARKETING MIX*

After deciding the overall marketing strategy, the company needs to define its more detailed marketing mix; known as the 'set of controllable marketing tools that the company blends to produce the desired response in the target market'.⁹⁵ The most used version was developed by Jerome McCarthy in the 1960's. It consists of four elements: Product, Price, Placement and Promotion. To achieve the company's marketing objectives, all Ps need to be in harmony.⁹⁶

The product itself is the key for the whole marketing mix. It includes the product itself and a variety of other elements, such as quality, design, name, packaging and other features.⁹⁷ Above all, it is essential to have a name and package which clearly separates the product from the similar ones.⁹⁸ The price is the amount of money the customer has to pay in order to use the product.⁹⁹

⁹² Kotler and Armstrong (2006) p.243

⁹³ Armstrong and Kotler (2007) p.215

⁹⁴ Happi (2009)

⁹⁵ Kotler and Armstrong (2006) p.50

⁹⁶ Armstrong and Kotler (2007) p.53

⁹⁷ Kotler and Armstrong (2006) p.53

⁹⁸ Lahtinen, J. and Isoviita, A. (1999) p.136

⁹⁹ Armstrong and Kotler (2007) p.52

The placement includes all the activities that are needed to make the product available for the targeted customers. The distribution channel, as well as the final location of the product needs to be carefully selected in order to serve the best and most efficient purpose.¹⁰⁰ The last P is known as the promotional mix; consisting of advertising, personal selling, sales promotion and public relations.

3.3.7 ADVERTISING

'Modern advertising is an attempt to impel people to buy. If there was no advertising, most people would never think of buying.'

- CP Snow, BBC broadcast, 1936, cited in Nevett, T.R. (1982) p. 161; Dade, P. (2007)
p.4

Every brand needs advertising; it helps to raise the demand for any product, by making people want something even if they did not need it.¹⁰¹ The main function of an advertisement is to create a differentiation between one particular product and the ones of the competitors in the same category.¹⁰² It aims to the ultimate goal of advertising: to persuade people to buy.¹⁰³

Advertising is also seen as an important investment for any company. It supports brand maintenance by keeping and reinforcing existing customers and persuading new ones to buy the brand.¹⁰⁴ If a company cut spending on advertising, sooner or later, any brand will come down.¹⁰⁵

¹⁰⁰ Armstrong and Kotler (2007) p.13

¹⁰¹ McDonald, C. (1992)

¹⁰² Williamson, J. (1978)

¹⁰³ Farbey, A.D. (2002)

¹⁰⁴ Ehrenberg, A. and Jones, J.P. (2000)

¹⁰⁵ Broadbent, S. (1984)

In addition, advertising can ‘influence the standard of social acceptability if it manages to confirm the positive effects of behaviours previously considered inappropriate for sex-stereotypical reasons’.¹⁰⁶ Cosmetics are often characterised by the fact the consumer has to be taught to use them. Therefore, by effective and appropriate advertising even men can be encouraged to go beyond their standard behaviour: to purchase and use cosmetics.¹⁰⁷

3.3.8 PRODUCT LIFE CYCLE

After launching the product, the company anticipates it to ‘live a long life and earn a decent profit’.¹⁰⁸ A typical product life cycle, ‘PLC’, can be divided into four periods, according to a product’s sales and profits over its lifetime.¹⁰⁹ These stages or periods are introduction, growth, maturity and decline (See Figure 6). The PLC concept can also be used for a product class, form or brand. Besides, the curve does not always follow a certain pattern.¹¹⁰

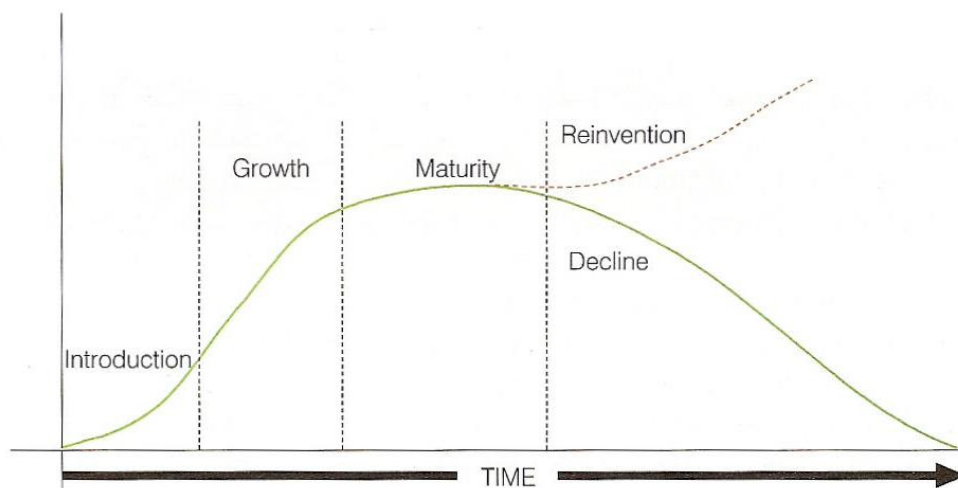


Figure 6: Product life cycle

Source: Egan, J. (2007) p.41

¹⁰⁶ Heindler, M. (2007) p.81

¹⁰⁷ Heindler, M. (2007) p.81

¹⁰⁸ Armstrong and Kotler (2007) p.250

¹⁰⁹ Egan, J. (2007) p.41

¹¹⁰ Armstrong and Kotler (2007) p.250

3.3.9 CONSUMER LIFE CYCLE

Rogers (1983) in his theory of diffusion defined the process how new developments enter the market over time and space.¹¹¹ It refers to the spread of an innovation from its original source to different groups of buyers.¹¹² Usually it follows a specific pattern, known as the consumer life cycle (See Figure 7). The first ones to try the new product are so called innovators, known as the people who frequently take risks.¹¹³ The next group is the early adopters, consisting mainly of young and educated people. They are followed by the deliberate early majority, leading to the sceptical late majority. Usually at this point, the majority of the market has already adopted the product. The last group on the cycle is the laggards. They are suspicious of changes and adopt the product only if it becomes a tradition.¹¹⁴

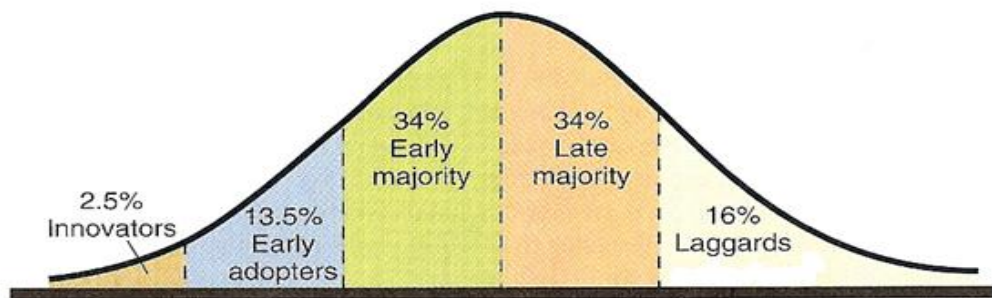


Figure 7: Consumer life cycle

Source: Rogers E.M. (1983); Kotler & Armstrong, 2006, p. 160

¹¹¹ Rogers, E.M. (1983), cited in Egan, J. (2007) p.40

¹¹² Arnould, Eric et al. (2004) p.720

¹¹³ Egan, J. (2007)

¹¹⁴ Kotler and Armstrong (2006) p.161

3.3.10 BCG MATRIX

A very useful tool for analysing the company's current business portfolio is the growth-share matrix of the Boston Consulting Group. It helps in evaluating and dividing the key businesses (known as the strategic business units, SBUs) into four different types of classifications (See Figure 8), according to their market growth rate and relative market share. After classification, the company needs to decide what to do with them in the future: whether to build, hold, harvest or divest.¹¹⁵

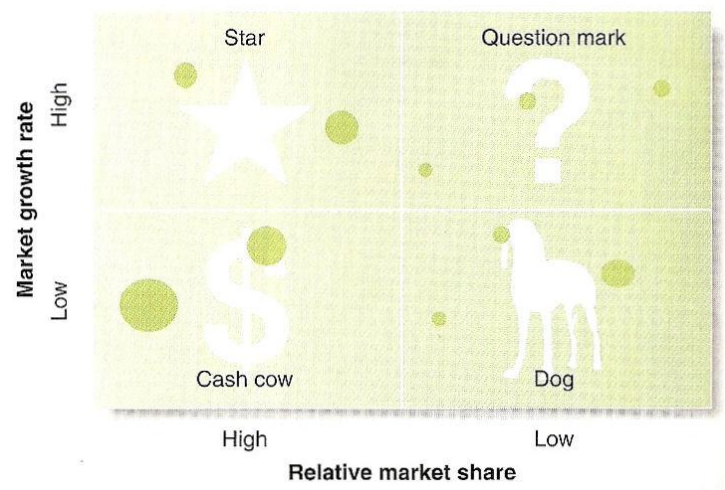


Figure 8: BCG matrix

Source: Kotler and Armstrong (2006) p.40

3.3.11 PRODUCT AND MARKET EXPANSION GRID

It is important to decide which strategy would be the best for a company to follow in order to improve its business. The different opportunities can be evaluated with the product and market expansion grid. (See Figure 9) It helps the firm to define and develop the most relevant future strategy for a specific offering.¹¹⁶

¹¹⁵ Armstrong and Kotler (2007) p.41

¹¹⁶ Armstrong and Kotler (2007) p.44

Market penetration strategy means increasing the sales to current customers without changing the products. When new market segments for the existing products are being identified, the strategy is known as market development.¹¹⁷ When the company decides to modify their products but keep their existing target market, they are using product development.¹¹⁸ Diversification is the term when new products are being produced and sold to new markets.

However, companies should also plan strategies for downsizing their businesses. In many cases, after identifying the weak brands, it might be suitable to completely eliminate these unprofitable products or markets which no more fit in the overall strategy.¹¹⁹

	Existing products	New products
Existing markets	Market penetration	Product development
New markets	Market development	Diversification

Figure 9: The product and market expansion grid

Source: Kotler and Armstrong (2006) p.41

¹¹⁷ Kotler and Armstrong (2006) p.41

¹¹⁸ Armstrong and Kotler (2007) p.45

¹¹⁹ Nirmalya, K. (2003), cited in Armstrong and Kotler (2007) p.45

4 METHODOLOGY

4.1 INTRODUCTION

When exploring consumer behaviour, it is generally recommended to use both secondary and primary research methods, as well as quantitative and qualitative approaches combined.¹²⁰ The use of a multiple-methods design enabled me to gain as accurate, reliable and versatile data as possible, within the limitations of my study. As the mainly statistical and numerical quantitative data lacked in-depth, the additional use of qualitative methods helped to gain a deeper insight into the research findings.

4.2 SECONDARY RESEARCH

Secondary research means already existing data which has previously been collected for other purposes than the specific research.¹²¹ Prior to the launch of For Men, Lumene had carried out a survey over Finnish men's attitudes and interest towards cosmetics. That study, together with other previously published material and market-based secondary data, provided beneficial background information for my empirical research and valuable data with which to compare my own findings.

4.3 PRIMARY RESEARCH

Primary research can be defined as research which is specifically carried out for a particular study. It offers new data and insights for the research problem and helps to achieve the research objectives.¹²² I used three different methods for conducting my primary research: a preliminary group discussion with Lumene's personnel, a quantitative online questionnaire and five qualitative interviews.

¹²⁰ Saunders, Mark et al. (2009)

¹²¹ Saunders, Mark et al. (2009) p.256

¹²² Saunders, Mark et al. (2009) p.259

4.3.1 GROUP DISCUSSION FOR PRELIMINARY RESEARCH

'An exploratory study is valuable means of finding out what is happening; to seek new insights; to ask questions and to assess phenomena in a new light.'

-Robson, C. (2002) p.59, cited in Saunders Mark et al. (2009) p.139

Group discussion may lead to a highly productive discussion as interviewees respond to your questions and evaluate points made by the group.¹²³ Therefore, I ended up organising one with Lumene's Marketing Manager and Product Manager (the ones responsible for For Men). The discussion was held and tape-recorded on January 8 2010. Although the session was relatively free-flowing, an unstructured set of questions ensured that all the relevant topics for my research were covered.¹²⁴

The purpose of the discussion was to act as an exploratory and preliminary phase before conducting the main part of my study. It was designed to gather background information, to clarify the objectives and to raise relevant questions to form my quantitative and qualitative research.

4.3.2 ONLINE QUESTIONNAIRE FOR QUANTITATIVE RESEARCH

The use of simple non-probability sampling was a suitable method for my questionnaire because there were no special requirements for the respondents' characteristics. As For Men was designed and targeted to suit all men in general, the only criterion was they had to be Finnish men and aged between 15 and 64 years, representing the most potential market. In 2008, the total population of Finnish men was 2 611 653, of which 1 791 175 were aged between 15 and 64.¹²⁵

¹²³ Saunders, Mark et al. (2009)

¹²⁴ Saunders, Mark et al. (2009)

¹²⁵ Tilastokeskus (2008)

I tried to achieve about 100 responses to get a reasonable result for this study. Without a research budget it was impossible to reach a fully representative sample.

I included only closed questions for my questionnaire with some open ended choices. It ensured that the questions were interpreted the same way by all respondents and it gave me a higher total response rate. Unfortunately, due to the rules of SurveyMonkey.com I was only able to select 10 questions so I ended up with the most relevant ones for my research. The questions covered topics about their attitudes, general awareness and buying behaviour towards cosmetics. To get more variability, I chose to put many choices under each question. The respondents were explained that for the survey, the word cosmetics covered only skin care products, excluding all hair care products.

The questionnaire link was open for one month. It was forwarded to my male friends, some male students in Metropolia and some male colleagues at work. Most of them forwarded the link further to their circles of acquaintances. The survey was also put on some group sites on Facebook. In addition, I placed the link on a platform at Suomi24.fi web site where men were changing ideas over skin care.

4.3.3 STRUCTURED INTERVIEWS FOR QUALITATIVE RESEARCH

'A well executed qualitative consumer research gives a general picture over the target segment's thoughts through which the interview results can possibly be generalised to represent the whole consumer segment.'

-Rope, Timo and Mether, Jari (2001) p.145, 149

The use of qualitative interviews complemented my quantitative research, helping me to understand better the questionnaire results and to see how attitudes, opinions, and behaviour varied across age groups.

The respondents were asked the same set of questions, partly physically face-to-face and partly by telephone.

Participants were chosen using purposive sampling¹²⁶, according to the different Finnish male user groups of the previous Lumene study (See Appendix II). The sample consisted of one 24-year-old student, representing 'The unprejudiced', one 34-year-old Investment Consultant, representing 'The career oriented', one 40-year-old Controller, representing 'The basic clean' and one 51-year-old businessman in a higher position, representing 'The solution seeking'.

Due to the growing global market trend of mature men as cosmetics consumers (See Chapter 4), also one 62-year-old retired Marketing Director was included to see, whether there was any potential among older men in Finland.

5 FINDINGS

5.1 HIGHLIGHTS OF THE GROUP DISCUSSION

The questions for the discussion have been attached in Appendix III.

According to both of the respondents, the main competitors in men's semi-selective cosmetics were Nivea and L'Oréal. Lumene's pricing was stated to be higher than theirs. The ideal image of For Men was said to be a sporty, masculine, up-to-date and stylish, honest Finnish brand. The range was told to be targeted to all men in general.

¹²⁶ Saunders, Mark et al. (2009)

According to the interviewees, the share of male cosmetics of Lumene's sales was only 5 %. Therefore, For Men was not among the priorities. The best selling products were only mentioned to be Face cream, Deo stick, Face wash, Shower gel and Shave foam. The Marketing Manager stated: *"Unfortunately due to the limited budget we are mainly able to advertise For Men at sales point. Very occasionally we can afford to put advertisements in some male targeted magazines."* However, she also mentioned that, according to a recent survey, the latest For Men advertisement in Kauppalehti Optio was the best remembered and liked.¹²⁷

The key issues and questions for my research, raised by the discussion:

- Significance of different factors (e.g. Finnish origin)
- Men's basic needs and desires: what kind of products they want
- General attitudes and beliefs
- Main reasons behind the non usage
- The ideal male potential for For Men
- Suggestions for future improvements for the range

¹²⁷ Tietoykkönen (2009)

5.2 QUESTIONNAIRE

The questionnaire is attached in Appendix V.

A total of 99 respondents answered. The majority of the respondents were students under 25 years old. The amount of men aged over 40 years was quite small, only 11.1 % of the total.

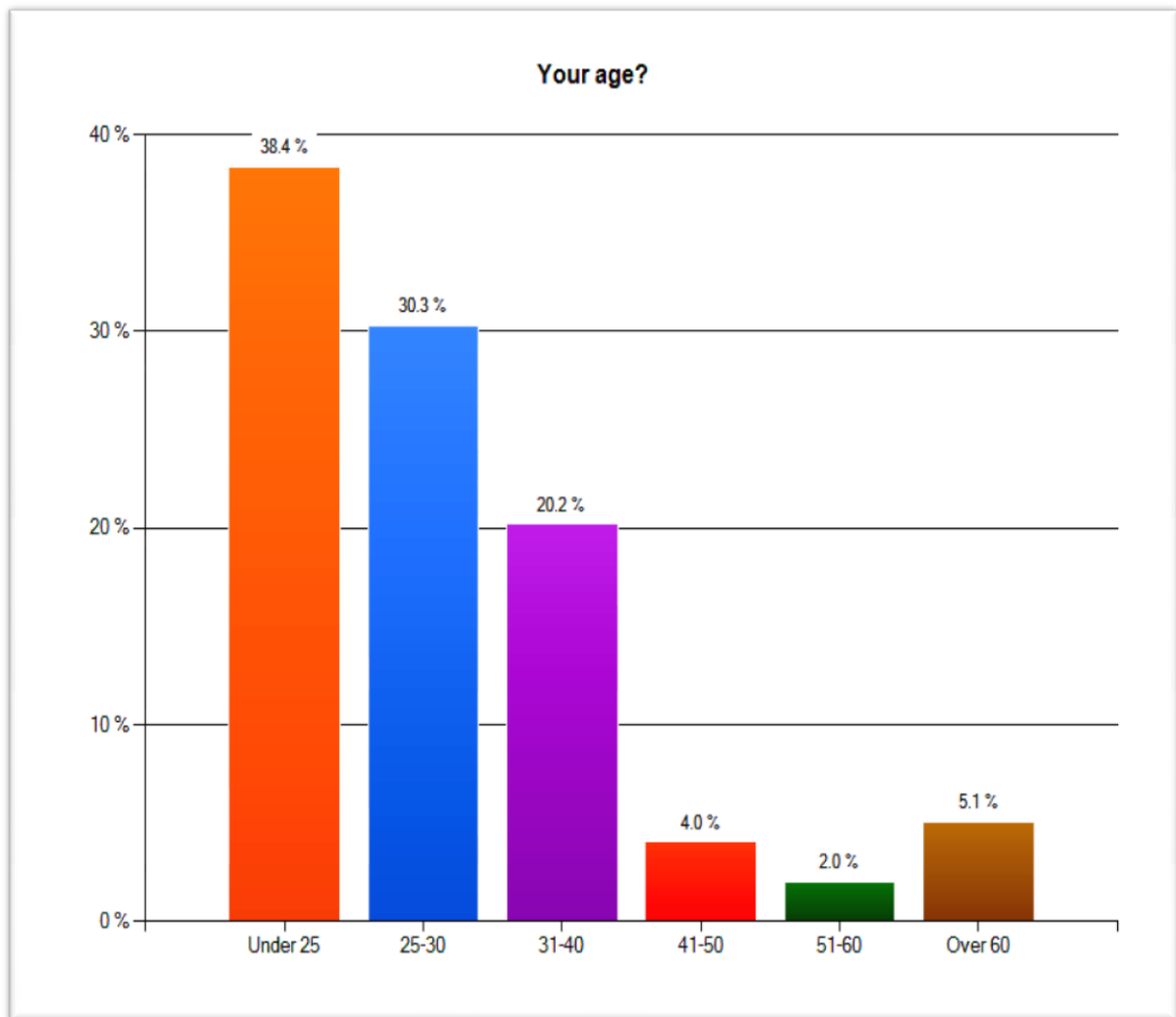


Table 6: Question 1

The majority, 81.6 % claimed to purchase cosmetics by themselves. 22.4 % of them only bought deodorant.

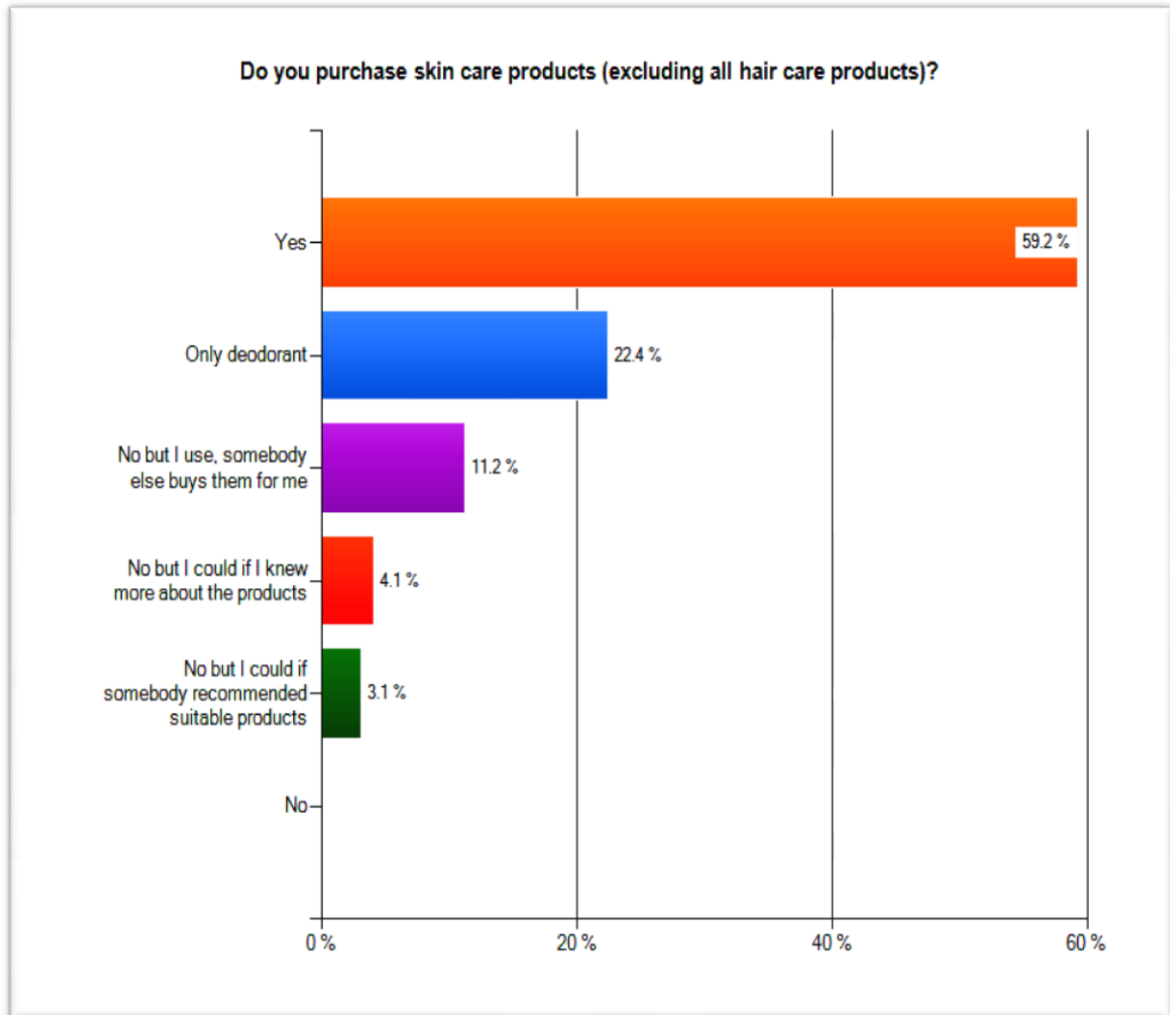


Table 7: Question 2

In practice, the purchase is often made by wife, girlfriend or mother.

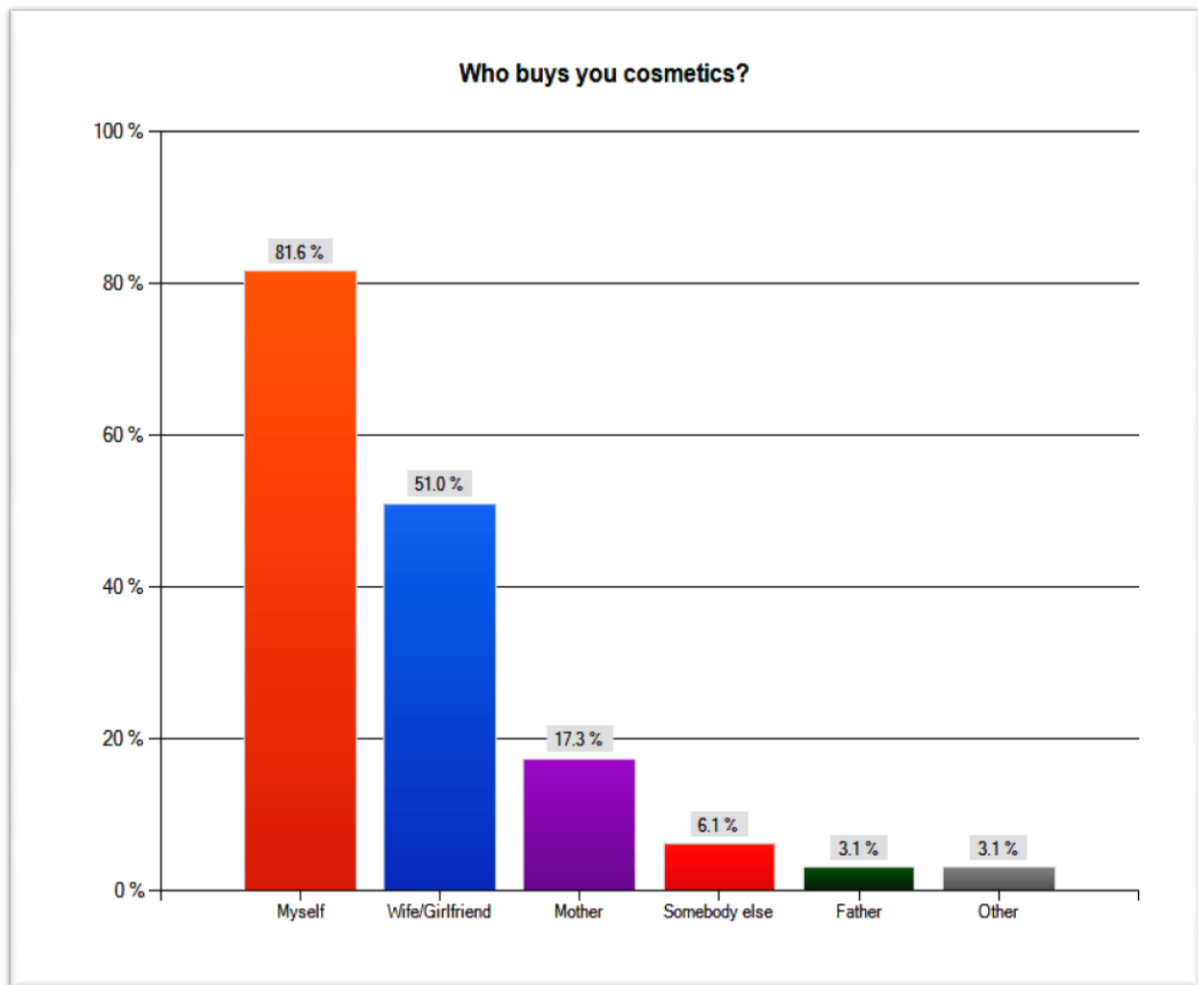


Table 8: Question 3

The top reasons to use cosmetics were clearly perspiration and shaving; both choices were selected by about 70 % of the respondents. The next purposes, chosen by at least the half, were body and facial care, as well as dry skin. Job requirements or specific occasions and parties did not have big significance to take better care of the skin. Only 14.3 % said they used cosmetics to be trendy. Only 14.3 % said they used cosmetics to be trendy.

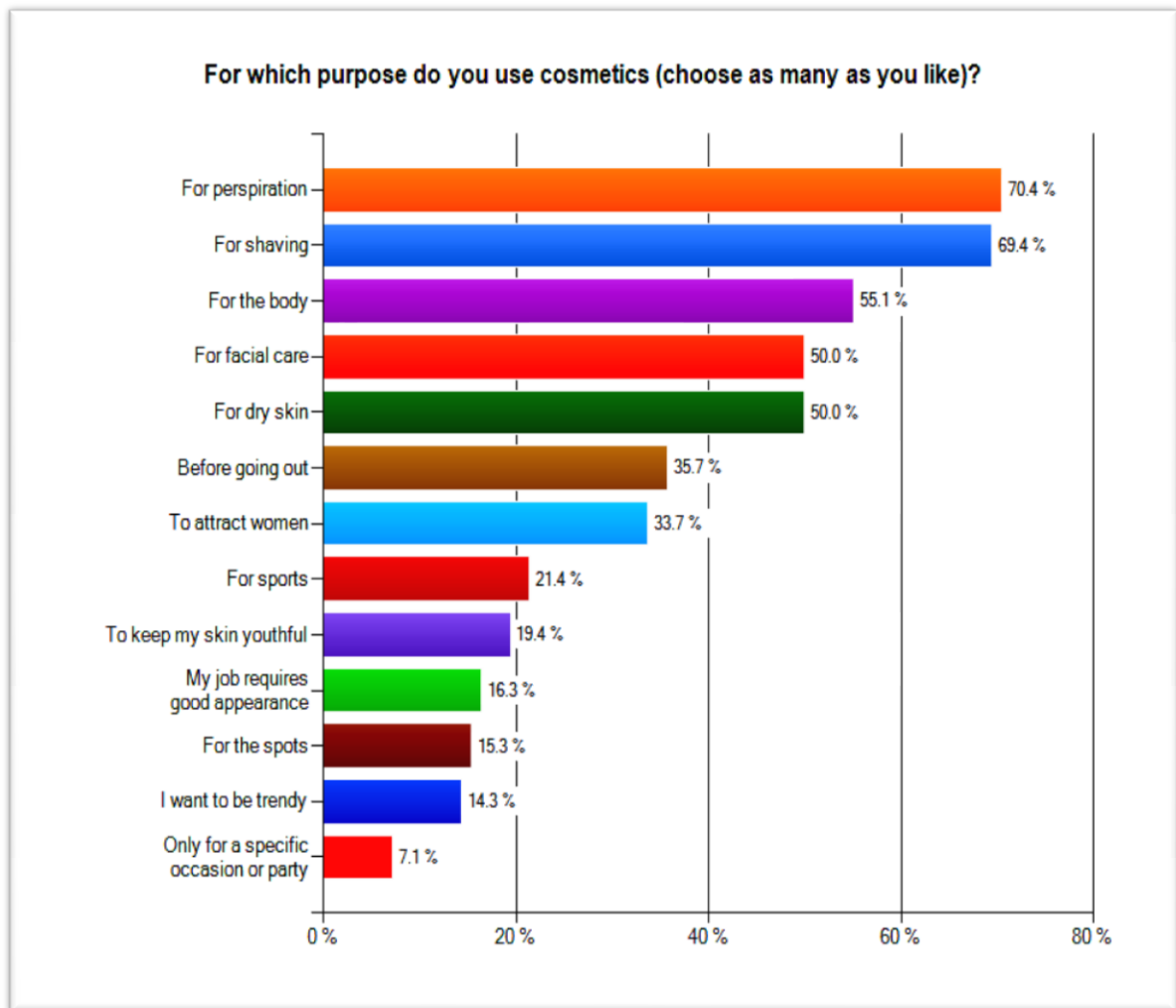


Table 9: Question 4

About 45.9 % regarded their appearance as quite important. For 36.7 % it was less important. Only 9.2 % of the men told their looks had a very essential significance for them.

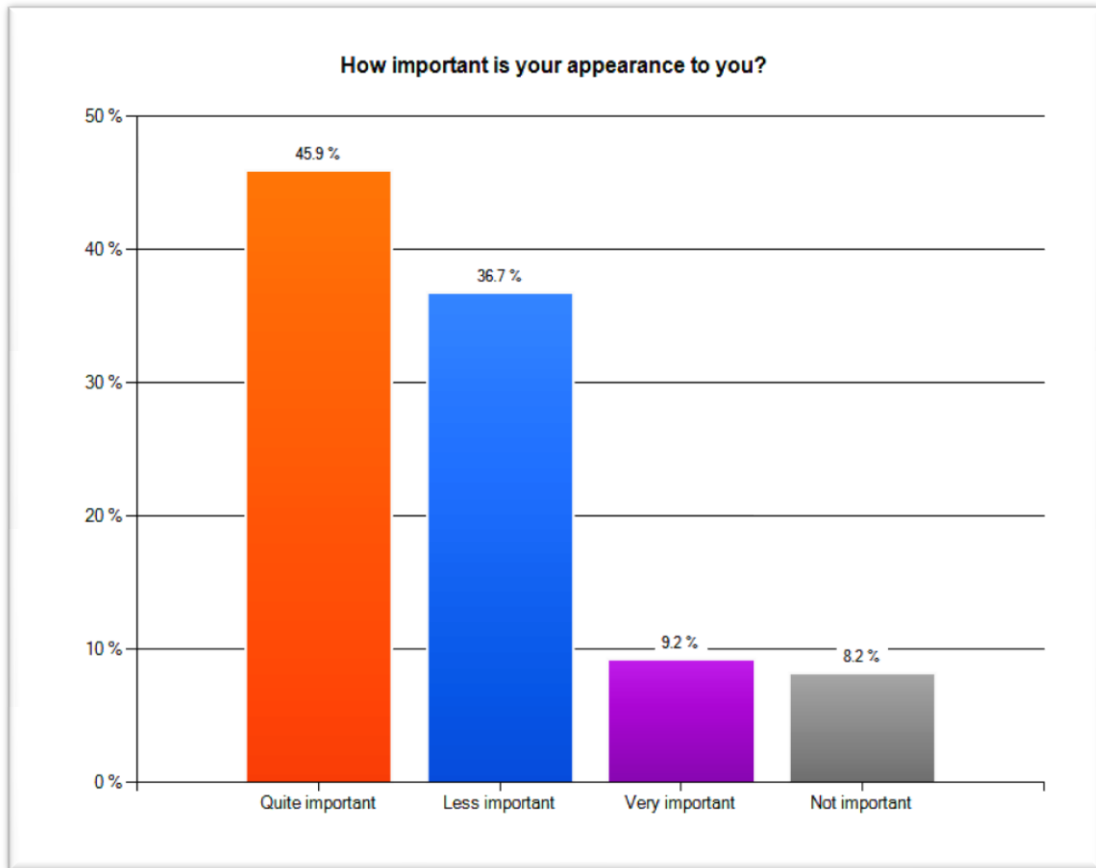


Table 10: Question 5

The majority did not see cosmetics only meant for women. Most of the men agreed it was worth using them because they made them feel clean and fresh. Many of the respondents were interested in skin care but did not know much about the products. However, the main opinion was that the products were too expensive.

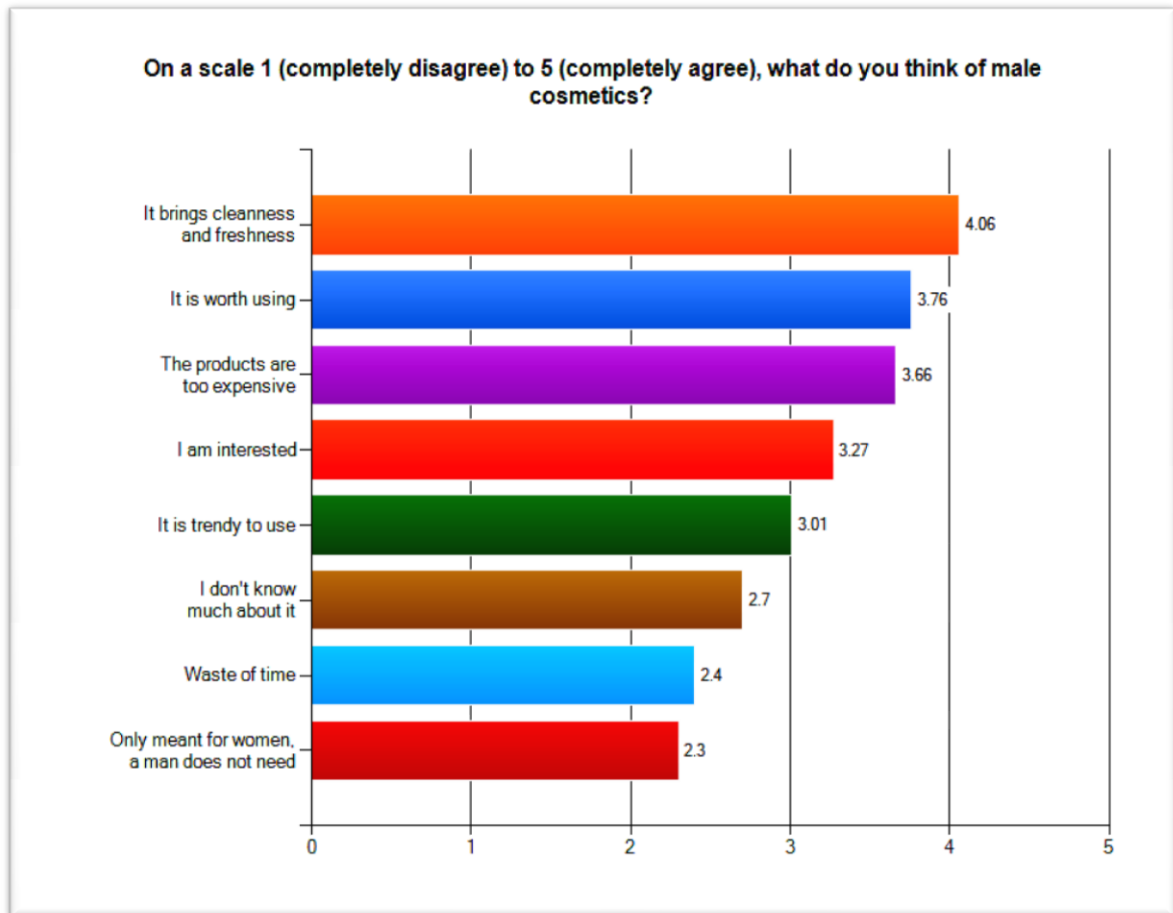


Table 11: Question 6 (Based on average values)

The main factors to influence on the choice of a cosmetic product were the smell and price. It was also important that the purpose and use of the product were clearly explained and that the product was easy-to-use. Factors as Finnish origin, natural ingredients or opinions of celebrities seemed to be less significant.

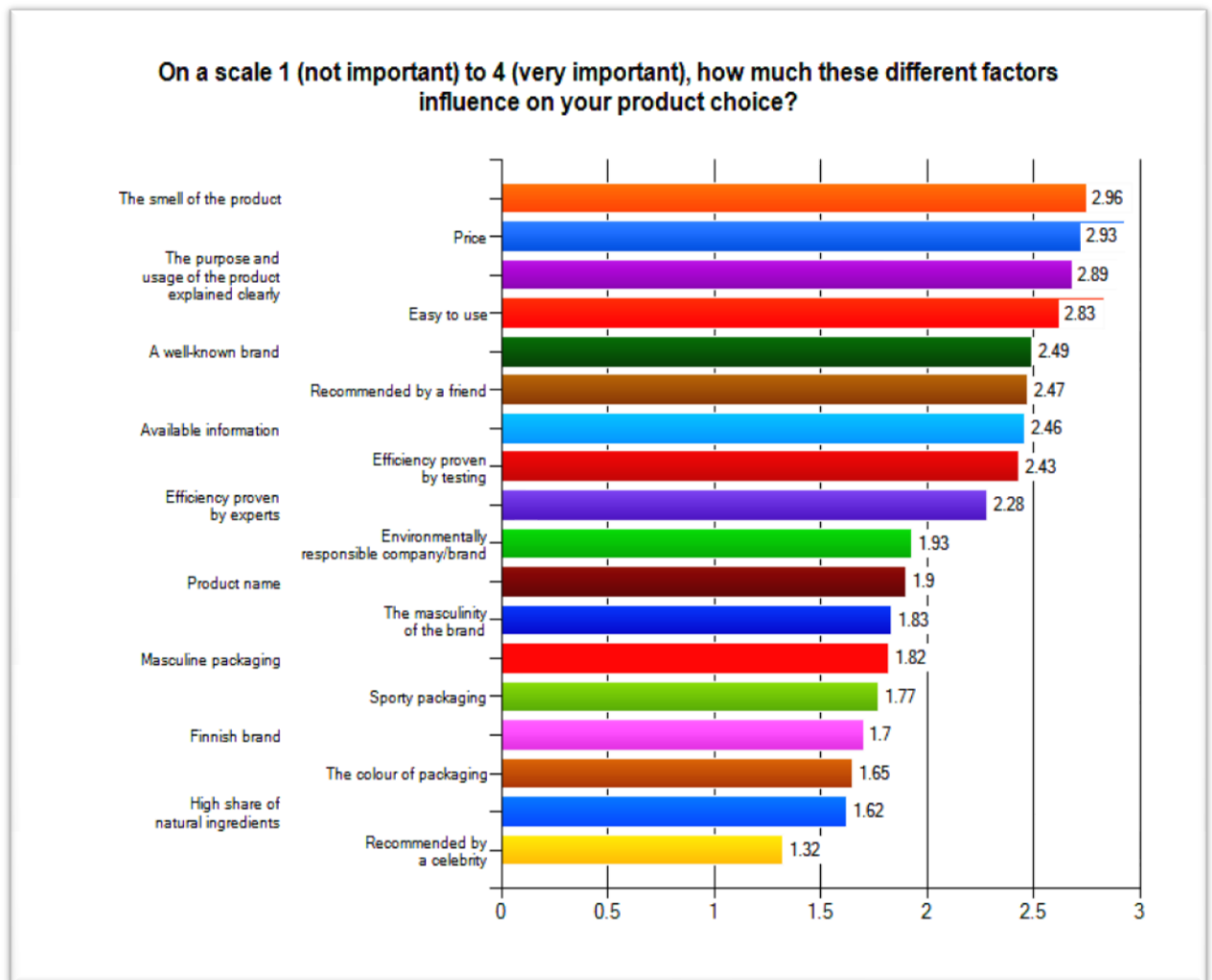


Table 12: Question 7 (Based on average values)

Almost everybody, 96 % used deodorant. The next popular products were shaving products, shower gel, face wash and face cream. Only 12.1 % used eye cream and hardly any, only 4 % anti-ageing products. (This can be explained by the majority's young age.)

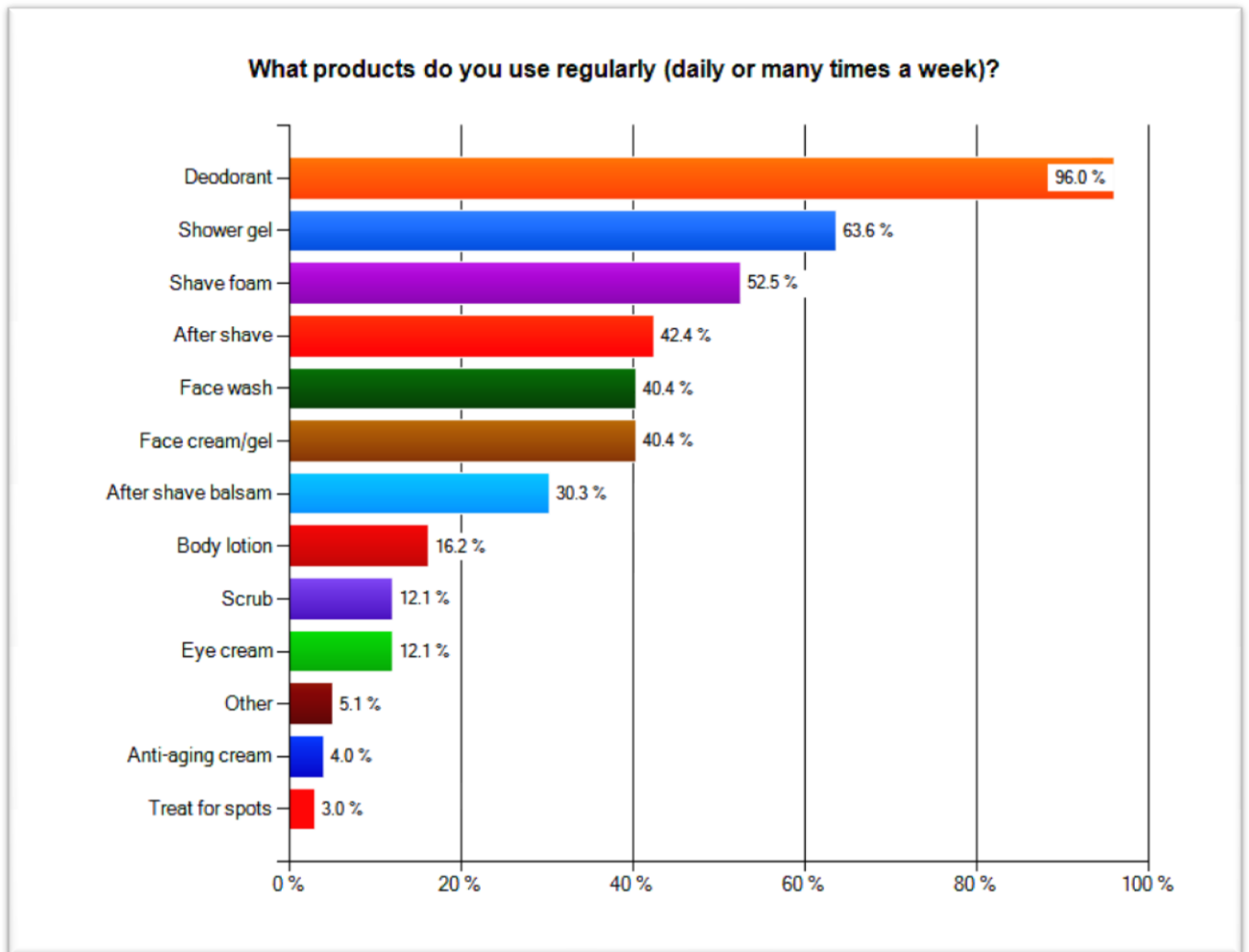


Table 13: Question 8

The evident majority, 60.6 % would prefer a separate male targeted department as an ideal point-of-sale. In spite of that, 47.5 % also considered the general cosmetics department to be almost as good a place. Also, a separate, male targeted brand was voted for by 46.5 %. Beautiful women as sellers or sales promoters were seen much more effective than ordinary men. Surprisingly, gyms, sport halls, and other sport places as well as sport shops were not seen as suitable places for selling cosmetics.

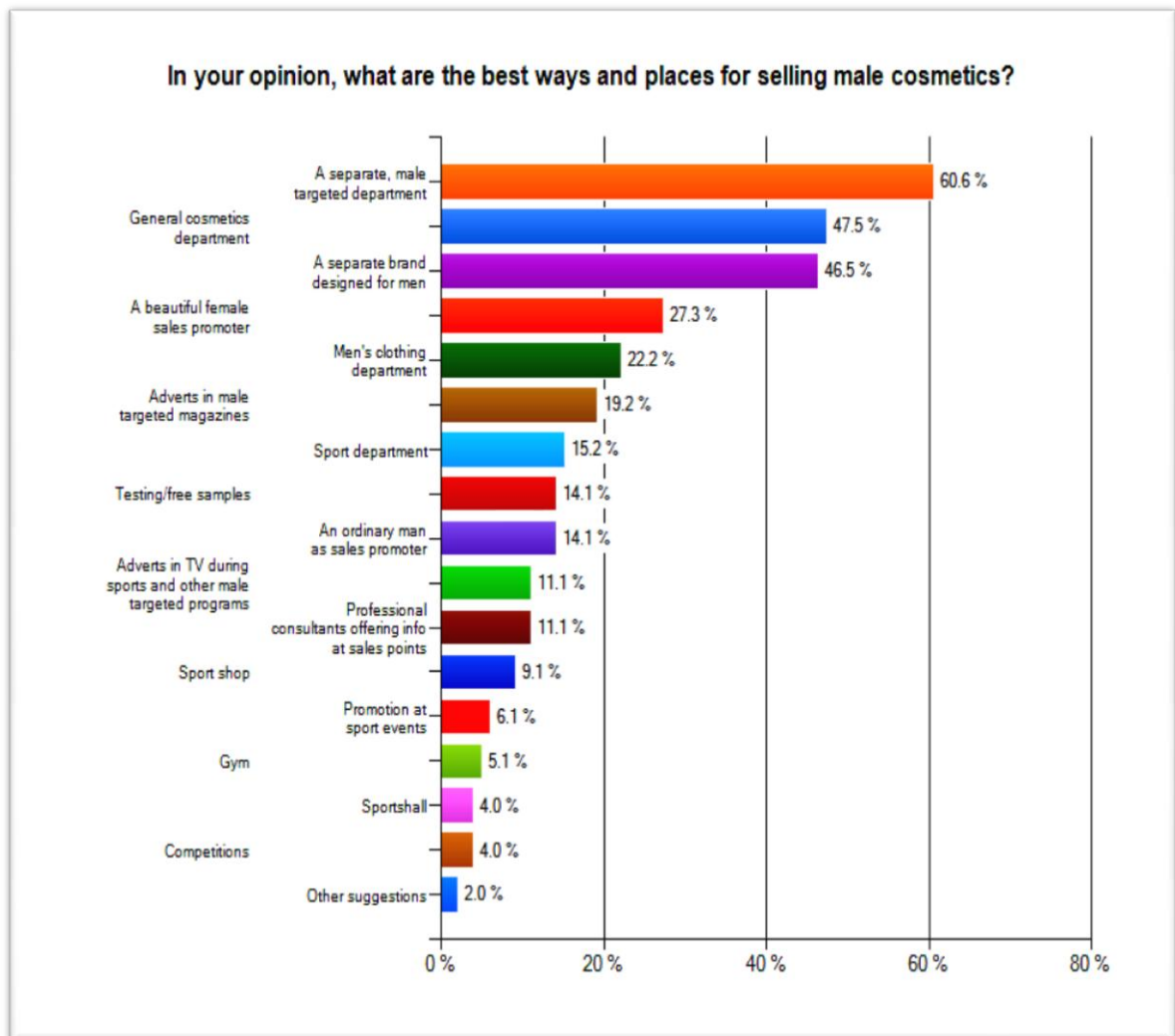


Table 14: Question 9

In general, respondents were willing to try many different For Men products, particularly if labelled with more informative and describing names. As asked to select the products which had never been tried, it seemed that many had either known or used hardly any For Men products. However, most of them showed interest after the products were listed. Eau-de-toilette, more fragrance-free alternatives and combination products were mentioned as other open suggestions.

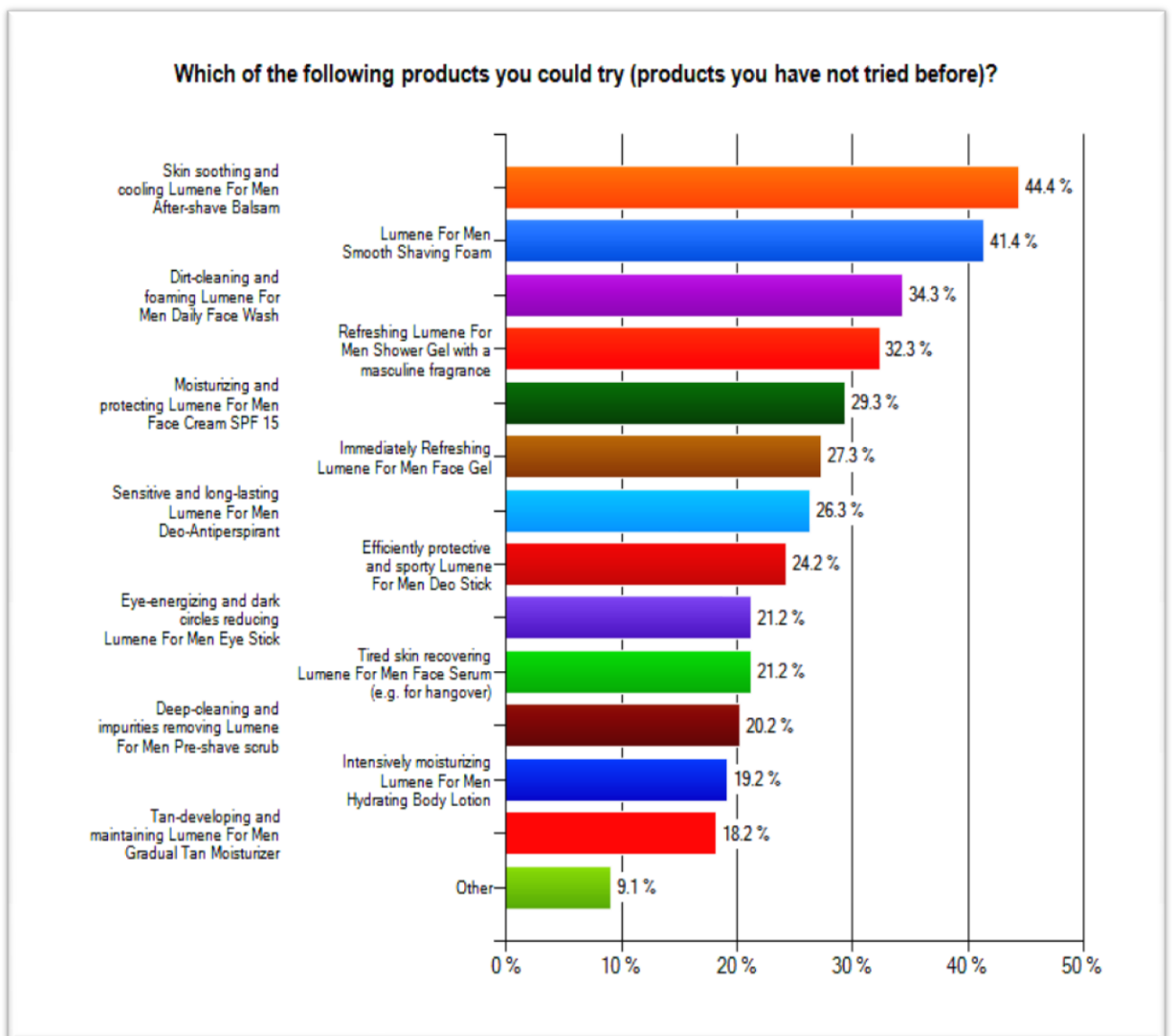


Table 15: Question 10

5.3 INTERVIEWS

The interview questions with answers are attached in Appendix IV.

6 DISCUSSION AND ANALYSIS

6.1 MARKET SITUATION

When comparing my results with the previous Lumene study, little had changed. Deodorant is still the favourite cosmetic product for Finnish men. It was seen from the sales development and study findings that the men's skin care product market in Finland is still more at the stage of introduction on the PLC curve. It was noticed that the low consumption and slow awakening of Finnish men to use cosmetics is based on traditional consumption habits and old-fashioned attitudes. Due to the Finnish, somewhat introvert, modest and shy culture it still appears that it is not appropriate for a man to use too many different cosmetic products. Even the educational, technical angle of For Men's concept has not helped men to change their habits. A significant number of Finnish men were still quite reluctant to try something new. Therefore, the stage of introduction has lasted longer in Finland than in other countries. There are not enough innovators and early adopters ready to embrace the concept of a multi-product beauty regime. The new global trend of modern men and metrosexuality does not apply as strongly, if at all in Finland. It is probable that it will take a longer time for men in Finland to adopt as high level of interest and acceptance of cosmetics as than the men in other European countries and US.

However, my study revealed that there is a strong market potential, but mainly for easy-to-use, basic products. Many men were interested in cosmetics and skin care but they simply did not have enough knowledge about the different cosmetic products and their usage. One major finding was the low awareness of For Men.

Some were not familiar with the products at all. Supported by the theories for marketing, it could also be seen from my findings that probably Lumene had entered a new market area too fast without enough understanding of the male market.

It might have been wiser for Lumene to launch first a narrow and more basic product range instead of directly introducing a wide, complicated programme. Later, they could have extended to other products if needed. This might have helped men in the adoption of the usage of different skin care products, little by little. However, almost all the men in the sample were ready to buy For Men products if they were first able to experiment them.

6.2 CONSUMER BEHAVIOUR

As supported by the previous Lumene study, for many men, the money used in purchasing cosmetic products was not wasted. When analysing how different factors impacted the men's consumer behaviour the cultural and psychological reasons seemed to play the key role. As held true by the theory in the literature review, motivated men were more ready to make the purchase decision: factors as basic needs and price-quality relationship acted as the most important motives. Other significant factors were the fragrance of the product and the age, personality and lifestyle of the consumer. This supported the theory that the purchase or use of a particular cosmetic brand or product could enhance the image others had of the person. However, Lumene For Men was not seen as this type of a symbol to express one's personal status. As For Men was meant for everybody, it could not be seen as a lifestyle product range.

Surprisingly, neither friends nor reference groups (e.g. famous people or forerunners) had big influence. Contrary to Lumene's previous expectations (Appendix II) skin care was still not a discussion topic among Finnish men.

It also supported the theory that the opinions of others were less important if the product was consumed privately. Contrary to common practices, in Lumene's case it would probably be useless to try to profit from the use of powerful opinion leaders or celebrities as examples to consume cosmetics. On the other hand, wives and girlfriends and their opinions were considered very important.

When analysing the cosmetics buying process of Finnish men, it could be seen that they did not follow the multi-stage CDP-model as it is usually stated. They tended to make quick purchase decisions, based on their intuition and current needs and they did not bother to evaluate all the different brands and products. As supported by some theorists, men wanted to create their own rules when purchasing cosmetic products: instead of seeing it as pampering them, they wanted to make it to be seen more as utilitarian. In conclusion, if they had not recognised any needs or problems with their skin, why should they move forward on the CDP model?

6.3 SEGMENTATION AND TARGETING

As a smaller company with limited resources, instead of undifferentiated mass marketing and ignoring the differences within the male segment, it would be more profitable for Lumene to strive for a large share of a specific niche market. This way they could be able to customise their offering to match with the target customers' specific needs, requests and price expectations.

Contrary to other countries' recent study results with mature men representing the most important growth potential for male cosmetics, my research findings showed that the most potential target group for Lumene would be the young men. They seemed to be much more unprejudiced as to the usage of cosmetics than the older age groups; representing the most assumable early adopters. If they were taught to use different skin care products since their teen age they would probably continue to do so throughout their lives.

It turned out to be difficult to acquire more customers from those already devoted to the competitors. Therefore, Lumene could try to catch these young men before they would even start looking at other brands. In the beginning it might even be advisable for Lumene to persuade mothers to buy for their sons because Lumene has already a strong and recognised position among Finnish women. As supported by my study, family members and women had strong influence on men. Lumene could use that advantage to train a new generation of loyal male consumers.

6.4 BRAND AND POSITIONING

The company and respondents agreed that the ideal image of a male brand was sporty, honest, masculine, up-to-date and stylish. However, according to my study, it was not found to apply to Lumene For Men in men's minds. Because the images of the brand varied broadly, the positioning of For Men has to be clarified in comparison with competitors, e.g. by building up a positioning map.

Contrary to the current trend in female cosmetics marketing, especially young men did not see any importance whether the products contained natural ingredients or not. Even emphasising the Finnish origin did not seem to be significant. Therefore, Lumene cannot profit from using these same images used for positioning their female cosmetics for their male cosmetics.

Branding was considered very important to clearly differentiate the men's products from the originally female targeted brand. Therefore, the point in the branding theory was true; men did not want to use brands with any feminine features. Instead of the brand name Lumene For Men, it might have been better to establish a totally separate, masculine male brand during the launch of the range to differentiate it from the umbrella brand Lumene.

Most men appeared to be considerably brand loyal after finding one. Quite many seemed to prefer Nivea and were reluctant to change to another brand if they had already found a good one. Therefore, it will be challenging for Lumene to try to win over customers from their main competitors.

6.5 MARKETING MIX

6.5.1 *PRODUCT*

When looking at the marketing mix of For Men, the main competitive advantage seemed to be the product itself. Particularly, the packaging (colours, labelling and design) was appealing. The fragrance was liked as well. Men wanted to have informative product names which would reveal the purpose for the usage and desired effect. They also wanted the instructions for application to be clear, direct and well-guided. However, it was noticed that the product selection was too broad with many unnecessary products for male taste. They should be delisted and possibly substituted by some fragrance-free options or combination products. Also, as eau-de-toilette was a very popular product among young men, Lumene might consider including that in their selection as well.

6.5.2 *PRICE*

The pricing of For Men was too high, compared to the main competitors. As price was the most important factor to men when choosing cosmetics, special offers would also be needed to make For Men more attractive to try.

6.5.3 *PLACEMENT*

In addition, the current placement was not ideal. The main point-of-sale was inside the Lumene section in the women's cosmetics department.

Besides, the main competitors' male products can also be found within the daily and basic items shelf.

6.5.4 PROMOTION

Due to the low awareness, promotion was the weakest P. The efforts and visibility of other, bigger brands were massive compared to Lumene. As Lumene was not able to put many efforts on advertising For Men, they could have invested in better retail promotion and stronger visibility at point-of-sale. Also, general sales promotion with face to face contacts could increase the awareness and knowledge of the products; preferably stands with professional and attractive female promoters to offer product information and free samples. As already supported by the previous studies, men can mainly be approached by rational arguments and scientifically proven benefits, conveyed through an easily understandable language. Communicating to men the fact expressed by many skin professionals that 'male skin, being thicker and fattier than the skin of women in general, requires even more care'¹²⁸, might help them to understand the importance of skin care. The advantage of a well-groomed appearance for a person's job career should be emphasised even more.

6.6 ADVERTISING

As it came out in the group discussion, since the launch, hardly any efforts have been made to advertise or promote For Men. This may explain the poor awareness and low sales of For Men. As supported by theory, without frequent enough advertising it is very difficult for Lumene to get into people's repertoire and to remind them about the brand For Men. As it was noticed, the men were only able to remember the advertisements of Axe or L'Oréal.

¹²⁸ Hyvä Kauppa (2009), MTV3 Internet (2009)

However, when presented, For Men advertising received very good response, according to my interviews (See Appendix IV), and secondary data.¹²⁹ For Men needs advertising; it seemed to have a clear positive effect on the attitudes and image of the range. Lumene might consider new, more efficient and cheaper ways of advertising. Maybe the possibilities in social media, e-marketing or events could be better utilised. As to print advertising, it could be more advisable to advertise in the sport magazines (e.g. Urheilulehti) because, according to the interviews, they were the most preferred by young male audience.

6.7 STRATEGY OPTIONS

When comparing my findings with the BCG matrix, For Men can be seen as a question mark. Although it was seen from statistics that it had a low market share, there were still possibilities for growth potential. Consequently, Lumene needs to decide on the strategy options. However, at this early stage, the theoretical framework of the product and market expansion grid cannot be directly applied as a basis of evaluation.

¹²⁹ Tietoykkönen (2009)

7 CONCLUSIONS AND RECOMMENDATIONS

In conclusion, the total male cosmetics market in Finland is still basically at the stage of introduction, requiring a lot more time to develop. The Finnish men's consumption habits are developing very slowly. Probably only after a whole new generation of young men have adopted skin care as a part of their everyday life, a more substantial growth of consumption can be expected. However, due to the small population of Finland, expanding into more versatile product segments is less likely than in other, bigger countries with better possibilities for more developed men's markets.

Finnish men's attitudes were quite positive towards the use of cosmetics, especially among young men; they found it useful. However, they were still mainly interested in easy-to-use products for anti-perspiration, shaving and basic cleaning because the general belief was that if no problems with the skin existed; there was no need for more specific skin care products. This mainly explains the non usage.

In Lumene's case, the low sales of For Men seemed to be due to the low awareness as a result of limited marketing efforts, poor placement and too high pricing, compared to the rival brands. The main competitive advantage was the product itself, particularly the packaging and style, only the assortment was too broad. Also, the style and content of the advertisements was well-liked, only the amount of advertising was non-existent.

My study revealed that the most potential target group for For Men would be the unprejudiced young men. Concentrating on them could enable a better future success for the range. If they were to become accustomed to using different cosmetic products ever since their teen age, it would also promise a loyal future customer base.

Consequently, based on these key findings, three different strategy options emerged in developing marketing for For Men: divesting, downsizing, or re-launching.

First alternative for Lumene is to discontinue For Men and concentrate only on women's market, where they already hold a high market share because it is quite challenging for a smaller company with limited resources to keep up many successful businesses at the same time.

Another strategy option for Lumene is to continue with the present product line but eliminating the least selling items and focusing on the best selling products.

However, my recommendation would be to re-launch the product range with a very limited selection of the most basic products and narrowing their target segment to a special niche of young men. This way, they could gain more advantage over competitors and profit more from the use of market penetration. New brand names could be evaluated and tested. After that, the brand might be changed and made clearly independent from the female Lumene image. One fragrance-free deodorant and maybe later, even an after shave eau-de-toilette could be introduced in the assortment as suggested by the respondents. Also, the pricing should be adjusted to competitors' price level. The products could be sold on their own shelves and also be made available in ordinary supermarkets, within the basic toiletries and hygiene products. In addition, sport departments or specific, male targeted departments could be utilised for promotion.

Because of the smallness of my sample, the study results are not very reliable. Consequently, the research findings can only be regarded as tentative. A fully representative sample would require more resources.

For future research, I would suggest a comprehensive study of the young male potential and how to best reach them. In addition, a comparative study of the current male market in other countries and a more profound analysis of the main competitors would give useful information for the strategy choices. Including also selective cosmetics in the studies would be beneficial to gain a better picture of the situation with the men's total cosmetics market in Finland.

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