



L'ORÉAL

LEADING BEAUTY IN THE DIGITAL AGE CAPITAL MARKET DAYS

Lubomira ROCHET

November, 2017

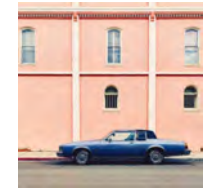
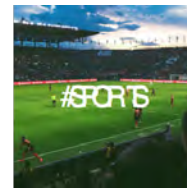
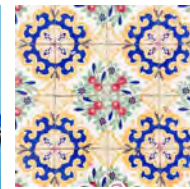
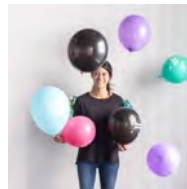
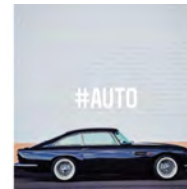
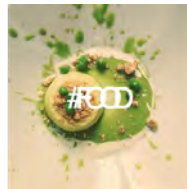
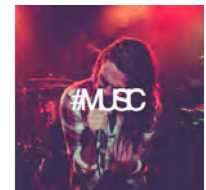
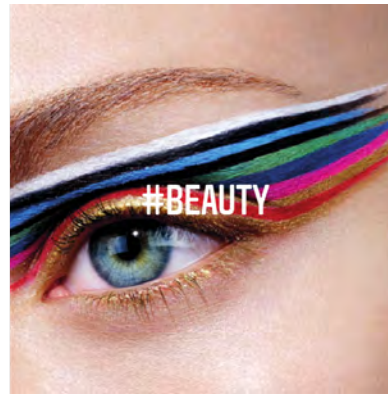
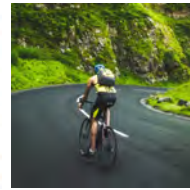
PART I

DIGITAL REVOLUTION IS A CONSUMER REVOLUTION

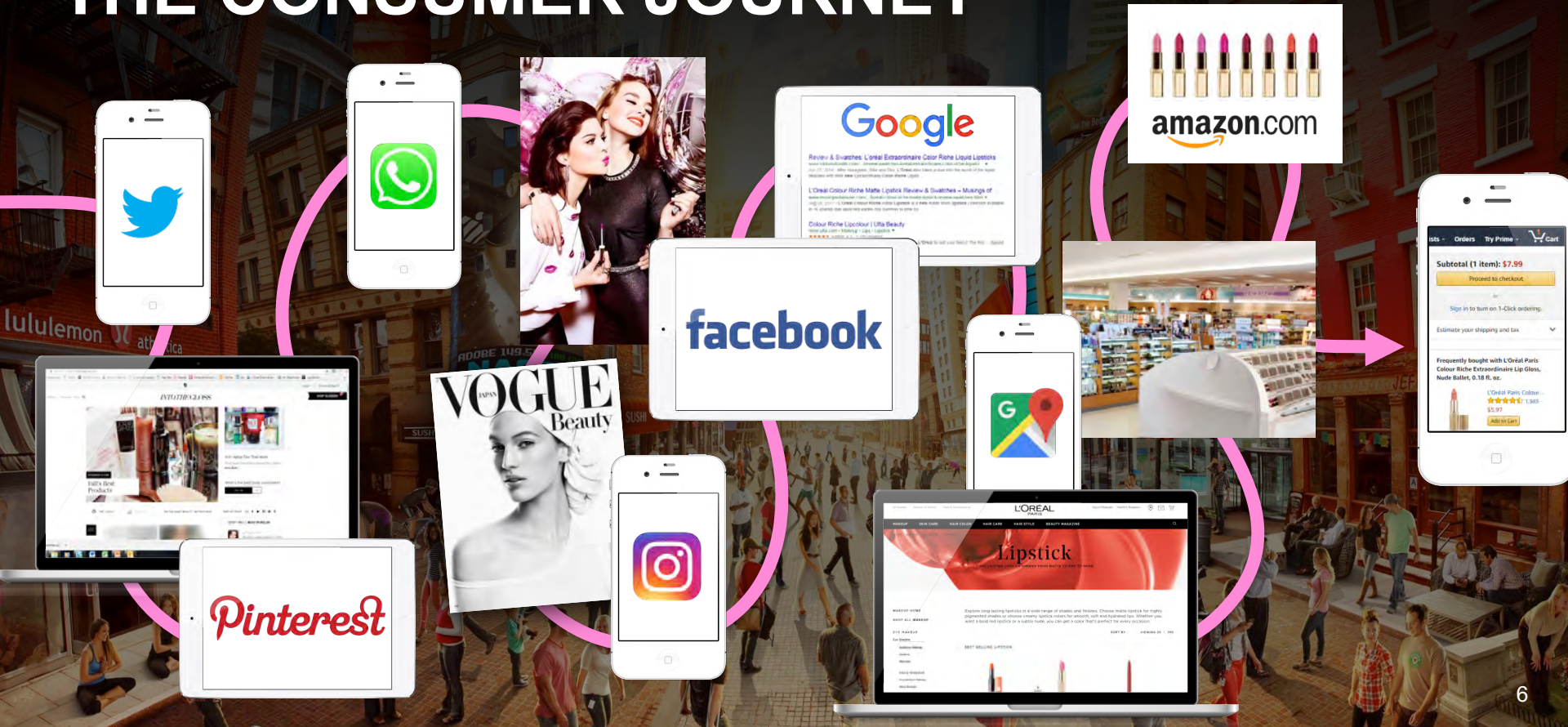


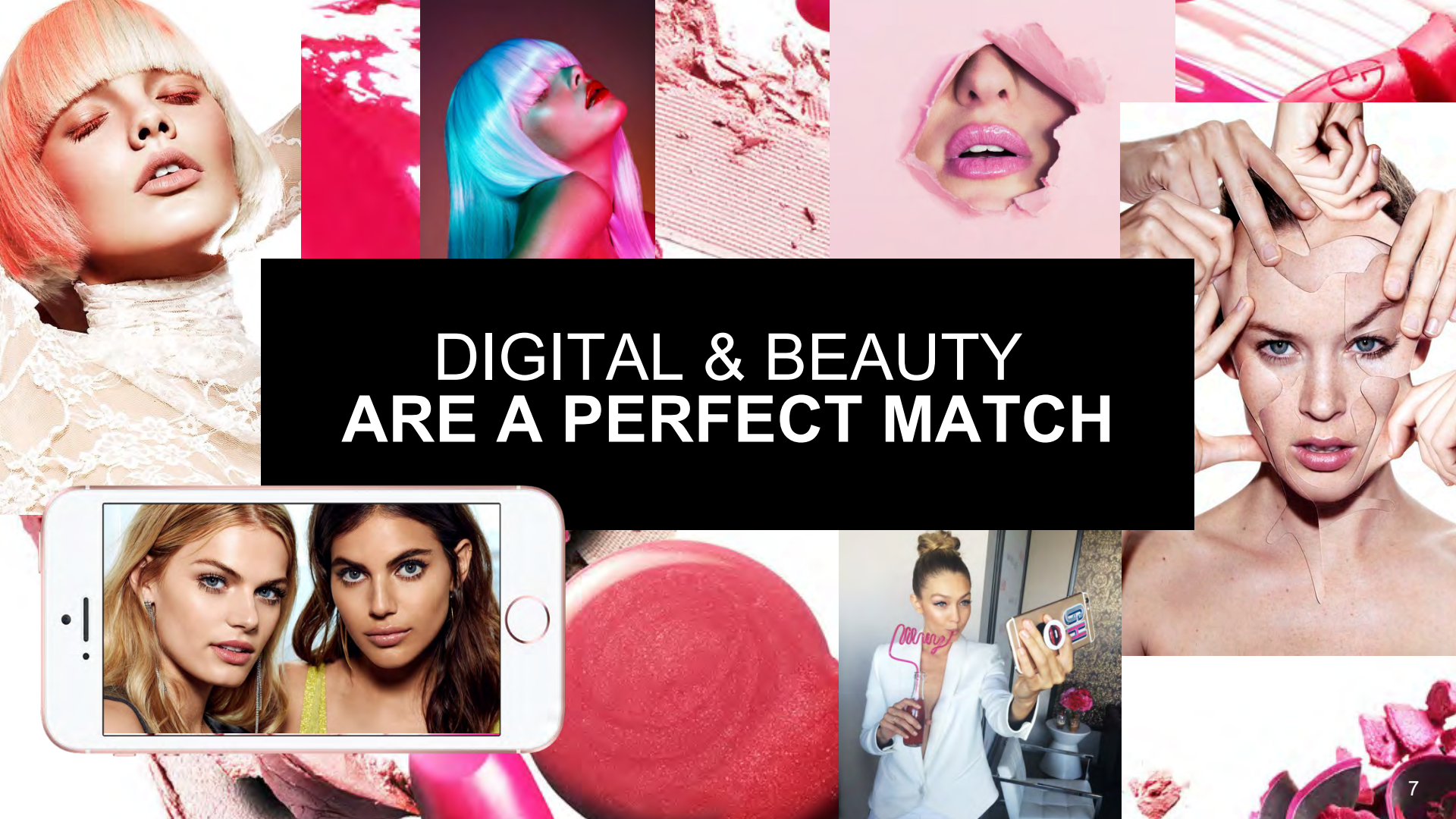
**DIGITAL IS THE MOTHER
OF ALL TRANSFORMATIONS**

THE RISE OF SUBCULTURES



DIGITAL HAS CHANGED THE CONSUMER JOURNEY





DIGITAL & BEAUTY ARE A PERFECT MATCH



**E-COMMERCE
LEADERSHIP**

**SOCIAL
LEADERSHIP**

PERSONALIZATION

**CREATIVE
LEADERSHIP**

**BEAUTY TECH
LEADERSHIP**



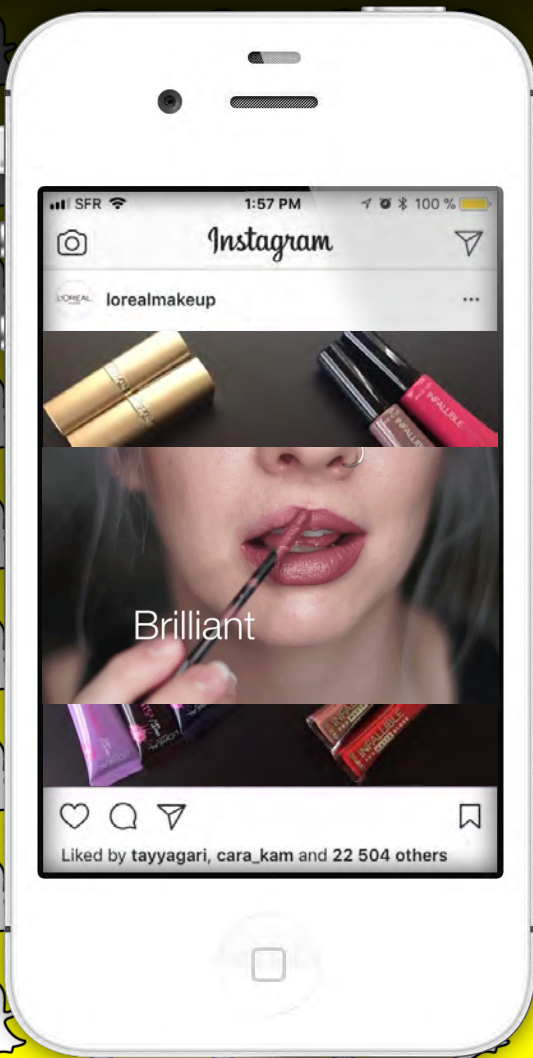


**E-COMMERCE
LEADERSHIP**

1.7 BN €

+39% CAGR

170 MM REVIEWS & RATINGS



SOCIAL LEADERSHIP

277 MM FOLLOWERS

3000 SOCIAL SITES

4 L'ORÉAL BRANDS
TOP 10 EMV



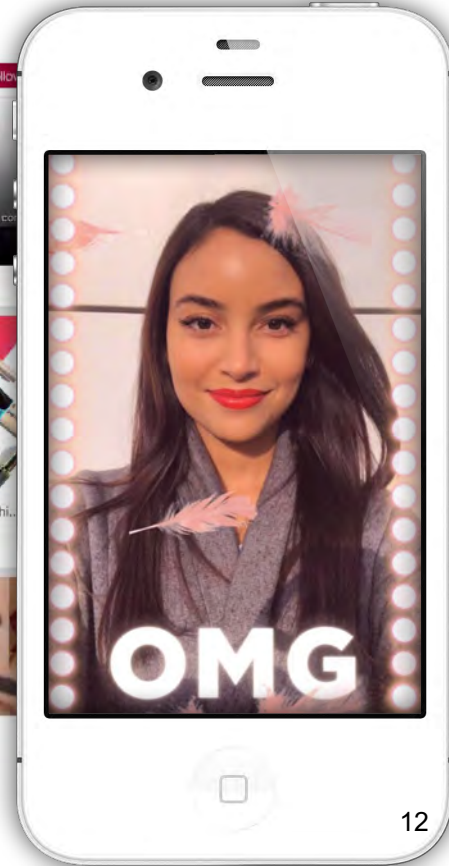
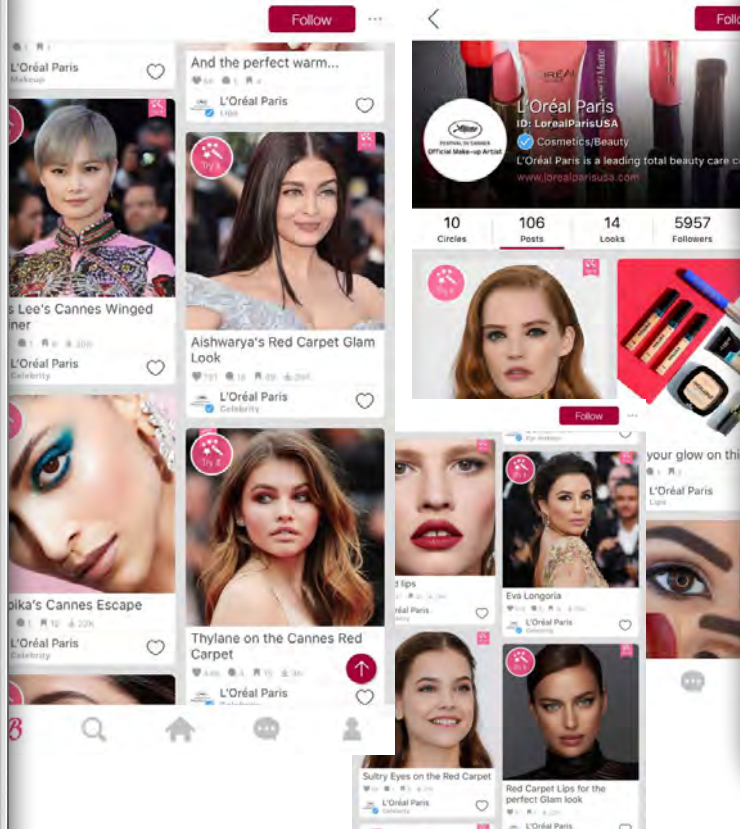
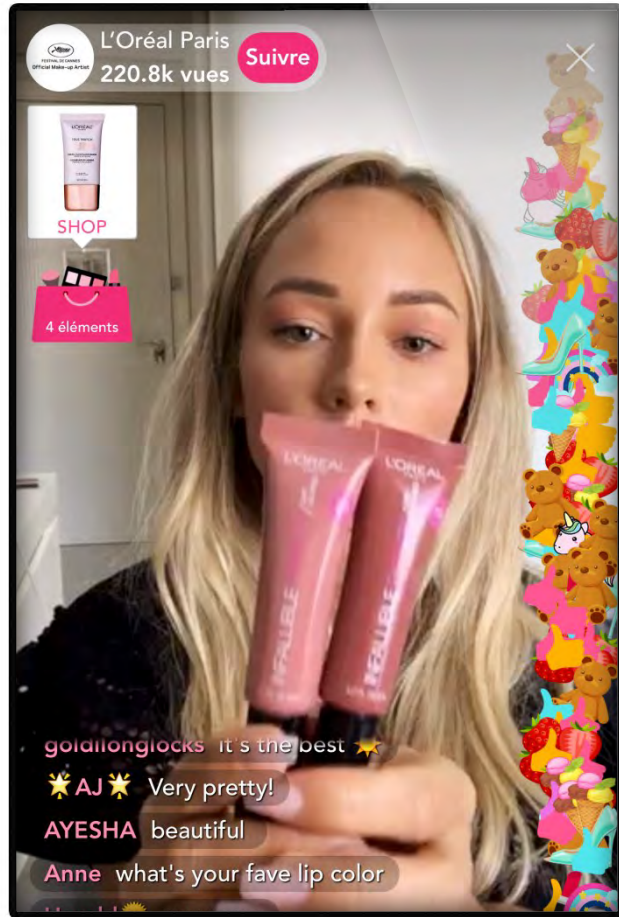
**CREATIVE
LEADERSHIP**

2 SEC
IS YOUR PITCH

6 SEC
IS THE NEW
LONG



BEAUTY TECH LEADERSHIP



PERSONALIZED BEAUTY

COMPLETE YOUR COMPLIMENTARY ENGRAVING



ROUGE PUR COUTURE LIPSTICK

MESSAGE MONOGRAM

5:14 EMILY

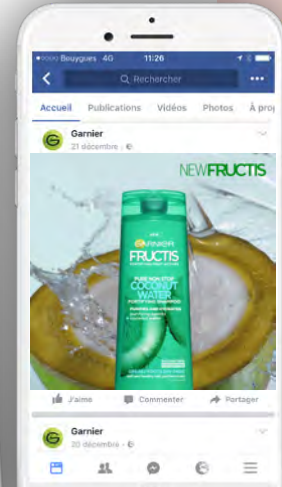
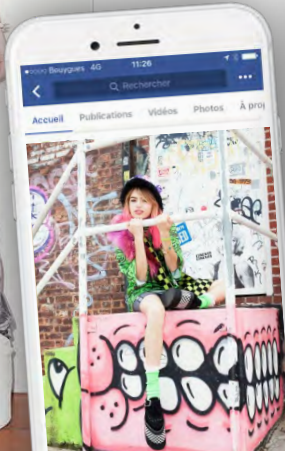
Limited to letters A-Z, numbers 0-9 and symbols !, _, |, @, #

YOUR CAP: LIPS (+\$3.00)



APPLY

EXIT ENGRAVING





PART II

THE CORNERSTONES OF L'ORÉAL DIGITAL ACCELERATION

A close-up photograph of several hands holding smartphones, with a semi-transparent dark overlay.

**DIRECT RELATIONSHIPS
TO KNOW OUR CONSUMERS**

A stylized white icon of a person standing on a path of arrows pointing outwards, set against a dark background with a semi-transparent overlay.

**DATA
TO PERSONALIZE**

A white rectangular box with a thin black border, containing the main title text.

**DIGITAL IS BUILDING NEW
COMPETITIVE ADVANTAGES**

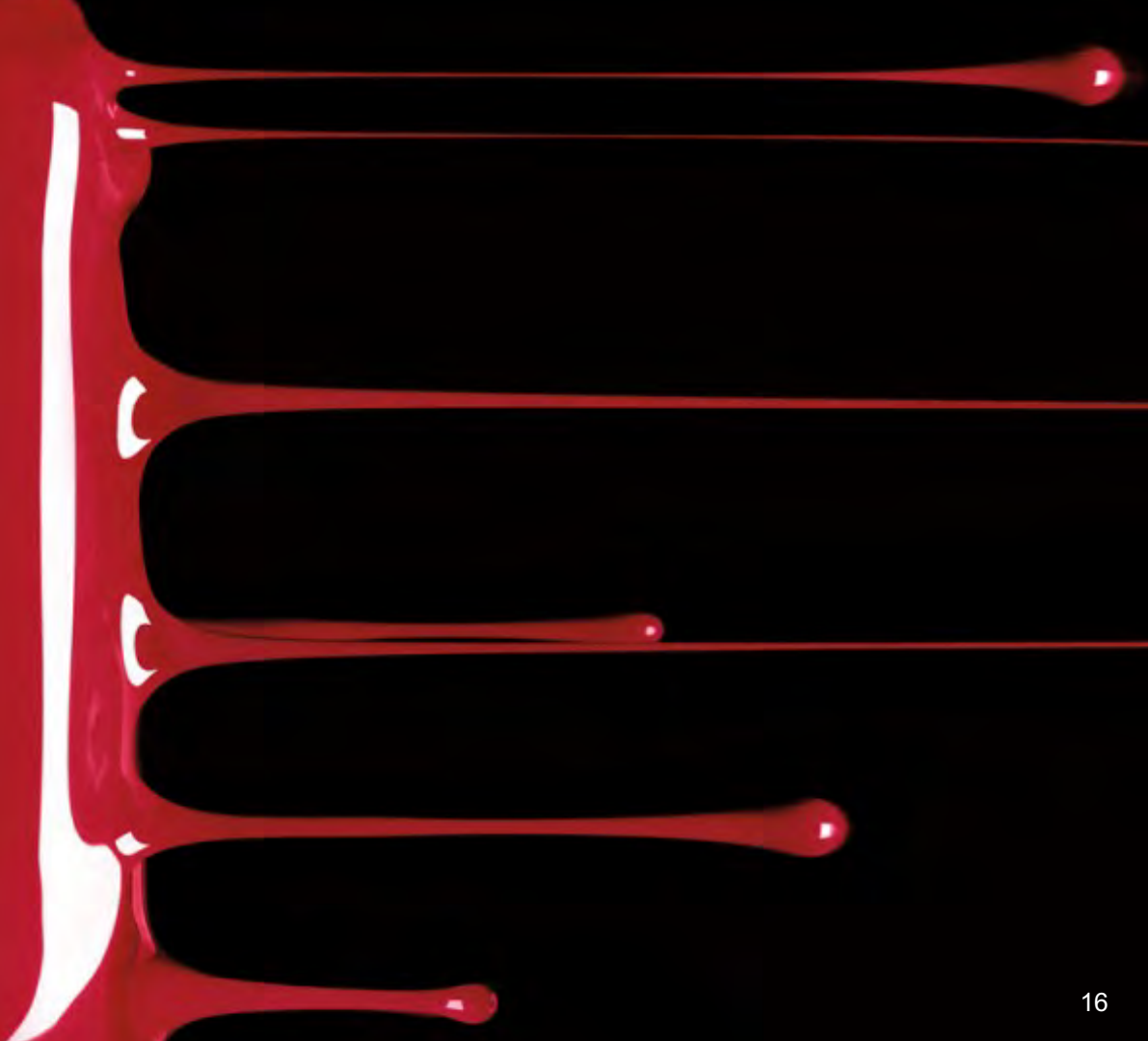
A photograph of people interacting with a large digital wall displaying various images and data, with a semi-transparent dark overlay.

**MORE TOUCH POINTS
TO INTERACT**

A network diagram with a central hand holding a glowing node, connected to various icons like a shopping cart, envelope, and document, with a semi-transparent dark overlay.

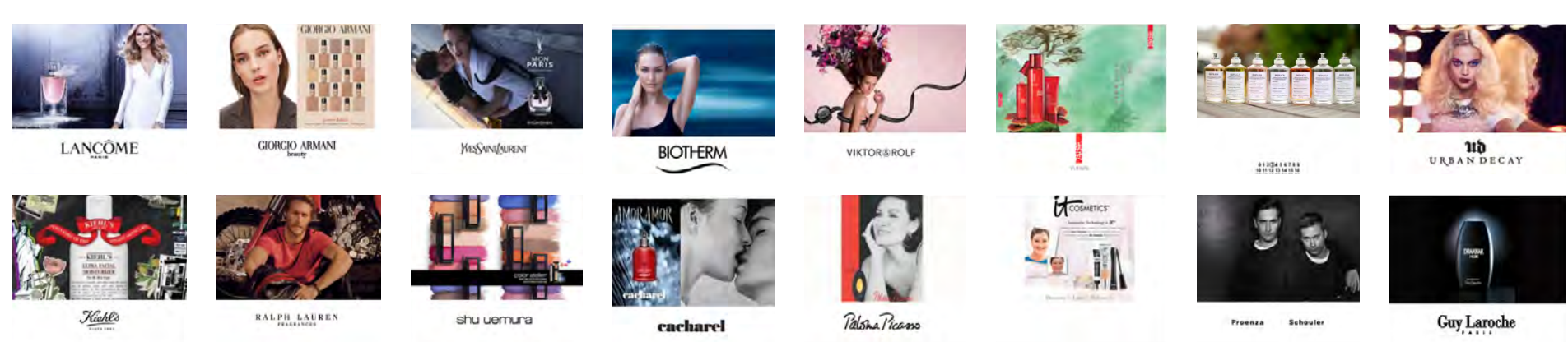
**NEW CHANNELS
TO GROWTH**

**DIGITAL IS
BUILDING ON
L'ORÉAL DNA**





**CONSUMER
OBSESSION
MATTERS**



BRANDS MATTER

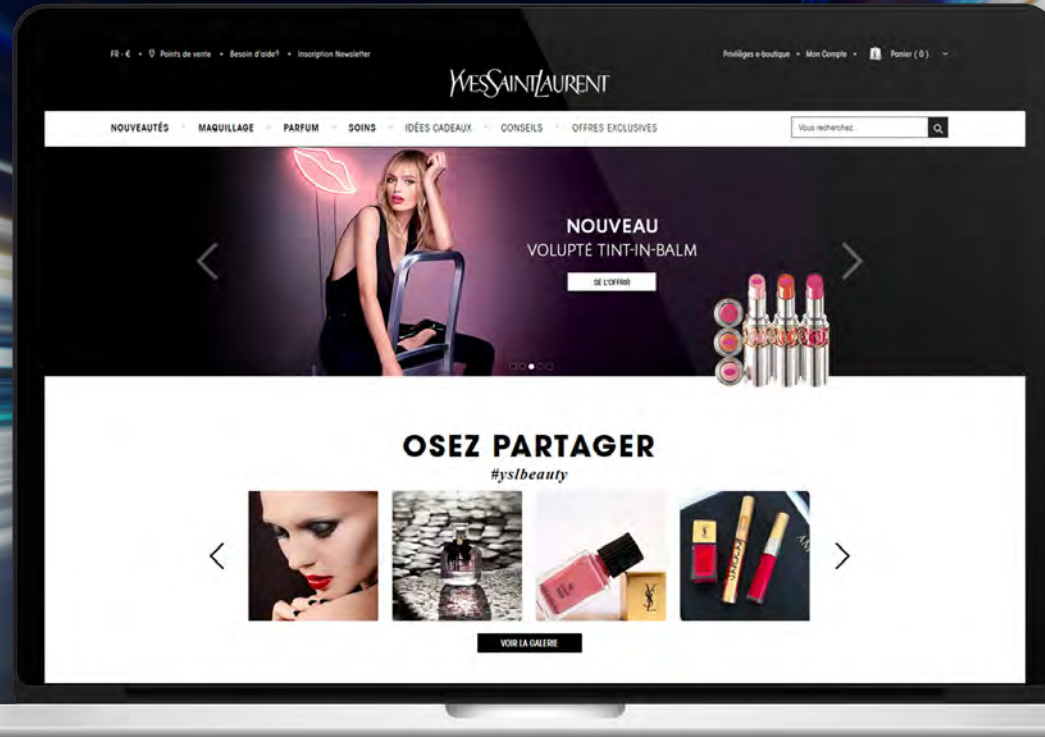




SIZE MATTERS



SPEED MATTERS





CULTURE MATTERS





L'Oréal Talent

@loreal talent

Follow

L'Oréal stands proudly among the #tech giants as the Top 3 Most Attractive European Employer. Massive THX, #students bit.ly/2yMvHW5



9:46 PM - 26 Oct 2017 from Issy-les-Moulineaux, France

TALENTS MATTER

Invent the Future of Beauty

DIGITAL TRANSFORMATION IS ABOUT MASTERING BRILLIANT BASICS



PERMANENTLY CLEAN & IMPROVE DIGITAL PERFORMANCE





TECHNOLOGIES AT SCALE



data SCIENCE
TO BETTER PILOT
THE BUSINESS

ROI OBSESSION

ROI =

RIGHT MEDIA MIX



Share of digital vs. traditional



Digital touchpoints by category



Fraud



Viewability



Right buying

RIGHT CREATIVE



Creative launchpack & checklist



What works by platform

Best practice
Research & insight

Precision
advertising

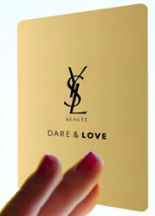
Best practice
Research & insight

PART III

EXTENDING L'ORÉAL
DIGITAL EDGE



HELLO JANE,
WOULD YOU LIKE
TO RELOAD
YOUR PRODUCT?



ud BEAUTY
JUNKIES
ADDICTION HAS ITS PERKS.

NEW
INTERFACES



DEEP
TECH



CONTINUOUSLY SEIZING WHAT IS STARTING

O2O

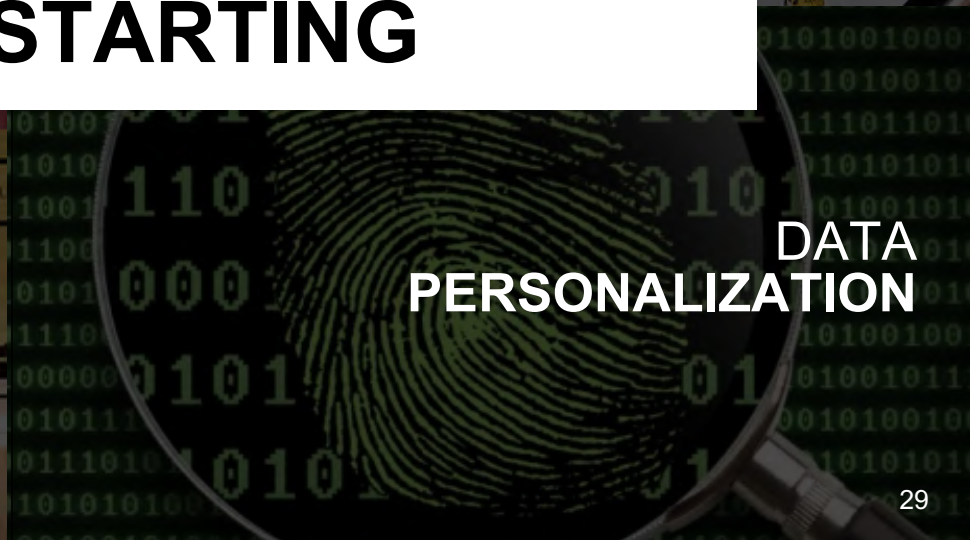


Customer:
"I want *personal service*. I want to *have information that is relevant to me.*"



B.A:
"I want to *know* my customer the moment she walks in, not just by my experience, not just based on her look"

DATA
PERSONALIZATION



LEARN FROM START-UPS, SCALE LIKE GAFAS



E-COMMERCE

+33%

SALES GROWTH

4TH

COUNTRY FOR L'ORÉAL

1.7 BN

SALES

MEDIA

3RD

WORLD WIDE ADVERTISER

36%

MEDIA IN DIGITAL

PRECISION AD

RIGHT CONTENT, RIGHT CONTEXT,
RIGHT TARGET, RIGHT TIME

DATA

1.1 BN

CONSUMER DATA RECORDS

Source: L'Oréal internal data 2017 – first party site centric data

LOVE BRANDS

1 BN VISITS

3,000

SITES & SOCIAL PAGES

277 MM

FOLLOWERS

Source: CDO Cockpit 2017

HR

1,700

DIGITAL EXPERTS

**BEST
DIGITAL TALENT**

Source: Carol

UPSKILLING

16,000

EMPLOYEES UPSKILLED

**SIGNIFICANT
INVESTMENT**



THANK YOU L'ORÉAL

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