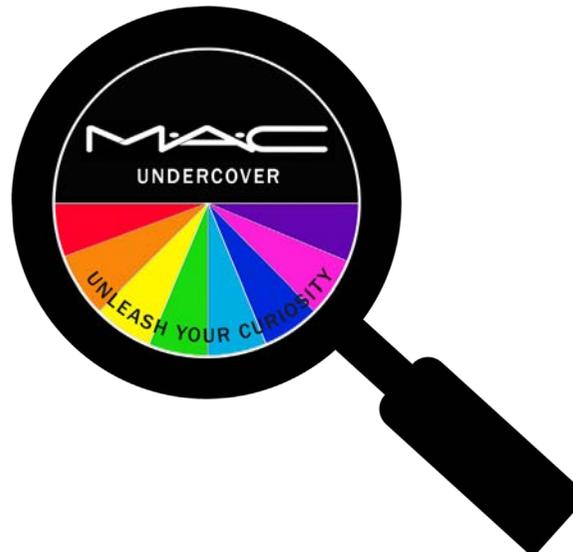


# MAC:UNDERCOVER

## *Unleash Your Curiosity*

A gamified experience driven by technology and built on word-of-mouth,  
bridging the gap between inclusivity and exclusivity



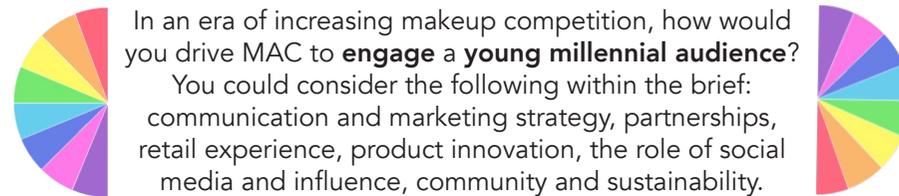
# TABLE OF CONTENT

Introduction .....	03
The Challenge.....	04
The Approach .....	05
Campaign Justification.....	07
Target Customer.....	08
Visualising the MAC:UNDERCOVER location .....	09
The MAC:UNDERCOVER App .....	11
Scanning posters through the app.....	16
Limited edition product packaging.....	17
Promoting the MAC:UNDERCOVER Campaign .....	18
Customer Journey and Campaign Touchpoints .....	19
User Generated Content.....	20
Communicating the MAC:UNDERCOVER Campaign through moving image.....	21
The MAC:UNDERCOVER Campaign Timeline.....	22
Future Direction.....	23
Key Research informing the MAC:UNDERCOVER Campaign .....	24
References.....	28
Appendix .....	30



# INTRODUCTION

This Strategy Document outlines the practical project outcomes in relation to the below brief:



Through research and development, the MAC:UNDERCOVER campaign responds in a way that fully engages a young millennial audience, capturing their imagination.

## Mission Statement:

MAC: UNDERCOVER. *Unleash your curiosity*  
A gamified experience driven by technology and built on word-of-mouth, bridging the gap between inclusivity and exclusivity



## THE CHALLENGE

With the makeup industry booming, MAC need to show they are leaders in the heavily saturated market. MAC need to engage with a young millennial audience in a strategy that not only is in keeping with MAC's brand pillars and beliefs, but also pushes the boundaries of innovation in order to really capture the target consumers. Minchell (2019), MAC Make Up Artist says "the Carnaby Street store in Soho is a hub for artistry. Pride is huge in the store, and it's very much linked to the LGBTQ culture". The MAC:UNDERCOVER Campaign will be deeply rooted in this culture and combine the current cultural zeitgeist with the MAC:UNDERCOVER Strategy.



MAC Carnaby Street Store



# THE APPROACH

## Campaign Objectives:

- To combine physical and digital aspects to create a unique retail experience
- To create a buzz around MAC, promoting it as an innovative brand, pushing the boundaries in retail experience and cutting through the noise of the saturated beauty market
- To drive both new and old customers into MAC stores and increasing repeat purchases with MAC
  - To take MAC back to its roots of being built on word-of-mouth

The MAC:UNDERCOVER Campaign is built on word of mouth - how MAC was originally built. The campaign will consist of a two-day 'hunt' and gamified experience to find and explore the MAC:UNDERCOVER location in Soho, London. Inside will allow customers to experience MAC through combining both physical and digital aspects, where they can create their own lipstick packaged in limited edition packaging, as well as having access to exclusive discounts. Through mixing pigments to create a completely unique lipstick, MAC:UNDERCOVER customers will be immersed into a MAC experience.

Only customers in the know will be able to attend the MAC:UNDERCOVER location, combining MAC's inclusivity with exclusivity. The MAC:UNDERCOVER app will help guide customers towards the secret location, giving them clues and exclusive discounts as well as being an aid for inside the location. Soho will be MAC's playground, fully engaging customers into a trail-like experience, playing on the trend of gamification.

## Strategic benefits to the Brand:

- Creates a buzz and hype around MAC
- Uses word of mouth for promotion - no need for extensive physical/expensive advertising
- Drives people into the stores
- Shows off MAC's creativity in order to present itself as a leading beauty brand, ahead of competitors

## Benefits to the Consumer:

- Invites consumers to engage with MAC in a fun and exciting way
- Access to exclusive discounts
- Opportunity to design your own lipstick and receive it in limited edition packaging

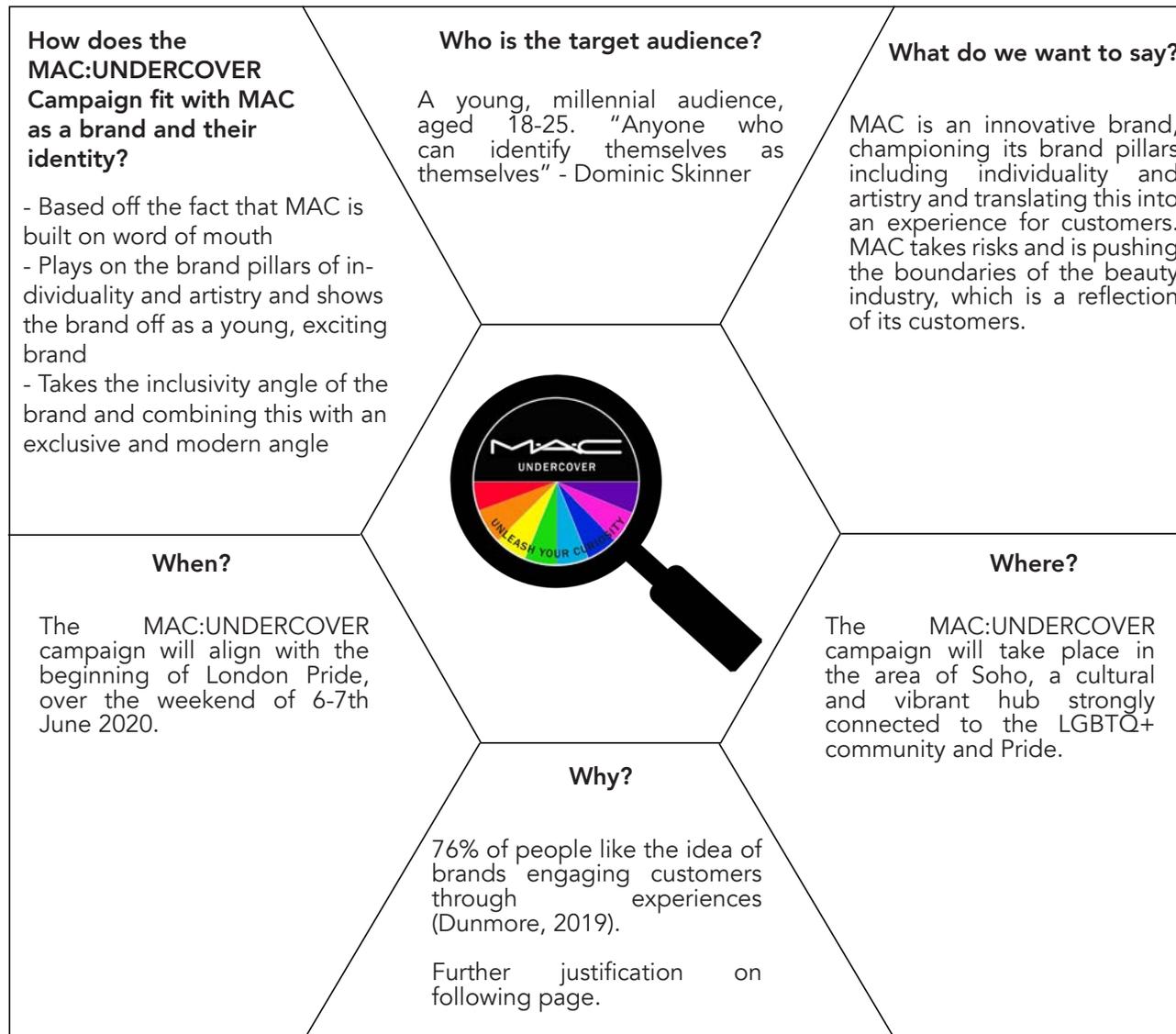
## How do we know we've got it right?:

- Engagement on social platforms - posting, sharing, liking, commenting etc. - user generated content
- In-store sales
- Purchase of limited edition personalised lipstick
- Feedback results from the App



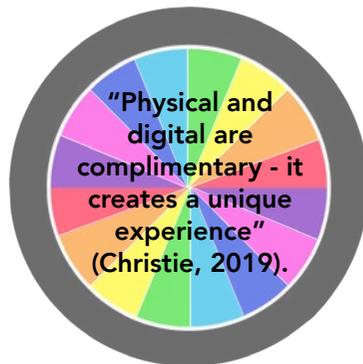
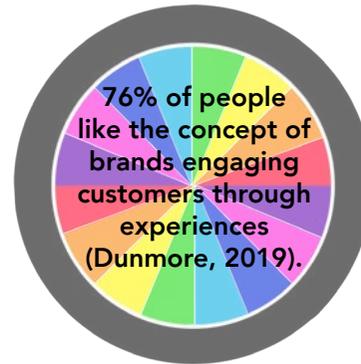
# THE APPROACH

Pillars of the MAC:UNDERCOVER Campaign



# CAMPAIGN JUSTIFICATION

Key evidence why the MAC:UNDERCOVER Campaign will be successful



How this evidence is translated into the MAC:UNDERCOVER Campaign:

- The MAC:UNDERCOVER Campaign is built on word of mouth, staying true to the heritage of MAC. This is modernised and taken forward into a campaign that innovative yet still plays on this original concept.
- The MAC:UNDERCOVER Campaign is an experience, engaging customers in a number of different ways in order to cut through the noise of the beauty industry.
- The MAC:UNDERCOVER Campaign combines both physical and digital, using the specialised app to bring people together and experience something in real life.
- The MAC:UNDERCOVER Campaign is built to create a buzz around MAC and an experience that people would want to share with each other.



# TARGET CUSTOMER

The 'Young Millennial'

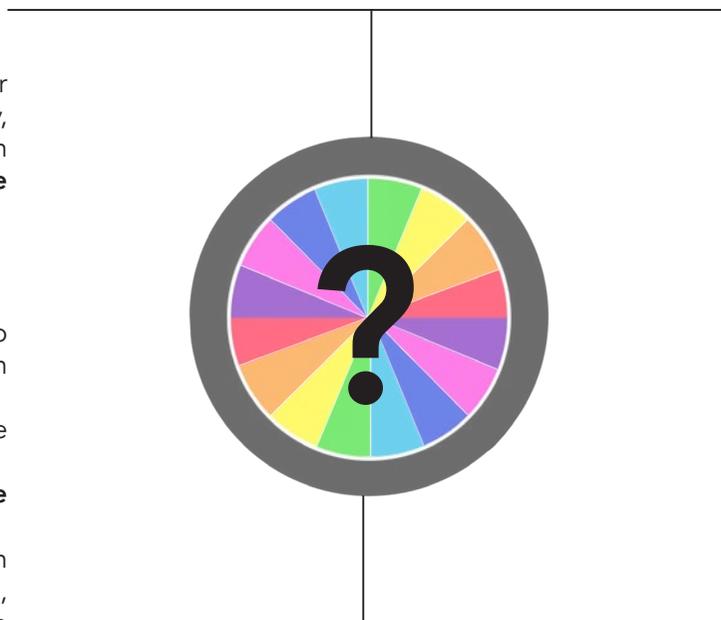
As MAC embraces all Ages, Races and Genders, there is no clear image to identify the target customers. Dominic Skinner, Global Senior MAC Make Up Artist describes the MAC customer as **"anyone who can identify themselves as themselves"**. Below gives some suggested characteristics of the target customer.

## Demographic

- **'All genders, races, sexes'**
- Young Millennial - 18-25
- In education or in the early stages of their career. Career paths could include photography, beauty therapists, graphic designers, fashion gurus, make up artists; likely to be in the **creative** industries

## Psychographic and Behavioural

- Spends spare time experimenting with new make up looks, often inspired by influencers on Instagram, such as James Charles
- Values good quality make up that can be left to the customer for interpretation - very **self directed**
- Appreciate clever design and **brands which are innovative**
- Hobbies include: photography, socialising with friends, filming youtube videos, scrap-booking, visiting different cities and exploring the diverse range of culture and architecture, **visiting the latest pop-up event** and exploring what their city has to offer
- Are 'Innovators' and 'Experiencers' within the VALS segmentation framework (Strategic Business Insights, 2014)
- Shops mainly online but would go into store if something experiential attracted them - looks for the **'Instagrammable'** aspect - often gets **FOMO**



## Usage and Benefit

- Appreciate make up that is **unique** and something that you can **experiment** with
- Do their best to buy into sustainable products
- Love free products and **discounts**
- Not very brand loyal, as they can use online retailers such as Cult Beauty to cherry-pick between different make up brands
- Often make purchases, especially if something is **limited edition**
- Would take back their old packaging to MAC in order to get the free lipstick

## Geographic

- Located nationwide, but enjoys the **buzz** and vibrant atmosphere of cities, especially London, where they can fully **embrace their creativity and identity**
- Living in an array of different housing, such as student accommodation, small flats and apartments, and perhaps housing with friends. They tend to move around a lot, **always seeking something new and fresh**



# VISUALISING THE MAC:UNDERCOVER LOCATION

Inside the MAC:UNDERCOVER Location

What exactly will be in the MAC:UNDERCOVER location?

An experiential and immersive hub where customers can champion the brand pillars of Artistry and Individuality.

- Personalised lipstick area with limited edition packaging for the event
- Spin the wheel of exclusive MAC discounts
- Colouring wall of the map of Soho, where the speakeasy is located
- Selection of other MAC products
- Photo opportunities



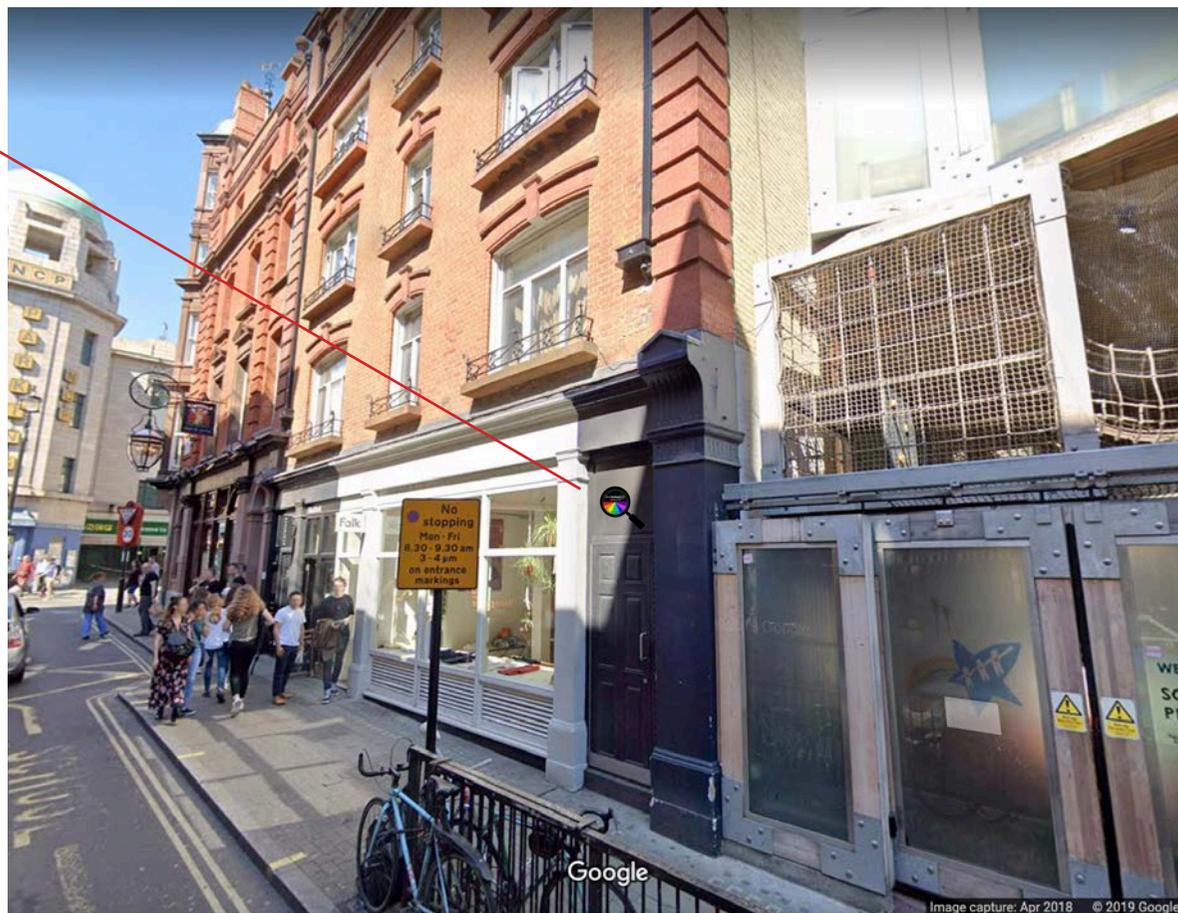
Pantone, 2014. Nguyen, 2013. Chabo, 2018. Gensler Design, 2018. Zelaya, 2018. Harlequin Design, 2016. Schröder, 2017. Rizzato, 2018.



# VISUALISING THE MAC:UNDERCOVER LOCATION

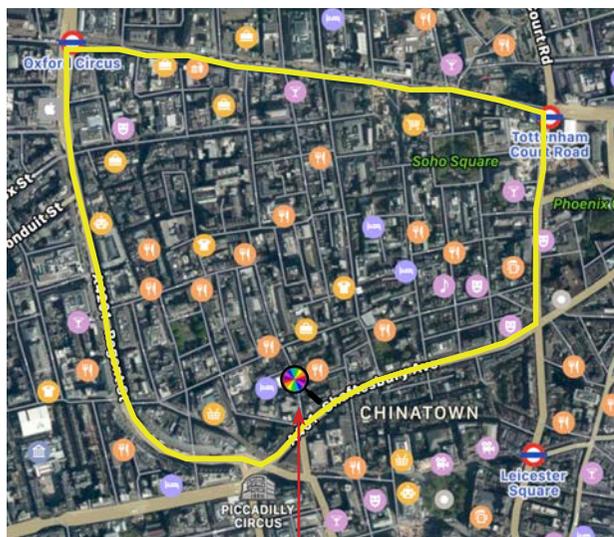
Outside the MAC:UNDERCOVER Location

The MAC:UNDERCOVER Location will be located on Great Windmill Street, Soho, with the clues on the app leading towards this location. The only thing distinguishing this location will be a small MAC:UNDERCOVER logo at the top of the black door, creating curiosity and mystery for the consumers.



Great Windmill Street, Soho

The MAC:UNDERCOVER location will sit mysteriously behind a black door in Soho, not making it obvious to people passing by



Location of the MAC:UNDERCOVER experience, in Soho

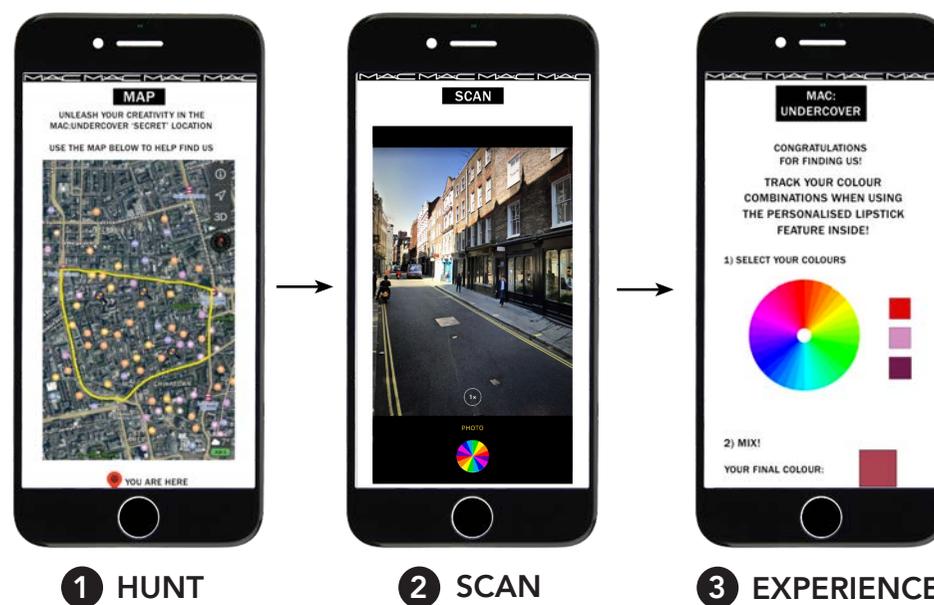


## THE MAC:UNDERCOVER APP

The MAC:UNDERCOVER App fully encapsulates the campaign's motto of 'Unleash your Curiosity', whereby physical and digital is combined and plays on the trend of gamification. With physical and digital being described as "complimentary" and creating a "unique experience" (Christie, 2019), the app will serve as a supplementary tool to guide users to the MAC:UNDERCOVER location, whilst also providing important data feeding back to MAC as a business. Merging gamification and retail under the name of MAC:UNDERCOVER creates a distinctive campaign. Gamification expert and author Chou (2019) says "gamification can make a big impact in fields that are extremely competitive and organizations need to differentiate in order to survive", further evidencing that this concept will prove to be successful for MAC and engage the young millennial.

The MAC:UNDERCOVER App features two parts - one pre-entering the MAC:UNDERCOVER location and one post. The app will take users on a journey, using Soho as an experiential playground. Using riddle-like copy will set the scene and immerse users in a gamified experience, encouraging and motivating them to scan the branded posters around Soho, giving them clues to where the secret location is and exclusive discounts along the way. Once inside the MAC:UNDERCOVER location, users will have access to the second part of the app, using it to track their colour combination for the personalised lipstick experience inside. The app also features a feedback screen, feeding back important user data to MAC, in order for future events to be improved and to see if customers would be interested in the personalisation feature in-store, creating a strategic benefit for MAC.

### APP OVERVIEW



# THE MAC:UNDERCOVER APP

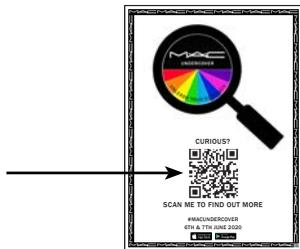
Stages of the App

Note: some of the app screens allow for scrolling, which is not shown.



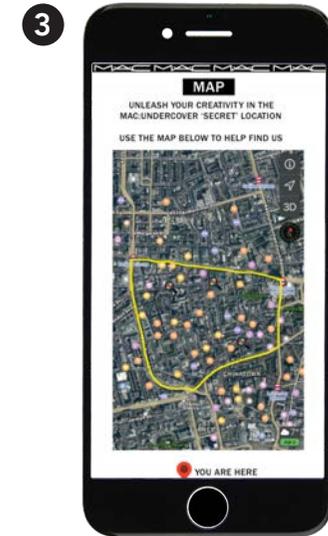
Welcome screen.

Users will reach this screen when downloading the app after scanning one of the large QR codes on the posters around Soho.



Introduction to the MAC:UNDERCOVER campaign through a riddle.

“In the depths of Soho lies a hidden Mac store, Through twisting and turning, will you find the hidden door? If you see a Mac poster, scan it in, and maybe you’ll be in with the chance of a win. The more you scan, the more you find, will reveal the location and settle your mind. The hidden store is one with a twist, So be quick! It’s not something that you should miss...”



Map of Soho tracking your live location.

The Map screen will allow users to track their location in order to help navigate them around Soho. The map is marked with three of the campaign logos (shown below) to give users an initial clue as to where some of the posters are.



## THE MAC:UNDERCOVER APP



### My Discounts.

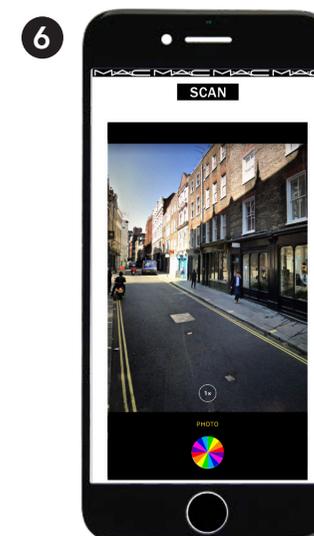
Through scanning the smaller, 'hidden' qr codes in the corners of the posters, some of them will release discounts that users can use both inside the MAC:UNDERCOVER location as well as in MAC stores after the event is finished.



### Clues.

Once scanned a poster located around Soho, it will release a clue as to where the MAC:UNDERCOVER location is.

For example, through scanning a poster on 14 St Anne's Ct, the clue is 'Black Door', giving users a hint that the MAC:UNDERCOVER location is hidden behind a black door in Soho.

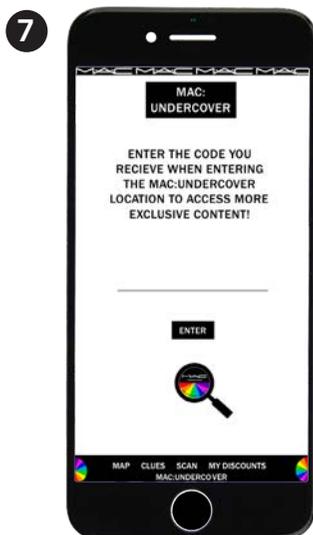


### Scan.

The Scan function allows users to scan the QR codes within the app. See page 16 for more detail.



## THE MAC:UNDERCOVER APP

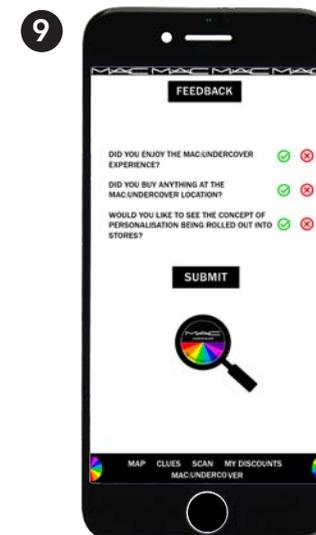


Once users have found the MAC:UNDERCOVER location, a code can be used to access more exclusive content. Users without the code will not be able to access this.



MAC:UNDERCOVER.

This section of the app allows users to track their colour combinations of their personalised lipstick in the MAC:UNDERCOVER location. It also allows users to experiment mixing different colours together in order to create a unique shade, championing MAC's brand pillars of Artistry and Individuality.



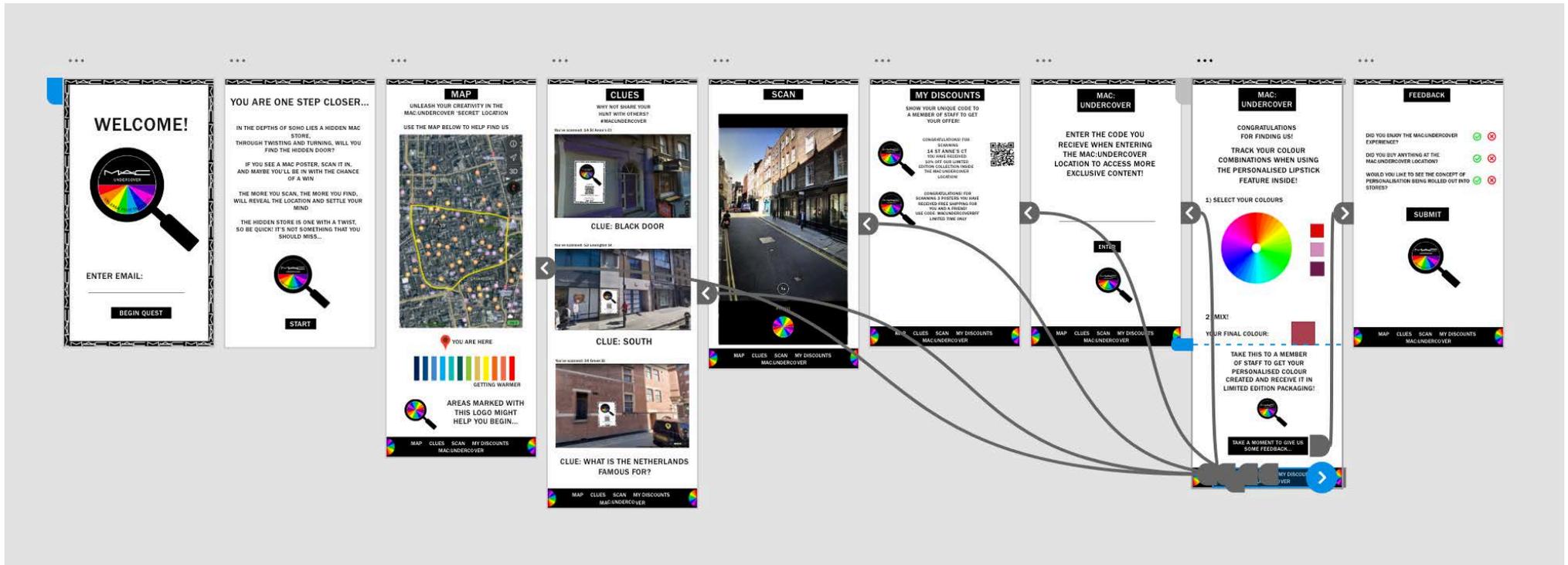
Feedback.

The feedback page evidences that the app not only benefits the consumer but also provides MAC with a key strategic benefit. The feedback page gives users an opportunity to share their thoughts on the campaign, in order to improve future MAC events.



# THE MAC:UNDERCOVER APP

Internal workings of the MAC:UNDERCOVER App



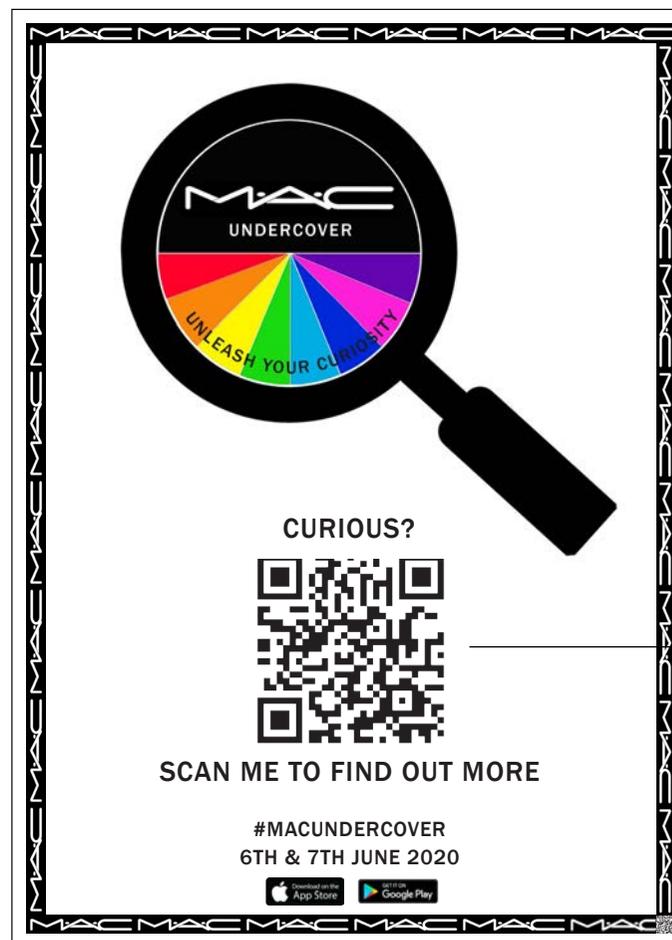
The MAC:UNDERCOVER App creates a 360 experience for the user, allowing them to switch easily between screens to make the most out of the app. The app will be available for download through the Apple App Store and Google Play.



Users can navigate the app through the menu at the bottom of each page

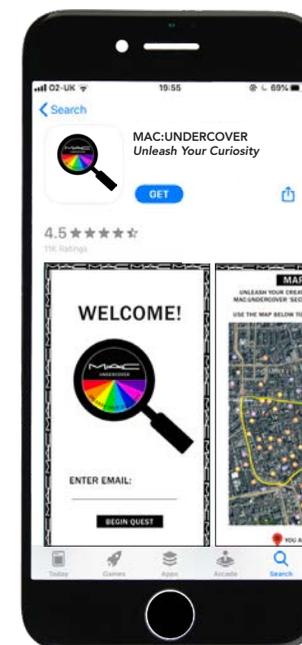


# SCANNING POSTERS THROUGH THE APP

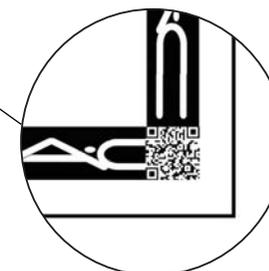


Using the Scan function on the MAC:UNDERCOVER App, users will scan posters in order to find clues and discounts.

The larger, more obvious QR code will lead new users to the MAC:UNDERCOVER page on the App/Google Play store



The smaller, more 'hidden' QR code will lead to the clues and the discounts. This extra 'secret' dimension adds more curiosity to the campaign and gives users 'in the know' a greater sense of exclusivity.



## LIMITED EDITION PRODUCT PACKAGING

Inside the MAC:UNDERCOVER location will be an option to personalise your own lipstick, using individual coloured pigments to create a unique shade. This plays on MAC's brand pillars of artistry and individuality. This feature also ties in nicely with Pride, celebrating a spectrum of colours and inclusivity. The personalised lipsticks will be packaged in limited edition product packaging, utilising the campaign logo and design, leaving customers with an exclusive and personalised touch.



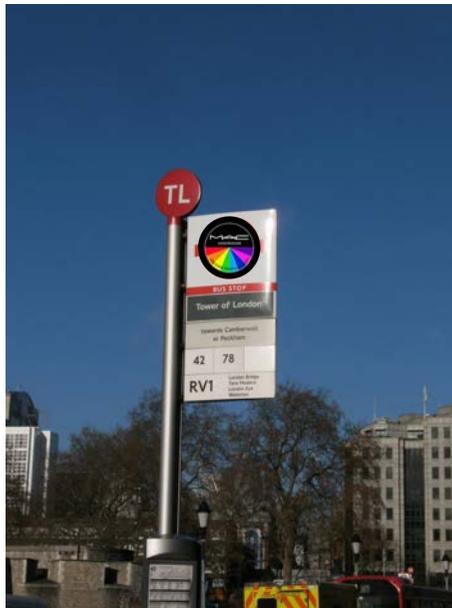
The limited edition packaging is branded with the MAC:UNDERCOVER assets and will only be available for customers inside the MAC:UNDERCOVER location, over the weekend of 6-7th June, 2020.



## PROMOTING THE MAC:UNDERCOVER CAMPAIGN

The use of Guerilla Marketing to promote the campaign

The MAC:UNDERCOVER campaign takes MAC back to how the brand was first spread globally - through word of mouth. Using Soho as an experiential playground, MAC will use its campaign assets to 'take-over' the area, creating a buzz around the campaign and to get people talking. Using Guerilla marketing ties in seamlessly with the campaign concept of 'being in the know', curiosity and a sense of secrecy.



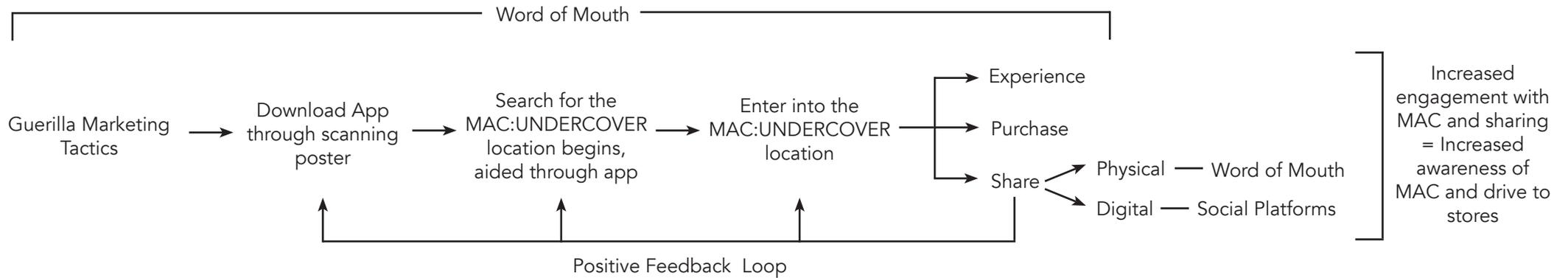
'Spreading the MAC:UNDERCOVER branding over Soho'



# CUSTOMER JOURNEY AND CAMPAIGN TOUCHPOINTS

From a customer's point of view

Word of mouth plays a key role in the campaign dynamics



## Campaign Touchpoints

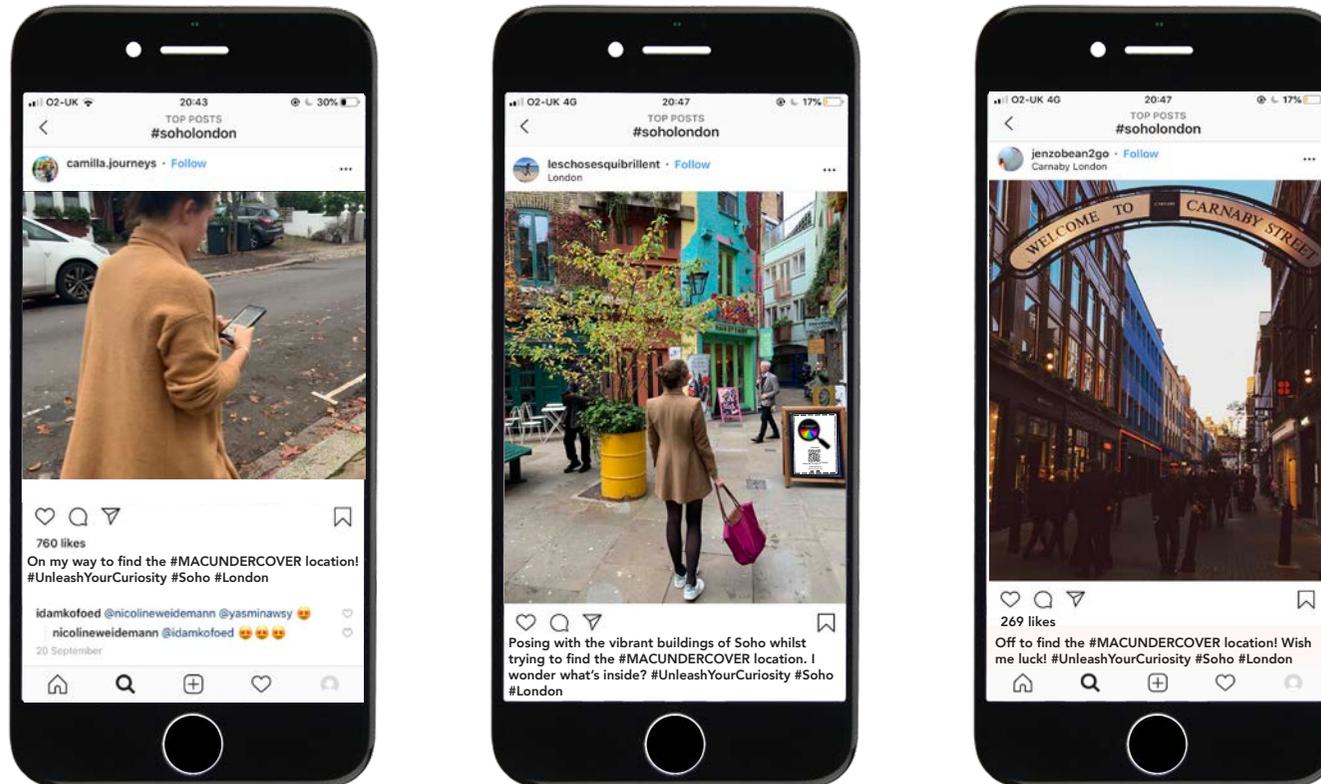


Touch points for the campaign are limited, due to the nature of the 'Undercover' experience - the campaign will not be widely advertised - it will be spread through word of mouth.



# USER GENERATED CONTENT

Spreading the word through word of mouth and word of mouse



The MAC:UNDERCOVER Campaign will only be promoted through word of mouth and Guerilla Marketing tactics. Social media and 'word of mouse' will come through user generated content, where people would share their experience of the MAC:UNDERCOVER location and hunt.



## COMMUNICATING THE MAC:UNDERCOVER CAMPAIGN THROUGH MOVING IMAGE

Due to the 'secret' nature of the campaign and in keeping with the MAC:UNDERCOVER concept, promotion of the campaign will be kept to a minimum. A short moving image clip will be shown to the internal stakeholders of MAC to help explain and underpin the concept of the MAC:UNDERCOVER campaign. The moving image will be a client-facing, internal communications device.



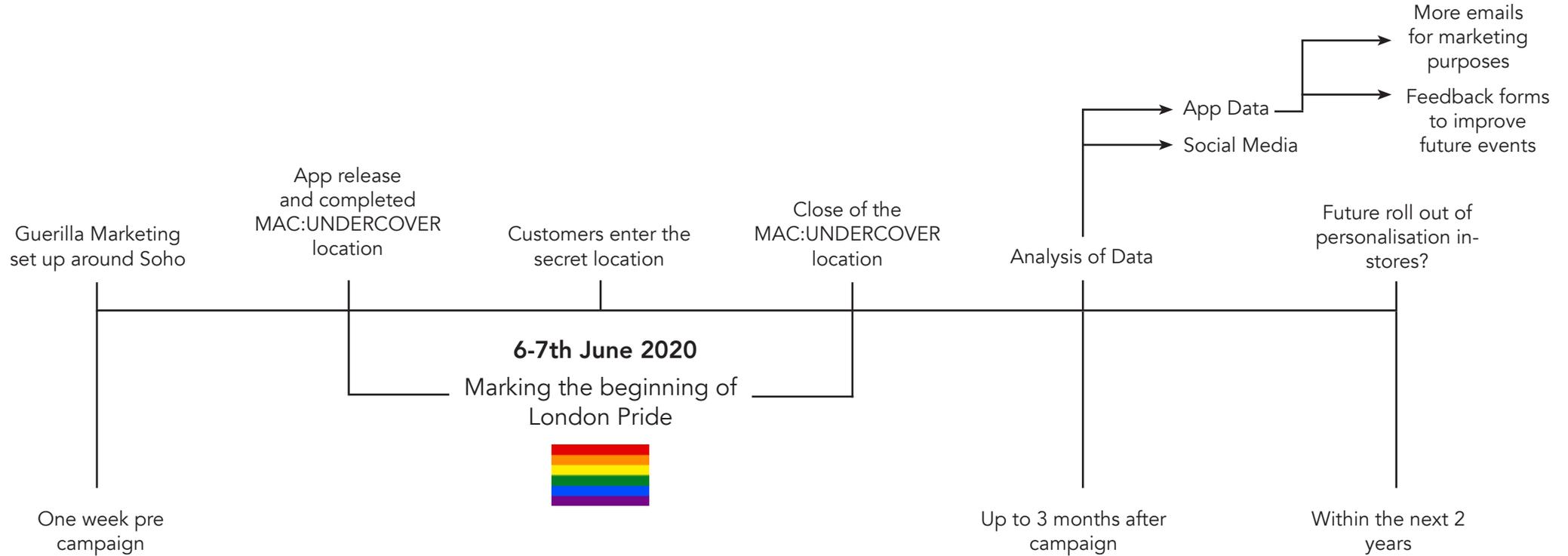
Screenshots from the moving image

With contributing clips from: Proud Music Library, 2019. ChickeeVlogs, 2017. Denhef Digital, 2015. Watched Walker, 2017. Adrienne Young, 2017.



# THE MAC:UNDERCOVER CAMPAIGN TIMELINE

From a business point of view



## FUTURE DIRECTION

The MAC:UNDERCOVER campaign has a lot of potential for the future. The gamified experience lasts just two days in London, but this concept could be rolled out across a number of large cities nationwide, such as Manchester, Birmingham and Liverpool - it could be a travelling campaign. The concept of a 'hidden' location based off Speakeasy bars could also be further developed with different themes year round, or perhaps for new product launches.

The MAC:UNDERCOVER campaign will feature the new personalised lipstick feature, where users can create their own unique shade. This is the first time MAC has done this, so the campaign could be seen as a dry-run as to how customers will respond to this. MAC will know if it successful through word of mouth, purchases of the limited edition lipsticks and through the feedback feature on the app. If successful, the personalised lipstick concept could be rolled out into stores nationwide and be used in conjunction with an app specially designed for this.

With credible research to back up this campaign, it has all the potential to attract and engage the young millennial audience, whilst pushing the boundaries of creativity and innovation.



# KEY RESEARCH INFORMING THE MAC:UNDERCOVER CAMPAIGN

Kapferer's Brand Identity prism

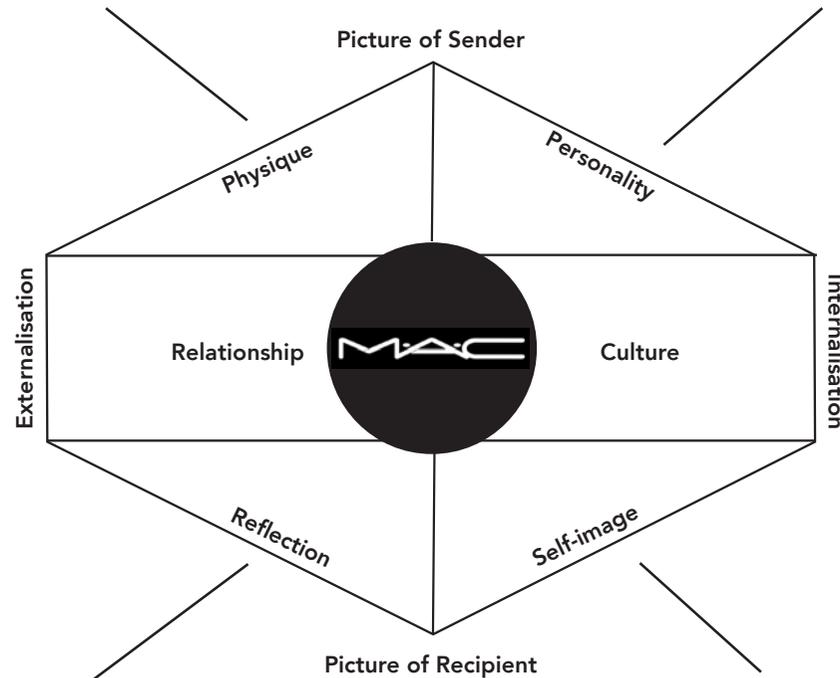
**Kaferer's Brand Identity Prism helps to analyse the brand identity of MAC and identify the core building blocks to the brand.**

**Physique:** MAC has a clear and distinctive logo and is recognised by its all-black packaging. The products feel of reasonable quality, reflecting the brands identity of being a mid-market make up brand.

**Personality:** MAC has a bold and empowering tone of voice and personality, which stems from the brand pillars of Artistry, Culture, Community, Individuality and Social Mission. MACs puts out a personality of being inclusive and catering for every type of customer's needs, with the hope that this reflects onto and resonates with its consumers.

**Relationship:** MAC is a brand constantly trying to connect with the customer through a range of different channels. In terms of general consumers, MAC offers a student discount scheme and their Back to MAC scheme, benefiting both the customer and the brand. MAC also has a large target audience of professionals in the industry, therefore offering the MAC Pro Membership, which boasts exclusive discounts and access to master-classes and events. The MAC flagship store on Carnaby Street also offers its upstairs space to upcoming make up artists and students to display their work, further building the brand and customer relationship. But could they make this relationship more personal?

**Culture:** MAC has a strong brand culture and sells itself under the strap-line of 'All Ages, All Races, All Genders'. MAC is a brand that is built upon this culture of inclusivity and aims to filter this through all their communication channels and everything they do. It helps MAC to distinguish itself from its competitors.



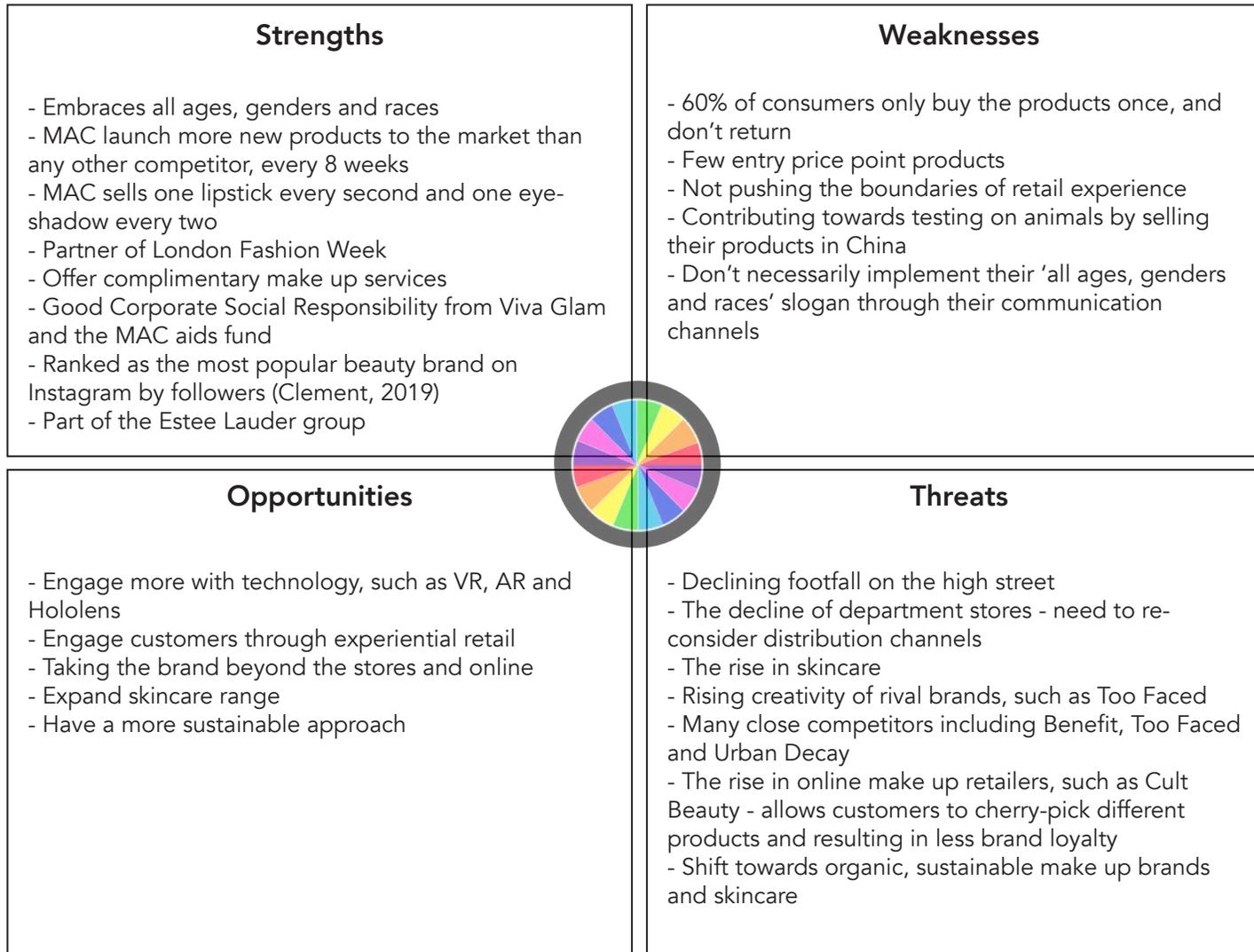
**Reflection:** The brand identity of MAC is reflected within its target audience, which is further explored on page 08 - understanding the target audience.

**Self-image:** The customers of MAC want to buy into the message and culture of MAC, feeling as though they are part of the MAC community. The customers of MAC aspire to explore and experiment with make-up, using it as an art form in order to express their identity.



# KEY RESEARCH INFORMING THE MAC:UNDERCOVER CAMPAIGN

## SWOT Analysis of MAC



Identifying and analysing the strategic positions of SWOT:

**Strength + Opportunity**

- Combining their complimentary make up services with technology, so consumers can understand more about the reasons behind why the artist is applying the make up in a specific way
- Using their popularity status to be more risk taking with experiential retail

**Strength + Threat**

- Using the fact that they are part of the Estee Lauder group to work on their sustainability and packaging of the brand
- Promoting their complimentary make up services more in order to combat the declining footfall on the high street

**Weakness + Opportunity**

- Using experiential retail techniques to increase the amount of returning customers
- Using and expanding the skincare range, including more entry price point products

**Weakness + Threat**

- Not pushing the boundaries of retail experience could allow more creative rival brands to take over
- Their contribution towards testing on animals could deter customers away as they see the shift towards more organic and sustainable beauty



# KEY RESEARCH INFORMING THE MAC:UNDERCOVER CAMPAIGN

## PESTEL Analysis of MAC

### Political

- Brands must comply with the external regulations from the Cosmetic Products Enforcement Regulations 2013, such as the way products are labelled (Legislation.Gov, 2013).

### Economic

- With Labour considering a four day work week, the UK would struggle to produce the same amount of output. People would also inevitably be earning less and therefore are more unlikely to spend their money on beauty, having the potential to hinder the UK Beauty Industry

### Social

- The media has had significant impacts on the beauty industry and has created it into a community. Social events such as the Glamour Beauty Festival gives evidence that beauty is becoming a more experiential market.
- Advances in technology have led to brands such as Cult Beauty emerging, allowing customers to cherry-pick between brands, reducing brand loyalty
- Social Media is a huge driver for brands in the beauty industry and gives people the opportunity to share tips and tricks of the make up world.

### Technological

- Technological advances such as in VR and AR are allowing us to see and explore beauty in different ways, e.g. the MAC virtual reality technology available instore.
- The internet has allowed beauty brands to be stocked online and brands such as Cult Beauty are proving to be successful, allowing customers to cherry-pick between different products
- The growing digital world has forced publications such as Glamour magazine to switch to digital first and reduce their circulation from a monthly to bi-annual magazine

### Environmental

- There is increasing environmental concern linked with the beauty industry, such as testing on animals. PETA (2019) warns that many well known brands such as Benefit and OPI are victims of this.
- Plastic product packaging in the beauty industry is having huge impacts on the environment, but makes up nearly \$25 billion in sales (Borunda, 2019).

### Legal

- Legal factors in some countries can lead to environmental concerns. For example, China requires all cosmetic products to be tested on animals before allowing them into the country. However, this law is due to be lifted in 2020 (Morosini, 2019).
- Banning of certain ingredients in beauty products such as micro-beads. It is estimated that between 0.01% and 4.1% of marine microplastic pollution comes from cosmetic product sources (McGrath, 2018).
- Counterfeit products is a huge problem within the beauty industry, with 2.2 million counterfeit products seized in the UK in 2016, with some products containing ingredients such as Cyanide, Arsenic and Faeces (Robertson, 2017).



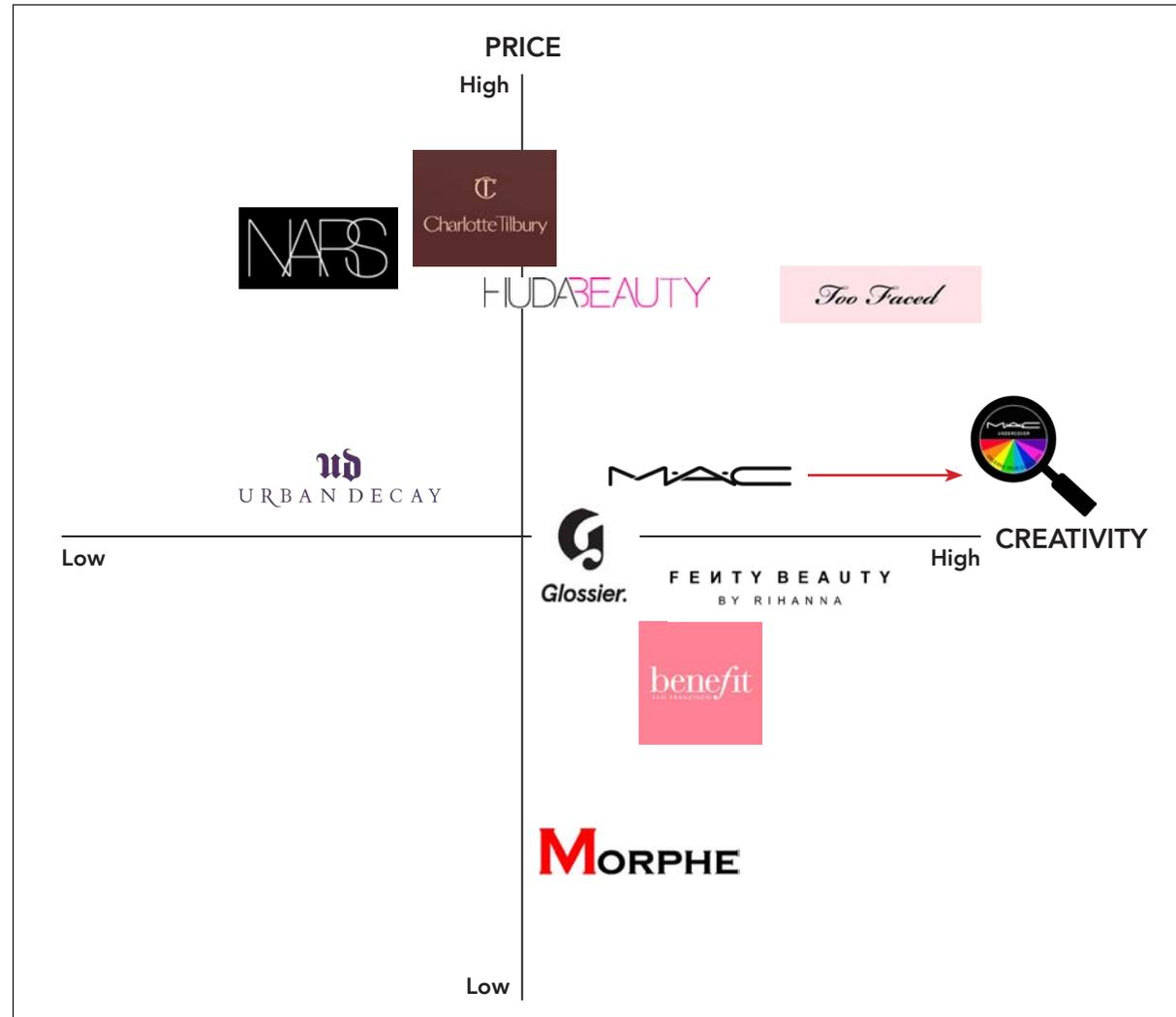
# KEY RESEARCH INFORMING THE MAC:UNDERCOVER CAMPAIGN

Situational Analysis of MAC

This graph (right) visualises the situational analysis of MAC along side some of its closest competitors. The axis of Price and Creativity help to establish where MAC could improve in order to challenge its closest rival brands, such as Too Faced and Glossier.

**Key Takeaway:**

MAC needs to channel its brand pillar of 'Artistry' more and push the boundaries of what the term 'creativity' means in order to stay ahead of its competitors. The MAC:UNDERCOVER Campaign will cut through the noise of the beauty industry and present MAC as a more creative brand, allowing it to stay ahead of its competitors.



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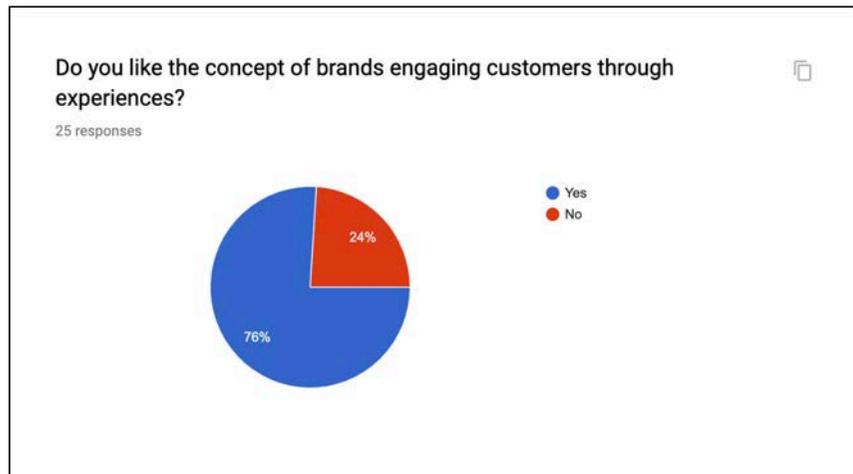
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## APPENDIX

1 Dunmore, H. (2019). Primary research survey, *Your thoughts on the beauty industry* [Online].

- 25 responses were recorded, answering 13 questions.



2 Dunmore, H. (2019). Primary research survey, *Your Buying Habits* [Online].  
- 50 responses were recorded, answering 18 questions

