266MKT
Market Place Analysis

Word Count: 3,291
Brand and Competitors

This report will look at the first of Porter’s five forces ‘the degree of rivalry’ (Marketing Revealed, 2008); the possible competitors that a new product may come up against when launching onto the market. The product that will be launched is a new perfume. The perfume – called ‘XX’ for this report – will be targeted at 21-30 year old women who enjoy fashion and high branded products. The price of XX will be justifiable by the quality of the perfume and will symbolise success and wealth to those that buy it.

According to research by Mintel in ‘Market Share’ of their 2010 Women’s Fragrances report; ‘L’Oréal has become the largest fragrance house in the UK by a significant margin’ and ‘Coty and Chanel continue to grow their fragrance businesses by focusing on their key strengths within the market’; so combined with the statistics in figure one, the main competitors for XX are L’Oreal, Chanel and Coty. This report will focus on Armani Code for Women by Giorgio Armani; who are owned by L’Oreal, as stated on their website; and Chanel No.5 as the two main competitors for XX.

Armani and Chanel are two well established, high class brands. Armani has a vast range of products; clothes for men, women and children, watches, jewellery and beauty products. Armani sells glasses, sunglasses, accessories and have even recently launched a cross-branded mobile phone with Samsung (World of Armani). Chanel offer similar products to Armani, they also sell clothes, accessories, jewellery and watches. Chanel also sells skincare and make-up (Chanel Website). The products they sell are obviously high quality; with Armani’s website describing their glasses as ‘frames of life’ and Chanel’s website advertising their ‘fine jewellery’.
Segmentation

There are four categories for the basis of segmentation; geographic, demographics, behavioural and psychographic. For perfume, the most likely basis would be demographics, as this can be broken down into; age, gender, income, socio-economic group, family lifecycle stages etc. Obviously, gender is the first segment chosen by Armani and Chanel, and as they are both selling ‘eau de parfum’ not ‘eau de toilette’, they would choose the female segment. However, it is possible that Armani and Chanel would choose men as well, because Mintel found in the ‘Purchasing Habits’ of their 2010 Women’s Fragrances report that ‘men are keen to buy fragrances as a gift’ and in their 2010 Christmas Shopping Habits report in Christmas Gifting Patterns that 58% of gifts bought are perfume. The second segment Armani and Chanel may have chosen is the age segment, which can be broken down into; under 18, 18-25, 26-35, 36-45 and 45+. It is likely that Armani and Chanel chose the 18-25 segment, given that Mintel found in the ‘Usage and Frequency’ section of their 2010 Women’s Fragrances report that ‘single women aged under 25 and who work full-time are by far the heaviest users of fragrance and are the most valuable group for the fragrance industry’. A third possible basis of segmentation Armani and Chanel may have chosen socio-economic groups. This can be segmented into A, B, C1, C2, D and E. Mintel found in their 2010 Christmas Shopping Habits report in the Christmas Gifting Patterns that ‘most likely to buy [fragrances] are ABC1...as a gift’ so it is highly likely that Armani and Chanel would have chosen to target groups B and C1 and also possibly because they would have enough disposable income to purchase high branded products. The final basis of segmentation could have possibly been the family lifecycle stages model (The Family Lifestages Model, 2005). This can be segmented into groups 1-9; see figure two; and it is most likely that Armani and Chanel chose segments 1 and 2 as Mintel found in their 2010 Christmas Shopping Habits report in the Christmas Gifting Patterns that ‘most likely to buy [fragrances] are pre-/no family ... as a gift’ and in addition because these too are most likely to have the most disposable income.

Armani and Chanel would also have to consider business to business segmentation, as they need to sell their perfume through other companies. B2B can be segmented into; organisational size, industry/sector, geographical location, decisional making process, usage/relationship and profitability. The first segment chosen is likely to have been, industry/sector, as the most important thing is to sell the perfume in the right shop, so a cosmetics shop is the ideal place to sell perfume through. The second segment is likely to have been profitability and as Mintel found in the Channels to Market section of their 2010 Women’s Fragrances report ‘Boots continues to lead for sales of fragrances , taking one third of all fragrance sales in the UK’ making Boots a likely first choice of retailer based on profitability. Also, the report found that ‘The Perfume Shop is the second biggest fragrance retailer, with an 18-20% share of the market’, making it a possible second choice of retailer when considering B2B segmentation. Finally, the report supports the possibility that Armani and Chanel may have chosen Boots and The Perfume Shop as retailers based on their organisational size, since the report states that ‘Boots continues to take the number one position as the largest retailer of fragrances, being a retail channel in its own right. It is estimated to account for 33p of every £1 spent on fragrances in 2010... The perfumery has expanded rapidly and now has 168 stores across the UK and 11 in the Republic of Ireland.’
Targeting

Once the market has been segmented, Armani and Chanel would then choose their primary and secondary targets. Firstly, it is important to examine the “attractiveness” of the segments. This can be determined by how ‘measurable, accessible, substantial, differentiable and actionable’ (Principles of Marketing 2009) each of the market segments are.

For a segment to be deemed measurable, you must be able to measure ‘the size, purchasing power and profiles of the segments’ (Principles of Marketing 2009). It is relatively easy to measure all of the chosen segments; gender, age and social class; with possibly family lifecycle stage being the most difficult to measure, but still possible. In order for a segment to be accessible it has to ‘be effectively reached and served’ (Principles of Marketing 2009), it is again easy to target the chosen segments as they are all exposed to different but specific mediums. A substantial segment has to be ‘large or profitable enough to serve’ (Principles of Marketing 2009), which once again, all of the chosen segments are; male/female and 18-25 account for approx 18,500,000 people in the UK (see figure 4) and those in socio-economic groups BC1 account for approx 44.7% of the population (see figure 5). Differentiable segments need to be ‘conceptually distinguishable and respond differently to different marketing mix elements and programs’ (Principles of Marketing 2009); males and females are differentiable, as they are targeted very dissimilarly to each other, as are 18-25 year olds targeted differently to someone of another age segment. Socio-economic groups are also often targeted differently, as they have various amounts of disposable income and different beliefs/outlooks to other groups. The stages in the family lifecycle is the segment least likely to be differentiable, however someone in stage 1 or 2 is likely to be a self-centred purchaser – other than buying for a partner – as they have no children, so it could be said they are more likely than someone in groups 3-5 to buy perfume, as groups 3-5 would respond more to children orientated marketing. Finally, for a segment to be actionable, it needs to be possible for ‘effective programs [to] be designed for attracting and serving the segments’, which is achievable as there are multiple marketing tools than can be used to reach the chosen segments, but there are not too many segments to make this unattainable.

In light of this, the primary targets for Armani and Chanel are likely to be 18-25 BC1 females in life-stages 1-2. The secondary market for Armani and Chanel is possibly 18-24 BC1 males in life-stage 2, as Mintel’s February 2009 report on Christmas Shopping Habits in the Christmas Shopper Typologies section, said that men who buy perfume (as gifts) are aged 18-24 and married.

When the primary and secondary targets have been identified, a targeting strategy must be decided. There are three types of targeting strategies; see figure three; undifferentiated, differentiated/multi-segment and concentrated. Since the primary and secondary targets for Armani and Chanel are very different, it would be difficult to use undifferentiated marketing. Differentiated marketing is for ‘a firm that chooses to serve two or more well-defined market segments and develops a distinct marketing mix for each has a multi-segment [differentiated] targeting strategy’ (Essentials of Marketing, 2008) which is most likely what Armani and Chanel would use, as it would be difficult to use the same offering for both the primary and secondary targets.
Positioning

Kotler said in Social Marketing, that positioning is ‘the way the product is defined by consumers on important attributes- the place the product occupies in the consumers’ minds relative to competing products’. There are various bases for positioning; ‘attribute, price and quality, use or application, product user, product class, competitor, emotion’ (Essentials of Marketing 2009).

So, for Armani and Chanel, they would also have looked at the above when positioning their perfumes. In the Armani Code for Women advert, the music says ‘scandalous’ (see figure 6) suggesting that the attributes for the perfume are seduction and being slightly rebellious. The price and quality is expensive; it retails at £35-£64 (Boots 2010); but worth the price. The use and application could be the day or night, perhaps in the morning or on a date. The product user would be 18-25 BC1 females. Product class is how Armani Code for Women differentiates itself from other perfumes, which is by giving the user the power to stand out, to be different and rebellious. Competitor refers to indirect competitors, so this would be an alternative to perfume which could be body-spray. The emotion connected with the advert is of seduction and daring.

In the Chanel No.5 advert, the voiceover says ‘I’m a fool to want you’ (see figure 7), suggesting that the attributes for the product are romance and power as the woman is in control. Price and quality would be expensive; it retails at £44-£84 (Debenhams 2010); but luxurious in quality. Use or application could be anytime throughout the day, but most certainly in the morning. Product user would be 18-25 BC1 females. Product class is the differentiation of Chanel No.5 from other perfumes, in that it is classic and timeless. Competitor could again be body-spray. Finally, the emotion in the advert is of seduction, lust, passion and a feeling of beauty.
Existing Advertising

Both Armani and Chanel use only a few of the various promotional tools available as part of their marketing mix. Both companies are established brands; Chanel No.5 is an established product within the market already and Armani Code for Women has been on the market since 2006; so they do not have a launch campaign now, they just use certain promotional tools to re-enforce brand and product awareness.

As seen in figures eight and nine, Giorgio Armani use different logos. Figure eight shows the most used logo, Armani use the font type and colouring – usually now without the shadow – on their adverts. Figure nine is the Giorgio Armani logo on its own, a simple black logo on a white background, which can be easily used on any advert or product with any colour scheme. Both logos are simple and classic, so as not to distract attention from whatever they are being used on (advert or product). The black and white are binary opposites, like the men and women in the advert. The black represents the darkness and mystery of the woman, whereas the white symbolises the deemed innocence of the man, unaware he is being seduced by the woman (and her perfume). Figure ten is the Giorgio Armani Code for Women print advert. It is very dark and seductive, with the woman being the main focus of the advert, so much so that the man’s head almost cannot be seen. Thus making her prominent and powerful, as if he doesn’t matter, it could be any man, his face is unimportant. The product is also placed distinctively in the foreground of the advert. The print advert is used in conjunction with the television advert to re-enforce the message. Figure six shows the Armani television advert, in which the music repeats ‘scandalous’, which is describing the woman, she is rebellious and daring, seducing the man without him even knowing it.

Figures eleven and twelve show the two different logos used by Chanel. Figure eleven is black, simple and striking. It doesn’t say Chanel, showing how Chanel is an established brand; if you know Chanel, you know their logo. Its simplicity signifies class and the strong bold lines signify power and strength. Figure twelve is the logo/label for Chanel No.5 itself, which once again is simple and classic. Figure thirteen is of the Chanel No.5 print advert. The advert is also simple; the only Chanel logo is the one on the perfume bottle and there is just a minimal ‘No.5’ in the top right-hand corner, suggesting that all you need to know is that it is No.5 and everything else you should already know. One step further than the Armani advert, there is no man present in the Chanel advert, suggesting that the perfume is all about the woman; her power, her beauty. Figure seven is a storyboard of the Chanel No.5 television advert. The advert shows the man and woman fighting their lust for each other; he cannot resist her because she is wearing Chanel No.5. It shows the woman in control, as the music says ‘I’m a fool to want you’ because the man does not know her, yet he cannot resist her. The perfume lures him to her and makes her feel beautiful.
USP

A USP is a unique selling point. Brands and products use USP’s to distinguish their product within the market. It helps to differentiate their brand or product from others on the market and tries to attract their target audience by deeming themselves new or different. A USP also says something positive about the product and helps to identify within the consumers’ mind how and why a product should be used. A USP can also be turned into a slogan.

Armani and Chanel would both have established USP’s for Code for Women and No.5. For Armani their segmentation, targeting and positioning suggests that their USP would be to attempt appeal to young professional women by suggesting an aspirational lifestyle; daring and exciting with lust and passion; and that they will achieve this lifestyle by using Code for Women. So it is possible that Armani’s USP would be:

“Code for Women attempts to provide young professional women with a luxury perfume to suit their lifestyle and personality by daring and empowering the user to become the temptress and powerful woman she wants to be”

Chanel’s segmentation, targeting and positioning suggests that their USP would be to attempt to appeal to young professional women by suggesting an aspirational lifestyle; one of luxury, class and romance; and project an image of themselves of being powerful and beautiful by using this timeless perfume and that if they wear Chanel No.5 they will achieve their ideal lifestyle and personality. Therefore, it is possible that Chanel’s USP is:

“No.5 attempts to provide young professional women with a classic and timeless perfume to suit their luxury lifestyle and to enable her to be the beautiful, powerful and classic woman she aspires to be”
Media Consumption of Target Market

It is important to build a profile of the types of media the target audience consume. This means that advertising can be placed in the mediums the target audience are subject to most frequently. For Armani and Chanel, this would be a profile of BC1 18-25 females and BC1 18-24 males; for this report the consumer’s will be called Cat, Ant, Nell and Dec.

<table>
<thead>
<tr>
<th>Name</th>
<th>Age</th>
<th>Gender</th>
<th>Socio-economic Group</th>
<th>Family Lifecycle Stage</th>
<th>TV Channels</th>
<th>Radio Station</th>
<th>Newspaper</th>
<th>Magazines</th>
<th>Film</th>
<th>Car</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cat</td>
<td>23</td>
<td>F</td>
<td>B</td>
<td>2</td>
<td>ITV1&amp;2, C4, BBC3, SkyArts</td>
<td>Capital Radio</td>
<td>The Guardian</td>
<td>Vogue</td>
<td>When Harry Met Sally, Little Miss Sunshine</td>
<td>BMW Z4</td>
</tr>
<tr>
<td>Ant</td>
<td>23</td>
<td>M</td>
<td>B</td>
<td>2</td>
<td>Alibi, ITV1, Comedy Central, Quest</td>
<td>XFM London</td>
<td>The Times</td>
<td>GQ</td>
<td>Inception, Shutter Island, Sex Drugs Rock ‘n’ Roll</td>
<td>Audi A6 Avant</td>
</tr>
<tr>
<td>Nell</td>
<td>21</td>
<td>F</td>
<td>C1</td>
<td>1</td>
<td>ITV1&amp;2, Living, E4, Sky</td>
<td>Radio 1</td>
<td>The Independent</td>
<td>Cosmo</td>
<td>Love Actually, The Lovely Bones</td>
<td>Mazda X5</td>
</tr>
<tr>
<td>Dec</td>
<td>21</td>
<td>M</td>
<td>C1</td>
<td>1</td>
<td>E4, Dave, Sky1&amp;3, ESPN</td>
<td>Radio 1Xtra</td>
<td>The Observer</td>
<td>Men’s Fitness</td>
<td>Saw, Edge of Darkness, From Paris With Love</td>
<td>BMW 3 Series Saloon</td>
</tr>
</tbody>
</table>

As well as media profiles, the target audience also have various trends in their behaviour which subject them to different mediums. It is likely that Cat, Ant, Nell and Dec would all commute to work, therefore exposing them to outdoor media; billboards, posters; and transit media; London Underground advertising or train advertising. Due to various consumption levels, it is likely that Cat and Nell would be more exposed to magazine and cinema advertising whereas Ant and Dec are more likely to be subject to newspaper and television advertising. Ant and Dec could possibly see advertising at football or other sports matches, whereas Cat and Nell would see advertising in shopping centres and restaurants. Ant and Dec are likely to be subject to promotional tools in pubs, but on the other hand Cat and Nell would notice promotional tools in bars. Using this information enables Armani and Chanel to place their advertising and promotional tools in the correct locations and using the right mediums to reach their target audience best.
Consumer Behaviour

‘Marketing is essentially a means of influencing human behaviour – typically consumer behaviour’ (Jober 2008). Armani and Chanel would have had to take this into account when considering their marketing approach. There are several influences on consumer behaviour ‘culture...environment [social]...personal...psychographic’ (The Big Book of Marketing, 2009). Cultural influences can come from general culture (of a country), subculture or social class. Social/environmental influences come from groups, family, gender roles and opinion leaders; two-step flow. Personal influences can include age, lifecycle stage, occupation, socio-economic group, lifestyle and personality. Finally, psychographic influences include personality, mood, attitudes and beliefs. All of these influence whether or not a consumer will buy a product or not; for Armani and Chanel it is important to consider these influences, but often they work for rather than against a product, as for something like Code for Women and No.5 it is accepted and often encouraged to buy products like those if you are for example; female, B/C1, stage 1/2, 18-25, believe you should have expensive items, want to portray yourself as wealthy/beautiful/powerful; or if your friends/peers/colleagues buy/suggest it.

Figure fourteen shows Maslow’s Hierarchy of Needs. This shows the importance of various actions, emotions, situations to human beings. It shows love and belonging are number three, which would influence consumers to buy Code for Women and No.5, as they feel they need to buy it to belong to their discourse and to attract a man. At number four is being respected by peers/colleagues, which a consumer would hope to gain from buying Code for Women or No.5, as they would want it to portray themselves as wealthy, powerful and prestigious. So these basic human needs work in favour for Armani and Chanel when advertising to their target audience.
External Factors

Finally, it would be important for Armani and Chanel to consider external factors when promoting their products. A PESTEL analysis is a good way to do this. ‘PEST is an acronym for Political, Economic, Social and Technological that may affect a business. Sometimes PEST is extended...by adding Ecological and Legislative’ (Cases in advertising and marketing management 2007).

Political factors when considering perfume would mainly be tax and trade laws. Consumer rights have to be taken into account; refunds, exchanges; and there are European trade laws as well as UK ones. There are also of course employment laws for the workforce who make/distribute/manage/market the perfume. The economic factors are taxes, growth or stagnation of the market, wages, tax and inflation which would all affect profits. Social factors to consider would include demographics of the consumers, influences and disposable income. Technological factors relate to the technology behind the making of the perfume, which is fairly standard between companies and no real developments have been made. Ecological factors may include how ecological or “green” the company is, so could refer to packaging and transportation of the perfume. Finally, legislative factors could include; as in political; various trade and employment laws and legislations. All these factors would have been considered by Armani and Chanel.
Appendix

Figure 1: Manufacturers/distributors’ shares in women’s fragrances, 2008-10

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010 (est)</th>
<th>% change 2008-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>L’Oréal*</td>
<td>£132</td>
<td>19%</td>
<td>£137£19</td>
<td>14%</td>
</tr>
<tr>
<td>Coty</td>
<td>£91</td>
<td>13%</td>
<td>£101£14</td>
<td>14%</td>
</tr>
<tr>
<td>Chanel</td>
<td>£91</td>
<td>13%</td>
<td>£101£14</td>
<td>14%</td>
</tr>
<tr>
<td>Estée Lauder</td>
<td>£83</td>
<td>12%</td>
<td>£79£11</td>
<td>14%</td>
</tr>
<tr>
<td>Procter &amp; Gamble</td>
<td>£77</td>
<td>11%</td>
<td>£87£12</td>
<td>12%</td>
</tr>
<tr>
<td>Kenneth Green Associates</td>
<td>£55</td>
<td>8%</td>
<td>£58£12</td>
<td>14%</td>
</tr>
<tr>
<td>Dior</td>
<td>£49</td>
<td>7%</td>
<td>£51£7</td>
<td>14%</td>
</tr>
<tr>
<td>Avon</td>
<td>£28</td>
<td>4%</td>
<td>£29£4</td>
<td>14%</td>
</tr>
<tr>
<td>Other</td>
<td>£42</td>
<td>6%</td>
<td>£43£6</td>
<td>14%</td>
</tr>
<tr>
<td>Own-label</td>
<td>£49</td>
<td>7%</td>
<td>£36£5</td>
<td>14%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£697</strong></td>
<td><strong>100%</strong></td>
<td><strong>£722 100%</strong></td>
<td><strong>£739 100%</strong></td>
</tr>
</tbody>
</table>

- Women’s Fragrances, Mintel 2010

Figure 2: Stages in the family life cycle and buying patterns

1. Bachelor stage: young, single people living at home
   - Few financial commitments, recreation and fashion-oriented
   - Buy: cars, entertainment items, holidays

2. Newly married couples: young, no children
   - Better off financially than they are likely to be in the near future; high purchase rate of consumer desirables
   - Buy: cars, white goods, furniture

3. Full nest: youngest child under six
   - House buying is at a peak; liquid assets are low
   - Dissatisfied with level of savings and financial position generally
   - Buy: medicines, toys, baby food, white goods

4. Full nest: youngest child six or over
   - Financial position is improving; a higher proportion of wives are working
   - Buy: wider variety of foods, bicycles, pianos

5. Full nest: older married couples with dependent children
   - Financial position is improving yet further; a greater proportion of wives work and some children get jobs. Increasing purchase of desirables
   - Buy: better furniture, unnecessary appliances and more luxury goods

6. Empty nest: older married couples, no children at home, head of household still in the workforce
   - Home ownership is at a peak; the financial situation has improved and savings have increased. Interested in travel, recreation and self-education. Not interested in new products
   - Buy: holidays, luxuries and home improvements

7. Empty nest: older married, no children living at home, head of household retired
   - Substantial reduction in income
   - Buy: medical products and appliances that aid health, sleep and digestion

8. Solitary survivor in the workforce
   - Income still high but may sell home

9. Solitary survivor, retired
   - Same medical and product needs as group 7
   - Substantial cut in income. Need for attention and security,

- The Family Lifecycle Stages Model, 2005
Figure 3

**Discuss alternative strategies for selecting target markets**

- Targeting strategies, 2009

Figure 4

**Population Estimates**

UK population grows to 61.8 million

- Population Estimates, 2010

Figure 5

<table>
<thead>
<tr>
<th>Grade</th>
<th>No.</th>
<th>Class</th>
<th>Occupation:</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>3.1%</td>
<td>Upper</td>
<td>High managerial, Professional</td>
</tr>
<tr>
<td>B</td>
<td>17.7%</td>
<td>Middle</td>
<td>Managerial, Professional</td>
</tr>
<tr>
<td>C1</td>
<td>27.0%</td>
<td>Lower</td>
<td>Supervisory, Junior</td>
</tr>
<tr>
<td>C2</td>
<td>23.5%</td>
<td>Skilled Working</td>
<td>Skilled Manual</td>
</tr>
<tr>
<td>D</td>
<td>16.2%</td>
<td>Unskilled</td>
<td>Unskilled Manual Workers.</td>
</tr>
<tr>
<td>E</td>
<td>12.4%</td>
<td>Unskilled</td>
<td>Unemployed &amp; Poorer Pensioners</td>
</tr>
</tbody>
</table>

- Socio-economic groups statistics, 2010
Figure 6
- Armani Code for Women, TV advert, Creative Club 2009

Figure 7
- Chanel No.5 TV advert, Creative Club 2009

Figure 8
- Giorgio Armani logo/font style, from Giorgio Armani website
Figure 9

- Giorgio Armani Logo, from Giorgio Armani website

Figure 10

- Armani Code for Women, Print Advert, Creative Club 2009
Figure 11

![Chanel No.5 Print advert, Creative Club 2010](image1)

Figure 12

![Chanel No.5 Print advert, Creative Club 2010](image2)

Figure 13
**Figure 14**

<table>
<thead>
<tr>
<th>Hierarchical Model of Consumer Needs/Wants</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Self actualization (fulfilling personal goals or dreams, peace of mind)</td>
</tr>
<tr>
<td>4. Esteem (being respected by the community, confidence)</td>
</tr>
<tr>
<td>3. Love (belongingness, being liked or loved by an individual, family, friends)</td>
</tr>
<tr>
<td>2. Safety (free from physical threats by man or nature)</td>
</tr>
<tr>
<td>1. Physiological (hunger, sex, thirst, sleep)</td>
</tr>
</tbody>
</table>


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